

Office of Pro-Vice-Chancellor (Research)

The Council wishes to make an appointment to the office of Pro-Vice-Chancellor (Research) following Professor Anne Ferguson-Smith's appointment as Chief Executive Officer of the Biotechnology and Biological Sciences Research Council (BBSRC). This is an exciting opportunity to play a critical role in ensuring that the University of Cambridge maintains its international reputation for research excellence by growing its research income and further enhancing its strong and supportive research culture.

The position of Pro-Vice-Chancellor is held for three years in the first instance.¹ The person appointed to the office of Pro-Vice-Chancellor (Research) will be expected to take up the position on 1 July 2024 or as soon as possible thereafter.

The remit

The Council wishes to appoint a Pro-Vice-Chancellor to provide senior academic leadership on matters relating to the University's research activities, with an emphasis on further strengthening its research profile and impact, including by growing its research income. The Pro-Vice-Chancellor (Research) will lead the development and implementation of strategy and policy relating to research. As part of that effort, building on the foundations laid by Professor Ferguson-Smith, the officeholder will be responsible for sustaining and enhancing a supportive research culture which allows the University to continue to flourish as an outstanding research-intensive University with global influence. A further feature of the role will be developing large-scale cross-school and collaborative initiatives, for example to take a synergistic approach to tackling global challenges to increase the impact of Cambridge's research on society. The officeholder will also play a central role in the continued enhancement of the University's research services, including the delivery of the Transforming Research Support Programme (TRS) and its alignment with other large scale change programmes.

The officeholder will be responsible for the University's submission to the next Research Excellence Framework exercise (REF2029). This is a major multi-year project which involves extensive preparation, planning and liaison with the University's Schools, departments and faculties as well as its collections and the Colleges. Success in REF2029 is vital to maintaining the University's standing as a leading UK research-intensive university. The Pro-Vice-Chancellor (Research) will also be responsible for further developing the University's relationships with research funding councils, government bodies and strategic partners from industry and the charity sector. The individual will continue to ensure that the University is an integral part of, and important contributor to, higher education alliances nationally and internationally.

The officeholder will chair the Research Policy Committee and attend a number of other senior committees including the General Board and the Council. The individual will be the academic lead for, and will be supported by, the Research Office and, for other parts of their role, will be the academic co-lead, together with the Pro-Vice-Chancellor (Innovation), for the Strategic Partnership Office.

Attributes and experience

The successful candidate will be internationally recognised for their sustained track record of outstanding research and as leader of an academic community (for example as a head of a department, faculty, research institute or reasonably sized research group). They will have significant experience working at senior levels with external bodies such as research funding

¹ Statute C III 16 states that 'A Pro-Vice-Chancellor shall hold office for not more than three years at a time and shall be eligible for reappointment, provided that no person shall hold the office of Pro-Vice-Chancellor for a total period of more than six, or in exceptional circumstances eight, years, whether consecutively or otherwise' ([Statutes and Ordinances, p. 18](#)).

councils, partners from industry, the charity sector and/or with governmental bodies; and they will have broad experience of the international research landscape, for instance through collaborations with overseas research partners.

The individual appointed to the office will have a good overall awareness of, and affinity with, the range of research activities across the collegiate University, and will have an understanding of the differences in culture and conditions for success across the spectrum. They will lead through persuasion and influence and will thrive when working across a number of different areas with a wide variety of colleagues. The officeholder will be a fluent communicator, able to promote compellingly the value and impact of research at Cambridge to a range of audiences.

The successful candidate will be recognised as an individual who is able to lead and inspire staff engaged in research at all levels. They will demonstrate clarity of thought and an openness to contrasting views and will have the ability to bring together people from across different academic and professional services backgrounds. The individual appointed to the office will also have a deep interest in the international higher education research landscape.

The University of Cambridge is committed to a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity. The University is particularly focused on increasing diversity among staff on higher grades and especially encourage woman and candidates from Black, Asian and Minority Ethnic backgrounds to apply for this vacancy.

Role of the Pro-Vice-Chancellors

Reporting to the Council through the Vice-Chancellor, the Pro-Vice-Chancellors provide academic leadership to the University to ensure that the University maintains and enhances its contribution to society and its global academic standing. They support the Vice-Chancellor in the delivery of her objectives, and work as a team with the Heads of Schools, the Registrar, the Chief Financial Officer, the Executive Director of Development and Alumni Relations, the Director of Communications and other senior colleagues.

In addition to the Pro-Vice-Chancellor (Research and International Partnerships), the University currently has four Pro-Vice-Chancellors with the following portfolios²:

- Professor David Cardwell (Strategy and Planning)
- Professor Andy Neely (Enterprise and Business Relations)
- Professor Kamal Munir (University Community and Engagement)
- Professor Bhaskar Vira (Education)

Terms of appointment

The Pro-Vice-Chancellor will be appointed at no less than 80% FTE.

² The Pro-Vice-Chancellor portfolios may change over time as and when appointments and re-appointments are made. Following the end of Professor Neely's term in office on 29 February 2024, the portfolio will be renamed 'Innovation'. Following the end of Professor Cardwell's term in office on 31 July 2024 the portfolio will be renamed 'Resources and Operations'.

The formula for determining the stipend for the office of Pro-Vice-Chancellor is set out in the Ordinance for the Office of Pro-Vice-Chancellor.³ In recent years the full-time salary for Pro-Vice-Chancellors has normally been within the range of £160,000-£185,000.

The Council expects to make the appointment in the Easter Term. The Council will be advised by a Nominating Committee chaired by the Vice-Chancellor.

Expressions of interest and further information

The Nominating Committee welcomes expressions of interest from individuals and nominations of potential candidates for consideration by the Committee. The position is open to external and internal candidates.

Expressions of interest, including a curriculum vitae and covering letter, or nominations, should be sent by email to the Vice-Chancellor (Deborah.Prentice@admin.cam.ac.uk) by **12 noon on Tuesday, 23 April 2024**.

³ [Statutes and Ordinances, p. 691](#).

Office of Pro-Vice-Chancellor (Resources and Operations)

The Council wishes to make an appointment to the office of Pro-Vice-Chancellor following the end of Professor Cardwell's second term as Pro-Vice-Chancellor (Strategy and Planning). The Council has agreed that, reflecting the different calls on the University's resources and the consequential need for a greater focus on prioritisation and operational effectiveness, the portfolio should be repositioned as 'Resources and Operations'.

This is a key strategic moment for the University. There are a number of transformation programmes under way, the purpose of which is to improve the effectiveness and efficiency of the University's operations. The digital and IT landscape is being modernised and harmonised. Lastly, the processes of academic and financial planning are being renewed with a continued focus on financial sustainability. By combining these activities into one portfolio, the Council aims to achieve an integrated approach to its professional services to better support the University's academic mission.

The office of Pro-Vice-Chancellor is held for three years in the first instance.¹ The person appointed to the office of Pro-Vice-Chancellor (Resources and Operations) will be expected to take up the position on 1 August 2024, or as soon as possible thereafter.

The remit

The Pro-Vice-Chancellor (Resources and Operations) will provide leadership across four principal areas: the prioritisation, distribution and use of resources across the University to optimise operational effectiveness; integration of academic planning with resource planning; and oversight of both the University's change programmes and the University's IT and digital capability.² This is an exciting opportunity for an individual who wishes to be a visible leader across the collegiate University in areas which are fundamental to the University's continued success. The individual will play a key role in shaping the direction of the University over the next few years, in particular, by ensuring that it is financially sustainable and that its operations and infrastructure provide the most appropriate support to one of the world's best academic institutions.

Although the portfolio is expansive, the officeholder will be expected to lead activity principally at a strategic level. Support (strategic and operational) will be primarily provided by the Finance Division; the Estates Division; the Change and Programme Management Office; the University Information Services; and the Health, Safety and Regulated Facilities Division.

The Pro-Vice-Chancellor will be responsible for ensuring that the University's resources are deployed to best effect in support of the University's academic endeavour. This will include developing and implementing a robust approach to prioritisation of resource across all areas of the University's activities, which in turn will inform the distribution of financial resources. This work will be done in partnership with the Chief Financial Officer who is focussed on strengthening the University's financial resilience, including by growing its investment capacity. Together, the Pro-Vice-Chancellor and the Chief Financial Officer will lead the work to ensure that the University is able to support and invest in its people, its academic activity and its physical infrastructure now and into the future.

More specifically, the successful candidate will continue the work of Professor Cardwell to develop the University's planning and budgeting process so that it is priority-led. This strand of activity will include the successful delivery of the Enhanced Financial Transparency

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² Financial Transformation (FTP), HR Transformation (HRTP), Transforming Research Support (TRS), Reshaping our Estate (RSOE) and Reimagining Professional Services (RPS).

Programme, as a result of which financial monitoring and accountability across the institution will be considerably improved.

In addition, the officeholder will provide the academic leadership for the following areas and the related professional services teams:

- all estates-related activity, including the development of the University's first masterplan across the entirety of its estate; the successful delivery of the Reshaping our Estate programme, the objective of which is to create an estate that is "more efficient, more effective, more sustainable, and fit-for-purpose"; and, working with the Property Board, the planning and delivery of the next phases of development in Eddington;
- the University's ambitious transformation programmes. The individual will ensure that these programmes are properly aligned, sequenced and resourced such that they are successfully implemented and deliver on their goals. More broadly, the individual will champion these change programmes across the University, helping the community to prepare for the cultural and operational changes that are a core part of these transformation programmes. The officeholder will also advise on the evolution of these programmes and the development of potential future programmes, to ensure that the University's professional services are able to provide contemporary and fit-for-purpose support to the academic endeavour; and
- the University's IT and digital landscape, including: ensuring that the University has the right capabilities and capacity to continue the transition to a more digitally-enhanced future; accelerating the defragmentation of IT infrastructure; and mitigating the major risks in this area such as cyber security.

The officeholder will chair a number of committees, which may include the Finance Committee, the Resource Management Committee, the Estates Committee, the Change and Programme Management Board, the Information Services Committee, and the Health and Safety Executive Committee. The individual will also attend the Planning and Resources Committee, the General Board and the Council.

Attributes and experience

The successful candidate will have a record of high achievement as a leader of an academic community (for example in a large department, faculty or research institute), within Cambridge or in another leading higher education institution. They will also have substantial experience of prioritisation, resource allocation, financial planning and, preferably, some experience of managing change and at least an interest in digital technologies.

The individual will have a proven ability to lead discussions about, and reach conclusions on, complex and potentially contentious topics, including those relating to funding, resources and prioritisation. The successful candidate will have a thorough understanding of financial management and be able to deliver results in an environment where authority is derived from influence and persuasion. The individual will be a fluent communicator, will have the ability to engage effectively with diverse groups across the collegiate University and will be willing to have difficult conversations on, and lead constructive debates about, topics about which colleagues feel passionately. They will be thoughtful, considerate, committed and resilient.

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⁴ [Statutes and Ordinances, p. 691](#).