**Terms of Reference for the Professorial Appointment Support Oversight Group**

1. **Purpose**

The University aims to attract, recruit and retain the strongest talent at all career stages to maintain and enhance its world leading reputation. Increasing competition in a global market means we must strive to optimise our approach to managing and supporting our very talented people. It is therefore essential that we develop a competitive advantage in order to attract the best people, including in the most senior academic positions, to come to Cambridge and to remain here. Growth and innovation is vital not just for the sustainability of the University but for the city and the region.

An allocation of £15M over three years, i.e. £5M/year has been set aside from the Investment fund aimed at providing support for professorial start-up packages to secure key senior appointments.

The Professorial Appointment Support Oversight Group (PASOG) is responsible for the management and allocation of funding under the scheme. The scheme will be evaluated at the end of the first year to ensure it is operating effectively and achieving its aims. A review will be undertaken by the Planning and Resources Committee after three years to re-assess the level and source of ongoing funding.

1. **Membership**

The Group membership comprises:

* Professor David Cardwell, PVC Strategy and Planning (Chair)
* Professor Anne Ferguson Smith, PVC Research
* Professor Patrick Maxwell, Head of the School of Clinical Medicine
* Professor Chris Young, Head of the School of Arts and Humanities
* Professor John Dennis, Head, School of Technology
* Mr David Long, Head of Investment Appraisal
* Mrs Sarah Botcherby, Resourcing Manager

1. **Remit**

The remit of the PASOG is to consider and approve financial contributions to support senior professorial appointments across the University. The Group reports to the Human Resources Committee and the Planning and Resources Committee.

The established fund should benefit all Schools. It should be left to the integrity of the School to determine the suitability of the application for support under the scheme and to decide what they need to secure the key appointments. The PASOG should therefore aim to approve all applications that meet the criteria unless there is good reason not to.

The funding scheme will be advertised internally on the HR website.

1. **Eligibility**

All Schools will be eligible to apply. The PASOG will expect to receive approximately 20 applications a year (3-4 applications /year / School +/- 1).

Although primarily aimed at senior professorial appointments, appointments to non-professorial posts will be considered in exceptional circumstances. It is recognised that opportunities may arise to appoint remarkable and highly competitive candidates not yet at professorial level whose contribution could make a significant difference to the School / institution.

Schools are expected to receive a share proportionate to their needs; however, it is anticipated that support for start-up packages for professorial appointments in the sciences will be higher, on average, than that for the arts, humanities and social sciences due to the general requirement for equipment and modifications to space. It is envisaged that over a three-year period, the following resources will be allocated:

* Up to £1m pa for each of the four science schools
* Up to £500k pa for each of the two arts and humanities schools.

The Head of School is the first point of contact for further advice on specific cases.

The PASOG will have discretion to determine the amounts allocated based on the application including any co-funding contributions available from institutions.

This fund will not substitute existing funds that are available within Schools for start-up packages, and particularly those to support named chairs, where earmarked funds are often provided. Partial funding for start-up packages will be encouraged.

1. **Guiding Principles**

Applications should meet the following parameters:

* The appointment should lead research and teaching that would support or link to the School / institution’s primary academic priorities wherever possible. However, it is recognised that some academic visions are between Schools or institutions within the same landscape, which is equally valuable in encouraging creativity and collaboration across the University.
* The evaluation should consider whether the investments will make a long-term strategic difference to the University. A fundamental question to be answered during the evaluation process will be whether additional investment will yield a long-term difference to our academic impact.
* A measure of success should be how widespread the benefits are across the University.
* The aim should not be to maximise the spending, but to get the minimum needed to secure the appointment.
* Support will not be given for direct remuneration of the individual (e.g. RIP). The fund should be considered as a re-investment in the University and is aimed at supporting the infrastructure for individuals to do their job as efficiently and effectively as possible.
* The fund should cover non-recurring costs, including but not limited to, facilities, equipment, studentships, junior academics (defined as recent graduates /post-graduates and newly qualified postdocs working in academia) and support staff.
* Co-funding should be sought as far as possible. Schools and institutions will be asked to call on all its resources that are relevant to that position and only if there is still a deficit should this fund be used to top up. Those that have funds are expected to contribute and an institution’s ability to co-fund will be considered in the assessment of the application, although it is recognised that there will be opportunities that may not lend to match funding. In such cases, the institution should provide information to support their case as part of the application.
* No financial parameters will be set to avoid the process becoming financially driven and a competition for funds rather than for the purpose it was intended, to attract and secure key senior appointments.
* In the spirit of the initiative, Schools / institutions will be trusted to determine their needs. There is a finite amount of funds allocated per year; once the funds are spent there will be no further funding available to support the scheme.

1. **Application and approval process**

*Application process*

The relevant institution will submit an internal application form making the case for support, providing details of the appointment in Appendix A and confirmation of support from the Head of the Department and Head of School to the PASOG Secretary. A background financial statement from the Finance Manager/equivalent setting out the School/Institution’s contribution towards this appointment, together with the appointee’s strategic plan and CV should be attached to the form.

Requests for funding should be submitted to the PASOG as early as possible following completion of the appointment process, at the point a preferred candidate is identified and before an offer is accepted. As part of their annual workforce planning process (or where possible) Schools and institutions may want to identify positions that may attract this additional support and shortlist at the School level. This could be used to help facilitate early discussions at the recruitment stage to attract and engage candidates in the process.

*Approval process*

The applications will be reviewed by circulation to enable quick decisions. The Secretary will circulate the application and supporting documents with any relevant remarks to the PASOG. After receiving response from the PASOG, the outcome will be confirmed by the PASOG Chair and applicant.

Requests for financial contributions will be approved only if the contribution increases possibility of securing the appointment. This should be explained in detail in the application

The approval process should take a maximum of two weeks.

1. **Reporting**

The PASOG will provide annual reports to the HR Committee and the Planning and Resources Committee on its activities on an annual basis, in October every year.

# Each recipient will be asked to provide a summary of how the resources were spent at the end of the first 3 years after their appointment. In addition, the relevant institution will be asked to provide interim annual spend reports to the Planning and Resources Committee over the same period.

November 2021