



Position Specification

St Anne's College

Principal

Introduction

The Governing Body of St Anne's College, a constituent college of the University of Oxford, intends to elect a new Principal to succeed Timothy Gardam who will leave office as head of house after thirteen years at the end of August 2016. The Principal chairs the college's Governing Body, guides the academic and administrative direction of the community's life, and is its leading advocate externally.

St Anne's combines a commitment to academic excellence amongst the Fellowship and student body with a dedication to the principles of equality and social inclusivity. It is mindful of its origins as a progressive institution which gave women access to an Oxford education in the nineteenth century. It remains a notably diverse community, and celebrates its members coming from a wide variety of backgrounds, cultures, and places, both home and abroad. It is known too for its welcoming atmosphere, where all are at ease with one another, academically and socially. St Anne's prides itself on cultivating thinkers with a distinctive flair and independence of mind, and on supporting all its members in the development of their particular interests and talents.

The Principal must both represent and personify this character, at once academically serious, independent-minded, down-to-earth, and friendly.

In keeping with the college's history and traditions, the Governing Body expects wide diversity in the field of applicants for the post of Principal, and in particular hopes that this will include individuals from minority groups that are currently under-represented in senior positions in the Oxford academic community. We seek applications from suitably qualified women and men within and beyond the UK who possess a distinguished record of achievement and leadership in academia or another professional field. They will understand and enjoy the progressive and inclusive spirit of the college, bring the ability to guide its decision-making, and relish the prospect of articulating its purpose to a range of external audiences.

What follows is an introduction to St Anne's, the office of Principal, and the experience, skills and qualities which the Governing Body expects in any candidate.

This document should be read in conjunction with other supporting material and information on the college website: www.st-annes.ox.ac.uk.

The College

General

St Anne's College is one of the 39 constituent colleges of the University of Oxford. Founded in 1879 as The Society of Home Students with the purpose of pioneering education for women within Oxford, St Anne's became a full college of the University in 1952. It first admitted men in 1979. Always academically ambitious, it defines itself as a modern college, one which still pioneers change in Oxford. It has retained its commitment to opportunity, and is a college that consciously seeks to connect to the outside world. It is now one of the larger colleges in Oxford, with a diverse, international Fellowship and student body. In all there are 66 Tutorial and Professorial Fellows, 70 Research Fellows and Lecturers, and 130 administrative and support staff. The student body comprises some 470 undergraduates and visiting students, and close to 300 postgraduate students.

The college's main site is slightly to the north of the city centre, between the University's science area and its burgeoning Radcliffe Observatory Quarter. The college's estate has developed rapidly over the decades: appropriately, the first (1937) and latest (2016) major buildings both house parts of the library. In between times, the college has built its dining hall and seven further major buildings, housing lecture theatres, teaching and seminar rooms, several hundred student bedrooms, kitchens, and associated administrative and common space. St Anne's accommodates almost all its undergraduates on this main site, and about a third of the graduate body live in the college's purpose-built graduate residence in Summertown or in the small graduate centre on the main site. There is also a nursery providing childcare for college and university staff.

The college generates an annual income of £10.5m for its charitable academic objectives in teaching and research and supporting activities. This is made up from five main sources: academic and fee income (£3.8m); residential and catering (£2.6m); investment income (£1.6m) (the college's endowment is some £37 million); from one of the largest and most successful conference and banqueting businesses in Oxford (£2.1m); and from philanthropic support from alumnae and other benefactors (£0.5m). This last support is hugely valued and is not only financial: our alumnae and benefactors are remarkably engaged in the maintenance of many aspects of college life.

Governance and management structures

St Anne's College is an educational charity, and its Governing Body is composed of the Principal and Fellows of the college who are also the charity trustees. Most Fellows have academic appointments, while others are professional College Officers. Governing Body approves all strategic decisions, and many of the smaller ones, such as changes to College By-Laws and Regulations. Governing Body delegates aspects of the executive management of the college to Council, a body of twelve Fellows, again including College Officers, which acts as a general purposes committee. The Principal chairs Governing Body and Council, and is *ex officio* a member, and often chair, of other committees which report to the Governing Body.

The membership of college committees is drawn mainly from the Fellowship, and approved annually by the Governing Body. An exception is Investment Committee, which has a number of external

members with appropriate expertise. The college also has an Advisory Board and a Development Board; these are made up of and chaired by external members, for the most part alumnae. A Remuneration Committee with external membership considers the remuneration of those college employees who are also trustees. St Anne's has representation from its Junior (undergraduate) and Middle (postgraduate) Common Rooms on all committees, except those concerned with Investment, Human Resources, and Remuneration.

In pursuing the decisions of the Governing Body, Council and other committees, the Principal is supported by the College Officers, the most senior of whom are Governing Body Fellows, and who meet at least weekly to discuss strategic and day-to-day operational issues. Of these, the Vice-Principal and Dean are academic Fellows, appointed by rotation, while the remainder have professional expertise:

- The Vice-Principal (always one of the academic Fellows; stands in chairing committees and hosting events when the Principal is not present; handles nominations for committees and college offices; and acts as a conduit between the Principal and the Fellowship).
- The Senior Tutor (Fellow) – responsible for implementing academic policy in relation to agreed academic strategy, for academic recruitment, national and international outreach, undergraduate and graduate admissions, and monitoring of student progress. (Supported by the Academic Registrar and Academic Office staff.)
- The Treasurer (Fellow) – responsible for investment, financial, legal, HR, IT and property matters, including strategic oversight over the college's estate. (Supported by the Financial Controller and Treasury staff.)
- The Domestic Bursar (Fellow) – responsible for all domestic management. (Supported by the Bursary and Catering managers and staff.)
- The Development Director (who may be made a Fellow at the discretion of Governing Body) – responsible for fund-raising and external relations, with a focus on building relationships with alumnae and benefactors to further the college's aims. (Supported by the Development Office staff.)
- The Dean (Fellow) – oversight of student discipline and welfare. (Supported by the Welfare Dean, Assistant College Registrar, Nurse, and Assistants.)
- The Librarian (who may be made a Fellow at the discretion of Governing Body) – responsible for curation and building of the substantial working undergraduate and graduate collections. (Supported by the Library staff.)

The Role

The Principal is the head of college, and with Governing Body has ultimate responsibility for its effective operation as a place of education, research and scholarship, and for the fulfilment of its charitable purpose. The representation of St Anne's aims and values to external audiences is an important part of the role, and increasingly so. The Principal also acts as custodian of the communal life of the college, a facet of the role particularly valued at St Anne's.

The person appointed will have strong empathy with academic pursuits, proven academic or other professional achievements, and the experience needed (i) to support the academic work of the college, (ii) to maintain and enhance its financial security, and (iii) to develop its longer-term strategy within the collegiate University and world outside. To lead this academic society under the authority of the Governing Body, the Principal requires skills in spoken and written communication, administration and consensus-building.

The Principal's core activities lie in leadership and administration, representation and fundraising, and in promoting the college's academic purposes and values.

In the first, the Principal plays a significant part in the development and implementation of the college's strategic outlook, and in the promotion of its aims, while taking care to work within the consensual and democratic decision-making processes of the college. In day-to-day administration the Principal is not only involved in chairing meetings of the Governing Body and its committees, but also works with the College Officers and administrative staff to ensure that the decisions taken are carried out.

The role of representation is varied and significant.

Within college, the Principal, alongside the Fellowship, promotes academic values to the student body. This requires an interest in and commitment to high-achieving young people and their welfare, along with an understanding of the diverse backgrounds from which they come. The Principal also represents the college to current and former students at a variety of formal and informal occasions, such as lunches on degree days, and events in the evening and at weekends.

Within the University, the Principal gives voice to matters of importance to college through membership of central committees of the University, and through meetings with other Heads of House. Current far-reaching changes in the governance and funding of higher education make it particularly important that the college's concerns are given weight by the University, and vice versa.

The Principal also represents the college to the wider world, particularly in the important area of fund-raising. The Principal must be an effective presence at public functions, and while entertaining current and potential benefactors, within college and without, both during term and during vacations. Representation outside may also be necessary when members of the college or its affairs attract the interest of the media.

The active involvement in running the college, combined with representing St Anne's in the University as a whole and in the wider world, make the Principalship a full-time role.

Candidate Profile:

The successful candidate will possess:

- a distinguished record in a professional field (academic or otherwise);
- a strong intellectual background;
- profile and network beyond Oxford of potential benefit to the college;
- experience of strategic and operational management.
- a profound commitment to the academic purpose of the college;
- a commitment to the inclusive ethos of the college, and to its core values and objectives;
- the skills to be an ambassador for the college, including excellent public speaking and communication skills;
- a down-to-earth manner in engaging with the student body, and an understanding of the pressures faced by young students in today's society;
- the ability to provide financial and administrative oversight;
- an aptitude and enthusiasm for engaging in fund-raising and development;
- the ability to foster collegiality within the college community;
- leadership qualities, including a willingness to work within the consensual and democratic decision-making processes of the college, and to develop policies which advance its strategic aims;
- the ability to chair committees fairly and effectively.

Terms & Conditions

The Principal's salary is at present on the basic Professorial scale, with appropriate increments. The salary is pensionable with Universities Superannuation Scheme. Common table is provided free of charge and there is a budget for college expenses incurred by the Principal, including entertainment and travel. A full-time personal assistant is provided by the college.

The Principal is required by Statute to reside in the Principal's Lodgings for at least thirty-two weeks in the year (unless dispensed from this requirement by the Governing Body), including at least six weeks of each full term.

Accommodation is provided in the Principal's Lodgings in the college's grounds. The lodgings are provided free of rent, and other domestic charges are partly paid by the college.

HOW TO APPLY

The college has retained Russell Reynolds Associates to assist with this appointment.

Applicants should submit a detailed CV, and a statement briefly outlining the qualities they feel they would bring to the position, and their reasons for wishing to apply at this stage of their career to: responses@russellreynolds.com.

- Please quote the role title and assignment code 1603-026L in the subject heading of the email.
- All applications will be acknowledged.
- The closing date for applications is noon, 6th May 2016.

Please call +44 (0) 20 343 3613 for further assistance.

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