

Messages to all staff from the Vice-Chancellor of Oxford University: 2014-2019

Date:	Message:
<p>Sent: 12 September 2019</p> <p>Subject: Message from the Vice-Chancellor</p>	<p>To University and college staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>As we all reconvene for the new academic year amidst the turmoil in our national politics, I thought I would share some good news.</p> <p>The Times Higher Education Rankings has just announced that Oxford is the top ranked university in the world for the fourth consecutive year. While we are all fully aware of the fallibility of these rankings, we should celebrate this remarkable achievement. It is a testament to the talent and dedication of people all across this university and I would like to take this opportunity to thank each one of you for all you do to advance the research and teaching which is at the heart of this university.</p> <p>I would also like to let you know that the Office for Students has approved our Access and Participation Plan for the next five years. A great many people invested enormous amount of time and effort in putting together this plan and interacting with the OfS.</p> <p>Thirdly, the Government has announced that international students will now be allowed to remain in the UK for two years after graduation to look for work. This is a welcome change in the government's position and one for which we and others across the sector have been lobbying.</p> <p>Finally, in yet another piece of good news, the European Research Council has just announced the list of all the Starting Grants awarded in the last call. Oxford received 10 awards, by far the highest in the UK. Warmest congratulations to our colleagues from across all four Divisions who have been recognized in this intensely competitive field.</p> <p>Mention of the ERC, of course, brings us back to Brexit. May I encourage any of you who have questions about your residence status to consult our website. There have been numerous changes in the official position over the summer and we are constantly updating the available information.</p> <p>With very best wishes for an enjoyable and productive term.</p> <p>Yours sincerely, Louise Richardson</p>
<p>Date: 27 June 2019</p> <p>Subject: Message from the Vice-Chancellor: Announcing partnership to develop housing and science parks</p>	<p>To all University and college staff</p> <p>Message from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>I am writing today with yet another piece of good news.</p> <p>One of the most challenging aspects of life in Oxford has long been the high cost of accommodation for our students and staff. We expressed our commitment to address this issue in the Strategic Plan approved by Congregation last year.</p> <p>Today we are delivering on that commitment, we are announcing the formation of a Joint Venture</p>

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	<p>Partnership. Our new partner is Legal and General Plc which was established in 1836 and is one of the UK's leading financial services groups with over £1 trillion in assets under management. The aim of the partnership is to build at least 1,000 units of graduate student accommodation and 1,000 subsidised homes for rent by University and college staff. In addition the partnership will develop science parks at Osney Mead and Begbroke.</p> <p>This is very good news for the University as we will now be able to provide the affordable housing and science parks we need without recourse to additional borrowing, or the diversion of funding from academic facilities. Legal and General will make up to £4 billion available over 10 years to fund these developments.</p> <p>The new Joint Venture Partnership will work to obtain planning permission for University-owned development sites. Legal and General will then fund the construction of new facilities for the University in exchange for rental income over a 50-60 year period. At the end of that period, the facilities will be returned to the University in good condition at no cost to the University.</p> <p>This is also great news for the city. The University's impact on local housing has been one of the areas of tension with the city. We hope that this Joint Venture (JV) will go a long way towards relieving local housing pressure.</p> <p>While Legal & General will provide the capital, the University will retain control of the plans. The partnership will take on projects one site at a time and each project will have to secure University approval before proceeding. Once built, the accommodation will be operated and maintained by a University-owned company on the same basis as existing accommodation.</p> <p>Unfortunately the new housing will not be available immediately. We expect that it will take a couple of years to establish the new JV company, obtain planning permission, and get developments underway. It is our intention that the first schemes will be on site in 2021, and ready for occupation in 2023.</p> <p>If you would like to have more information about the partnership and the list of initial projects approved by Council please take a look at the Staff Briefing session led by the Pro-Vice-Chancellor for Planning and Resources, Dr Prout which is available at: https://staff.admin.ox.ac.uk/staff-and-graduate-housing-briefing-session (behind SSO). The Press Release announcing the new partnership can be found at: https://www.ox.ac.uk/news/2019-06-27-new-partnership-will-develop-housing-and-science-parks-university</p> <p>It goes without saying that we will keep you updated as the proposals progress. In the meantime, I hope you will be as delighted as I am by this opportunity to accelerate the realisation of the ambitions articulated by so many of you which formed the basis of the 2018-2023 Strategic Plan.</p> <p>With best regards, Louise Richardson Vice-Chancellor</p>
<p>Sent: 19 June 2019</p> <p>Subject: University announces unprecedented</p>	<p>Dear Colleagues,</p> <p>I am writing today with some wonderful news.</p> <p>For many years we have aspired to have a centre for the Humanities in Oxford. When the</p>

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investment in the Humanities	<p>University acquired the ROQ in 2003 this was felt to be the perfect place. In 2009 Congregation designated a 10,700sqm plot in the ROQ for the building. Many colleagues across the University have for years envisioned what form this building might take but, in the absence of a major philanthropic gift, these plans remained on paper.</p> <p>Today I am delighted to announce that, finally, we will be able to have a home for the Humanities worthy of the extraordinary talent among our academics across the Division and of the long history of excellence in the field.</p> <p>The new Stephen A. Schwarzman Centre for the Humanities is being made possible by a £150,000,000 donation from Stephen Schwarzman. Mr Schwarzman, who was educated at Yale and Harvard, is a New York businessman and philanthropist. He has previously supported leading educational and cultural institutions such as Yale, MIT, The New York Public Library and the Schwarzman Scholars Program at Tsinghua University.</p> <p>This is the largest gift to the University in modern times and represents a significant endorsement of Oxford, and of British Higher Education. At a time when so much public attention is focused on STEM, it is also a significant and welcome endorsement of the Humanities.</p> <p>The Centre will bring together seven faculties and will create a new Humanities Library for the 21st Century. It will also contain an exhibition hall, an innovation space and a knowledge exchange hub geared to students on the UNIQ summer school and other access programmes.</p> <p>In addition to the space designed to support teaching and research in the Humanities, the Centre will allow us to realise a long held ambition to have a performing arts centre. The plans include a 500 seat concert hall, film screening, drama, and music spaces and a broadcast studio. In this way we plan to open up the University to the public and especially the local community and to invite them in.</p> <p>Finally, we plan to build on the extraordinary tradition of applied ethics at Oxford by creating an institute of AI Ethics in which our philosophers can engage with our computer scientists, legal and public policy scholars and others from across the University to ensure that humanities remain at the centre of technological developments.</p> <p>The new Centre will include a financial contribution from the University and we plan to raise further funds for academic posts, doctoral students and the cultural programme.</p> <p>We intend that the building will open in 2024 but that the Centre will come to life long before that through events and academic programmes. For more information please read our news story and visit the website of the new Centre.</p> <p>With best regards, Louise Richardson Vice-Chancellor</p>
<p>Sent: 21 May 2019</p> <p>Subject: Message to all staff from the Vice-Chancellor</p>	<p>Message to all University and college staff from the Vice-Chancellor</p> <p>Dear Colleagues,</p> <p>The University is today announcing the launch of two new programmes – Opportunity Oxford and Foundation Oxford – which are designed to increase significantly the number of promising students from groups that are currently under-represented in Oxford.</p> <ul style="list-style-type: none"> • Opportunity Oxford is a bridging programme to be launched in 2020, for students from under-represented backgrounds who may have narrowly missed out on a place in

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	<p>previous years. It will offer structured study at home plus two weeks of residential study at Oxford immediately before the start of the undergraduate term.</p> <ul style="list-style-type: none"> • Foundation Oxford, a full year programme starting in 2022, will be offered to state school students from under-represented backgrounds who have experienced severe personal disadvantage or disrupted education. Students will take part in a year-long programme, building their capacity for independent study, and preparing them for Oxford life. <p>Many of you will already be involved in schemes like UNIQ and Oxnet that are designed to make Oxford more accessible to a wide range of students. These two new programmes build on our extensive work in this area, and draw on successful college initiatives: Opportunity Oxford is modelled on University College's pioneering Opportunity Programme, while Foundation Oxford draws on Lady Margaret Hall's innovative Foundation Year scheme.</p> <p>I am deeply grateful for the support of colleagues from across the whole University, who have united behind this concerted drive to increase opportunities for students from under-represented backgrounds.</p> <p>The two new programmes will accelerate the pace at which we are diversifying our student body. When they are up and running, we expect that one in four Oxford undergraduates will be from the UK's most under-represented backgrounds, thereby helping to ensure that every academically exceptional student in the country knows that they have a fair chance of a place at Oxford.</p> <p>More information can be found on the University website at https://www.ox.ac.uk/opportunity. Staff are invited to ask any questions they might have at tomorrow's Question Time event (SSO required).</p> <p>With best regards, Louise Richardson Vice-Chancellor</p>
<p>Sent: 18 February 2019</p> <p>Subject: To all staff of the University of Oxford from the Vice-Chancellor, Professor Louise Richardson</p>	<p>To: All members of University and College staff</p> <p>Dear Colleagues,</p> <p>Following the announcement that Donal Bradley is leaving Oxford in April to take up a post at KAUST (King Abdullah University of Science and Technology), Professor Sam Howison has been appointed as Head of the MPLS Division on an interim basis, for the period from 1 April 2019 until a new Head of Division takes up post.</p> <p>Professor Howison has strong links across the Division and is an eminent mathematician who served as Director of the Oxford Centre for Applied and Industrial Mathematics, Director of the Nomura Centre for Mathematical Finance, and as Head of Department for the Mathematical Institute from 2011-15. The process of appointing a permanent Head of MPLS will be discussed at the next meeting of Council in March after consultations within the Division. I hope everyone will join me in welcoming Sam to his new role.</p> <p>Yours sincerely, Louise Richardson</p>
<p>Sent: 04 February 2019</p>	<p>To University and College staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Colleagues,</p>

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<p>Subject: Message from the Vice-Chancellor: Brexit update</p>	<p>I know that this has been a deeply unsettling time. I expect that many of you are, like me, watching the ongoing coverage of the efforts to withdraw from the EU with a mixture of incredulity and dismay.</p> <p>I had certainly expected that by now I would be in a position to provide you with coherent advice on the implications of Brexit for our University and especially our EU staff and students.</p> <p>Extraordinary as it seems, the prospect of Britain leaving the EU without an agreement has become more real in the past few weeks.</p> <p>While I don't doubt that there are a variety of views across the University about the most appropriate steps our politicians should take, there can be little doubt that the decision to leave with 'No Deal' would be deeply damaging to this community and this institution. The recent Home Office guidance on how those wishing to enter the UK from the EU in the future would be treated is a sobering example of just how difficult things could become.</p> <p>My point in writing to you today is to assure you that my colleagues and I are doing everything we can to persuade the Government to take account of the interests of universities, and indeed, of the interests of the country in maintaining a free flow of talented people from across Europe to study and work here.</p> <p>We are also engaged in contingency planning in case there is no agreement by 29 March.</p> <p>I will be holding another Open Forum for staff on Monday, 25 February and one for students on Thursday, 21 February – both in the Examination Schools – to discuss any issues pertaining to Brexit that you wish to raise. Please register in advance so that we can plan accordingly. If you are unable to attend, a transcript will be uploaded onto the University's Brexit page after the event.</p> <p>We are constantly updating the Brexit pages as reliable information becomes available so please consult them regularly if you are looking for detailed information.</p> <p>This University has survived many political upheavals in the past and we will survive this one too. We intend to do so, however, while mitigating damage to academic research and student exchange, and while minimising distress to the many European students and staff who are, and always have been, an integral part of this community.</p> <p>I look forward to seeing many of you in the Exam Schools.</p> <p>Yours sincerely, Louise Richardson</p>
<p>Sent: 27.11.18</p> <p>Subject: Message from the Vice-Chancellor</p>	<p>To all University and college staff from the Vice-Chancellor</p> <p>Dear Colleagues,</p> <p>I am writing to let you know that Giles Kerr, Director of Finance, will move into a new role, [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]. Giles has</p>

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	<p>been in his current role for almost 14 years and during that time he has transformed the Finance function of the University. He has brought calm professionalism, encyclopaedic knowledge, a problem-solving approach, and a commitment to the University, all of which have been critical to its success during this time of expansion and change. I am delighted that the University will continue to benefit from his talent.</p> <p>Lindsay Pearson, currently Deputy Director of Finance, will be promoted to become Director of Finance, reporting to the Registrar, and taking full responsibility for leadership and management of the University's Finance team and functions. Since his appointment in 2017 Lindsay has made a significant contribution and so I am very pleased that this move will provide the University with a seamless succession in this critical area.</p> <p>Please join me in congratulating Giles and Lindsay on their new roles.</p> <p>Yours sincerely, Louise Richardson</p>
<p>Sent: 11 June 2018</p> <p>Subject: Message from the Vice-Chancellor: USS pension update</p>	<p>To all members of the Universities Superannuation Scheme (USS) from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>As we enter the summer months I thought it might be useful to update everyone on where things stand with the dispute over USS pensions. Colleagues within the University and across the country are working assiduously in an effort to arrive at a solution that provides the best possible affordable pension for all USS members.</p> <p>Nationally, the Joint Expert Panel has been convened and the remit has been agreed. The panel has met three times and reports of the meeting are available on the UUK and UCU websites. The panel will continue to meet throughout the summer with a plan to produce a report in September. Any agreement the panel reaches will help the Joint Negotiating Committee devise a proposal on which there would be a national consultation.</p> <p>Meanwhile, the pension trustees have indicated their intention of preparing for the implementation of rule 76.4 which would raise pension contributions from the current 26% to 37% in the absence of an agreement.</p> <p>Within the University we have a number of initiatives underway to ensure broad consultation on the issues and open discussion of any trade-offs that may need to be made. Our USS Review Working Group will be meeting during the summer to explore creative ways we might be able to arrive at a pension scheme that maximizes benefits while proving affordable for the University as a whole. A list of the members of our USS Review Working Group is available here.</p> <p>We will also hold open fora on Pensions to provide information and facilitate discussion of the issues. The first of these will be held on June 12th at 10:30am in the Saïd Business School. I hope as many of you as possible will attend. Please feel free to submit questions in advance to internal.communications@admin.ox.ac.uk or bring your questions to the meeting. Please register to attend this event here.</p> <p>In addition to creating a new online forum, a new pensions site has been developed within the Staff Gateway to try to make comprehensive information about pensions more accessible. There are also links on this page to other sites, such as the USS, UCU and UUK to make it easier for you to stay abreast of developments over the coming months.</p>

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	<p>I hope that the wounds caused by this dispute are starting to heal and that we can work together in order to be in a better position to respond to the results of the national negotiations in the autumn. I believe that active engagement and open communication are critical and hope that everyone interested will engage with the opportunities outlined above.</p> <p>Yours sincerely</p> <p>Louise Richardson</p>
<p>Sent: 01 June 2018</p> <p>Subject: From the Vice-Chancellor - Registrar appointment</p>	<p>To University and College Staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>I am very pleased to write to you today to let you know that, following a global recruitment process, Council has approved the appointment of Ms Gill Aitken as the next Registrar of the University. Gill holds an undergraduate degree in Philosophy and Theology from Oxford (St Hugh's). She will be joining us from the UK Government, where she has enjoyed a highly successful career across a number of Whitehall departments.</p> <p>Currently Director General and General Counsel at Her Majesty's Revenue and Customs (HMRC), she leads a team of 1,200 lawyers, tax professionals, accountants and support staff. Gill previously worked at Director General level in the Department for Work and Pensions and the Department for Environment, Food and Rural Affairs. In each case she led a large team of lawyers and was responsible for professional services including HR, IT and commercial services.</p> <p>Gill is also a member of the Transformation, Performance and Brexit Boards in the HMRC. She is the Civil Service champion of social mobility across the professions, a member of the Civil Service Leadership and Learning Board, and HMRC's Social Mobility champion.</p> <p>In addition to her personal qualities and legal background, she brings to the role extensive experience of government and governance and leading administrative services.</p> <p>She has a longstanding interest in education which includes being the Founder and Chair of Governors of the London Academy of Excellence, Tottenham and a Governor of Highgate School, London.</p> <p>I know that you will all join me in welcoming Gill back to Oxford next term.</p> <p>She will succeed Professor Ewan McKendrick in September. I will ensure that we will have ample opportunity later in the summer to express our deep appreciation to Ewan for his extraordinary contributions to the University in successive leadership roles.</p> <p>Yours sincerely,</p> <p>Louise Richardson</p>
<p>Sent: 22 May 2018</p> <p>Subject: From the Vice-Chancellor</p>	<p>To University and College staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues and Students,</p>

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	<p>I am writing to let you know that tomorrow morning the University will publish its first Annual Admissions Report which will set out a detailed picture of our admissions of UK undergraduates over the past five years.</p> <p>Before the report is released I would like to thank a number of people whose work does not get the recognition it deserves when Oxford's admissions are discussed in public; our many colleagues who work in admissions, access and outreach. Thanks to their dedication and commitment the report presents a picture of a university which is changing, in which under-represented groups are being admitted to Oxford in greater numbers than ever before.</p> <p>Several trends are evident in the report. I will single out three:</p> <ul style="list-style-type: none"> • The number of students from disadvantaged areas, and areas which have a poor track record of progression to higher education, is increasing rapidly. • The number of BME undergraduates is rising fast, up by a quarter in four years. • The University has either exceeded or is on track to meet all the targets it has been set by the access regulator. <p>There is a lot of good news in the report, as well as evidence that there is still a great deal to do. A number of regions of the UK and some groups within society remain under-represented in our community and, notwithstanding the progress that has been made, the numbers of students in some categories remain small. We are determined to make further progress through our outreach work, as well as partnerships with schools and other organisations.</p> <p>As we analyse the impact of our work on access we are learning about the relative effectiveness of different measures. I am delighted that we will be able to announce tomorrow a significant expansion of our largest and most successful programme, the UNIQ summer school. UNIQ targets students from disadvantaged backgrounds, and since 2010 it has helped more than 1,250 undergraduates to gain a place at Oxford. Full details of the changes to UNIQ will be available on the University website tomorrow morning.</p> <p>I hope the Annual Report will be widely read and that it will help to dispel some of the myths about Oxford admissions. This University is deeply committed to admitting the most talented students regardless of their background. It is heartening to see reflected in the report the impact of the progress we have made, and I hope we can all find in it the encouragement we need to maintain our focus on attracting the most exceptional students.</p> <p>With best regards,</p> <p>Louise Richardson</p>
<p>Sent: 16 April 2018</p> <p>Subject: Email to All Staff from the Vice-Chancellor</p>	<p>To University and College staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>You will by now have received the welcome news that the members of the University and College Union have voted in favour of the most recent ACAS facilitated proposal, namely the creation of a Joint Expert Panel to agree key principles to underpin the future joint approach to the valuation of the USS fund. In so doing, they have given the UCU leadership a mandate to suspend industrial action with immediate effect.</p> <p>This is very welcome news to our whole community, but especially to our students, who can return for Trinity term confident that their studies will not be disrupted in this critical exam</p>

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	<p>period. The suspension of industrial action also gives us an opportunity to come together as a community to address what remains a really difficult challenge.</p> <p>The first step in this process will take place on 24 April when Congregation will convene to discuss the pensions issue. Any and all views will be welcome, as will creative ideas on how we might realize the commitment Council has made to seek pension provision for USS members employed by the University that is of the same standard as currently available. The details of the meeting will be in Thursday's (19 April) Gazette. If you are a member of Congregation and would like to speak, please let the Secretariat know in advance by emailing congregation.meeting@admin.ox.ac.uk.</p> <p>A number of practical questions about the composition and remit of the Joint Expert Panel remain to be agreed between UUK and UCU before the terms of reference and timescales can be published. Given the statutory responsibilities of the USS Trustee and the Pensions Regulator their support for the process must also be secured. I very much hope that in reviewing the assumptions in the current valuation, this panel will increase the transparency of the process and build confidence in the result.</p> <p>We will continue to provide regular updates on local and national developments.</p> <p>Yours sincerely, Louise Richardson</p>
<p>Sent: 4 April 2018</p> <p>Subject: Email to All Staff from the Vice-Chancellor</p>	<p>Dear Colleagues,</p> <p>I hope you enjoyed the bank holiday weekend.</p> <p>I would like to share with you the following statement from Council:</p> <p>“Council notes the ongoing negotiations between UCU and UUK and will make every reasonable effort to resolve the current dispute within the national framework of USS. Although the outcome of the current negotiations remains unclear, Council will seek to provide pension provision for USS members employed by the University that is of the same standard as currently available, subject to the duties of the Council, as a trustee body, to serve the interests of the University as a whole. Council resolves to treat achieving this objective as an issue of high priority for the University. It will ensure that all members of Council are fully involved in Council’s deliberations on pension provision, and that they will regularly review the delivery of the above objective and report to Congregation in a timely and transparent manner.”</p> <p>Yours sincerely, Louise Richardson</p>
<p>Sent: 23 March 2018</p> <p>Subject: To University and College staff from the Vice-Chancellor</p>	<p>To University and College staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Colleagues,</p> <p>This has been a very difficult few weeks for all of us at Oxford. Colleagues across the University are, understandably, deeply concerned about the erosion of the value of their pensions. Senior colleagues are concerned especially about early career academics; younger colleagues are concerned about their future financial security. We are all concerned about our ability to attract talented young people into the profession. Students have been gravely worried about disruption to teaching and exams. Meanwhile, the collegiality of our community has been undermined.</p>

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	<p>It has long been my belief that any university is only as good as the staff and the students it can attract. We know that our global standing is based on our success in doing so.</p> <p>I wish I were writing to say, therefore, that the issue had been resolved but, sadly, as we head into the Easter break, it is becoming increasingly likely that it will drag into Trinity term.</p> <p>We face a shared problem: a pension scheme to which both employers and employees contribute which has been assessed as having a substantial deficit. We have a shared interest in finding a solution that offers the best possible affordable pension now and into the future.</p> <p>Like other employers and employees we have signed on to collective bargaining and are bound by it. I know that this is frustrating for many of us who would like to find our own solution right away, but we can't. I can personally commit, however, to accepting any solution agreed at the Joint Negotiating Committee by UCU and UUK.</p> <p>Much of the disagreement arises over the validity of the estimate of the deficit (£6.1 billion). I know we would all be delighted to learn that the current estimate exaggerates the deficit. I very much hope that the proposals for an independent panel of experts, with membership agreed by UCU and UUK and working transparently, will be accepted, will start work immediately, and will command confidence in their conclusions.</p> <p>Congregation will be convening on April 24 to discuss the issue and to solicit proposals that can be fed into our Pensions Working Party for analysis. I hope that this can be a moment when the University can come together in recognition of the concerns of many of our staff and in collective pursuit of a solution to the shared problem we face.</p> <p>Yours sincerely</p> <p>Louise Richardson Vice-Chancellor</p>
<p>Sent: 07 March 2018</p> <p>Subject: To all staff of the University of Oxford from the Vice-Chancellor, Professor Louise Richardson</p>	<p>Dear Colleagues,</p> <p>I am writing to follow up on yesterday's meeting in the Sheldonian which my colleagues have told me about.</p> <p>I was very sorry not to be there myself but I had scheduled a trip to New York on university business before the meeting of Congregation was called.</p> <p>In light of the depth of feeling of so many colleagues we will convene a special meeting of Council today at noon and will be recommending that Council reverse its response to the UUK survey in line with Congregation's resolution.</p> <p>I also hope that we will be able to work together to help bridge the divide between UUK and UCU in the ongoing negotiations. The future of our pensions is a shared interest for so many members of this University that we must try to find common ground. In the coming days we will look for ways to improve our engagement with staff so that all members of our community are able to speak and be heard on this very important issue.</p> <p>Yours sincerely, Louise Richardson</p>

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<p data-bbox="86 208 323 271">Sent: 01 December 2017</p> <p data-bbox="86 315 323 450">Subject: From the Vice-Chancellor: Oxford's first bond issue</p>	<p data-bbox="368 208 959 237">To: All members of University and College staff</p> <p data-bbox="368 277 568 306">Dear Colleagues</p> <p data-bbox="368 347 1485 450">I am pleased to announce that the University has secured funding which will allow us to deal confidently with the many challenges we will face in the coming years as we ensure that Oxford remains one of the world's great universities.</p> <p data-bbox="368 495 1493 629">We have been able to borrow £750m through issuing a bond which is due for repayment in 2117. We will use this money to invest in academic projects which are strategically important for all of us. Investing wisely will help us remain at the forefront of global research, pre-eminent in our teaching, and a great place to work.</p> <p data-bbox="368 674 1501 1055">For an institution like Oxford which has an extended time horizon, bonds are the most appropriate way to raise capital because they allow large sums to be borrowed over long periods. We have chosen to raise this money now because conditions in the financial markets are such that we can borrow at historically low rates. In so doing we are joining most other leading universities, and many of our colleges, which have issued bonds in recent years. We do not take this decision lightly. Over the past several months we have taken extensive professional advice and concluded that issuing a bond is a prudent step to take in light of market conditions and as a hedge against prevailing uncertainties. Ultimately, we believe that it reduces the level of financial risk in the University's future. To place the amount of the bond in context: in the past five years we have put £750 million towards major capital projects and expect to invest twice as much in the next ten to fifteen years.</p> <p data-bbox="368 1099 1493 1301">When it comes to drawing down the proceeds of the bond, governance arrangements will be strict. A Strategic Capital Steering Group will make recommendations to the University Finance Committee which in turn will make recommendations to Council. Every proposed project will have to demonstrate that it contributes to the strategic mission of the University. Until invested in academic projects the proceeds will be managed by Oxford University Endowment Management.</p> <p data-bbox="368 1346 1501 1547">Access to funding on this scale represents a rare and significant opportunity for the University. It is imperative that we make the most of it. We will have to be clear-headed about how we invest. The proceeds must only go towards projects which will advance our academic mission and benefit our successors for generations to come. It cannot be expended on ongoing activities, and in no way relieves us of responsibility to operate as efficiently as we possibly can.</p> <p data-bbox="368 1592 1501 1794">The Triple A rating we have received and the scale and duration of the bond that has been issued is a gratifying testament to the belief of the outside world in the extraordinary institution that has been developed over the centuries by our predecessors, as well as in the calibre of the research and education taking place here today. It is our responsibility to ensure that we use the opportunities accorded us by this bond to pass on to our successors an even stronger university.</p> <p data-bbox="368 1839 1445 1906">If you would like more information about any aspect of the bond, please consult the Staff Gateway.</p> <p data-bbox="368 1951 483 1980">Sincerely</p> <p data-bbox="368 2024 592 2092">Louise Richardson Vice-Chancellor</p>

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<p>Sent: 31 October 2017</p> <p>Subject: From the Vice-Chancellor – Pro-Vice-Chancellor (Education) appointment</p>	<p>To: All members of University and College staff</p> <p>Colleagues,</p> <p>I am delighted to let you know that yesterday Council approved the appointment of Professor Martin Williams to the role of Pro-Vice-Chancellor (Education) effective January 1st</p> <p>In addition to his post in the Engineering Science Department, Martin is David Clark Fellow in Engineering and a Governing Body Fellow at New College. He received BSc and PhD degrees from Bristol University and worked as a structural design engineer before joining Oxford's Engineering Science Department in 1989. He is a Fellow both of the Institution of Civil Engineering and the Institute of Structural Engineers.</p> <p>Martin brings to the role many years of experience across the collegiate university. He served on Council for four years, and as Senior Proctor 2009-2010, as well as Chair of the Committee for the Proctors Office since 2005. He is currently Associate Head of the MPLS Division and previously served as Deputy Head of the Department of Engineering Science. In New College he was Sub Warden 2007-8 and Senior Tutor 1995-99.</p> <p>Please join me in wishing Martin every success as Pro-Vice-Chancellor and in thanking Professor Sarah Whatmore, who is handing over the Education portfolio in order to take up her new position as Head of the Division of Social Sciences.</p> <p>Louise Richardson Vice-Chancellor</p>
<p>Sent: 09 August 2017</p> <p>Subject: From the Vice-Chancellor – Head of Medical Sciences Division appointment</p>	<p>To: All members of University and College staff</p> <p>Dear Colleagues,</p> <p>I am delighted to announce the appointment of Professor Gavin Screaton as Head of the Medical Sciences Division, effective October 1st.</p> <p>Professor Screaton is currently Chair of Medicine and Dean of the Faculty of Medicine at Imperial College London where he previously served as Vice-Dean (Academic Development), and as Campus Dean for Hammersmith. He is a Fellow of the Academy of Medical Sciences, a Fellow of the Royal College of Physicians, a member of the Association of Physicians, and was made a Founder Senior Investigator in the National Institute for Health Research. He sits on the MRC Strategy Board.</p> <p>Prior to his move to Imperial in 2004 Gavin held a range of clinical academic appointments and fellowships here in Oxford and at the John Radcliffe Hospital. He undertook his junior clinical training in Oxford and London. He was awarded a Dphil from Oxford in 1997 and his BA from Cambridge in 1984.</p> <p>His research has ranged from control of RNA processing and apoptosis to immunology. The current focus of his laboratory revolves around the immunology of infectious diseases, especially dengue haemorrhage fever and Zika. This work is funded by the MRC and the Wellcome Trust and involves active research collaborations in South East Asia.</p> <p>I am delighted that Gavin will be bringing back to Oxford his powerful mix of intellectual horsepower, extensive administrative experience and personal commitment. I very much look forward to working with him.</p> <p>I would like to take this opportunity to express my deep gratitude to Professor Chris Kennard, Emeritus Professor of Clinical Neurology, for so ably leading the division this past year with a clear vision, a soft touch, and admirable sangfroid when Professor Alastair Buchan shifted his energies to establishing the university's BREXIT office. Prior to that Professor Buchan led the Medical Sciences Division with energy, wisdom and dedication during a time in which the Division was ranked number 1 in the world for six successive years. We are all in their debt.</p> <p>With best wishes,</p> <p>Louise Richardson</p>

Date:	Message:
	Vice-Chancellor
<p>Date: 22 June 2017</p> <p>Subject: From the Vice-Chancellor - Professor Louise Richardson</p>	<p>To: All members of University and College staff</p> <p>Dear Colleagues,</p> <p>I am writing to update you on a number of appointments.</p> <p>Firstly, I am delighted to announce that Professor Sarah Whatmore, currently Pro-Vice-Chancellor (Education), has been appointed incoming Head of the Division of Social Sciences. She succeeds Professor Roger Goodman, who moves to St Antony's College as Warden in October. I would like to take this opportunity to thank Roger for his exceptional leadership of the Division for almost a decade. He has brought his intellectual strengths, administrative skill and boundless energy to bear in advancing both the Social Sciences and the entire university. I look forward to continuing to work with him in his new role.</p> <p>Sarah, who has previously served as Deputy Head of the Division, has an impressive record of achievement in research, teaching and as an academic champion for public engagement. She will bring a wealth of experience to her new role and I hope that you will join me in wishing her every success when she takes office on January 1st. The recruitment process for a new Pro-Vice-Chancellor (Education) has already begun, and we will move quickly to fill this important post.</p> <p>I am deeply grateful to Professor Anne Trefethen, Pro-Vice-Chancellor (Gardens, Libraries and Museums) who has agreed to extend her role to become the Pro-Vice-Chancellor (Academic Resources and Information Systems). Over the past five years, Anne has worked tirelessly to transform our IT facilities and secure their future through Oxford's IT Strategic Plan. Anne will continue to be responsible for Gardens, Libraries and Museums. She will maintain strategic responsibility for IT while recruiting a new CIO. She will also take the lead, working closely with the Registrar and others, to simplify and to improve the operational services that support academic activities utilizing data and insights obtained as part of the UniForum process.</p> <p>Finally, I should like to give you advance notice that our Registrar, Ewan McKendrick, will demit office on 30 September 2018. Ewan, with characteristic generosity and institutional commitment, had agreed to extend his term as Registrar to ease the transition from VC Hamilton to me. Ewan will return to his role in the Law Faculty as Professor of English Private Law and in addition will succeed Sir John Vickers as Chair of the OUP Finance Committee.</p> <p>May I take this opportunity to thank each of you for all your work and dedication over the past academic year. I wish you an enjoyable and productive summer.</p> <p>Louise Richardson Vice-Chancellor</p>
<p>Sent: 29 March 2017</p> <p>Subject: Message from the Vice-Chancellor – Appointment: Pro-Vice-Chancellor for Planning and Resources</p>	<p>To University and College Staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>I am pleased to announce the appointment of Dr David Prout as Pro-Vice-Chancellor for Planning and Resources.</p> <p>Dr Prout is currently Director General of the Government's High Speed 2 rail programme. He brings extensive experience of managing major projects in national and local government. As Pro-Vice-Chancellor he will lead Oxford's institutional and strategic planning, as well as its</p>

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	<p>resource allocation. He will oversee budgets for all divisions and departments with a combined annual expenditure totalling more than £1.3 billion.</p> <p>For Dr Prout, this role marks a return to Oxford where he grew up and later studied. His father, Prof CK Prout, was an inorganic chemist and Vice-Provost of Oriel College who was continuously associated with the University from when he came up at age 18 until his death at the age of 73. David Prout studied Modern History at Wadham College and went on to take a PhD in architectural history from the Courtauld Institute of Art.</p> <p>Before taking on his role on the HS2 project, Dr Prout was a Director General at the Department for Communities and Local Government, responsible for all aspects of local government policy. Prior to that he worked at the Royal Borough of Kensington and Chelsea as Executive Director with responsibility for planning and regeneration. He worked on housing estate regeneration and in particular on the deal to relocate the Design Museum to the old Commonwealth Institute in Kensington High Street – a project that was completed last year. He has held a range of other high profile civil service positions including Principal Private Secretary to the Deputy Prime Minister.</p> <p>At Oxford, Dr Prout will oversee the broad spectrum of University projects from much-needed housing for graduates and staff to a new humanities building, new laboratories for interdisciplinary bioscience and continued expansion of facilities for innovation and commercial enterprise.</p> <p>He will be building on the substantial achievements of Professor William James, who has overseen considerable growth and development during a challenging funding period for the University. Professor James is completing his six-year term as Pro-Vice-Chancellor, and I would like to thank him for all that he has achieved. He has overseen major new developments in the University's science park, in its medical facilities and the Radcliffe Observatory Quarter, including the Blavatnik School of Government. He will continue his research work at the Medical Sciences Division as Professor of Virology, with a particular interest in preventing the replication of the HIV-1 virus, and teach medical students at Brasenose College.</p> <p>Dr Prout will take up his position in September.</p> <p>Best regards,</p> <p>Louise Richardson</p>
<p>Sent: 10 February 2017</p> <p>Subject: Message from the Vice-Chancellor – Employer Justified Retirement Age</p>	<p>To University and College Staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>I am writing to you on the subject of the Employer Justified Retirement Age, (EJRA) and to invite your involvement in the decision on its future.</p> <p>You will know that an EJRA has been in place for the past five years and, in keeping with the commitment made at its introduction, has recently been reviewed. The review committee was chaired by Professor Irene Tracey and consisted of elected members of Congregation and other academics from across the University. (The full report of the review committee and its annexes are being made available at www.ox.ac.uk/EJRA.) Council considered the report at its meeting on February 6th and will do so again on March 13th. I would like to offer my deep appreciation, both personally and on behalf of our entire community, to the members of the committee and especially the chair for their painstaking work.</p> <p>The issue of EJRA poses a particular challenge to a self-governing entity such as ours. We saw this last year with the highly charged debate in Congregation and the subsequent postal ballot supporting the retention of the EJRA. Almost everyone who works here will be affected by the decision made and so in essence has a conflict of interest.</p>

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	<p>As an institution we are trying to balance many competing and admirable objectives: how to demonstrate how much we value those who work here; how to ensure intergenerational fairness; how to ensure that we are providing opportunities for women and minorities to advance at a pace at least commensurate with their advances in other parts of our society; how to ensure that everyone who works here contributes fully and fairly to our collective endeavour; how do we do all this while continuing to attract and retain the most talented academics in the world and maintain our global reputation for excellence in research and teaching.</p> <p>These are tough questions and it will be enormously difficult to forge a consensus on how best to respond. Reasonable people will differ on whether to accept the recommendations of the report, or whether to change, abolish, or strengthen the EJRA. Council will decide how to respond at its next meeting.</p> <p>In order to allow you to have input on Council's decision I would like to refer you to the website containing information on the EJRA, the text of the debate in Congregation last year, and the report of the Committee. I would like to invite you to an open meeting on March 7th to share your views (please register here) and I invite you to express your views at the following email address: Ejra.review@admin.ox.ac.uk. You can let us know if you would like your comments posted on the website.</p> <p>Most of those who have participated in the debate thus far are those who will be facing retirement in the next few years, but this issue affects all of us, and I would like to encourage everyone, including colleagues at all stages of their careers, to engage in helping us identify the best solution for the University now and in the future.</p> <p>Yours sincerely,</p> <p>Louise Richardson</p>
<p>Sent: 07 December 2016</p> <p>Subject: Message from the Vice-Chancellor – Head of Brexit Strategy</p>	<p>To University and College Staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>Five months after the referendum on Brexit we remain unsure of the implications for the University. We do know that our students, our staff and our research funding will be affected. My colleagues and I have been working assiduously to lobby the Government to ensure that our interests are protected. We have also been seeking to identify opportunities that might arise as a result of Brexit and to plan for different possible outcomes.</p> <p>Given the centrality of these issues for our future I have decided, with the support of Council, to create a post of Head of Brexit Strategy to co-ordinate our responses and ensure that we have a team focused exclusively on identifying opportunities and managing this ever-changing situation.</p> <p>I am delighted to announce that Professor Alastair Buchan, Head of the Medical Sciences Division, has agreed to take on this role. With his wealth of experience across the University and his national and international standing I believe Alastair is uniquely suited to lead this initiative and I am deeply grateful to him for agreeing to do so. Professor Buchan will be appointed Pro-Vice-Chancellor (without portfolio) and will be supported by Alasdair MacDonald and by the staff of our International Strategy Office.</p>

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	<p>I am also deeply grateful to Professor Chris Kennard, Emeritus Professor of Clinical Neurology, who has agreed to assume the role of Head of Division on an interim basis until a new Head of Division is appointed. Professor Kennard was Professor of Clinical Neurology from 2008-2016 and was Head of the Nuffield Department of Clinical Neurosciences from 2010-2016. The Division will seek Council's approval for the process of selecting the new Head of Division at its next meeting and we expect to have a new head in place before Professor Buchan's term would ordinarily have concluded.</p> <p>Professors Buchan and Kennard will assume their new roles on January 20, 2017.</p> <p>Best regards,</p> <p>Louise Richardson</p>
<p>Sent: 21 July 2016</p> <p>Subject: Message from the Vice-Chancellor: appointment of Pro-Vice-Chancellor (Education)</p>	<p>To: All University and College staff From: Professor Louise Richardson, Vice-Chancellor</p> <p>Dear Colleagues,</p> <p>I am delighted to let you know that Professor Sarah Whatmore has been appointed the next Pro-Vice-Chancellor (Education), succeeding Professor Sally Mapstone.</p> <p>Sarah is currently Professor of Environment and Public Policy at Oxford and the University's Academic Champion for Public Engagement with Research. She has a truly impressive record of achievement in research, in teaching, and in contributions to the Social Sciences Division. She has also brought both energy and creativity to her role as academic champion for public engagement. The depth and range of her experience and her vision for the role made her the clear choice of the appointments panel.</p> <p>I very much look forward to working with Sarah, who will formally take up her duties in January 2017.</p> <p>You can read more about the appointment at www.ox.ac.uk/news/2016-07-21-new-pro-vice-chancellor-education-appointed</p> <p>Best regards, Louise Richardson</p>
<p>Sent: 06 July 2016</p> <p>Subject: Message from the Vice-Chancellor - Employer Justified Retirement Age (EJRA)</p>	<p>To University and College Staff from the Vice-Chancellor, Professor Louise Richardson</p> <p>Dear Colleagues,</p> <p>The referendum and the aftermath of the vote to leave the EU have been preoccupying many of us. I do, however, want to return to the subject of the Employer Justified Retirement Age (EJRA) before too many people break up for the summer.</p> <p>My colleagues and I are acutely sensitive to the fact that the debate in Congregation was highly charged and that, while the postal ballot endorsed the view that the EJRA should remain in operation pending the outcome of the current review, a large number of votes were cast in favour of the four-part resolution.</p> <p>The resolution asked that five members of Congregation be added to the EJRA Review Committee. At a recent meeting Council agreed to add three members of Congregation to the</p>

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	<p>committee. (The reluctance to add five was a purely practical one, trying to keep the committee to a manageable size and not to cause a delay in its proceedings in order to accommodate more diary constraints.) The three additional members are taken from those members of Council who have been elected by Congregation.</p> <p>Some proponents of the resolution charged that Council was acting illegally. I would like to stress that Council does not accept the charge, believing to the contrary that the University's internal appeals process concerns only the individual subject of the appeal, and is not of general applicability in the way that a decision of a court of law would be. Council was also cognisant of the fact that the scheme currently in operation has been substantively amended since it was considered in 2014 as part of our internal appeals process.</p> <p>Another aspect of the debate was whether privileged legal advice about the EJRA provided to Council should be shared with the University at large. Council took the view that it could not accede to this request because of the precedent it might set for other privileged advice, and because it might find itself in the impossible position of providing its legal advice to parties with whom it was in dispute. Council is nevertheless anxious to ensure that Congregation has confidence in its decision making and has confirmed its willingness to share legal advice with the membership of the Review Committee, all of whom are members of Congregation.</p> <p>As I have mentioned previously, Professor Irene Tracy, the Chair of the Review Committee, is committed to conducting a consultative, transparent and timely process. She will be soliciting input from across the University and plans to report in early 2017.</p> <p>With best regards,</p> <p>Louise Richardson</p>
<p>Sent: 24 June 2016</p> <p>Subject: Message from the Vice-Chancellor</p>	<p>To: All staff and students From: Professor Louise Richardson, Vice-Chancellor</p> <p>Dear Colleagues and Students,</p> <p>I think we will always remember where we were when we received news of the results of yesterday's referendum.</p> <p>While this was not the result that many of us wished for, the result is clear, and my colleagues and I see our responsibility now to do all we can to protect and advance the interests of the University and all who work and study here, as well as those with whom we engage in collaborative research projects internationally.</p> <p>The first point on which I would like to reassure every member of our community is that there is no reason to assume that there will be any immediate change to the immigration status of current or incoming students and staff; nor any immediate change in our participation in EU programmes such as Horizon 2020 and Erasmus.</p> <p>Article 50 of the Lisbon Treaty foresees a two-year negotiation process (which can be extended) between the UK and other member states during which the terms of the UK's exit from the EU will be determined. I read the Prime Minister's comments this morning as indicating that it will be for his successor to invoke Article 50, so I think we can anticipate a lengthy period before we have clarity on the precise implications of yesterday's decision.</p>

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	<p>In the meantime, my colleagues and I will plan internally for any changes that may be necessary and will work with others in the sector to lobby government to ensure our interests are protected. We will, of course, keep you informed as more information becomes available.</p> <p>It is perhaps worth noting that our university has survived greater disruptions than this over the centuries. I am confident that our wonderful cosmopolitan community of scholars and students united in our commitment to education and research will continue to thrive and will emerge even stronger from these extraordinary times.</p> <p>With best regards, Louise Richardson</p>
<p>Sent: 25 May 2016</p> <p>Subject: Update from the Vice-Chancellor, 25 May 2016</p>	<p>To: All University and College staff From: Professor Louise Richardson, Vice-Chancellor</p> <p>Dear Colleagues,</p> <p>I am writing to update you on some recent developments.</p> <p>As I hope you are aware, we had a second meeting of Congregation this term. The subject this time was the EJRA (Employer Justified Retirement Age) and a resolution to suspend its operation. The resolution was defeated and a postal ballot will be held. You can find the details of the debate and the process for the ballot on the Congregation website at www.admin.ox.ac.uk/councilsec/governance/congregation/congregation17may2016ejra.</p> <p>There is a review of the EJRA currently underway with a plan to report early in 2017. The panel members and I are aware that the issue of the EJRA is an emotionally charged one and we are keen to ensure that the review captures the views of as many colleagues as possible. Professor Irene Tracey (Associate Head, Medical Sciences Division) is chairing the review panel and is committed to running an open, consultative process. She and the panel will be holding a series of town meetings across the University to engage directly with colleagues.</p> <p>In other news, I hope you are availing yourselves of the many opportunities to debate the pros and cons of EU membership, and encouraging your students to register to vote in advance of the referendum on June 23rd. The European Studies Centre at St Antony's College is celebrating its 40th anniversary this year with a series of events focused on Britain and the EU on May 26th.</p> <p>I also wanted to take this opportunity to let you know that I have decided to move my office to the original VC's office, the Lucas Room, in the Clarendon Building. This has been made possible by the opening of the Weston Library, freeing up space for my support team in the office next door. The move should be complete by mid-June and will enable me to be closer to the heart of the University and to receive guests in a space that reflects well on Oxford. I will continue to work closely with my colleagues in Wellington Square and I hope that eventually I will be reunited with my Pro-Vice-Chancellors.</p> <p>Finally, and ending on a very positive note, I wanted to let you know that our colleague, Professor Sir Andrew Wiles, has travelled to Oslo this week to receive the 2016 Abel Prize for Mathematics. It is very gratifying to see this international recognition of one of our own, which reminds us all of the fundamental importance of the research and teaching in which we are all engaged.</p> <p>With best regards, Louise Richardson</p>

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<p>Sent: 19 May 2016</p> <p>Subject: Message to All Staff from the Vice-Chancellor</p>	<p>To: All members of University and College staff</p> <p>Dear colleagues,</p> <p>I am delighted to let you know that Professor Karen O'Brien has been appointed as the new Head of the Humanities Division from September 2016.</p> <p>Professor O'Brien is currently Vice-Principal (Education) and Professor of English Literature at King's College London. She read English at University College, Oxford, took her DPhil at Oxford (St Cross), and was awarded a Harkness Fellowship at the University of Pennsylvania. She was a research fellow at Peterhouse, Cambridge, and then held posts at Southampton, Cardiff, Warwick and Birmingham universities. Her research focuses on the Enlightenment and eighteenth-century literature, particularly the historical writing and fiction of the period.</p> <p>Karen is greatly looking forward to working with colleagues across Oxford, and I am sure she will be given a very warm welcome.</p> <p>I would also like to express thanks to the Interim Head of the Division of Humanities, Professor Christopher Wickham FBA. Chris will be retiring from his position as Chichele Professor of Medieval History in September 2016. He agreed to undertake Divisional leadership duties while we recruited a permanent Head, and has done a wonderful job.</p> <p>Best regards, Louise Richardson</p>
<p>Sent: 16 May 2016</p> <p>Subject: Message from the Vice-Chancellor and Chair of Conference: Prevent duty</p>	<p>To: All University and College staff From: Professor Louise Richardson, Vice-Chancellor, and Professor Paul Madden, Provost of The Queen's College and Chair of the Conference of Colleges</p> <p>Dear Colleagues,</p> <p>We are writing to you in response to the concerns expressed across the University by both students and staff about the implications for our community of the new PREVENT duty.</p> <p>The <i>Counter-Terrorism and Security Act 2015</i> imposed a duty both on the University and colleges individually to have 'due regard to the need to prevent people from being drawn into terrorism' – the PREVENT duty. To comply with this duty we are required to show by August that we have put in place properly considered policies and procedures to address the obligation, and subsequently we will be required to demonstrate that we have acted in a way consistent with them. Non-compliance by the University or a college would be illegal and is not an option. As baldly stated, this sounds draconian: the purpose of this note is to offer some reassurance on the scope of these policies and procedures and the limited extent to which they are likely to have an impact on our University.</p> <p>In addition it is, of course, the case that in the meantime each of us is free to use the political process to try to change this legislation or any parts of it with which we are not in agreement.</p> <p>It is for each body to construct and approve its own processes, but there has been very helpful and detailed guidance, in particular from a group led by the Warden of Wadham (Lord Ken Macdonald QC), which has met with widespread approval and which we will summarise below. In drawing up the guidance, the focus has been on recommending PREVENT policies and actions which are proportionate and risk-based for the particular institution and which are subject to the existing legal rights and protections of academics, students, staff and visiting speakers. Self-evidently, these include the rights to free expression, academic</p>

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	<p>freedom, autonomy, confidentiality, privacy and equal treatment under the law - without which the University and colleges simply cannot function as places of higher learning. Striking this balance in drafting policies is quite challenging, and work will be underway throughout the collegiate University during this term to complete this task - with which we would request your engaged participation.</p> <p>There has been a good deal of anxiety about aspects of the way that the duty will be implemented: that it will lead to observation and reporting on particular groups; that it will restrict access to information on the internet; that lectures and events will be prevented from occurring, and so on. We believe that measured consideration indicates that each of these nightmare outcomes conflict with at least one of the existing rights mentioned above.</p> <p>The Public Sector Equality Duty prevents discriminatory policies, and the only obligation to report is on criminal behaviour, which will already be enshrined in Harassment Policies inter alia. All users of IT systems throughout the University have accepted a code of practice for their use, which already adequately covers most of the issues highlighted in PREVENT. The right of Freedom of Expression means that only criminal speech is proscribed, and provided that speakers and audience observe the relevant College's policies on harassment, and on conducting civil academic discussions at all times, no new measures should be required.</p> <p>Most colleges, moreover, already have processes in place to monitor room bookings for an event, and if one seems likely to cause security concerns, the Head of House could reserve the right to relocate that event to premises where the safety of all participants can be assured.</p> <p>It seems to us, therefore, that if we follow a proportionate and risk-aware evaluation of new policies within a framework of existing rights, it is highly unlikely that it would be necessary to make substantial changes to current policies and practices.</p> <p>Best regards, Professor Louise Richardson FRSE, Vice-Chancellor Professor Paul Madden FRS FRSE, Provost of The Queen's College and Chair of the Conference of Colleges</p>
<p>Sent: 22 February 2016</p> <p>Subject: Message from the Vice-Chancellor</p>	<p>To: All University and College staff From: Professor Louise Richardson, Vice-Chancellor</p> <p>Dear colleagues,</p> <p>I am writing to let you know that Professor Sally Mapstone, Pro-Vice-Chancellor (Education) and Professor of Older Scots Literature, will be leaving the University at the end of August to take up the role of Principal and Vice-Chancellor of the University of St Andrews.</p> <p>My colleagues and I would like to thank Sally for her many invaluable contributions to the University over the years. As Pro-Vice-Chancellor for Education, she has been responsible for the University's strategic plan and policies for teaching, learning, student support and admissions. She has also led important efforts, both in this role and previously as Pro-Vice-Chancellor for Personnel and Equality, to diversify the student body and the curriculum.</p> <p>This appointment, as you can probably imagine, has particular resonance for me personally. I wish Sally every success in St Andrews. It is a wonderful university and I hope that she will be as happy there as I was.</p> <p>We will initiate a national search for her successor immediately and I would like to enlist your help in identifying qualified candidates from within the University and beyond.</p>

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	<p>With best regards, Louise Richardson</p> <p>Professor Louise Richardson FRSE Vice-Chancellor University of Oxford Wellington Square Oxford OX1 2JD</p>
<p>Date: 4 January 2016</p> <p>Subject: Message from the Vice-Chancellor</p>	<p>To: All members of the collegiate University From: Professor Louise Richardson, Vice-Chancellor</p> <p>Dear students and colleagues,</p> <p>I would like to wish each of you a happy New Year and to extend my warmest wishes on my first day in office.</p> <p>Once I have been admitted by Congregation next week I intend to devote a good deal of time initially to visiting colleges and departments and meeting as many of you as I can. I am keen to learn as much about Oxford from you as possible and to engage energetically with you in deliberating how best to ensure the continued success of our university.</p> <p>I will also be holding open office hours several times a term and trust you will feel free to drop in to meet me and discuss any matters on your mind.</p> <p>These are interesting times for higher education. I hope you feel as fortunate as I do to be part of this historic university at this exciting time.</p> <p>With best regards, Louise Richardson</p>
Louise Richardson succeeds Andrew Hamilton	
<p>Sent: 07 July 2015</p> <p>Subject: Message from the Vice-Chancellor-elect</p>	<p>To: All University and College staff From: Professor Louise Richardson, Vice-Chancellor-elect</p> <p>Dear colleagues,</p> <p>Now that my appointment has been confirmed by Congregation, I thought I would write to you briefly just to express my delight in being appointed Oxford's next Vice-Chancellor and to say how much I am looking forward to working with you.</p> <p>These are difficult times for higher education, but I am energized by the challenge of harnessing the extraordinary talent that pervades the collegiate University to protect Oxford's unique qualities, to adapt to changing times, and to forge an exciting future.</p> <p>I will remain Principal of St Andrews until the end of the year, but over the next six months, with the characteristically generous support of Professor Hamilton, I plan to invest as much time as I can in preparing for this new role.</p> <p>When I do arrive at the beginning of 2016, I will commit myself fully to leading this remarkable institution and ensuring its enduring status as one of the best universities in the world.</p>

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	<p>Meanwhile, I appreciate that summer has arrived and I would like to wish each of you an enjoyable and productive break.</p> <p>With best regards, Louise Richardson</p>
<p>Sent: 12 May 2015</p> <p>Subject: Message from the Vice-Chancellor: Oxford Thinking Campaign reaches £2 billion</p>	<p>To all members of University and College staff</p> <p>Dear colleagues,</p> <p>I am writing to share with you the good news that the Oxford Thinking Campaign has now reached £2 billion. This marks a significant milestone on the journey towards our target of £3 billion. You can read the University's official announcement at http://www.ox.ac.uk/news/2015-05-12-fundraising-campaign-reaches-%C2%A32-billion-and-counting.</p> <p>There is still more to be done, of course. Confronted by a challenging and uncertain funding environment, it is clear that our mission to foster academic excellence at the highest level for the greatest common good will continue to depend upon the generosity of our donors and friends now and into the future.</p> <p>Kind regards, Andrew Hamilton</p>
<p>Sent: 29 April 2015</p> <p>Subject: Message from the Vice-Chancellor: Interim Head of the Humanities Division</p>	<p>To: All members of University and College staff</p> <p>Dear colleagues,</p> <p>I am pleased to inform you that Professor Chris Wickham has been appointed as interim Head of the Humanities Division from 1 September 2015. He will remain in post until 30 September 2016, or until a new Head of Division takes up the role if that is earlier.</p> <p>Professor Wickham is Chichele Professor of Medieval History and will remain so until retirement. He will also continue to be a Fellow of All Souls. He served as chair of the History Faculty Board from October 2009 to September 2012 and has been Associate Head of Division (Research) since October 2014. He has been a member of Council elected by Congregation since Michaelmas term 2013, and a member of the Planning and Resource Allocation Committee (PRAC) since Michaelmas 2014, roles which he will relinquish when he becomes an <i>ex officio</i> member of Council and PRAC.</p> <p>As Professor Shearer West comes to the end of her time as Head of the Humanities Division, before she leaves to become Deputy Vice-Chancellor at the University of Sheffield, I would like to thank her for her immense contribution to Oxford. In addition to her academic expertise as a leading art historian, Shearer has brought a wealth of experience in senior roles in higher education to Oxford. Her term as Head of Division has been marked by significant achievements for humanities at Oxford, including the establishment of the Mica and Ahmet Ertegun Graduate Scholarship Programme in the Humanities; the founding of TORCH The Oxford Research Centre in the Humanities; and the development of a plan for humanities on the Radcliffe Observatory Quarter, included in the University's master capital plan.</p> <p>I am sure we all wish Shearer every success in her new role at Sheffield.</p> <p>Kind regards,</p>

Date:	Message:
	Andrew Hamilton
<p>Sent: 23 April 2015</p> <p>Subject: Message from the Vice-Chancellor: New Head of the MPLS Division</p>	<p>To: All members of University and College staff</p> <p>Dear colleagues,</p> <p>I am delighted to inform you that Professor Donal Bradley CBE FRS has been appointed as the new Head of the Mathematical, Physical and Life Sciences (MPLS) Division from 1 September 2015.</p> <p>Professor Bradley is currently Vice-Provost for Research, Director of the Centre for Plastic Electronics, and Lee-Lucas Professor of Experimental Physics at Imperial College. Alongside his role as Head of the MPLS Division, Professor Bradley will continue his research in plastic electronics and will have an association with both the Department of Physics and the Department of Engineering Science. Further information is available at www.mpls.ox.ac.uk/news/new-head-mpls-announced.</p> <p>As Professor Alex Halliday comes to the end of his time as Head of the MPLS Division, I would like to highlight some of his achievements in the role since 2007. The Division has benefited tremendously from his proactive leadership and strong commitment to investment in academic staff, the strategic expansion of disciplinary areas and the regeneration of the Division's estate. He has also done much to promote interdisciplinary activities and collaborative networks. Throughout his tenure, Alex has made the promotion of a better gender balance in the Division a priority, seeking to strengthen the range of voices and perspectives that are heard in divisional decision-making and promoting meaningful engagement with the Athena SWAN agenda. He has also played a significant external-facing role, drawing attention to the fantastic range and depth of activity at Oxford in the sciences, and engaging alumni, philanthropists, industrialists and policy-makers with the work of the Division.</p> <p>I am sure we all wish Alex every success in his future endeavours.</p> <p>Kind regards, Andrew Hamilton</p>
<p>Sent: 26 March 2015</p> <p>Subject: Message from the Vice-Chancellor: HEFCE research funding</p>	<p>To: All members of University and College staff</p> <p>Dear colleagues,</p> <p>I am writing to confirm that the University has secured over £139m in research funding from the Higher Education Funding Council for England (HEFCE) for the academic year 2015-16. This represents an increase of 1.7% on the current year, and is more than any other institution.</p> <p>The funding follows Oxford's success in the 2014 Research Excellence Framework (REF), the official UK-wide assessment of the quality and impact of all university research, which found that Oxford has the largest volume of world-leading research in the country.</p> <p>I am delighted that our world-leading quality research has been recognised not only in our top ranking in the REF but now also in this much-needed funding for our research, which continues to benefit communities the world over.</p>

Date:	Message:
	<p>An announcement about the funding is available on the University website at http://www.ox.ac.uk/news/2015-03-26-oxford-secures-%C2%A3139m-hefce-research-funding</p> <p>Kind regards, Andrew Hamilton</p>
<p>Sent: 18 March 2015</p> <p>Subject: Message from the Vice-Chancellor, 18 March 2015</p>	<p>Dear colleagues,</p> <p>I am writing to inform you that I shall be stepping down at the end of December, after more than six years as Vice-Chancellor, to return to the United States and take up the Presidency of New York University.</p> <p>It hardly needs saying that, when the time comes to say goodbye, I shall miss Oxford greatly. This is one of the very best universities in the world and the opportunity to serve such a remarkable institution as Vice-Chancellor has been and remains an enormous privilege.</p> <p>My departure is still more than nine months off and it promises to be a busy and demanding period, during which I shall continue to be focused fully on trying to ensure that Oxford's needs and interests are fully met. As I indicated in my recent Hilary term letter (http://www.ox.ac.uk/about/organisation/university-officers/vice-chancellor/termly-newsletter), we are entering a time of some unpredictability, with the general election looming. And, as always, seeking to match the University's resources to its exciting ambitions and aspirations will continue to be demanding.</p> <p>That said, I have no doubt that Oxford will continue to be equal to the many challenges it faces. This, after all, is a university of extraordinary academic quality - as the recent REF results confirm - matched by its huge potential.</p> <p>I have shared my plans with the Chancellor, Lord Patten, for whose support and wisdom I remain grateful. I also want to take this early opportunity to thank you all for the friendship and help that have been extended to Jennie and me here in Oxford. We have enjoyed our time in this great city and University enormously and intend to relish every remaining moment.</p> <p>A public announcement on my departure and my next role is available at http://www.ox.ac.uk/news/2015-03-18-vice-chancellor-become-president-new-york-university-2016.</p> <p>Kind regards, Andrew Hamilton</p>
<p>Sent: 20 February 2015</p> <p>Subject: Letter from the Vice-Chancellor, 20 February 2015</p>	<p>To: All members of University and College staff</p> <p>Dear Colleagues,</p> <p>I am writing to share with you some further thoughts on the student housing development at Castle Mill in light of the postal vote now underway on the resolution that was debated at the Congregation meeting of 10 February.</p> <p>My letter is available at http://www.ox.ac.uk/about/organisation/university-officers/vice-chancellor/update-on-castle-mill.</p>

Date:	Message:
	Kind regards, Andrew Hamilton
<p>Sent: 28 January 2015</p> <p>Subject: Letter from the Vice-Chancellor, 28 January 2015</p>	<p>To: All members of University and College staff</p> <p>Dear Colleagues,</p> <p>I am writing to share with you some thoughts on the student housing development at Castle Mill in light of the forthcoming Congregation meeting on 10 February.</p> <p>My letter is available at http://www.ox.ac.uk/about/organisation/university-officers/vice-chancellor/congregation-and-castle-mill.</p> <p>Kind regards, Andrew Hamilton</p>
<p>Sent: 18 December 2014</p> <p>Subject: From the Vice-Chancellor: Research Excellence Framework (REF) results</p>	<p>To: All members of University and College staff</p> <p>Dear colleagues,</p> <p>I am delighted to confirm that, according to the 2014 REF results which were published today, Oxford has been rated number one in the UK for the quality of its research.</p> <p>The Research Excellence Framework (REF) is a peer-review process to assess the quality of research in UK higher education institutions. Oxford's submission comprised 8,414 research outputs from 2,409 members of staff across 31 subjects. 48% of their research and impact was rated 4*, which means we have the largest volume of world-leading (4*) research in the country. A further 39% was rated 3*.</p> <p>You can find out more about Oxford's results at www.ox.ac.uk/research/research-impact/ref-2014-results.</p> <p>The REF has been a huge collective effort and I would like to thank everyone involved for their contribution. The results are a testament to the outstanding research that is carried out at Oxford and reflect our strength as a world-class multidisciplinary university. They also reinforce the virtuous circle of excellence in teaching and research that is so special to Oxford.</p> <p>With all good wishes for a very Merry Christmas and a happy and fulfilling 2015, Andrew Hamilton</p>
<p>Termly newsletters from Vice-Chancellor Andrew Hamilton 2014 to 2015: https://www.ox.ac.uk/about/organisation/university-officers/vice-chancellor/termly-newsletter?wssl=1</p>	
<p>Termly newsletters from Vice-Chancellor Andrew Hamilton 2013 to 2014: https://www.ox.ac.uk/about/organisation/university-officers/vice-chancellor/termly-newsletter/2013-14?wssl=1</p>	