The Mastership

Emmanuel College prides itself on its friendly, open and welcoming ethos, and we have a reputation as 'the friendly college'. In chairing our various governance processes, our next Master will build upon and enhance these core values of community and inclusivity.

The College

Emmanuel was founded in 1584 and is one of the colleges of Cambridge University. We are self-governing and independent from the university in administration and governance, although we contribute substantially to the work carried out there. Our Fellowship is international and diverse, with one-quarter having been born outside the UK, and our students represent 62 nationalities.

Emmanuel has 80 Fellows, who are actively involved in teaching and research both for the college and for the university, and some 700 students (approximately 500 undergraduates and 200 graduates). For most of our students, including all undergraduates, the college provides a home, tuition, library and computing facilities, welfare support, and resources for extra-curricular activities. We admit undergraduates to read almost all subjects, from a wide range of backgrounds, with some 70% of home students coming from the maintained sector. We work hard to maintain the academic excellence of our students – the college has consistently achieved strong university examination results – but at the same time we are keen to develop our supportive and friendly culture.

The college is well resourced and runs well. In administration and management our style is collegial and cooperative. We are looking now for a Master to enhance what we currently do and develop further much that is already good.

By Statute the Fellows make up the college's Governing Body, which meets four times a year, with the Master as its chair. We also have an elected College Council, which meets several times each term, of which the Master is again the chair. College business is also conducted through a series of committees, each with defined areas of responsibility (e.g. financial, tutorial, or Fellowship matters) and with members appointed from amongst the Governing Body. The Master chairs these bodies, and we are keen to ensure that the wider Fellowship is brought effectively into college decision-making.

On a day-to-day basis the Master works closely with a small number of college officers – in particular the Senior Tutor, Bursar and Development Director – who have executive responsibility for various of our activities. Through regular meetings, officers share information and reinforce collaborative working, with the Master's role being primarily that of a non-executive chair. Term-time is always extremely busy and the Master's presence in college is critical for things to run smoothly.

Emmanuel is a registered charity, with the members of the College Council as its trustees, and is subject to supervision by the Charity Commission. In addition, we have various statutory duties with respect to Cambridge University. The colleges work together extensively and help to shape decisions taken by the university and there are a number of inter-collegiate and university bodies on which the Master represents Emmanuel. The university often asks the heads of colleges to play a significant role in its own administration, for example, by chairing faculty appointment committees or joining various of its syndicates.
Once matriculated, students become members of the college for life and the college’s members play an important role in supporting Emmanuel, financially and in other ways. The Master provides the focal point for the college’s relationship with its members and provides the leadership to sustain and develop it further.

Fundraising is critically important for the college’s future. It is a key activity for the Master, working closely with the Development Director. We have had considerable success in recent years and the percentage of members that support us through donations is one of the highest in Cambridge.

In summer 2021, we will launch the public phase of a major fundraising campaign under the title Emma enables. Under Dame Fiona Reynolds’ leadership, we have been working on this initiative for some time and very significant sums have already been raised. The campaign focuses on enhancing Emmanuel as an intellectual and social community, equipping all who live, work and study here for a changing world, and enabling them to play key roles in it. A rare opportunity to purchase land adjacent to the main site allows us to build a new accommodation court to provide 50 additional rooms, and to improve our teaching facilities. For the first time we will also have informal places where all students, Fellows and staff can meet. Emma enables will also enhance our financial and welfare support for students, allow us to lead the way amongst colleges in bringing up to 100 post-docs into the college community, and include programmes under the heading Emma experience, which will focus on enhancing the wider potential of what the college offers to those who live and study here. We expect the construction of our new facilities to begin in summer 2020 and to be completed in time for Michaelmas term 2022. The Master, supported by the Development Director, will lead the fundraising required to complete the campaign successfully.

The Role

The following roles performed by the Master are particularly significant:

(a) working with the Fellowship, the Master provides leadership and guidance in promoting scholarship and academic excellence, maintaining and improving academic facilities, and planning other developments necessary for the effective operation of the college. This includes sustaining and supporting the vitality, cohesion and collegiate character of the Fellowship;

(b) the Master represents us in the university and to outside bodies, requiring skills in leadership, diplomacy and negotiation;

(c) the Master leads the college’s fundraising activities in close collaboration with the Development Director, developing contact and relationships with well-wishers - both within and outside the college membership - with the assistance of the college Development Director, attends many events both in the UK and overseas, and encourages seeking donations to support the purposes of the college;

(d) the Master promotes the social cohesion of Emmanuel, for example, by entertaining students, staff, Fellows and Emma members, supporting a wide range of activities and regularly presiding at High Table.

The Master is required to live in Emmanuel and is provided with a lodge within the college precincts, free of rent and charges. The Lodge is a detached five-bedroom house built in 1963. It is possible to spend periods away from the college during parts of vacations.
The stipend of the post will be determined after consultation with the Master-elect. In setting the stipend, the college will consider whether the appointment is held in conjunction with a university office or any other role. Depending on circumstances, it is expected that the remuneration of the Master would be comparable to that of a senior professor in the university. In addition the Master receives an entertainment allowance. The Master has a personal assistant.

The college is in the process of revising its Statutes and expects to have some greater flexibility in setting the length of tenure for the next Master. While we envisage an appointment being for a fixed-term (with a Master in any case normally retiring at the end of the academic year in which they reach the age of 67), the length of appointment of the next Master would be for discussion with a successful candidate.

By Statute, the election may not take place before February 2021. Candidates may be invited to visit the college to meet the Fellowship before that date. Candidates are invited, if they so wish, to supply the names of up to three people from whom letters of recommendation may be sought.

Further information
A Person Specification follows.

Further information about the college can be found on its website at www.emma.cam.ac.uk.

Information about the structure of the university is available at www.cam.ac.uk/univ/works/.

A copy of the Undergraduate Admissions prospectus, the Emmanuel College Magazine and the newsletter to Emma members (the Emmanuel Review) is enclosed. Informal enquiries about the role can be sent to the Vice-Master, Professor Barry Windeatt (vice-master@emma.cam.ac.uk).

Extract from the Statutes of Emmanuel College

VI Of the Qualification and Duties of the Master

1. In elections to the Mastership the electors shall choose a person with due regard to that person’s fitness to govern the College as a place of education, religion, learning and research.

2. The duties of the Master shall be to exercise a general superintendence and control over the affairs of the College, to enforce the observance of the College Statutes by the Fellows, Scholars, Officers and Students of the College, to preside at all meetings of the Governing Body (other than those summoned under Statute VIII, Section 1) and of the Council, to be responsible for the safe custody of the Common Seal of the College and for its proper use in accordance with the orders of the Governing Body, and in all matters not provided for by the Statutes or by College Orders to make provision for the good government and discipline of the College.

Applications

Applications should be sent to the Vice-Master by 31 August 2020 and should include a brief curriculum vitae and a letter explaining why the candidate would be suitable for the post.
Person specification

Emmanuel College requires an inspiring leader who shares the College’s values of academic excellence and collaborative governance. The person will have been successful in their chosen career, with the standing to develop the confidence and trust of our academic community.

Emmanuel is vibrant, progressive and diverse. We are looking for a leader who will assist the College to develop further as an inclusive, outward-looking, welcoming and collegiate community.

Experience

Candidates must be able to demonstrate the following:

- A high level of accomplishment in their professional or academic field;
- Successful leadership experience, including the chairing of committees and operating in complex and collaborative governance structures;
- High intellectual capability and recognition as a person who has made a significant and sustainable difference within their professional life or the wider community;
- Commitment to the College’s values of academic excellence, sociability and inclusivity.

It is highly desirable that candidates should also have:

- A good appreciation of the UK Higher Education sector and the opportunities and challenges facing it, an affinity with academia, and a good understanding of a collegiate system;
- Ambassadorial experience on behalf of an organisation;
- An appreciation of charity governance and fundraising.

Personal attributes and capabilities

The successful candidate will identify strongly with the academic purpose and nature of Emmanuel College and its vision, values, and goals. In addition, the chosen candidate will demonstrate:

- The credibility to command the respect of the College Fellowship and the broader University community while working in a collaborative and inclusive manner;
- An interest in the breadth of Emmanuel College’s academic activities;
- A highly personable and engaging style, which inspires and motivates the Fellowship, student body, staff and alumni;
- An interest in and commitment to inclusivity, diversity and academic excellence;
- A collaborative approach to strategic decision-making;
- An inclusive style to encourage and enable open discussion in meetings, achieving consensual outcomes and reaching clear decisions;
- Diplomacy and empathy, with an ability to inspire trust and confidence in others;
- Integrity and fairness, and the ability to actively listen, respond, communicate and act;
- Confidence in addressing diverse audiences and an engaging style with the agility to adapt to different situations;
- A passion for proactively developing relations with Fellows, students, staff, alumni and benefactors, enthusiastically hosting events and meetings;
- A drive to promote and lead fundraising activities for the College, travelling to locations as required;
- The ability to represent Emmanuel College to a diverse range of audiences as an ambassador and advocate.