Job Description



Summary

Job title	Head of Development – Museums and Gardens
Division	University Administration and Services
Department	Development and Alumni Engagement
Location	University Offices, Wellington Square, Oxford OX1 2JD - but you may be able to agree a pattern of regular remote working with your line manager.
Grade and salary	Grade 9: £52,815-£61,198 per annum with possible extension to £66,857
Hours	Full time (37.5 hours)
Contract type	Fixed-term secondment cover to end September 2025
Reporting to	Associate Director of Development – Gardens, Libraries & Museums
Vacancy reference	172958
Additional information	Applications are welcome and encouraged from all sectors of the community and are especially keen to encourage candidates from under-represented groups to apply. Development and Alumni Engagement is committed to equality and values diversity. We support a range of flexible working arrangements, including when and where you work. The responsibilities of this post mean that you will need to work onsite regularly. We would be happy to discuss this with you at any point in the application process.

Gardens, Libraries and Museums (GLAM)

Oxford University's gardens, libraries and museums (GLAM) form one of the greatest concentrations of university collections in the world. Comprising over 21 million objects, specimens and printed items, they constitute one of the largest and most important research repositories in the world and provide an outstanding resource for scholars, students and members of the public, welcoming over 3 million visitors each year.

Museums

The four museums are home to over 8.5 million objects and specimens representing the natural world, global art and artefacts:

- The Ashmolean is the first public museum in Britain and its collections include the most important group of Raphael drawings in the world.
- The History of Science Museum housed in the world's oldest surviving purpose-built museum building contains the world's finest collection of historic scientific instruments.













- The Museum of Natural History holds the University's internationally significant collections of 7 million geological and zoological specimens, including the fossil bones of the first dinosaur ever to be described scientifically.
- The Pitt Rivers Museum houses one of the world's finest collections of anthropology and archaeology, with objects from every continent and from throughout human history.

Libraries

The Bodleian is the largest university library system in the United Kingdom. It comprises the principal University library – the Bodleian Library – and 27 libraries across Oxford, which provide services to 21st-century scholars across subject disciplines, from direct access to high-demand print collections to online access to journals, manuscripts, archives and databases. Together, the Bodleian Libraries hold more than 13 million printed items, over 80,000 e-journals and outstanding special collections including rare books and manuscripts.

Gardens

The Botanic Garden is the oldest botanic garden in Britain. Founded in 1621, its collections have been used in teaching, research and conservation for 400 years, and it forms the most compact yet diverse collection of plants in the world.

The Arboretum, which has been part of the Botanic Garden since 1963, contains the finest collection of trees in Oxfordshire, including some of the oldest redwoods in the UK.

For further information please visit: https://www.glam.ox.ac.uk/home

Development and Alumni Engagement (DAE)

DAE is led by Liesl Elder who, as Chief Development and Alumni Engagement Officer at the University of Oxford, reports directly to the Vice-Chancellor. DAE's mission is to help secure philanthropic support for the University, and build an engaged, informed and active alumni community. Through working in partnership with academic, development, and alumni colleagues throughout the collegiate University, DAE builds enduring relationships with external constituencies – including alumni, non-alumni, corporate and foundation donors – and increases financial support for agreed academic priorities.

The office is one of the central administrative departments of the University, collectively known as University Administration and Services. Due to the nature of its work, DAE collaborates closely with a number of other units and teams, particularly Public Affairs, Finance, Research and Legal.

In 2019, the University and the colleges completed the *Oxford Thinking Campaign*, which raised £3.34bn, and is the most successful higher education fundraising campaign in Europe. The University is currently planning its next major campaign and, as a member of DAE, the post holder will have a key role to play in helping realise its successful delivery.

In addition to front-line fundraising and alumni engagement staff, DAE has a number of teams that cover particular support functions. These include:

- Donor Relations
- Events
- Research
- International Engagement
- Development and Alumni Relations Systems (DARS) (which supports the Development and Alumni Relations database)
- Communications
- Marketing and Insights

It also works closely with Gift Registry, part of the Finance Division, which records and processes donations received by the University and on behalf of colleges. In addition, there are four overseas offices whose remit

includes development and alumni engagement; these offices are located in North America, Japan, Hong Kong, and Switzerland.

For further information please visit: Development Office (ox.ac.uk) and HOME | Oxford Alumni

DAE is committed to equality and values diversity. The University holds a silver Athena Swan award to recognise advancement of gender equality: representation, progression and success for all.

The role

The University of Oxford is founded on the quality of its teaching, scholarship and service to society. It is working harder and faster than ever to create new knowledge and find answers to global problems, helping to make a more equitable society and educate the next generation of leaders.

Philanthropy plays a critical role in enabling Oxford to maintain and build on its status as a world-class centre of learning. Major and principal gifts have played a significant part in our success with the *Oxford Thinking* Campaign and these gifts have made a number of important projects possible. Recent significant donations have brought the following projects to fruition:

- The Stephen A. Schwarzman Centre for the Humanities will be the new home for humanities at Oxford, providing state-of-the-art facilities for seven faculties, the Institute for Ethics in AI, and the Oxford Internet Institute. It will house a new humanities library, as well as public-facing exhibition and performance spaces
- The Ineos Oxford Institute for AMR Research is a new cutting-edge institute to combat the growing global threat of antimicrobial resistance (AMR) in both humans and animals
- Reuben College is Oxford's newest college, bringing graduate students and academics from traditionally
 different disciplines together to work on global challenges including artificial intelligence and machine
 learning; environmental change; ethics and values; and cellular life
- The Poonawalla Vaccines Research Building will house over 300 research scientists providing the focus and scale for the University's major vaccine development programmes, allowing a rapid expansion of this fastgrowing, translational area
- The Moh Family Foundation is supporting the work of Oxford University's Pandemic Sciences Institute, greatly strengthening its ability to identify and counter future pandemic threats and ensure equitable access to treatments and vaccines around the world
- The Bennett Institute for Applied Data Science has been established to pioneer the better use of data, evidence, and digital tools in healthcare and policy, optimising the impact of interventions to achieve improved outcomes
- The Dieter Schwarz Foundation is supporting an ambitious programme of research dedicated to investigating the impact of AI and other game-changing technologies. They have also provided a major boost to the study and teaching of German at Oxford, principally through the endowment of the Schwarz-Taylor Chair in the German Language and Literature

The University of Oxford has been successful in raising donations from a broad, international range of donors, including alumni, non-alumni, foundations and trusts, and corporations.

Reports to

Associate Director of Development – Gardens, Libraries and Museums

Direct reports

Senior Development Manager (G9); Senior Trusts and Foundation Officer (G8);
Development Executive (G7) and Development Officer (G6), but supervision
structures may be reviewed from time to time

Key relationships

Internal: Senior members of DAE; Directors of the Gardens and Museums;

senior curators and academics within GLAM and the academic divisions; The GLAM Development team; Development Office; Public Affairs Directorate;

Alumni Office; and senior members of the colleges, University Administration and Services.

External: UK and overseas donors and prospective donors (individuals, Trusts and Foundations, companies and other institutions); members of the GLAM Development Boards; Volunteers, Patrons and Friends of the GLAM institutions; University of Oxford overseas Offices; Alumni

Purpose:

To support the strategic objectives of the Gardens and Museums and the University of Oxford through developing strategies for and securing major gift philanthropic income from a portfolio of donors and prospective donors

The GLAM development team is part of Development and Alumni Engagement at the University of Oxford, but is primarily based at offices within the GLAM institutions in central Oxford. The post holder will be able to use the support services provided (accounting, database, communications, stewardship and research). The post holder will be based in Oxford, but they may be able to agree a pattern of regular remote working with their line manager.

This is a key role within the team and the post holder will have the opportunity to work with donors and academics at the highest level. Development at Oxford is well established and this role has the scope to work across a number of important and high-profile projects.

The post holder will be highly motivated and will possess a strong drive towards getting out in the field and developing purposeful and effective relationships with prospective benefactors. The post holder will be expected to liaise with senior curators and academics to shape fundraising propositions and to spend the greater part of their time identifying and meeting current or prospective donors. As a core element of their activity, the post holder will be expected to work closely with other development professionals of the collegiate University.

The post holder will manage a portfolio of more than 100 major gifts prospects, and have a personal income target of £1.5m+ a year. The post holder will be responsible for the identification, cultivation, solicitation and stewardship of potential donors able to support GLAM at Oxford, typically in the range of £1m-£2m.

The post holder will have responsibility for leading on the fundraising priorities for the Gardens and Museums, and will manage the staff tasked with delivering these fundraising results.

The successful candidate will recognise and embrace the value of adopting a collaborative and internally transparent approach to fundraising within the collegiate University structure. The postholder will work closely with colleagues across DAE GLAM institutions, Oxford colleges, central administration, and international offices to maximise gift potential from prospects who may have multiple connections and enthusiasms.

The line manager will regularly review progress. There may be opportunities for career development within the University Development structure. The office seeks to support and encourage staff to help them reach their potential, providing access to appropriate courses and training whenever possible, as well as a comprehensive induction process.

DAE's work covers a wide range of activities and priorities which will inevitably change from day to day. All staff operate as a team, and, while each has their own responsibilities, they are expected to assist each other in peak periods. The post holder will need to become conversant with the University as a whole and especially with the numerous academic staff and volunteers.

Secondment cover post

This post is to cover the absence of the substantive postholder, who is on secondment to another role. The post is available until 30th September 2025 or the actual return of the substantive postholder, or the resignation of the substantive postholder and employment of a new postholder, whichever is the earliest.

Development and Alumni Engagement values

The following points lay down the foundations of the working ethos, culture and values of DAE. Aspirational and celebratory in turn, they provide a central framework for individual members of staff and teams, encouraging personal and professional growth.

- We value each other We respect the professional expertise of our colleagues. An approachable, friendly and kind office, we work in an environment where transparency of action and clarity of intent create openness and trust.
- We work collaboratively Whether within our own teams, across DAE, the collegiate University, or beyond, working collaboratively is second nature to us, and enables us to navigate complicated landscapes successfully.
- We go beyond We prize working with a high degree of autonomy and trust, and deliver a wide range of projects to the very highest standards. We are committed to personal, professional development.
- We are part of something bigger Our work supports the strategic priorities of the University of Oxford. We take pride in the contribution we individually and collectively make to the University.

Responsibilities

The duties of the post are set out as they are envisaged at present, but it will be important for the person appointed to be versatile and adaptable, and able to contribute to the development of the fundraising function of the collegiate University.

The main duties of this post will be as follows:

- Reporting to the Associate Director of Development GLAM, the post holder will manage the cultivation
 and solicitation efforts involving a portfolio of donors and potential donors. The postholder will build and
 manage relationships for themselves and others at the University with this group of individuals, acting as
 liaison between the staff of DAE the GLAM institutions, senior University officers, academics and other
 members of the collegiate University.
- The Head of Development will provide line management for members of the GLAM Development team (as outlined above and agreed from time to time).

Fundraising Responsibilities

- To identify, and to develop cultivation and solicitation strategies for a pipeline of six- and seven-figure deports
- To ask potential donors for gifts, either on their own or with others, and to support senior members of the University and volunteers in this process
- To achieve personal income targets of at least £1.5m annually and achieve department-wide performance expectations of approximately 10 prospect meetings per month
- To build and manage a network of relationships with prospective donors (in the UK and abroad). To facilitate and coordinate all communication with these potential donors and among their relationships across the collegiate University. To promote positive relations with these individuals
- To research and identify potential donors. These will be drawn from several groups: high net-worth
 individuals (both alumni and non-alumni), the corporate sector, trusts and foundations and other bodies
 from whom funding may be obtained
- To play, as appropriate, a full role in the commissioning, drafting and review of bespoke funding proposals for major gift solicitations
- To evaluate various gift opportunities and giving vehicles and recommend the most suitable for a particular donor

- To facilitate interaction with key potential donors by the Directors of the Museums and Gardens; the Chief Development and Alumni Engagement Officer; the Vice-Chancellor and senior academics
- To travel internationally as required commensurate with Oxford's standard expectations for fundraising activity, contact and travel
- To interact with internal contacts such as Pro-Vice-Chancellors, Museum and Garden Directors, and other
 Development staff to consult on University needs, to formulate strategies to promote prospect
 engagement with the University, and to identify potential high level donors
- To assist with the strategy for and creation of written communications from senior academics, and other senior staff, in line with prospective donors' interests
- To use their judgement, without reference, to determine what specific proposition should be put to a potential donor, and under what terms, in order best to secure the prospect's greatest potential level of support
- To be responsible for formulating and implementing stewardship strategies for all donors for whom the post holder is the primary relationship manager
- To optimise philanthropic support for the collegiate University and to adhere to best practice in prospect cultivation, solicitation and stewardship
- To ensure that a current and accurate record of all development strategy and activity for which the post holder is responsible be maintained on DAE's database
- Alongside the other development professionals within the collegiate University, to have a University-wide responsibility to develop fundraising relations for the University as a whole

Stewardship responsibilities

- With the Associate Director of Development GLAM, to oversee and implement a stewardship strategy/programme for GLAM donors at every level. The programme will include donor reporting, special events, and membership of the University's recognition circles (in collaboration with Donor Relations)
- To oversee the stewardship responsibilities of the staff under their management
- To work with the Head of Development Legacies to ensure there is an appropriate programme in place to steward potential legacy donors

Management and operational responsibilities

- To provide line management for agreed members of the team: setting objectives, monitoring and evaluating performance, and supporting them in their professional development.
- To deputise for the Associate Director of Development GLAM, as required
- To contribute to the development strategy for the Museums and Gardens in close collaboration with the Associate Director of Development – GLAM, the Head of Development – Ashmolean, and the Head of Development - Libraries
- To assess and offer, as appropriate, training and development opportunities for the wider GLAM development team and their direct reports in particular
- To ensure the DARS database is regularly and accurately updated for all members of the GLAM team, ahead of monthly pipeline review meetings
- To provide regular updates to the Associate Director of Development GLAM on the progress of fundraising and stewardship within the areas overseen by the post holder

Communication and External Responsibilities

- To understand complex academic projects and articulate them in ways both likely to be understood by prospective donors and result in optimal philanthropic support, marketing the institution and its philanthropic goals at the highest levels
- To identify, recruit and work with high-level volunteers who can assist with prospect identification and solicitation; to recruit, develop, and lead internal working groups and external networks, including international volunteer groups at the highest level; to be responsible for setting their goals and vision
- To devise an ongoing programme of domestic and international travel to meet with donors and prospective donors with the potential to make major contributions to the University's Gardens, Libraries and Museums
- · To report and present to senior officers, academics and committees across the collegiate University

To carry out such other functions as from time to time the Associate Director of Development – GLAM might require, commensurate with the level of this position

Key Criteria for Success

After 12 months in the role the successful candidate will be expected to have:

- Solicited 3-5 six- and seven- figure gifts
- Become a fully integrated member of the GLAM team with activity targets and prospect pipelines in place
- Built strong relationships with the Directors of the Institutions of the Museums and Gardens and with their key administration teams
- Built strong relationships with their portfolio of potential donors and donors
- Provided professional line management of direct reports
- Contributed to the wider team strategy and helped to shape and develop wider relationships between the GLAM Development team and colleagues across the collegiate university
- Provided effective support to the Associate Director of Development GLAM

Selection criteria

Essential selection criteria

To be assessed by application/cv

Experience and knowledge

- Significant major gifts fundraising experience, including proven success in personally securing six and/or seven figure gifts in the UK and/or internationally
- Experience of devising sophisticated cultivation and solicitation strategies and managing with proven success a portfolio of major gifts prospects
- Line management experience
- A good general level of education
- Experience in and interest in cultural collections, such as art, history, natural history, science, gardens or libraries and the ability to speak and write about them with fluency
- Experience gained in a successful and substantial fundraising campaign
- An interest in higher education

Experience of an institution which is both international and complex, and of the highest reputation

Skills and abilities

- Proven ability to develop good working relationships with the academic community and to work closely with academics, university leaders, and administrators
- A proven ability to work well under pressure in a complex and demanding environment
- Line management competencies, including objective setting, reviewing performance and identifying training and development needs
- Capacity to apply innovative and practical problem-solving skills to the challenges at hand
- An ability to solicit major gifts

Desirable selection criteria

- Experience of working with high net worth individuals
- An understanding of the University of Oxford and its goals in teaching and research

To be assessed by interview/exercise

Experience and knowledge

- Significant major gifts fundraising experience, including proven success in personally securing six and/or seven figure gifts in the UK and/or internationally
- Experience of devising sophisticated cultivation and solicitation strategies and managing with proven success a portfolio of major gifts prospects
- Line management experience
- Experience gained in a successful and substantial fundraising campaign
- An interest in higher education
- Experience in and interest in a range of cultural collections, including art, history, natural history, science, gardens or libraries and the ability to speak and write about them with fluency
- Experience of an institution which is both international and complex, and of the highest reputation

Skills and abilities

- Superior written and oral communication, negotiating, organisational, analytical and fundraising skills, including the ability to interpret financial information and manage data.
- The capability of representing the University at the highest levels of society
- The ability to work independently and collegially with a wide range of people, internal and external to the University
- The ability to "think on their own feet" to change planned proposals to meet donors' needs in situations where it may not be possible to refer or seek guidance from senior staff
- The ability to think strategically
- The ability to manage multiple projects and deadlines

Attitudes

To have the confidence to apply own initiative to resolve challenges and to work in a self-directed way

- A flexible attitude towards the tasks in hand, as well as the abilities to manage priorities and to think laterally and creatively
- Willingness and ability to travel, both in the UK and internationally, and to work weekends and evenings when necessary
- A combination of personal sensitivity, creativity and tact that is needed when working on one's own
 initiative with senior academics, volunteers and prospective major donors to the University
- An approachable and empathetic manner in supporting direct reports with their own professionalism and personal development
- High levels of professionalism, self-motivation, and organisation, and an ability to manage complex issues effectively

Pre-employment screening

Standard checks

If you are offered the post, the offer will be subject to standard pre-employment checks. You will be asked to provide: proof of your right-to-work in the UK; proof of your identity; and (if we haven't done so already) we will contact the referees you have nominated. You will also be asked to complete a health declaration so that you can tell us about any health conditions or disabilities for which you may need us to make appropriate adjustments.

Please read the candidate notes on the University's pre-employment screening procedures at: https://www.jobs.ox.ac.uk/pre-employment-checks

Hazard-specific / Safety-critical duties

This job includes hazards or safety-critical activities. If you are offered the post, you will be asked to complete a health questionnaire which will be assessed by our Occupational Health Service, and the offer of employment will be subject a successful outcome of this assessment.

The hazards or safety-critical duties involved are as follows:

Lone Working

About the University of Oxford

Welcome to the University of Oxford. We aim to lead the world in research and education for the benefit of society both in the UK and globally. Oxford's researchers engage with academic, commercial and cultural partners across the world to stimulate high-quality research and enable innovation through a broad range of social, policy and economic impacts.

We believe our strengths lie both in empowering individuals and teams to address fundamental questions of global significance, while providing all our staff with a welcoming and inclusive workplace that enables everyone to develop and do their best work. Recognising that diversity is our strength, vital for innovation and creativity, we aspire to build a truly diverse community which values and respects every individual's unique contribution.

While we have long traditions of scholarship, we are also forward-looking, creative and cutting-edge. Oxford is one of Europe's most entrepreneurial universities and we rank first in the UK for university spin-outs, and in recent years we have spun out 15-20 new companies every year. We are also recognised as leaders in support for social enterprise.

Join us and you will find a unique, democratic and international community, a great range of staff benefits and access to a vibrant array of cultural activities in the beautiful city of Oxford.

For more information, please visit www.ox.ac.uk/about/organisation.

How to apply

Applications are made through our online recruitment portal. Information about how to apply is available on our Jobs website https://www.jobs.ox.ac.uk/how-to-apply.

Your application will be judged solely on the basis of how you demonstrate that you meet the selection criteria stated in the job description.

As part of your application you will be asked to provide details of two referees and indicate whether we can contact them now.

You will be asked to upload a CV and a supporting statement The supporting statement must explain how you meet each of the selection criteria for the post using examples of your skills and experience. This may include experience gained in employment, education, or during career breaks (such as time out to care for dependants).

Please upload all documents as PDF files with your name and the document type in the filename.

All applications must be received by midday UK time on the closing date stated in the online advertisement.

Information for priority candidates

A priority candidate is a University employee who is seeking redeployment because they have been advised that they are at risk of redundancy, or on grounds of ill-health/disability. Priority candidates are issued with a redeployment letter by their employing department(s).

If you are a priority candidate, please ensure that you attach your redeployment letter to your application (or email it to the contact address on the advert if the application form used for the vacancy does not allow attachments).

If you need help

Application FAQs, including technical troubleshooting advice is available at: https://staff.web.ox.ac.uk/recruitment-support-faqs

Non-technical questions about this job should be addressed to the recruiting department directly *at* recruitment@devoff.ox.ac.uk.

To return to the online application at any stage, please go to: www.recruit.ox.ac.uk.

Please note that you will receive an automated email from our online recruitment portal to confirm receipt of your application. Please check your spam/junk mail if you do not receive this email.

Important information for candidates

Data Privacy

Please note that any personal data submitted to the University as part of the job application process will be processed in accordance with the GDPR and related UK data protection legislation. For further information, please see the University's Privacy Notice for Job Applicants at: https://compliance.admin.ox.ac.uk/job-applicant-privacy-policy. The University's Policy on Data Protection is available at: https://compliance.admin.ox.ac.uk/data-protection-policy.

The University's policy on retirement

The University operates an Employer Justified Retirement Age (EJRA) for very senior research posts at **grade RSIV/D35** and clinical equivalents E62 and E82 of 30 September before the 70th birthday. The justification for this is explained at: https://hr.admin.ox.ac.uk/the-ejra.

For **existing** employees on these grades, any employment beyond the retirement age is subject to approval through the procedures: https://hr.admin.ox.ac.uk/the-ejra.

There is no normal or fixed age at which staff in posts at other grades have to retire. Staff at these grades may elect to retire in accordance with the rules of the applicable pension scheme, as may be amended from time to time.

Equality of opportunity

Entry into employment with the University and progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post and the relevant salary structure. In all cases, ability to perform the job will be the primary consideration. No applicant or member of staff shall be discriminated against because of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

Benefits of working at the University

Employee benefits

University employees enjoy 38 days' paid holiday, generous pension schemes, travel discounts, and a variety of professional development opportunities. Our range of other employee benefits and discounts also includes free entry to the Botanic Gardens and University colleges, and discounts at University museums. See https://hr.admin.ox.ac.uk/staff-benefits

University Club and sports facilities

Membership of the University Club is free for all University staff. The University Club offers social, sporting, and hospitality facilities. Staff can also use the University Sports Centre on Iffley Road at discounted rates, including a fitness centre, powerlifting room, and swimming pool. See www.club.ox.ac.uk and https://www.sport.ox.ac.uk/.

Information for staff new to Oxford

If you are relocating to Oxfordshire from overseas or elsewhere in the UK, the University's Welcome Service website includes practical information about settling in the area, including advice on relocation, accommodation, and local schools. See https://welcome.ox.ac.uk/

There is also a visa loan scheme to cover the costs of UK visa applications for staff and their dependants. See https://staffimmigration.admin.ox.ac.uk/visa-loan-scheme

Family-friendly benefits

With one of the most generous family leave schemes in the Higher Education sector, and a range of flexible working options, Oxford aims to be a family-friendly employer. We also subscribe to the Work+Family Space, a service that provides practical advice and support for employees who have caring responsibilities. The service offers a free telephone advice line, and the ability to book emergency back-up care for children, adult dependents and elderly relatives. See https://hr.admin.ox.ac.uk/my-family-care

The University has excellent childcare services, including five University nurseries as well as University-supported places at many other private nurseries.

For full details, including how to apply and the costs, see https://childcare.admin.ox.ac.uk/

Disabled staff

We are committed to supporting members of staff with disabilities or long-term health conditions. For further details, including information about how to make contact, in confidence, with the University's Staff Disability Advisor, see https://edu.admin.ox.ac.uk/disability-support

Staff networks

The University has a number of staff networks including the Oxford Research Staff Society, BME staff network, LGBT+ staff network and a disabled staff network. You can find more information at https://edu.admin.ox.ac.uk/networks

The University of Oxford Newcomers' Club

The University of Oxford Newcomers' Club is an organisation run by volunteers that aims to assist the partners of new staff settle into Oxford, and provides them with an opportunity to meet people and make connections in the local area. See www.newcomers.ox.ac.uk.

Oxford Research Staff Society (OxRSS)

A society run by and for Oxford University research staff. It offers researchers a range of social and professional networking opportunities. Membership is free, and all researchers employed by Oxford University are welcome to join. Subscribe at researchstaff-subscribe@maillist.ox.ac.uk to join the mailing list to find out about upcoming events and other information for researchers, or contact the committee on committee@oxrss.ox.ac.uk. For more information, see www.ox.ac.uk/oxrss, Twitter @ResStaffOxford, and Facebook www.facebook.com/oxrss.