



Lincoln College
UNIVERSITY OF OXFORD

Position Specification

Lincoln College, Oxford University
Rector

Lincoln College, Oxford



Introduction

Thank you for your interest in the role of Rector of Lincoln College, Oxford. The College is seeking to elect a Rector to succeed Professor Henry Woudhuysen, who became the College's Rector in September 2012. Professor Woudhuysen's tenure comes to an end in August 2024, and the Fellows of the College hope to pre-elect a new Rector in 2023 in the expectation that they will take up the post at the start of the 2024/2025 academic year. Information further to that below can be found on the College website (www.lincoln.ox.ac.uk), in particular the College's Annual Reports, found with other useful detail in the Policies and Reports section (<https://lincoln.ox.ac.uk/policies-and-reports>).

About the College

There are 39 self-governing and independent colleges at Oxford, giving staff and students the benefits of belonging to a small, interdisciplinary community as well as to a large, internationally-renowned university. The collegiate system fosters a strong sense of community, bringing together leading academics and students across subjects, and from different cultures and countries. Founded in 1427, Lincoln is one of the oldest Oxford Colleges and is housed in fine historic buildings located in the centre of the City, close to the Bodleian Library. The College has a strong reputation for integrating its Fellows, graduates, and undergraduate students, as well as its staff, into a highly successful college community that is rooted in residential life and learning.

There are currently 35 Governing Body fellows, who, with the Rector, are the College's trustees; of these, 27 hold tutorial fellowships and are responsible for teaching and student welfare, and hold joint appointments in their

respective Faculties. 15 research fellowships, for both early career and senior researchers, further enrich College life. Lincoln admits roughly 100 undergraduate and graduate students each per year, with approximately 600 students in residence at any one time. The College is unusual among the historic 'undergraduate' colleges for its equal balance between these two parts of its student body. The College admits students across all disciplines, but in a comparatively small number of subjects (15), which makes possible a distinctive commitment to having at least two tutorial fellows in each.

History of the College

Lincoln College was founded by Richard Fleming, Bishop of Lincoln, in 1427, and named after his cathedral as 'The College of the Blessed Mary and All Saints, Lincoln, in the University of Oxford, commonly called Lincoln College'. Fleming's foundation remains one of the least spoilt architectural legacies of early Oxford. Lincoln has refurbished and developed its historic buildings, but the original pattern and fabric can still be seen, with many unaltered interiors still used for their original purposes, not least its medieval hall and kitchen, and 17th-century chapel. In recent decades the historic core of the College has been sensitively extended both on the main site and in adjacent streets to cope with its expanding modern needs.

For most of its 600 years Lincoln was very small, with a Fellowship of 15 or less until after World War II. The vision and financial acumen of the post-war Bursar, and then Rector, Keith Murray, began a continuing process of financial consolidation, expansion in numbers, and ever-increasing academic distinction. In 2019 the College celebrated 40 years of the transforming admission of women undergraduates. Other historic landmarks which continue to define Lincoln's collegiate life were the foundation in 1662 of Oxford's first Senior Common Room (for Fellows), and in 1958 Oxford's first Middle Common Room (for graduate students). Historically, the College takes particular pride in the contributions made within and beyond its walls by Nathaniel Lord Crewe (Fellow and Rector) whose eponymous Trust supports scholarship, historic buildings, and music in the College, as well as social needs in the northeast of England; John Wesley (Fellow), founder of Methodism and early opponent of chattel slavery; and Lord Florey (Fellow), discoverer of penicillin. The thousands of students educated at Lincoln have gone on to achievements in every walk of life and profession; the unique experiences they had in the challenging and supportive environment of the College are reflected in the distinctively high degree of loyalty and support that they show to the College as alumni.

Teaching and Scholarship

Every aspect of College life and endeavour is for the support and furtherance of excellence in teaching, learning, and research.

Foundational is Lincoln's commitment to the 'tutorial system'. Although diversified by other forms of small-group teaching, tuition singly or in pairs with a fellow remains the core mode of undergraduate teaching – something which provides unrivalled attention to each individual student's needs and abilities, first-person contact with leading scholars, and intense training in independence of thought and the discussion and defense of ideas. All undergraduates are, throughout their degree courses, expected to perform to a minimum 2.1 standard. Achievement and any underperformance is closely monitored first by the tutor, and further supported by college-wide programmes of reward and academic discipline administered through the Senior Tutor. In addition to access to faculty and departmental libraries and laboratories, Lincoln students' academic work is supported by its own outstanding library, housed in the inspiring former All Saints Church on the main site. In 2022, Lincoln placed 3rd in the annual 'Norrington Table', which ranks colleges according to their aggregated degree results in final examinations.

The teaching of graduate students is the responsibility of faculties and departments, not the College. However, in addition to providing some of the best graduate housing in Oxford and a vibrant MCR, the College offers a range of academic support for their studies, including the appointment of graduate advisors from among the fellowship to every graduate.

Through the generosity of its alumni, Lincoln has an extensive, and enviable, range of scholarships and needs-assessed studentships for both undergraduates and graduates. These not only reward high achievement, but also ensure that no student of the College who is in financial difficulties will face any impediment to completing their degree.

Both tutorial and research fellows are appointed with demonstrated achievement and promise as national and international leaders in their special fields. Their research is supported by a generous research allowance, as well as special further funds by application.

Recent Initiatives

Access and Outreach

In 2020-21, the College conducted a large-scale review of its access and outreach work. That review identified the need to increase applications from historically under-represented groups. Outcomes to date have included the creation of a new Access and Career Development Fellowship, and the College's own flagship access programme, Pathfinders, which, in partnership with the University of Lincoln, will offer targeted support to school children (Year 9 and above) in the East Midlands who are eligible for free school meals. The College also has a full-time Access Officer, whose role is to encourage applications to Oxford, particularly from its link regions of Lincolnshire, Northamptonshire and the North East. Lincoln is also part of Oxford NextGen, working with state school students from under-represented backgrounds in the East Midlands, and maintains a strong connection with the Oxford for North East Consortium through its relationship with Lord Crewe's Charity.

Also in 2020-21 the College received the report of a specially-appointed Anti-Racism Commission, chaired by alumna Sonali Naik, KC. More information about the Commission, and the College's actions on its recommendations for proactive steps to enhance the representation and experience of black and minority ethnic students and staff, and the College's already firm commitment to anti-racism, can be found on the College website.

Sustainability

Lincoln College is committed to action towards an environmentally sustainable future with a focus on decarbonisation, energy-efficient buildings, biodiversity, and ethical investment. As of January 2022, less than 0.4% of the College's endowment investments had exposure to fossil fuels. Lincoln also received a Silver Green Impact Award for sustainability in August 2022. Ongoing work in these areas has recently been enhanced by the appointment in 2022, together with Exeter and Corpus Christi colleges, of a Sustainability Coordinator. The College has also formed its own Sustainability sub-committee which meets each term, composed of Fellows, staff, and student representatives.

Student Welfare

The College will shortly begin a major review of its student welfare provision to address the challenges of this highly complex and important aspect of College life.

Alumni, Development, and the 600th Anniversary

Lincoln was among the first Oxford colleges to establish a professional alumni relations and fundraising office, in the late 1980s. Alumni are well supported by communications and events, and many remain involved through initiatives such as mentoring students. In recent years, fundraising has become increasingly important in helping the College to achieve its strategic goals. In 2027, Lincoln will mark the 600th anniversary of its foundation, and has already started work on plans to celebrate this date. The anniversary offers an opportunity to recognise the College's history and achievements, and also to engage alumni and friends in an ambitious Campaign to further develop its priorities for the next century. The Rector will be expected to play a leading role in this Campaign, supported by the

Development Office and a Development Committee comprised of alumni and Fellows. More than £50m has already been raised in a first phase of this Campaign, and there is much good will to build on.

College Governance

Lincoln College is a registered charity and subject to regulation by the Charity Commission for England and Wales. The Members of the Governing Body, once they have been Members for a year, are the College's charity trustees under charity law. The Governing Body determines the strategic direction of the College and regulates its administration and the management of its finances and assets. It meets regularly with the Rector as chair and is advised by its various committees.

The Governing Body is constituted and regulated in accordance with the College Statutes, the terms of which are enforceable ultimately by the Visitor, the Bishop of Lincoln. The Governing Body is a self-appointing corporate body. Membership is subject to review and renewal every seven years and lapses with retirement from office. New members of the Governing Body are elected when they are appointed to Tutorial, Professorial or Official Fellowships with the College.

Tutorial and Professorial Fellows are elected on the basis of their experience of and contribution to education and research in their field of study. The Rector, Bursar, Senior Tutor, and Development Director are elected as Official Fellows and appointed for the professional and/or administrative skills and qualifications that will enable them to contribute to the Governing Body's management of the College. Three further senior College Officer posts are held by tutorial Fellows in turn for fixed terms: Sub-Rector (fellows' representative and deputy for Rectorial duties in the Rector's absence), Senior Dean (student discipline), and Welfare Dean (student welfare).

Financial Information

Lincoln College derives income to support its regular operations in pursuit of its objectives from three principal sources:

- income in respect of tuition, being fees paid by students (or their sponsors, or government) and money received from external sources to fund Fellowships and studentships;
- revenue from the College's domestic (accommodation and catering) activities, as provided both to College members and to non-members of College;
- returns generated by the College's pool of investments.

The College receives substantial donations and legacies each year, the large majority from alumni and other friends of the college. Some of these are used to fund regular operations, but the larger share is used to increase endowment funds and to fund major items of capital expenditure.

In the last twenty years Lincoln has consolidated and enhanced its estate holdings, and achieved a significant increase in the size of its endowment, its investment income, and fund-raising from alumni. The over-arching aims of these successful efforts have been to increase the number of fully-funded fellowships and student support. In 2020-21, the total income was £22.057 million, of which £14.354 million was in the form of donations and legacies. The total expenditure was £13.444 million, therefore, the total of net income before investment gains was £8.613 million.

The College's annual Financial Plan is structured such that all operating expenditure should be met from the three sources of operating income, with the proviso that the sum derived from the College's endowment should be no more than a fixed percentage of the value of those endowment funds. The College has a policy to draw up to 3% of its average endowment fund balances over the previous three years. This can be varied, if necessary.

The College's reserves policy is: to maintain sufficient free reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall; to allow the College to be managed efficiently; and to provide a buffer that would ensure uninterrupted services. Total funds of the College and its subsidiaries at the year ended 31 July 2021 amounted to £185.710 million.

Post-2022 pressures of inflation set against static student fee income, and uncertainty over achieving past rates of return on the College's investment portfolio are a concern, but one which the College and its reserves are well-placed to weather. Having recently completed major redevelopments of the nearby Nat West Building and The Mitre (joint commercial and college housing properties), and major refurbishments of the Chapel, Hall, and student housing in Museum Road, the College has minimal expected capital commitments.



The Role

The Rector chairs Governing Body meetings, and also presides at or attends most of the other College committee meetings. Rectors contribute substantially to the strategic direction the College takes, and are encouraged to suggest new initiatives. Since decisions must be reached by the Fellowship, a key role of the Rector in meetings is to help guide the discussion and seek the consensus view. In this regard, the Rector must believe strongly in rigorous deliberative debate, and must recognise that ultimate decision-making power rests with the Governing Body as a whole, and not with the Rector and College officers alone. In support of collective governance the Rector also consults with Fellows and with other members of the College outside College meetings. Additionally, to maintain the smooth running of the College, the Rector typically meets weekly in term time with the senior College officers as a group, and periodically with each of them individually. The Rector also meets all students annually, both undergraduate and graduate, to review their progress with their Tutors or College Advisers.

As well as these internal duties that focus on the students, Fellows, staff and the wider College community, the Rector is also the outward-facing leader of the College, both within the University, and acting as an ambassador for

the College to the wider public. The Rector also serves as a point of contact for the College's alumni. This element of the role involves hosting numerous events and social gatherings, both with individuals and with larger groups.

A final significant role of the Rector is to assist the Development Director and the wider Fellowship in fundraising. The College is fortunate to have a very engaged and generous alumni community, and the personal relationships established by the Rector play an important part in this.

As outlined above, the key duties of the Rector include:

- **Academic leadership.** The Rector works together with the Fellows to develop and implement academic strategy, and to foster an environment of academic excellence in both education and research. The Rector is expected to support and encourage the academic activities and ambitions of the College – undergraduates, graduates, postdoctoral researchers, and Fellows.
- **Running of the College.** The Rector, in conjunction with the College officers, has oversight of the College finances, administration, governance, buildings, and domestic arrangements, and ensures that it serves its aims as a registered charity.
- **Fundraising and development.** With the support of the Development Director, the Rector develops fundraising strategies for the college, and maintains and enhances relationships with alumni and potential donors. The role involves the mediation of the College's academic and other priorities and achievements, and personal engagement with alumni and other potential benefactors, including overseas visits, entertainment within the College, and attendance at a variety of events, both in the College and external to it.
- **Advocacy for the College.** The Rector promotes the College's interests at University level, including at meetings of the heads of colleges and on University committees, and also acts as the primary representative of the College to the wider public and to other institutions.
- **College community.** The Rector is responsible for the strong sense of community in the College, engaging with students, staff, and Fellows at all levels, and taking an active interest in the progress of students and their welfare. The Rector's role within the College is very visible, involving participation in a range of academic and social events for students, staff, Fellows, and alumni, both formal and informal, including attending services in the college Chapel. The Rector must also foster an atmosphere in which the consensual decision-making processes in committees and Governing Body can proceed effectively.
- **Other trusteeships.** The Rector of Lincoln College serves as an *ex officio* trustee for the following charities: The EPA Trust, The Lord Crewe Trust, The Berrow Foundation, The Berrow Lord Florey Foundation, The Feoffees of St Michael at the Northgate, and the Keith Murray Trust.

In addition to these activities, the Rector is welcome to maintain other professional or academic interests insofar as they are compatible with the role of Rector, which is substantial and must be the holder's primary commitment.



Candidate Profile

The Rector must first and foremost win and maintain the trust and consent of the College Fellowship. They must understand the patterns of College life and the Rector's position as first among equals. Sophisticated leadership skills are critical, as the Rector must lead the whole College community amid an increasingly fluid environment; the College's relationship with the University is never static and the wider funding and policy environment will continue to evolve. The Rector must therefore act as a compelling advocate and effective communicator for Lincoln College within the University and to the wider world.

The College invites applications from candidates with varied and diverse professional backgrounds. As such, there is a broad set of qualifying criteria. The Fellowship would, however, highlight the following experience, skills, and personal characteristics as important:

Experience:

- A distinguished record of achievement which carries a high level of professional recognition.
- Significant experience of, or affinity with, the world of academia, with a strong intellectual background.
- Significant leadership, administrative, and management experience.
- Experience of engaging with multiple complex stakeholders and objectives.
- Experience of, or affinity for, fundraising and development work.

Skills and personal characteristics:

- A profound commitment to the academic values and the purpose of the College, and a keen interest in developing the intellectual life of its Fellows and students.
- The intellectual stature to command the respect of the Fellowship and wider College.
- Generosity of spirit and suppleness of mind and, consequently, an interest and curiosity in the breadth of scholarly activity in which members of the College engage.
- The ability to foster a unity of purpose within the College and an understanding of the democratic nature of the Governing Body.

- Deft leadership ability based on persuasion, personality, strength of argument, and reaching positive outcomes.
- Comfort with diversity of thought and the ability to chair Governing Body in a purposeful and inclusive manner that manages conflict, encourages productive debate, and reaches the broadest possible level of consensus.
- Ability to lead strategically, coupled with the capacity and willingness to deal with the detail of implementation.
- Engaging and approachable, with the ability to create strong relationships with others, showing emotional intelligence and an ability to communicate clearly and persuasively.
- Excellent public speaking skills and the ability to adapt the style of delivery to a wide range of audiences.
- The ability to inspire students and act as a role-model; someone who enjoys interacting with young people and also learning from them.
- A commitment to embrace and advance the College's vision as a diverse community, with a track record of improving diversity outcomes in other settings.
- Demonstrable interest in access and widening participation in higher education.
- Energy, resilience and the ability to deal calmly and gracefully with difficult and unexpected situations.
- Demonstration of impeccable integrity.
- The ability to provide robust financial, administrative, and risk oversight.
- The ability to recruit, retain, and work successfully with the college's non-academic staff.

Additionally, the College notes that the successful candidate will be prepared to undertake periodic national and international travel to further the College's aims and ambitions.

If the Rector has a partner and/or children, the College would be pleased to welcome them. The role, if any, of the Rector's partner within College is a matter solely for his or her own discretion, the College has no expectation of a commitment. A partner may be proposed for membership of the Senior Common Room in his or her own right.



Terms and Conditions

- **Lodgings.** The Rector's Lodgings (on the main College site) are furnished and provided free of rent, property-based taxes, utilities, and agreed costs of internal decoration. The College will make provision for reasonable removal expenses, the cost of domestic service, and entertainment. The Rector's Lodgings are regularly used for entertaining members of, and visitors to, the College.
- **Date of Appointment.** The appointment will be from September 2024 and will be offered subject to satisfactory references and proof of the right to work in the UK.
- **Term of Appointment.** Permanent upon completion of a successful review..
- **Salary.** The salary on appointment will be in line with the median salary of heads of house across the University and will be kept under periodic review by the College's Remuneration Committee.
- **Hours of Work.** This is a full-time post. The Rector will be expected to work such hours as are necessary to discharge the duties of the post (this will involve out-of-hours working, especially during term-time).
- **Dining Rights.** The appointee will enjoy the rights, privileges and trustee obligations of Fellowship, and full Common Room rights, including the right to lunch and dine in College when the kitchens are open.
- **Holidays.** Holidays must normally be taken outside the academic term and other periods when the Rector's presence is essential.
- **Maternity, Paternity, Parental and Sick Leave.** The College has adopted the schemes of maternity, paternity, parental and sick leave laid down by the University of Oxford from time to time.
- **Pension Scheme.** Membership of a pension scheme is available or an equivalent contribution to a personal pension.
- **Health Insurance.** The College will pay the appointee's membership fee of its medical insurance plan, for as long as the College elects to remain in the scheme.
- **Executive Personal Assistant.** The College will provide the services of an Executive PA.

How to Apply

To apply, please send a full CV together with a supporting statement, briefly highlighting your experience and skills against the requirements of the role, via email (preferred) to responses@russellreynolds.com. Please quote the role title and reference code **2211-053L** in the subject heading of the email. All applications will be acknowledged.

Alternatively, if you wish to apply by post, please address this to: Simon Kingston, Russell Reynolds Associates, Ref: 2211-053L, Almack House, 28 King Street, London, SW1Y 6QW.

Shortlisted candidates will be offered the opportunity to visit the College and have informal conversations with key stakeholders before an interview with the selection committee and meeting the wider Fellowship.

Applications are invited by Friday 17th March 2023.

Equal Opportunities

The College is an equal opportunities employer and we welcome applications from all candidates and strongly encourage applications from women and black and ethnic minority groups. The policy and practice of Lincoln College require that entry into employment within the College and progression within employment be determined only by personal merit and the application of criteria that are related to the duties of each particular post and the relevant salary structure. Subject to statutory provisions, no applicant or member of staff will be treated less favourably than another because of his or her age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation. In all cases, ability to carry out the required duties of the post will be the primary consideration.

All applicants will be asked to complete a recruitment monitoring form, which will play no part in the selection process, and will not be seen by any member of the selection panel.

Data Protection

Personal data is processed in accordance with Lincoln College's Privacy Policy which is available at www.lincoln.ox.ac.uk/Privacy-Policy

