

Appointment of

Vice-Chancellor

University of Cambridge

2009



UNIVERSITY OF
CAMBRIDGE

800 YEARS
1209 ~ 2009

The University of Cambridge

This information should be read in conjunction with visiting the University website at: www.cam.ac.uk.

Introduction

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The University of Cambridge is consistently ranked in the top five universities in the world. The University's sustained pursuit of academic excellence is built upon a long history of first-class teaching and research within its distinctive collegiate system. Its principal goal is to continue to be in the foremost rank of research-led universities worldwide. In its 800th anniversary year, it has much to celebrate from its past achievements but the theme of these celebrations, 'transforming tomorrow', indicates the University's strong desire to look to the future with confidence and ambition.

The University has over 8,500 staff, approximately 17,600 students and assets of c. £2.3 billion. Its total income in 2008 was over £1 billion, when consolidated with the turnovers of the wholly-owned Cambridge University Press and Cambridge Assessment (the University's external examination business). Research income from competitively won grants and contracts was £243 million and this has grown by 38% over the past five years.

The results of the 2008 Research Assessment Exercise placed Cambridge at the front of all UK universities for the quality of research.

The University submitted 2,040 members of staff, representing 92% of the eligible total: 32% of their work was judged to be world-leading (grade 4*) and a further 39% to be of international excellence (grade 3*).

Providing teaching and an education of the highest quality remains central to the University's purposes. The Tripos system for undergraduate degrees and the distinctive personal attention given to all students remain essential components of the Cambridge experience. "The genius of scale" that provides a personal and supportive focus for students in the Colleges, combined with the scope and range of the University's subject base and the Colleges facilities, is at the core of this endeavour. The Collegiate University remains committed to admitting the best students regardless of their background and, at undergraduate level, it invests considerable resources both in widening access and in financial support. Through the Cambridge Commonwealth and Overseas Trusts and the Gates Cambridge Trust, significant funds are also available for postgraduate students. Attracting the very best research students from around the world to Cambridge remains a core strategic objective.

Research and teaching are enhanced by the University's special collections. The University Library (a legal deposit library), the Fitzwilliam Museum, the Botanic Garden and the other seven museums curate and display artefacts and materials important for enriching the educational and research experience of the Cambridge community in many subjects. They are also of national and international significance and contribute in a major way to the public understanding of the work of the University.

In 2005, the University launched the Cambridge 800th Anniversary Campaign with the goal of raising £1 billion by 2012. By the close of 2007/08, £801 million had been raised towards this total, with £138 million raised by the University and the Colleges in that year, a record annual amount. The University's development plans cannot be realised without the support of alumni, friends, corporations and charitable trusts and foundations from all over the world. Cambridge is grateful to all of its benefactors. The Campaign is superbly led by its co-chairs, Sir David Walker and Dr William Janeway, who head a committed Board. Fundraising is crucial to the success and expansion of the University and will continue to be so. The personal leadership and involvement of the Vice-Chancellor in this activity is essential to its success.

A core objective of the Campaign has been to provide funds for new posts, and associated facilities, in recognition of the central importance of people to the University's current and future success. The University has done much in recent years to modernise its reward and promotion structures and to strengthen its support for leadership and personal development.

The continued eminence of the University of Cambridge is dependent on growth and change. Since 2003, the University has spent £300 million on new capital developments, including the Cancer Research Institute on the Cambridge Bio-Medical Campus on the Addenbrooke's site, facilities for stem cell research, metabolic medicine and photonics, new buildings for English and Criminology, and a major extension to the Fitzwilliam Museum and to the University Library.

Philanthropy has been a key factor in funding recent capital projects that are consistent with the academic development of the University. Thus Cambridge will be the home to the largest plant science centre in Europe when the Sainsbury Laboratory in the Botanic Garden is completed in 2010 at a cost of nearly £90 million. Other recent donations have made possible the Alan Reece Building for the Institute of Manufacturing, the Kavli Institute for Cosmology and the Hauser Forum (home of the University's IP exploitation company Cambridge Enterprise), all located in West Cambridge.

The Vice-Chancellor

The Vice-Chancellor is the principal academic and administrative officer of the University. He or she chairs the Council of the University, the General Board of the Faculties and the Finance Committee of the Council.

The Vice-Chancellorship at Cambridge is a demanding role that is highly visible internally and externally. The current Vice-Chancellor spends about 50% of her time on activities that represent the University externally to governments in the UK and overseas, major donors and supporters. These interactions are essential in raising the profile of Cambridge internationally and nationally. But the importance of also providing leadership to the University community cannot be overstated. The Vice-Chancellor is assisted by five Pro-Vice-Chancellors with whom she shares institutional leadership. They also have distinctive portfolios in areas such as resource management, research and education, yet there is substantial overlap between their portfolios. Therefore effective communication between the Pro-Vice-Chancellors and the Vice-Chancellor is of critical importance. One of the Pro-Vice-Chancellors is the senior of the team. He has particular responsibilities for planning and resource matters within the University. He therefore chairs key committees that engage closely with the Heads of the six Schools and the major non-academic institutions of the University. The Vice-Chancellor is expected to work closely with the Pro-Vice-Chancellors and the Registry (who is the University's senior administrator and heads the Unified Administrative Service) and to provide leadership and direction to them as a group and individually.

It is of equal importance that the University prospers by a close and interdependent relationship with the Colleges.

The Vice-Chancellor must command the respect and trust of the College leadership in order to help represent coherently their aims and the University's. There are numerous formal and informal interactions between the Vice-Chancellor and the Heads of the Colleges, including the Colleges Committee, chaired by one of the Heads.

The main tasks of the Vice-Chancellor are to:

- Provide academic and administrative leadership to the whole University;
- Exercise influence and advocacy on behalf of the University and its interests, through active engagement with external groups and individuals;
- Lead development activities, including fundraising and the reinforcement of the University's reputation and scope, both in the UK and overseas;
- Lead the senior team of the Pro-Vice-Chancellors and the Registry, personally monitoring their performance in pursuit of the University's overall mission and for the fulfilment of policies established by the various governing and legislative bodies;
- Ensure that the governance and administration of the University achieve the University's objectives in a timely, inclusive and purposeful way;
- Play a leading part in shaping the academic development of the University, particularly through the recruitment of senior staff;
- Exercise leadership to secure a sustainable financial base sufficient to allow the delivery of the University's mission, aims and objectives;
- Carry out ceremonial and civic duties.

Candidates should have:

- Strong academic credibility, intellectual curiosity and sympathy for the values and culture of the University, including its students and their concerns;
- Experience of working, with a high degree of success, in a senior position in a large and complex organisation;
- Commitment to and substantial experience of fundraising and development activities, including internationally;
- The capacity to play a leading part in national and international policy-making in higher education.

Candidates should also be able to demonstrate:

- Outstanding and inspiring leadership with strong interpersonal and influencing skills. Leadership in this context will include the motivation of individuals, the senior team of officers and the University community as a whole;
- The ability to generate and develop trust in a diverse, devolved and collegiate academic institution;
- The ability to articulate and implement a strong sense of vision and purpose for the University as a whole and to frame strategies for its development that are purposeful, command broad support and which are designed to ensure its continued eminence over the next period;
- The ability and presence to promote the University to a diverse set of audiences regionally, nationally and internationally;
- The energy and stamina to cope with high personal and institutional demands;
- An enthusiasm and respect for the academic environment embodied in the University of Cambridge along with a personal commitment to the values of fairness, transparency, diversity and equality.

The Constitution of the University

The governance arrangements in the University have been the subject of consideration in recent years and changes, appropriate to its circumstances and objectives, have been made, particularly with regard to the introduction of external members to the senior bodies, including the Council, Finance Committee and, as a majority, on the Council's Audit Committee. Significant further developments are not anticipated although, in keeping with the evolving nature and needs of the University, further incremental change may, from time to time, be desirable or required. The University's arrangements for governance and for internal control and assurance have satisfied the Higher Education Funding Council for England in a recent assurance visit as part of a five-yearly cycle of all English universities.

The Chancellor

The Chancellor is elected by the Senate (comprising the holders of the Cambridge MA or other higher degree and the members of the Regent House). The Chancellor has important statutory duties and is available to advise the University. The Chancellor's principal public role is to preside over the conferment of honorary degrees but this is only one aspect of a continuous involvement in the life of the University. The current Chancellor is HRH The Duke of Edinburgh.

The Regent House

By Statute, the governing body of the University is the Regent House, which principally comprises the resident senior members of the University and the Colleges. There are, at present, over 4,500 members. Inter alia, the Regent House is the legislative authority and electoral constituency of the University.

The Council

Subject to the Regent House, the Council is the principal executive and policy-making body of the University. It has general responsibility for the administration of the University, for defining its purposes, for planning its work, and for the management of its resources. It deals with relations between the University and the Colleges, conducts negotiations with outside bodies on many matters and is responsible for many student matters. It also appoints or nominates certain members of internal and external Committees. Council members are the trustees of the University as an exempt charity.

The Council comprises 23 members in addition to the Vice-Chancellor. 16 are elected by the Regent House, three are students elected by the student body and four are external members appointed by the Regent House on the recommendation of the Council.

The General Board of Faculties

The General Board of the Faculties, commonly abbreviated to the General Board, is responsible for the academic and educational policy of the University. It is accountable to the Council and comprises 15 members including the Vice-Chancellor: eight members are appointed by the Councils of the Schools, four by the Council and there are two student members.

The Structure of the University of Cambridge

The University of Cambridge is a complex organisation, but that is to be expected in an institution currently celebrating its 800th anniversary.

To understand how the “Cambridge” structure operates, it helps to keep its historical origins in mind. While the University can be dated from 1209, the first Colleges, each autonomous and independent with its own Governing Body and Charter, were established later, from 1284, principally to teach and house students at all levels. The University has no charter, but is governed under Acts of Parliament starting with Elizabeth I and most recently the 1923 Oxford and Cambridge Act.

The University works with a relatively small central administration. The procedural rules of the University are embodied in Statutes and Ordinances, which prescribe in some detail the formal administrative practices. These rules are made in most cases by the University itself, although the Statutes can only be changed with the approval of The Privy Council. Each College also has its own statutes and regulations.

The University retains sole responsibility for examinations and for conferring degrees. The Colleges, on the other hand, have responsibility for selecting, admitting and accommodating all undergraduate students, and a student cannot enter the University unless he or she also becomes a member of a College. However, the University lays down the admission qualifications for postgraduate students and also has certain controls over the statutes of the individual Colleges.

During the 20th century, the role of the University hugely expanded through the provision of facilities, such as teaching and research laboratories. The University employs Professors, Readers, Senior Lecturers, Lecturers and other teaching and administrative staff who provide the formal teaching (lectures, seminars and practical classes). The Colleges supplement the University’s teaching with supervisions and other small-group teaching, given by Fellows or others appointed by the College, and each College also provides library and other learning resources, for its own members.

Of the 31 Colleges, all but three admit both men and women, and most admit both undergraduate and graduate students.

The Colleges

The Colleges are separate corporations which exist in symbiosis with the University.

Their individual histories are very different, and their own internal procedures vary. In general, each College has an elected or appointed Head, who may be termed Master, President, Principal, Mistress, Provost, or Warden.

The government of the College will be the responsibility of a Governing Body made up of some or all of the Fellows. The Fellows are the elected senior members of the College whose primary duty is teaching and research.

The pivots of the College tutorial and supervision system are the:

- Senior Tutors and Tutors, the officers responsible in each College for their educational programmes and for the pastoral care of their students;
- Directors of Studies, who have more specific responsibilities in relation to the courses of study and academic progress of their students;
- College teaching officers and supervisors, who carry out individual and small-group teaching which complements the lectures and practical classes organised by the University.

College officers will include individuals responsible for finance and buildings (usually the Bursar), for spiritual welfare (a Chaplain or a Dean) and for alumni relations and fundraising (a Development Director). Fundraising and alumni relations are articulated with the efforts of the University through an agreement that ensures co-operation and co-ordination to the overall benefit of collegiate Cambridge. Links with the government of the University are ensured through membership of the Council and the Finance Committee, both of which include places reserved for College representatives, and on other bodies. The working of the dual system is further facilitated by the fact that most teaching Fellows of Colleges also hold University academic appointments, and many members of the University's academic staff are also Fellows of Colleges.

Schools, Faculties, Departments and Students

Schools

The teaching and research activities of Cambridge are conducted through six major groupings of cognate institutions – Schools – which consist of Faculties and Departments. The Schools are:

- Arts and Humanities;
- Biological Sciences;
- Clinical Medicine;
- Humanities and Social Sciences;
- Physical Sciences;
- Technology.

Each School has a Council. The Head of the School chairs this and is the principal academic officer of the School responsible for its overall running, the use of funds allocated by the Council of the School, and the implementation of the academic and financial plans prepared by the University Council.

Faculties

Within the overall jurisdiction of the six Schools described above, teaching and research in Cambridge is organised primarily by Faculties. In addition, a small number of similar bodies entitled Syndicates can also have responsibilities for teaching and research, or for major institutions such as the Fitzwilliam Museum or the University Library, or for some service areas such as careers support to students. They exercise powers similar in effect to those of Faculty Boards.

Faculty Boards are responsible to the General Board; other Boards and Syndicates are responsible either to the General Board (if primarily for academic purposes) or to the Council.

Each Faculty is governed by a Faculty Board which is responsible for the provision of adequate teaching and facilities for research. The composition of each Board follows one of a number of different plans defined by Ordinance.

The Chairman and Secretary are elected by each Board from amongst their members. There are 23 Faculties in total.

Departments

The Faculties have different organisational sub-structures which partly reflect their history and partly their operational needs. Administratively there is great convenience in dividing the work of a large Faculty into separate Departments but it carries the danger that the academic programme may become too compartmentalised. The Councils of the Schools play an important role in ensuring that the natural academic links between different Departments are maintained and developed.

Most scientific Faculties are divided into Departments, of which there are about 60. Each Department has a Head, who is a Professor or another teaching officer in the Department appointed for five years by the General Board. The term 'Department' is also used of some academic sub-divisions in the Arts and Humanities and Social Sciences, but these institutions are not generally as administratively autonomous as they are in the scientific Faculties.

Students

Of the University's 17,600 full-time students, approximately 11,600 are undergraduate and 6,000 postgraduate (of whom about 3,400 are doctoral students). About 10% of the undergraduate students and 40% of the postgraduates are from outside the EU. Students come from over 100 different countries. The student body at both undergraduate and graduate level is fairly evenly split between arts and science subjects and between men and women. Students are formally members of the University under its constitution and they are represented on all senior committees and bodies.

Academic Activities and Developments

The University has academic strengths across a broad range of disciplines in the arts, humanities, social sciences, physical sciences, technology and the life sciences.

Faculties and Departments are able to operate with a high degree of autonomy in both teaching and research and, accordingly, new developments take place through a strongly 'bottom up' process, but co-ordinated by the Councils of the Schools who are responsible for the preparation of annual, rolling academic and financial plans.

The University's current growth assumptions are for graduate student numbers to increase faster than undergraduate numbers, and this priority has been complemented by recent strategic reviews of both the provision of graduate education and the arrangements for the admission of graduate students. Nevertheless, undergraduates remain at the heart of the University's educational activities where widening access and the availability of generous student financial support are key institutional priorities. Following a review of teaching and learning support services, proposals are being implemented to improve coordination to ensure that the University's educational provision remains at the forefront of available technology developments.

Developments in research build on the expansion of capacity and in many areas are cross-disciplinary, reflecting the weakening of traditional boundaries and the freedom of academic staff to pursue the most productive lines of collaboration.

Accordingly there are major investment programmes in, for example, the Physics of Medicine, Mathematical Biology and Engineering for the Life Sciences, capitalising on the University's strengths in both the physical and biomedical sciences. In the pure biological sciences there are new developments around senior academic appointments in Stem Cells, Systems Biology, and Conservation and Diversity.

The School of Clinical Medicine is at the forefront of the development of the Cambridge Biomedical Campus, providing a bridge from basic biomedical research to translational research in major fields such as Cancer, Infectious Disease, and Neuroscience. The School's standing has been recognised recently by the designation of the School and its principal NHS partners as one of the first five Academic Health Sciences Centres in the country.

The Judge Business School, founded in 1990, is implementing expansion plans, and growing executive education and research activities, consistent with being an integral part of a research intensive University. The Cambridge Programme for Sustainability Leadership, in its 20th year, harnesses the intellectual breadth of the University to build the capacity of leaders to understand global systems and sustainability.

In the Arts and Humanities a generously endowed Centre for Islamic Studies is beginning its work and plans are proceeding for the Cambridge Abraham Project, combining scholarship and outreach in the area of interfaith studies. In the Social Sciences, the recent union of Politics and International Studies, and a proposed new building also housing geographical centres, is a major opportunity to increase student numbers and research activity. The Cambridge Endowment for Research in Finance (CERF) provides an important catalyst for collaborative research spanning the Business School, Economics, and Mathematics. The Centre for Research in the Arts, Humanities and Social Sciences is an important platform for stimulating interdisciplinary research and enquiry in the non-scientific Schools.

The acknowledged depth and breadth of the University's work presents numerous opportunities for research collaborations through partnerships with bodies including the Wellcome Trust, Cancer Research UK, the Research Councils, NGOs and commercial research organisations, for example Microsoft and GSK. The University's leading role in the commercialisation of research discoveries and the development of science parks; 'the Cambridge Phenomenon', is a further manifestation of the excellence and breadth of its knowledge base and its contribution to the regional, national and global economy.

Strategic Physical Developments

The last five years have seen significant refurbishment and growth in the University's estate. This has provided investment for its academic activities, and facilitated linked strategies for the development of existing and new sites.

The West Cambridge site continues under development as an important site for science and technology. It houses the Cavendish Laboratory, the Computer Laboratory, the Centre for Advanced Photonics and Electronics, the recently-completed Physics of Medicine building and the Veterinary School. It is also home to important industrial partners, such as Microsoft. The Hauser Forum, the future base for Cambridge Enterprise and associated entrepreneurial activities, is nearing completion, as are the Alan Reece Building, which will house the Institute for Manufacturing, and the Kavli Institute for Cosmology.

Adjacent to the West Cambridge site lies the 134 hectares of land designated as the North-West Cambridge site. When fully developed, this will provide in the order of £500 million of invested value for the University in housing, student accommodation and research space, with a significant community centre to service both its population and that at West Cambridge. It is currently anticipated that a planning application for the site will be made during the course of 2010 following agreement with the planning authorities, due in mid-2009, on the scope and nature of the allowable development. The site is of considerable importance strategically to the future of the University in providing much-needed affordable housing for junior staff and doctoral students as well as new locations for future academic initiatives potentially in partnership with external organisations.

Within the historic City boundary, the University is also ambitious to redevelop two sensitive but important sites, one with river frontage (the Old Press site) and another, the New Museums site, a crowded and mixed collection of academic and service buildings. Parallel plans are taking both projects forward. They interact closely with developments at West Cambridge, which will provide the opportunity to relocate departments occupying sub-optimal accommodation, paving the way for new projects more suited to the City centre.

Providing continued capital funding in the future to match the scale of the University's ambition will be a key requirement of financial planning. Major developments such as the Old Press site and North-West Cambridge are expected to generate net receipts as well as contributing to the overall strategic objectives of the University. Revenue generation is however unrealistic in other cases, and an investment strategy will be required to maintain the University's competitive edge.

Development and Fundraising

The Cambridge 800th Anniversary Campaign has been a considerable success and is on track to achieve its target of raising £1 billion for collegiate Cambridge by 2012, despite current uncertainties in global financial markets and economic conditions.

The Campaign was launched in September 2005 with four main goals: Investing in Our Students; Investing in Our Staff; Investing in Our Freedom to Discover; and Investing in Our Collections and Architectural Heritage. The total raised to date, £801 million, is a testament to the strong support that Cambridge receives from its alumni and friends around the world. The Campaign has been an effective and powerful partnership between the University and the Colleges and its success has laid the foundation for future campaigns and fundraising, which will be an integral part of the University's financial strategy.

The Campaign has been supported from the Development Office, which reports directly to the Vice-Chancellor. The University has also founded an Alumni Relations Office and this – like the Campaign – is complemented by similar arrangements in most Colleges. Leading the current Campaign to a conclusion, fostering the relationships that have been critical to it and developing the foundations for future campaigns will be a key task for the next Vice-Chancellor.

Finance

The table below gives an overall picture of the University's consolidated income and expenditure for the financial year ended 31 July 2008. The figures include trust funds, research grants and contracts, and Cambridge

Assessment and the Cambridge University Press (CUP). The University's income and expenditure at 31 July 2008, (its financial year-end) were as follows:

INCOME	£m
Funding Council Grants	202
Academic Fees and Support Grants	77
Research Grants & Contracts	243
Examination and Assessment Services (Cambridge Assessment)	216
Publishing and Printing Services (CUP)	174
Other Income	103
Endowment Income & Interest	59
Total Income	1,074
EXPENDITURE	£m
Staff Costs	481
Other Operating Expenses	514
Depreciation	60
Total Expenditure	1,055

This provided a surplus on continuing operations of £19 million with a retained surplus within general reserves of £42 million after other adjustments.

The University consolidates the activities of Cambridge Assessment, Cambridge University Press and the Cambridge Trusts within its annual accounts. Education and research activities (the core academic activities of the University excluding these elements) had a total income of £676 million with expenditure of £664 million producing a small surplus on the year.

The University's balance sheet shows net assets of £2.3 billion, including reserves and endowments of £1.83 billion. The University carries no debt.

The performance of Cambridge Assessment and CUP are increasingly important to the University (with the former providing

significant annual surpluses to support core activities), as are funds generated from philanthropy and their effective investment. To this end, the University has established an Investment Office, run by a Chief Investment Officer, and advised by an Investment Board comprising external members. Looking ahead, work has begun on analysing future financial options for the University. This is guided by a senior advisory group to the Vice-Chancellor. The purpose of this work is to take a view beyond the current constraints generated by the financial recession. It will explore, through cost and income analysis, scenarios that might alter the current assumptions in the University's strategy to ensure its continued leadership in a period of growing competition. It will also help the University advocate its cause successfully to governments, its staff and supporters and the international community.

Terms and Conditions

The post is full-time and offered for a maximum period of seven years from 1 October 2010 when the current Vice-Chancellor, Professor Alison Richard steps down from office, having served a highly successful seven-year term.

The Vice-Chancellor has an established office structure in the Old Schools, which is the principal administrative base for the University. The University provides a Lodge for occupation by the Vice-Chancellor.

It is a condition of appointment that the Lodge will be the main residence of the Vice-Chancellor throughout the year. It is also expected that the Lodge will be used by the Vice-Chancellor for official entertainment as appropriate.

Process of Appointment and Timetable

The University wishes to have confirmed the appointment of its next Vice-Chancellor by the end of the 2009 calendar year.

The Council of the University has appointed an Advisory Committee under the chairmanship of Professor Frank Kelly, FRS, who is Professor of the Mathematics of Systems and Master of Christ's College, to conduct the search for the Vice-Chancellorship. The Advisory Committee has appointed Perrett Laver to assist it with its task. The University's Statutes require the Council to nominate its choice of Vice-Chancellor to the Regent House for appointment.

To express an interest in the post of Vice-Chancellor, please write, in confidence, enclosing a comprehensive CV, including narrative detailing the nature and responsibilities of senior posts held, along with remuneration details, to Simon Laver at Perrett Laver, 44 Hertford Street, London W1J 7DP, by email to CambridgeVC@perrettlaver.com or by uploading your application onto Perrett Laver's secure candidate portal at www.perrettlaver.com/candidates, quoting reference 0455. The closing date for applications is 1 June 2009. The Advisory Committee reserves the right, however, to consider late applications.

The Advisory Committee will subsequently ask a number of the individuals who have expressed an interest in the post to hold preliminary conversations with Perrett Laver. These meetings will be held during the course of late June, July, August and September, in Europe and overseas where appropriate.

The Advisory Committee will reconvene in October 2009 to consider the results of these meetings, before inviting a small number of individuals to a range of confidential meetings with itself and senior representatives from the University in the early Autumn. Following this the Advisory Committee will decide upon a shortlist, drawn from these individuals, who will be invited to attend for the final interviews with the University Council; these are currently scheduled for 23 November 2009.

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