EXTERNAL MEMBERSHIP OF COUNCIL

Invitation to Congregation to submit nominations for consideration

Procedure for appointment of external members of Council

There is currently a vacant place on Council for an external member, and there will be a second vacancy from Michaelmas term 2018. An external member is defined in Council Statute I as "a person who is not the resident holder of a teaching, research or administrative post in the University or in any college, society or Permanent Private Hall".

Members of Congregation are invited to submit nominations for consideration by the Nominations Committee for each place on Council, taking account of the criteria set out below, on a form available at www.council.ox.ac.uk/nominate-external-member or from Planning and Council Secretariat (01865 270012). The Nominations Committee understands that nominations may be made without any communication by the nominator with the nominee. Nominators should indicate on the nominations form if any informal communication has taken place.

The closing date for nominations is Thursday 26 April.


The Committee will consider all nominations and applications received by the closing date as well as any candidates proposed by its own members; it will select from them having due regard to the principles of equality and diversity and the published selection criteria, and it will then make recommendations to Council. Council will consider all recommendations received from the Nominations Committee and will either propose a candidate for approval by Congregation or will ask the Committee to submit further names for its consideration. If a candidate is rejected by Congregation the Committee will propose a further candidate or candidates to be put to Council in accordance with the above procedures until the vacancy is filled.

The appointments will be for four years, extendable for a further four years.

Responsibilities of members of Council

Council is responsible for the advancement of the University's objects, for its administration, and for the management of its finances and property. Council is therefore responsible for the academic policy and strategic direction of the University. Legally, the members of Council are charity trustees and are bound by fiduciary duties. Each must comply with the duties of a charity trustee, and when doing so must exercise the proper standard of care.

Criteria for external members of Council

All members of Council will have a strong personal commitment to higher education and to the values, aims and objectives of Oxford as a collegiate University (i.e. the University and its colleges).

In considering nominations for external membership of Council, personal qualities will be the primary consideration, but successful candidates will need to be able to demonstrate significant levels of relevant experience. The Nominations Committee will consider demonstrable evidence of the following:

- significant experience in a position or positions requiring the exercise of high levels of responsibility;
- substantial experience in the governance of large complex organisations in the public, private or not-for-profit sectors;
• the ability to engage with issues such as educational policy, strategic planning, risk management, IT and information systems, property, investment, financial management, and legal issues, in order to ensure a balance of skills and experience on Council;

• a willingness to represent the values, aims and objectives of the University to those who are not part of the institution and to bring a better understanding of issues outside the institution to the members of the collegiate University;

• the capacity to act fairly and impartially in the interests of the University as a whole, using independent judgement and maintaining confidentiality as appropriate, and avoiding conflicts of interest;

• the willingness to listen, engage, understand and interact with members of the collegiate University at all levels; and

• the willingness to play a role in liaising between key stakeholders and the University and in fundraising.

There are eight main meetings of the Council each year, which in most cases take place in the afternoon, following a lunch meeting between the Vice-Chancellor and the external members of Council. It is expected that external members of Council will become involved in the life of the University and may, for example, be asked to join other committees or help with ad hoc projects and challenges as they arise. The time commitment is around one day a month in Oxford, along with some availability at other times by phone or email.

All members have a responsibility for ensuring that Council conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership. They must also play an appropriate part in ensuring that the business of Council is carried out effectively, efficiently, and in a manner appropriate for the proper conduct of public business.

**Biographical information about the current external members of Council**

**Dame Kate Barker** is a business economist, and now has a plural career, including as a non-executive director of Taylor Wimpey plc and Man Group plc. She was appointed as chairman of trustees for the British Coal Staff Superannuation Fund in 2014, is chairman of the Jersey Fiscal Policy Panel and a member of the National Infrastructure Commission. Kate was Chief Economic Adviser at the CBI in the 1990s, and then became a member of the Bank of England’s Monetary Policy Committee (MPC) from 2001 until May 2010. During this period, she led two major policy reviews for Government, on housing supply and on land use planning. She holds a BA in PPE from St Hilda's College.

**Mr Charles Harman** has over 30 years’ experience in a variety of commercial and banking roles. He is currently a Vice Chairman of J.P. Morgan. His previous positions include Chief Executive Officer of BXR Partners, an emerging markets investment group. Charles is also Chair of Peters Fraser & Dunlop, a UK-based literary agency and publisher, and business ambassador of United Purpose, an international development charity. He graduated in Philosophy, Politics and Economics from Magdalen College in 1984.

**Sir David Norgrove** is chair of the Low Pay Commission and of the Family Justice Board, which is charged with the implementation of the Family Justice Review. He read Modern History at Exeter College, Oxford, and went on to gain a diploma in Economics from Cambridge University and an MSc in Economics from the London School of Economics. He joined the Treasury as an economist in 1972 and subsequently worked on relations with the IMF, in the Central Policy Unit and on a review of public expenditure accounting. He took leave from the Treasury to spend two years working for First National Bank of Chicago. Between 1985 and 1988 he served as Private Secretary to Prime Minister Margaret Thatcher, and then joined Marks & Spencer in 1988, where he held a number of Director and Executive Director roles until 2004. In 2005 he became the first Chair of the Pensions Regulator, where he served for five years, and from 2010 to 2011 chaired the government review of the family justice system. Between 2011 and 2014 he was chairman of PensionsFirst, a company offering risk management solutions and analytics to pension schemes, banks and insurance companies in the UK and US. He was knighted in 2016 for services to the Low Paid and the Family Justice System.