BRASENOSE COLLEGE, OXFORD

THE PRINCIPALSHIP

APPOINTMENT BRIEF

NOVEMBER 2013
Brasenose College is one of the constituent colleges of Oxford University. Founded in 1509, the College is situated on Radcliffe Square in the heart of Oxford. The current Principal, Professor Alan Bowman FBA FSA, plans to retire on 30th September 2015.

The College now seeks a successor to Professor Bowman, who will be wholeheartedly committed to Brasenose, who possesses energy and good judgment, and will be enthusiastic in promoting the interests of the College and all of its members. The Principal will be an effective communicator and possess strong interpersonal skills, consistent with working in a distinctive community which greatly values collegiality.

THE COLLEGE

Brasenose College was founded by Sir Richard Sutton, a lawyer, and William Smyth, Bishop of Lincoln, and received its royal charter from Henry VIII in 1511. Both founders were from the North West and the College has retained strong links with Cheshire and Lancashire throughout its history. The Bishop provided for the expenses of the building and the lawyer acquired the property for the site.

As stated in its Statutes: ‘The object of the College is to advance education, learning, religion and research, for the public benefit, through the provision, support and conduct of a perpetual College in the University of Oxford.’ The College is a self-governing institution and a registered charity regulated by the Charity Commission.

The College currently has 377 undergraduate students, 232 postgraduate students, 83 academic staff (of whom approximately 40 Fellows constitute the Governing Body), 15 associated academics and 106 non-academic staff. The College attracts undergraduates and postgraduates from a wide range of nationalities and
backgrounds, and provides a welcoming environment with a good balance between academic priorities, and cultural, sporting and social activities. The College sets great store by the high quality of the intellectual and pastoral relationship between teacher and student, by its friendly atmosphere and by its sense of inclusiveness as a community embracing academic and non-academic staff, present and former students. The College values academic excellence and is concerned to promote both high quality teaching and research. It has a substantial library, mainly for student use, including a separate Law Library, and is currently planning the restoration and adaptation of the seventeenth-century cloisters beneath the library to increase substantially the study space available, in response to demand from the students.

Brasenose regards its relations with the divisions, departments, faculties and central administration of Oxford University as crucially important. Brasenose contributes to the development of the University through the Conference of Colleges as well as its many other formal and informal links.

Further information about the College, its Bylaws and Statutes can be found at www.bnc.ox.ac.uk

**BRASENOSE TODAY**

The College is a thriving institution. The students overwhelmingly achieve very good degree results and in 2012, 41 finalists achieved Firsts and a further 51 achieved Upper-Second class degrees, putting the College second in the Norrington table (an informal league table of Oxford College examination results); in 2013 Brasenose finished seventh in the Norrington table with 33 Firsts and 56 Upper-Seconds from our 95 finalists. Brasenose currently receives more applications for undergraduate study than any other Oxford College. The College continues to invest in outreach to encourage the ablest students from the broadest range of backgrounds to apply.

Brasenose was one of the first colleges to become co-educational (in 1974) and continues to provide a friendly and inclusive culture with a diverse body of students. The undergraduates are drawn from an increasingly wide range of school backgrounds, and two thirds of the UK students are now from the state sector.

Over one third of the student population are graduates. About two thirds of these are international students, recruited to study a wide range of subject areas. In 2013, the Hulme Common Room (the graduate common room) celebrated its 50th anniversary. Half of the post-graduates have won grants or awards to fund their studies fully, many through internationally competitive scholarship schemes.

The College’s students continue to demonstrate energy, enthusiasm and success in their extra-curricular activities. Brasenose has one of the most active College artistic communities, whose highlight is the Arts Week in May each year – a festival of music, drama and the arts in general. The rugby team has had recent success, as has
the Boat Club. Following the appointment of a Director of Music in 2011, the number and quality of concerts in College continues to rise.

From the many highlights of the last year, the students have selected the following three examples of life at Brasenose:

“Three times each term, there is an event called “BLURBS” where a Brasenose alumnus or Fellow and a postgraduate student both give a research talk, which is then followed by dinner and a drinks party. BLURBS tickets are always sold out, and the event is commonly so popular that it results in standing room only.” (Jovi Wong, Clinical Medicine / HCR President)

“In 2013, students, tutors and College staff joined together to run in the Town and Gown 10km annual race around the city centre and parks, two students coming in the top twenty. We raised over £3,000 for the Muscular Dystrophy Campaign. There was a fantastic team spirit across the three common rooms, from freshers to the Senior Tutor and Chaplain, with everyone warming up together and celebrating with some well-deserved cake. The College was delighted to have entered the biggest team in the race.” (Anna Broadley, Year 3, History)

“Brasenose sets itself apart from other colleges in the extent to which students and the College work together to achieve shared access goals. We attract more applicants every year from an increasing variety of backgrounds. Many students were persuaded to apply to Brasenose because of the Colleges’ access schemes, which in turn feeds back into a unique enthusiasm on the part of students for participating in the Open Days as volunteers.” (Bethan Rodden, Year 3, Ancient and Modern History / JCR Access Rep)

Over the last forty years the College has invested in substantial new student accommodation, close to the City centre, enabling virtually all undergraduates and postgraduates who wish to live in college accommodation to do so. The College is also now benefiting from its most recent (Quincentenary) building project, which provided a new student bar, new kitchens and radical refurbishment of the College’s dining spaces.

Brasenose’s governance and financial structures are robust. The College has recently conducted a thorough review of its governance and is in the process of preparing new Statutes to reflect recent changes to the law and its registration with the Charity Commission. The College endowment of £100m provides for a third of the operating costs of the College. This endowment has been enhanced by good investment returns and significant benefactions, with Fellowships in Law, Politics and Classics fully endowed in the last three years. Fundraising effort is now focused on student bursaries and a capital campaign to enable the significant extension of the library.
THE ROLE OF THE PRINCIPAL

The Statutes of Brasenose state:

‘The Principal shall be Head of the College and shall exercise a general supervision over all the affairs of the College and the well-being of its members; and over the education and discipline of its junior members. [The Principal] shall see that the Statutes and By-Laws of the College are observed and that all members of the College perform the duties pertaining to their respective offices or positions.’

The responsibilities of the Principal include:

• Guiding the Governing Body in formulating its vision for the College and in developing and implementing strategies to achieve these aims

The College’s primary purpose is academic, achieved through both teaching and research. The Principal will guide and enable the democratic processes by which the College develops and implements strategies to deliver outstanding teaching and research, taking into account the political, financial and competitive challenges that the College now faces and can expect to face in the future. The Principal will be mindful of the need for the College to develop policies that are workable now but also secure the long-term success of the College.

The successful candidate will be committed to education, with an understanding of the Higher Education sector in the UK and globally. He or she need not necessarily be an academic but should have sufficient stature and empathy to engender respect from a community of scholars, and to engage with and guide the Governing Body in its strategic planning for the College.

• Overseeing the governance and management of the College, including chairing meetings of the Governing Body and its key committees and meeting regularly with College Officers

Ultimate authority for all decisions rests with the Governing Body, whose members act as the trustees of the College as a charitable institution. Governing Body meets three times each term, principally to discuss matters relating to the strategic direction of the College. The Principal chairs these meetings. The Governing Body is supported by a number of committees including the Academic Committee, the Development Committee and the Estates and Finance Committee, which are also chaired by the Principal.
Most aspects of the day-to-day running of the College are the responsibility of a number of full-time professional College Officers, notably the Bursar, the Senior Tutor, the Director of Development and Alumni Relations, and the Chaplain. The Principal meets regularly with them to discuss policy and key operational issues, but they are answerable to the Governing Body.

The College is not a large organisation but it is complex. The Principal must be able to provide leadership and guidance in a collegiate environment in which he or she does not have executive authority. Governance is achieved largely through consensus and the Principal must be an effective chair and be able to persuade and guide by consultation and open debate rather than by dint of personality.

As well as exercising the general supervision envisaged in the Statutes, the Principal should promote the cohesion and unity of the Fellowship, offering advice and support where appropriate and being available to adjudicate in cases of complaint or conflict.

- **Working with the Director of Development and Alumni Relations on developing relationships with alumni and other potential benefactors and supporters**

The Principal must be willing to spend a significant amount of his or her time on development activities in pursuit of the College’s primary purposes. The College’s fundraising and alumni relations activities are run through the Development Office led by a professional Director of Development. The Principal will be expected to develop a close working relationship with this office and he or she should be willing to lead on a wide range of social activities and to build close friendships with alumni, both in Oxford and abroad.

The alumni community is comprised of individuals whose common ground is often simply the College, and who otherwise embody a wide range of personalities, interests and concerns. The Principal must therefore be comfortable in the company of people who may hold very different views to her or his own. This flexibility, and the ability to foster numerous top level relationships with a fundraising agenda, is essential.

- **Maintaining general oversight of the College’s activities and the welfare of all its students, staff, lecturers and Fellows**

In order to fulfil his or her role, the Principal needs to be familiar with, and sympathetic to, the attitudes and interests of all members of the College community – students, teachers and other College employees. He or she should be someone whom students, Fellows and staff feel at ease in approaching.
The Principal will engage easily with a broad range of people in a wide variety of contexts, such as conducting annual academic progress reviews with students, making speeches on domestic and public occasions, pressing the College’s case in external forums and welcoming guests in to the community.

- **Representing the College within the wider University and beyond**

The Principal will represent the views and interests of the College, normally as formulated by Governing Body, to the University and vice versa, and will participate in the work of the Conference of Colleges. The Head of House is, by custom, the person who receives communications from the central University Offices. It is therefore essential for the Principal to have, or be willing to acquire, up-to-date knowledge of the structure of the University, the inter-relation of its parts and the relevant procedures.

It is the Principal’s duty to attend meetings of certain other bodies of which the holder of the office is an *ex officio* member (such as the Hulme Trustees and certain electoral boards). The Principal also represents the College to bodies and agencies outside the University, and to the wider public. He or she is expected to act with sensitivity in foreseeing problems and in explaining, presenting and supporting College policies. These tasks are carried out in collaboration with the College Officers.
TERMS AND CONDITIONS

The Principalship is a full-time role, although the hours of work are varied and unpredictable. Most formal business and regular meetings in the College and University fall within the three Full Terms, which are of eight weeks duration, as do most dinners and social functions. The Principal can therefore expect to be in Oxford most working days during Full Terms and the weeks either side of them, and many evenings too. Development activities occur throughout the year, but much activity is focussed in the academic vacations, particularly overseas trips.

The successful candidate may retain research interests or some engagement with outside bodies provided the extent and scope of these activities are consistent with the objects and interests of the College. Any such external activities must be compatible with the requirements of the role, with absences from Oxford generally limited to vacations. The Principal is required to obtain the agreement of the Governing Body, whose consent shall not be unreasonably withheld.

The College is offering the next Principal the following pay and benefits:

1. The Principal’s salary is set at merit point 6 of the University’s professorial pay scale, which is currently £97,137;
2. The Principal will be enrolled in the Universities Superannuation Scheme (USS), a defined benefit pension scheme;
3. The Principal will have use of the Principal’s Lodgings free of rent, council tax and utility bills;
4. The Principal will be elected as a member of the Senior Common Room and will enjoy full common room rights, including free meals whenever the kitchens are open;
5. The Principal will have a hospitality allowance, currently £8,115 per year, for entertaining supporters and friends of the College, hosting social events for the members of the College and entertaining professional colleagues;
6. The Principal will be eligible for a research allowance, currently up to £1,400 per year;
7. The Principal will be offered free private health insurance (a taxable benefit).

Candidates are also asked to note, as implied by the Principal’s role in development above, that the Principal is expected to undertake trips overseas, each for one to two weeks, to visit alumni who are based overseas. The typical pattern is one trip each year to the USA, and one elsewhere. The College pays all expenses for these trips in line with Oxford University policy which may be found at http://www.admin.ox.ac.uk/finance/expenses/guide/72travelbypublictransport

The Principal, like all Senior College Officers, will be subject to the College’s normal annual appraisal procedures.
THE APPOINTMENT PROCESS

As permitted under our Statutes, Brasenose College intends to pre-elect a Principal to succeed Professor Alan Bowman FBA FSA on his retirement on 1\textsuperscript{st} October 2015. It is intended that the successful candidate will be selected before the end of Trinity Term on 20\textsuperscript{th} June 2014.

The College intends to select a short list of candidates by Easter 2014, and to hold interviews for those candidates in two stages.

**Stage 1 interviews** will be in Trinity Term 2014 (May-June 2014). Each candidate will be invited to College for a full day which will include:
- informal talks with selected Fellows,
- delivering a presentation suitable for a wide public audience, about the challenges that Oxford colleges will face over the next 10 years, followed by a question and answer session,
- an invitation to dine on High Table that evening. The candidate’s spouse or partner is also invited and overnight accommodation will be available.

**Stage 2** will be a final interview on 4\textsuperscript{th} June 2014 by the Governing Body. Candidates will be asked to make a short presentation, for up to 10 minutes, on why they want to be the next Principal of Brasenose, followed by questions from the Governing Body.

Brasenose College is being advised by Anthony Archer of Bridgewater Leadership Advisory in the making of this appointment. In order to obtain further information on the role, or for an informal discussion about the opportunity, please feel free to contact him at:

anthony.archer@bridgewaterassociates.co.uk  
01442 843249  
07721 504125

In order to apply, please submit a covering letter and detailed curriculum vitae, and include the names and contact details of three referees. The College will wish to contact at least two of the referees for each short-listed candidate before the interviews, but referees will not be contacted without the express prior permission of candidates.

Applications should be submitted by email, addressed to the Vice-Principal at Principal2015@bnc.ox.ac.uk, with a copy to Anthony Archer at anthony.archer@bridgewaterassociates.co.uk. If candidates prefer to send their application by post, it should be addressed to the Vice-Principal, Brasenose College, Oxford OX1 4AJ. All applications will be acknowledged within 24 hours of receipt.

The closing date for applications is 31\textsuperscript{st} January 2014.
Diversity and equal opportunities statement
The policy and practice of Brasenose College require that all staff are afforded equal opportunities within employment. Entry into employment with the College and progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post and the relevant salary structure. In all cases, ability to perform the job will be the primary consideration. Subject to statutory provisions, no applicant or member of staff will be treated less favourably than another because of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.