Introduction/Executive Summary

Hertford College is seeking to appoint a new Principal to succeed Will Hutton when he retires in July 2020.

The Principal, as head of the college, is ultimately responsible for overseeing the successful operation and future development of the college as a place of education, research and scholarship, and ensuring the fulfilment of its charitable objectives. Members of the college look to the Principal to provide leadership and strategic vision, as well as an active and sustained involvement in the day-to-day life of the college.

Hertford College is a lively, diverse and friendly place, with a distinguished research profile among its Fellowship and a gifted student body. The college has enjoyed considerable growth in activity in recent years, and is now entering an exciting period, with the recent appointment of a large number of new Fellows, and plans well under way for a transformative building project on its North Oxford annexe site. The college achieves success with resources that are modest relative to some colleges and, with adroit leadership, will continue to grow in its achievements while adding to its resources. This is a period of uncertainty and opportunity in Higher Education, and Hertford’s Principal will play a key role in shaping the future direction of the college.

The college welcomes applications from individuals of academic, intellectual or professional distinction, who have a proven track record of leadership and a commitment to ideals that are consistent with those of a collegiate university.

The College

Hertford College is a constituent college of The University of Oxford, and a registered charity. The college occupies a central site in Oxford, opposite the Bodleian Library. The site was originally occupied by a medieval hall of residence, Hart Hall, which became the first Hertford College in 1740 before being dissolved in 1816. The site was then taken over by Magdalen Hall, a late fifteenth century foundation, and was re-founded as the second Hertford College in 1874.

Today, Hertford maintains a reputation as an international centre of excellence across all of Oxford’s academic disciplines. It is one of the larger Oxford colleges in numbers, with 413 undergraduates and 257 graduates, 45 fellows, 58 lecturers and 134 additional permanent staff. The college is a friendly and open community, where staff, fellows, alumni and students work together for the best interests of current and future students.
Hertford is characterised by its progressive social agenda and proactive approach to access. It was the first college to create a coherent outreach system in the 1960s, encouraging applications from a large number of targeted state schools. The college was also amongst the first of the all-male colleges to admit women in 1974. Hertford alumni have forged successful careers around the world in fields as diverse as the media, law, medicine, public service, finance and the arts, well-prepared and inspired by their time at the college.

Hertford is sustained by an annual turnover of £11.5m. Tuition fees make up 30% of college income, while accommodation and catering charges for students are not treated as a source of profit and are kept deliberately low. The college’s three remaining sources of income are conference business (25%), endowment income (16%), and philanthropy (6%). The major college expenditure is on staff costs (50%), with significant sums also spent on buildings (maintenance, utilities, insurance etc: 15%), and student support (8%).

Further information about the college may be obtained from the College’s website at http://www.hertford.ox.ac.uk.

Organisation

Governance of the college is controlled by external Statutes and by internal By-Laws. Responsibility for college governance rests with the Governing Body, which is chaired by the Principal.

Hertford is an educational charity and members of Governing Body are the charity’s trustees. Most of the Fellows on Governing have academic appointments; some also occupy College Officer positions alongside their academic work – notably the Senior Tutor, Tutor for Graduates and Dean. There are also non-academic fellows on Governing Body, specifically the Bursar and Director of Development.

The Principal’s mandate derives directly from the Governing Body; it is his or her duty to gauge opinion, reach consensus and ultimately speak for the Governing Body. The Governing Body is democratic and non-hierarchical, with the Principal as a “first among equals”. Effective leadership of the college requires the ability to inspire enthusiasm, trust and a shared sense of purpose.

College business is discussed on a regular basis within a number of committees, some of which are chaired by the Principal, with recommendations referred to Governing Body for final approval.

The role

Key accountabilities:

- **Leadership:** Act as a purposeful, visible and accessible figurehead, providing persuasive, inspiring and strategic direction in all aspects of college life. The Principal must be able to articulate a vision, and to set the college on a path to achieve its ambitions. The Principal must be able to engage with and motivate fellows, staff, students and alumni, and must lead by example to ensure that Hertford remains an inclusive and welcoming community. The Principal also plays an important role in the day today life of the college in a variety of smaller ways. These include supporting the college’s sports teams and cultural societies, hosting a variety of dinners throughout the year, and attracting interesting speakers and guests to the college.

- **Governance:** As Chair of Governing Body, the Principal must inspire enthusiasm, trust and a sense of shared purpose within a diverse community. In chairing key committees, the Principal
must ensure that the college’s policies are correctly set, implemented and overseen, so that Governing Body fulfil their responsibilities as Trustees. It is essential that the Principal demonstrates sound judgement, a sensitivity to nuance, as well as skill in communication and consensus-building.

- **Management:** Proven experience of successful management within complex environments, either within or outside academia, and the ability to drive projects to a sensible conclusion. This will require tact and diplomacy in managing various interest groups, and patience with detail while aiming towards broader goals. The Principal is a visible figurehead for all staff, promoting a culture of good communication and contributing towards positive staff morale.

- **Engagement with students:** Participate in the student community, from their arrival as Freshers through to graduation and beyond. The Principal meets each student individually at least once a year, hosting events for them, and inviting in speakers of interest. The Principal has an important role to play, both symbolically and substantively, in encouraging students’ intellectual engagement and achievement.

- **Academic:** Support and encourage the academic ambitions of all members of the college, fostering an environment of academic achievement and collaboration. Should have broad interests, demonstrating an appreciation and respect for the full range of academic disciplines covered by the fellowship. The Principal should have an understanding of an academic career, and be engaged and sympathetic within the academic environment. They should be able to talk about the research of fellows with some authority, given appropriate preparation. The Principal works together with the Senior Tutor and Fellows to shape and deliver the college’s academic strategy, and plays a key role in recruiting, interviewing, and inducting new Fellows.

- **Access:** Cultivate an environment that breeds new energy and commitment to the college’s historic commitment to access, maintaining the strong link between academic excellence and promoting diversity. The Principal works closely with the Senior Tutor and Director of Admissions to promote the college’s outreach work and to develop new initiatives to propel results further forward.

- **Development:** Represent Hertford to alumni and other potential supporters, generating enthusiasm for the college’s ambitions and persuasively delivering a vision of what philanthropic support can achieve. The Principal should be an insightful, warm, and engaging speaker, a welcoming host at events, and be willing to meet with potential donors on a regular basis. The Principal maintains and enhances relationships with key alumni, and demonstrates an interest in developing new relationships with a wide range of people who have experienced the college over many generations. They must be an effective presence, able to use informal and social occasions to strategic advantage for development opportunities. The Principal will normally undertake two to three overseas trips a year on Development business, which may be during or outside of term.

- **Communication and advocacy:** Act as the primary representative of the college to the wider public, to other institutions and within Oxford. 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, through the Principal’s membership of central committees of the University and through meetings with other Heads of House. External representation may also be necessary when members of the college, or its affairs, attract the interest of the media.
Building and Estates projects: The period of the next Principal’s appointment will include significant building and estates projects. The Principal maintains momentum and enthusiasm for large-scale projects, guiding colleagues through complex decisions and ensuring consideration is given to the long-term future of the college.

Welfare: Take an active interest in the work and welfare of the fellows, postgraduates, undergraduates, and staff, at both a formal and informal level. The Principal promotes inclusivity in its broadest sense, ensuring the component groups of the college form a cohesive and unified whole. The Principal also supports the college Chaplain and chapel, which welcomes those of all faiths and none.

Financial & commercial: Experience of budgeting and financial management, enabling the Principal to work effectively with the college Bursars and Treasury Committee, and to participate in the direction of investment strategy for the college endowment. It is essential that the Principal demonstrates financial acumen and balances the needs of the current college against the future stability of the institution.

The Principal is also a director of Hertford International Programmes, a subsidiary company of the college which runs educational programmes for international students.

Candidate profile

The successful candidate will bring:

- Distinction in their career
- A strong intellectual background
- A track record of successful leadership and management in a complex organisation
- A profound commitment to the academic values and purpose of the college

The successful candidate will possess the following personal characteristics:

- Strategic leadership skills, coupled with the capacity, willingness, and ability to deal with the detail of implementation
- Sympathy with the ethos of the college, and its values of openness, diversity, endeavour and innovation
- Ability to engage and relate to a wide range of people outside their own field of expertise
- Excellent public speaking and communication skills, a compelling advocate for the college
- Warm and inclusive manner, with patience, good humour and an interest in people
- Willingness to engage enthusiastically with alumni and fundraising activities
- Competence and experience in financial and administrative oversight
- Proven ability to chair committees fairly, decisively and effectively, in a manner that manages conflict and discerns consensus
- Enthusiasm for the social life of a community made up of academics, students, non-academic staff, and alumni
- Ability to engage the student community and an understanding of the pressures faced by students today
- Willingness to be a visible presence in college and to consider the Lodgings their primary home
Terms of appointment

It is intended that the new Principal will ideally take up the post in July 2020; however an adjustment to the start date may be considered.

The initial term of office is five years, with the possibility to extend by a period agreed between the postholder and Governing Body, normally up to a maximum of 10 years.

The Principal’s salary will be £91,900.

The Principal is eligible for membership of the Universities Superannuation Scheme (USS).

Accommodation is provided in the Principal’s Lodgings. The Principal may also use other college rooms for entertainment in conjunction with college business. The Lodgings are provided free of charge, with domestic charges partly paid for by the college. Reasonable removal expenses will be paid. The Principal is required to reside in college for at least 32 weeks of the year.

The Principal is entitled to lunch and dinner in College, free of charge when taken as Common Table with the Fellows, throughout the year.

Reasonable expenses while on College business, including travel expenses and college entertainment, will be paid.

The Principal’s Personal Assistant provides administrative support for college business.

The Principalship is a full-time role. The Principal may hold additional paid posts inside or outside the University, but only after obtaining the advance consent of Governing Body in each case.

Holiday entitlement is 28 days per annum, in line with that for University academic staff, and will normally be taken outside term.

The College will provide a regular appraisal in order to support the Principal in his or her role.

Application procedure

The college has instructed Moloney Search to assist with this appointment. If you would like to discuss the appointment before deciding whether to apply, you are encouraged to contact Moloney Search on 020 7368 5100 or htfd@moloneysearch.com. Potential applicants are also welcome to contact Claire Vallance (claire.vallance@hertford.ox.ac.uk), Chair of Hertford’s search committee, to discuss the position or make arrangements to visit the college.

The closing date for applications will be 1st December 2018.

Applicants should send a covering letter, outlining their interest and suitability for the role, together with a CV and the names of three referees to htfd@moloneysearch.com.

Applicants will be contacted prior to referees being approached.

The Governing Body will invite selected applicants to the College between 22 April to 10 May 2019, with the intention of making a decision on appointment by 15 May 2019.

The College is an equal opportunities employer.