



St Catharine's College
Cambridge



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Appointment of Master



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Appointment of Master

St Catharine's College is looking to elect a Head of House to succeed Professor Sir Mark Welland, who will retire at the end of September 2023 after seven years as Master. The successful candidate will be a person of integrity and stature with a distinguished record of leadership and achievement who will command the intellectual and personal respect of the Fellowship and the wider St Catharine's community in guiding the College during their tenure.

During his tenure, Sir Mark has steered the College through:

- the expansion of postgraduate student numbers, facilitated in part by the Harding Foundation benefaction, an important new source of funding for postgraduate students in the College and University;

- a steady increase in the number of undergraduate applicants;
- important building projects, in particular the transformation of the College's central spaces (including new kitchens and a new dining hall);
- a significant restructuring of College staffing, including an expansion of welfare provision; and
- the many ongoing challenges of the COVID-19 pandemic.

The College seeks to elect a new Master who will build upon this foundation of success and ambition in order to support our continued commitment to excellence in teaching and research.



The College

In 2023 the College will celebrate the 550th anniversary of its foundation in 1473 by Robert Wodelarke, Provost of King's College. The College received its Royal Charter of Incorporation in 1475 and is named for St Catharine of Alexandria, patron saint of scholars. It is a registered charity, of which the Master and the Official and Professorial Fellows are the Trustees.

Our Community

Affectionately known as 'Catz', St Catharine's prides itself on its collegial and eminent Fellowship which currently comprises 62 Professorial and Official Fellows and five Research Fellows. Fellows of the College are engaged in state-of-the-art research across a wide range of disciplines and take pride in research-led teaching. In addition to their administrative, pedagogical and welfare roles in College, they make significant contributions to the teaching in the University of Cambridge's Faculties and Departments, the governance of the University, and to learned societies, both nationally and internationally, in their fields of expertise.

The day-to-day running of the College also relies on dedicated staff, who contribute to all aspects of the College's operation: from administrative, academic and welfare support, to essential roles in catering, building maintenance, security, housekeeping and gardening.

Around 130 members of staff are permanently employed by the College, both full and part-time. The College is a Real Living Wage employer.

With about 470 undergraduates and 420 postgraduates, St Catharine's has a diverse student body. Over the last five years, we have received an average of c. 980 undergraduate applications and 250 postgraduate applications per annum. In the 2021 undergraduate intake, 80% of UK students were from the maintained sector, and 14.8% were in the demographic POLAR quintiles 1 and 2 indicating low participation in higher education. In 2021 postgraduate and undergraduate students came to St Catharine's from 38 different countries, and from across the regions of the United Kingdom.

We accept undergraduate students in almost all subjects offered by the University and have a strong academic tradition in both the Arts and the Sciences. We will continue to invest in teaching, by funding College-based teaching posts and working to attract and support University-appointed staff in taking up Fellowships at St Catharine's. Not only are we committed to providing the best possible educational experience, we offer a rich programme of cultural and sporting activities that enable all of our members to realise their academic and personal potential.

The College



Our College, Our Future

It is our mission to strengthen and sustain St Catharine's College for generations to come.

Summary of our current strategic aims:

- To provide a world-class education for our students, in a supportive environment where academic aspiration, diversity and welfare are promoted.
- To carry out a selective, planned renewal of buildings to support College operations, ensuring members enjoy a high standard of living and access to state-of-the-art facilities, while also increasing opportunities for revenue generation.
- To support our staff and develop their skills to best serve our College community.
- To expand the College's revenue base, building up our endowment and managing our investments prudently, in order to maximise support for our students and attract outstanding academics.

The full strategy can be found on the College [website](#).

Governance

The Master chairs the Governing Body and, as such, takes the lead in propagating and advancing the College's values and priorities. St Catharine's is distinctive among Cambridge colleges in vesting general executive authority in a Governing Body consisting of the Master and the Professorial and Official Fellows, rather than a smaller college council; it places great value on the active participation of all Fellows in College governance.

The Governing Body is the apex of an efficient committee structure. The main committees include Education, Estates, Fellowships, Finance, Human Resources, Investments, and Strategic Planning. Many of these include student and staff representatives, and some have external members. As chair of a number of committees, the Master keeps abreast of important College matters and helps to guide their efficient progress toward resolution by the Governing Body.

Estate

Our main site, known as the Island site, is in the centre of Cambridge and combines an eighteenth-century main court with more modern buildings, which include the McGrath auditorium and the new Central Spaces, incorporating the hall, kitchens, gym, music room, rare books store and reading room, prayer room, atrium, and other new and reconfigured spaces (completion due late summer 2022).

We aspire to provide comfortable and affordable accommodation for all undergraduates and those postgraduates wishing to take up College accommodation. First- and third-year undergraduates have accommodation on the Island site. St Chad's, where second-year undergraduates live, is a complex of self-contained flats situated on Grange Road – five minutes by bicycle from the Island site. Construction of 23 new rooms there, including two fully accessible rooms, will begin in summer 2022. The College has embarked on an extensive rolling upgrade of rooms on the Island site. Postgraduate accommodation is available in dedicated complexes and houses in various parts of Cambridge. A small number of Fellows also live in College accommodation.



The College



Alumni and Development

We have a proactive and highly effective Alumni and Development Office, and the St Catharine's College Alumni Society has active branches in the UK and overseas. Close links are maintained with alumni, and many give active support to the College with their time, money and expertise. Recent successful fundraising campaigns have focused on capital projects, teaching provision, student support in the form of scholarships and bursaries, and welfare provision. The 'Our College, Our Future' campaign, launched in 2019, has been one of the most successful campaigns across the University during a very challenging time, and we have raised £56 million of a £65 million target.

The Master works closely with the Development Director and the Campaign Advisory Group to build and maintain relationships with our alumni and other supporters, by hosting their visits to the College and travelling to see them either abroad or in the UK. The Master will continue to play a vital role by engaging actively with current and prospective major donors to support our continued endeavours and core priorities, both current and future.

Our Finances

St Catharine's funds its activities from academic fees, charges for student residences and catering, income from its conference business and investments, and donations and bequests. There have been significant fluctuations in income and expenditure since 2020 due to the COVID-19 pandemic, but in a typical year income before donations amounts to approximately £14 million and expenditure to £15 million, with the shortfall being covered by donations. The endowment contributed £3 million to annual income in 2020–21. The investment portfolio, valued at £136 million in March 2022, has grown significantly in the past five years thanks to new endowments and capital growth. By October 2023 the College will complete capital investments of £30 million in three fully-funded major estate projects, with substantial financial support coming from our alumni.

The full accounts can be found on the College [website](#).



The College

Outreach and Access

We have a clear focus on widening participation in higher education, and in education at St Catharine's in particular. At present approximately 80% of our incoming UK undergraduate students come to us from state schools (against the University's target of 69.1% by 2024–25) and we are also performing well in other metrics.

We believe that the reasons for our success to date include our positive and transparent approach to widening participation (www.caths.cam.ac.uk/outreach/process), our track record of cooperation with state schools during the selection process, and enthusiastic buy-in from the Fellowship. We run an array of widening participation events coordinated by our Outreach team.

At every stage we consider how we can engage students from backgrounds that have traditionally been underrepresented in higher education. For example, the College has re-slanted its recruitment offering towards online activities accessible to attendees who cannot afford to travel to in-person open days – pioneering a unique programme of subject-specific webinars. It is testament to our innovative approach that St Catharine's is now one of the colleges selected for inclusion in a new forum focusing on widening participation in postgraduate education.

Equality, Diversity and Inclusion

St Catharine's is committed to being an inclusive community, upholding excellence, diversity and equality of opportunity for all members. Through honest self-reflection, we can learn from our 15th-century foundations and how, with each generation, our community has modernised and become more representative of the wider world.

The Equality, Diversity & Inclusion (EDI) Working Group was established by the College in 2020 to help guide and inform policies, procedures and behaviours across all aspects of College life. The membership of the group aims to represent all facets of the St Catharine's community, and includes Fellows, staff and students. The group is in the process of drafting an EDI strategy, which will be finalised and published during the new academic year.



Our LGBTQ+ Care Group was created in 2021 to build on the many ways in which St Catharine's was already nurturing an environment that values diversity and is supportive on issues of importance for people who identify as LGBTQ+. The group provides a dedicated forum for discussing issues that affect LGBTQ+ members of the Catz community, and can recommend further investigation and/or action to the College's various committees to ensure any issues are resolved as effectively as possible.

The Future

Our next Master will, in collaboration with the Fellows and staff of the College, work towards the following priorities:

- Maintaining our high academic reputation in education and research;
- Attracting to St Catharine's undergraduate and postgraduate students of the highest calibre, regardless of background;
- Attracting and retaining outstanding teachers and researchers to the Fellowship, at all career stages, and excellent staff who play an essential role in the fulfilment of our mission;
- Fostering the cohesion of the Catz community;
- Maintaining and strengthening relations with our support networks, including alumni;
- Fundraising in order to increase our endowment.



The Role of the Master

The Master should have a strong commitment to the values of academia and an informed understanding of the issues and challenges which the Higher Education sector faces in the twenty-first century, especially in the United Kingdom. The ability to lead a diverse team is expected, while experience in HR, fundraising and finance would be desirable.

The Bursar, Senior Tutor, Operations Director, Development Director and other Heads of Department work particularly closely with the Master and on a regular basis. As the occasion arises, the Master also participates in the recruitment and election of new Fellows, especially those who will be employed by St Catharine's, and the career appraisals and promotions of College officers. More generally, the Master takes an active interest in staff welfare and development, working with the College's HR department.

The Master's role sits at the heart of St Catharine's and, as an ambassador for the College, the Master represents St Catharine's interests and ethos to the wider world. This includes alumni, benefactors (actual and potential), politicians, the local community, the wider academic community and society at large. The Master also represents St Catharine's on the Colleges' Committee of the University and should expect to play an active part on other University bodies.

The Master plays a vital role in fundraising, working with the Development Director and team to support the College, enhance its reputation and maintain and foster relationships with existing and potential donors, both within the UK and overseas. It is expected that the Master will enjoy hosting and promoting social, cultural and academic events, meeting donors and members of the St Catharine's community in aid of the College.

We have a strong programme of extra-curricular events that make up life here at St Catharine's, such as various student-led societies, music and sporting events, and it is essential that the Master visibly supports these activities that are central to our community.

The Master also undertakes important ceremonial and social functions within St Catharine's, hosting and making speeches at some formal dinners, including reunion events, and hosting students, staff and Fellows for less formal social occasions. The Master will on occasion support student extra-curricular activities and is expected to attend the College Chapel for the admission of new Fellows and the annual Commemoration service. Although we offer extensive pastoral support through our tutors and dedicated welfare team, the Master may on rare occasions become involved in welfare and disciplinary issues. The Master will also confer degrees on students of St Catharine's at graduation ceremonies, as the Vice-Chancellor's Deputy, and will occasionally preside over other degree ceremonies.

Whilst the Master's role may be carried out in either a part-time or a full-time capacity, the Master is expected to make the appointment their first endeavour and the Master's Lodge their primary residence. This includes being resident and visible in College substantially during term time, with a greater degree of flexibility outside of term. The Master will often also be called upon to represent St Catharine's in the evenings and at weekends, and to travel, sometimes internationally, on College business.



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Person Specification

We are seeking to elect a distinguished Master of integrity who has achieved success in their chosen field, with intellectual credibility and a record of successful leadership. We invite applications from outstanding candidates from a range of backgrounds.

The next Master will embody St Catharine's values and ideals, helping to foster and promote an inclusive and welcoming community and a culture of academic excellence.

Experience

It is essential that the successful candidate possesses the following:

- An eminent record of achievement in their chosen professional or academic field;
- Proven experience of leadership, enabling them to pursue an inspirational strategic vision for St Catharine's and to communicate this effectively;
- Considerable skill in formulating policy and chairing committees;
- Evidence of success achieved by forging consensus, drawing together different groups and stakeholders in a consultative way;
- Recognition as someone who has had a positive impact in their profession and/or on public life.

It is desirable that the candidate should also demonstrate:

- An interest in and understanding of the UK Higher Education sector and the present challenges facing the sector;
- Good experience of operating effectively in complex environments which may be similar to the Cambridge collegiate system;
- An interest in the educational purpose of St Catharine's, working and engaging with young people, and in their academic progress and welfare;
- Evidence of a successful track record in fundraising and development work;
- Experience of human resources and an understanding of the critical role of the HR function.

Person Specification



- Sufficient operational ability and financial acumen to oversee the College affairs;
- A strong ability to balance both detail and long-term thinking;
- An ability to speak publicly with authority and in an engaging fashion, knowing how to tailor appropriately the message when addressing a range of audiences;
- An ability to develop a collective vision of the future with the Fellowship;
- A sense of fairness and integrity, with a willingness to listen, learn and communicate;
- Tact, diplomacy and empathy, with an ability to inspire trust and confidence in others;
- A leadership style that encourages productive debate, manages conflict and reaches clear decisions based on consensus;
- An inclusive and engaging style, which motivates the Fellowship, student body, staff and alumni as a community and as individuals.

Personal capabilities and qualities

The Master will ideally possess the following characteristics:

- The intellectual or professional credibility to command the respect of the Fellowship and the broader College and University communities;
- A serious interest in the breadth of academic activity in which members of St Catharine's are involved;
- A clear commitment to our values such as openness, inclusivity, innovation, diversity, excellence and freedom of thought;
- A genuine interest in developing and maintaining strong relations with Fellows, students, staff, alumni and benefactors, and in engaging in and hosting events;
- A strong commitment to and aptitude for fundraising, including a willingness to travel for these activities;
- An ability to act as a visible ambassador and advocate for the College and to represent St Catharine's to multiple constituencies, including the wider University, local community, and media;





Terms of Appointment

Salary, pension and benefits

A competitive salary will be paid, which will be subject to cost of living increases payable to academic staff. The level of remuneration will be agreed in the light of the Master's other commitments. In addition, there will be a selection of other benefits including medical insurance.

The Master's Lodge, located on the Island site, offers accommodation suitable for a family as well as some larger spaces suitable for small college events, and has a small private garden. The Master is expected to make the Lodge their primary residence during their tenure.

Equality of opportunity

The policy and practice of St Catharine's require that entry into its employment be determined only by personal merit and fit with the relevant selection criteria. Subject to statutory provisions, no applicant will be treated less favourably than another because of their sexuality, marital status, racial or religious group or disability. Ability to perform the duties of Master will be the primary consideration, but other qualities will also be sought, as described in the person specification.

Term of office

The tenure of the Mastership will be for seven years in the first instance, with the possibility of an extension of up to a further three years.

We recognise that applicants for the post will have a range of other interests and commitments, and many Heads of House find that they are able to combine the office with these other commitments. However, the Master is expected to make the appointment their first endeavour.



Appointment Process and How to Apply

We have engaged executive search firm Perrett Laver to assist with this appointment. For a confidential discussion about the role, please contact Elsa Robinson at Perrett Laver via Elsa.Robinson@perrettlaver.com or +44 (0)20 7340 6286.

Applications should consist of a CV and supporting statement which includes a brief overview of your experience against the specification as well as an indication of the reasons for your motivation and interest in the opportunity, and suitable daytime and evening contact details.

In accordance with our commitment to equality and diversity, candidates are asked to complete the Equal Opportunities Monitoring form enclosed with this appointment details document and submit it with their application.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR) Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website: <http://www.perrettlaver.com/information/privacy/>.

As part of our diversity strategy, we welcome excellent candidates from groups which are under-represented on our staff: black and minority ethnic candidates, and women of all ethnicities.

Applications should be uploaded at <https://candidates.perrettlaver.com/vacancies> quoting reference **5691** by **midday BST on Monday 27th June 2022**.

Longlisted candidates will be invited to interview with Perrett Laver in early July, following which the Governing Body will agree a shortlist. Shortlisted candidates will be invited to attend first round interviews at St Catharine's College in late November and second round interviews in late January.



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Cambridge



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