

# PEMBROKE COLLEGE, CAMBRIDGE

## THE MASTERSHIP

### Further particulars

1. The present Master, Sir Richard Dearlove, will retire on 31 July 2015. During the current academic year the Fellows aim to choose his successor, in order to make a formal election in November 2014. This note for prospective applicants provides some information about the College and the Mastership. In Pembroke College the term 'Master' is used for both male and female incumbents.
2. Founded in 1347, Pembroke is the third oldest of the Cambridge colleges. It currently has approximately 450 undergraduates, about 275 graduate students and about 75 Fellows. Both the student body and the Fellowship are notably international in make-up.
3. This year (2013) our undergraduates were placed second in the academic league table, outperforming those of nearly all other colleges in University examinations, and providing the latest evidence of Pembroke's academic strength. Our graduate students also perform at the highest levels, both during and after their studies. We have for some years been amongst the most popular of Cambridge colleges in terms of applications for both undergraduate and graduate study. The College has an extremely successful development programme, which has, amongst other things, allowed it to be among the leading colleges in offering bursaries to students, its endowment having been significantly increased in recent years. Pembroke also offers a range of unique and highly successful international programmes for overseas students at undergraduate and graduate level. These successes have been achieved without detriment to the College's long-standing reputation for being a friendly and caring institution. Pembroke is a confident, successful college, innovative and ambitious, yet notably humane.
4. Like other Cambridge colleges, Pembroke is an autonomous institution, operating under its own statutes and governed by its Master and Fellows, who have ultimate control over its affairs. Most aspects of the College's management are the responsibility of its senior College Officers (Senior Tutor, Treasurer & Bursar, Dean) working through a range of committees and reporting to the Master and Fellows. The Master is for the most part not closely involved in the detailed day-to-day running of the College but is expected to exercise strategic leadership across the range of College activities. As head of the College, the Master's role is to provide leadership of a more general kind and, in certain important areas, to represent the College to the outside world. The Fellows look to the Master to oversee in a general way the College's policies, performance, standards and values, and to help maintain the subtle balance between tradition and the need for change and development. There is no precise job description for the office of Master, but there are certain expectations, outlined below, and there are formal

requirements set out in the College Statutes. In practice, the Master presides at College meetings (typically 10 per year), which are meetings of the Master and Fellows to transact College business. The Master also usually chairs the more important College committees (currently the Fellowship, Finance, Investment, Development, Planning, General Policy and Building Committees). As chair of the Fellowship Committee, the Master has an important influence on the developing composition of the Fellowship, and hence on the core of the College's academic and social character. The Master also provides significant support and guidance to Fellows in their careers.

5. Apart from these formal activities the Master is expected to reside in College, to lunch and dine regularly with the Fellows, and to be available to them for informal discussion. The Master has customarily played an active role in the social life of the College, at all levels. The Master presides at formal dinners and other College occasions. In recent years it has been the practice of the College to admit the Master's spouse to membership of the Senior Parlour, thus giving him/her an independent right to participate in dinners and other social occasions, essentially on similar terms to those granted to Fellows.

6. Within the University the Master represents the College at the meetings (usually once per Term) of the Heads of all Cambridge colleges, usually attended by the Vice-Chancellor and other senior University officers, at which issues of common interest to the colleges and the University are discussed. In addition to involvement in these general discussions, a constructive handling of the relationship between Pembroke and the University is an important part of the Master's responsibilities. The Master commonly (though not necessarily) becomes involved with various University duties, both administrative (for example, chairing appointments committees) and ceremonial (for example, admission to degrees).

7. As head of the College, the Master is its main representative to the outside world, and therefore needs to be able to convey a clear sense of the College's aims, policies and achievements. Issues such as access, student fees, and educational policy in Cambridge (and Oxford) colleges are perennial topics of national interest. Issues facing graduate students are currently becoming increasingly acute; the Master will need to play a part in addressing the challenges involved. The Master will need to be conversant with such matters and prepared to explain the College's stance in relation to them.

8. As already noted, Pembroke has an on-going Development Programme, the great success of which has depended largely upon the College's excellent relations with its alumni, but also on success in attracting donations from other benefactors, and on its pioneering and unique Corporate Partnership Programme. The Master will be expected to contribute significantly to these fund-raising activities in a constructive working relationship with the Development Director and his staff. This will include some international travel to gatherings of alumni and to meetings with potential donors. A possible objective for the next few years would be to increase the endowment to £100 million. The College is likely to be involved in a major development of an

adjacent site, together with the University and other colleges. This important opportunity, which will significantly increase the amount of student accommodation that we can offer, will require oversight by the Master, and its financing will require significant fundraising.

9. The Mastership is not necessarily a full-time office, although it has been so in the past twenty years. It is essential that the Master is sufficiently focused on the College and gives its affairs priority when required. The salary will be commensurate with academic scales and as a guide will be related to that of a University professor, but will depend on what other employment or emoluments the person appointed has. The Master normally resides in the Master's Lodge free of rent. The appointment will be for a maximum of 10 years, but would not normally continue beyond 31 July of the year in which the Master attains the age of 67 years. An appointment may be renewable under conditions laid down in the College's Statutes and Ordinances. It is expected that the successful candidate will serve for at least five years. The electors are the Fellows of the College.

10. The College welcomes applications from distinguished men and women from any professional background, either in academic life or in some other field of activity. Commitment, good judgement and a humane disposition are essential qualities, together with an ability to deploy these successfully in nurturing a self-governing, collegiate community.

11. Applications should be sent either by post to: The President , Pembroke College, Cambridge, CB2 1RF, UK, or by email to [president@pem.cam.ac.uk](mailto:president@pem.cam.ac.uk) so as to reach him by Friday 17 January 2014, and should consist of a covering letter stating why the candidate is interested in this post and what particular qualities he or she might bring to it, a *curriculum vitae*, and the names and contact details of three referees who might be approached by the College.

12. It is anticipated that short-listed candidates will be invited to visit the College for a day, some time between March and June 2014, to meet with Fellows and to attend formal interviews. The College may carry out due diligence investigations with respect to short-listed candidates.

13. Further information about the College is available on its website at <http://www.pem.cam.ac.uk/>.

14. Pembroke College is an equal opportunities employer.

15. **Data protection statement:** The information which candidates supply will be used for the following purposes: to enable the College to create a computer and paper record of each application; to enable each application to be processed; to enable the College to compile statistics, provided that no statistical information that would identify individual candidates will be published. The information will be kept securely, and will be kept no longer than necessary.

## **Extracts from relevant Statutes, Ordinances and Regulations:**

S4.1 The Master shall have general authority over the Fellows, Scholars and other members of the College.

S4.2 The Master shall be elected by a majority of all the members of the Society convened for the purpose. The Society may elect a person to the Mastership provided that this shall take effect no more than one year after the date of the election.

O4.1 (a) The Master shall exercise his general authority over Fellows, Scholars and other members of College in the best interests of the College.  
(b) The Master shall deal with any grave breach of discipline by a student member of the College according to the procedures laid down for this purpose in Regulations.

O4.4 (1) The Master shall reside in College for at least 210 days in each year, including at least two-thirds of each term, but the Society may relax these requirements.

(2) Upon application by the Master, the Society may also grant him or her leave of absence for such period and on such terms as it may determine.

(3) The Master shall be entitled to such stipend and allowances as the Society may from time to time determine.

(4) The normal retirement date for the Master shall be 31 July next after attaining the age of 67 years. Nevertheless, by a two-thirds majority of all its members, the Society may continue in office the Master for a period ending no later than 31 July next after he or she attains the age of 75 years. A College Meeting held for this purpose shall be summoned by the President.

R4.4 (1) The Master shall be entitled to occupy the Master's Lodge free of rent and associated taxes or charges.

(2) The decision of the Society to continue the Master beyond the normal retirement age shall normally be taken no earlier than twelve nor later than six months before the Master is due to retire. A decision to extend the Master's term of office beyond the normal retirement age may be taken at the time of his or her election. Any extension of the office beyond the normal retirement age shall be for no more than three years in each instance. In any case, the Master may not be continued beyond the 31 July next following his or her 75<sup>th</sup> birthday.