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Council of the University

Changes to Regulations

Council has made the following changes in regulations, to come into effect on 6 March.

(a) Changes to the Regulations for Staff Employment Review Panel and University Appeal Panel and constituting panels convened under Statute XII Parts B, D and H

Explanatory Note

Council Regulations 1 of 2017 set out the regulations for the conduct of Staff Employment Review Panels (SERPs) and University Appeal Panels (UAPs) and Council Regulations 3 of 2017 set out the process whereby members of the Pool from which Panels shall be drawn are elected from members of Congregation to whom Statute XII applies, and whereby members of the Pool shall be selected by lot to serve on Panels.

The following changes are made on the recommendation of the Personnel Committee.

Changes to Council Regulations 1 of 2017 are proposed to: (i) reflect the practice that the presenter as well as the member of staff may be accompanied to the hearing; (ii) reflect the equality of rights between the parties to make presentations and to have legally qualified expertise at the hearing; (iii) give the panel the ability to determine which witnesses may be asked to give evidence; (iv) correct the period for which a warning may remain live; (v) speed up the appeal process; and (vi) correct discrepancies between the SERP and UAP regulations on what is required to be submitted.

Changes to Council Regulations 3 of 2017 are proposed to: (i) clarify the provisions to ensure balance between sexes and between those involved in teaching and research and those who are not; and (ii) enable the Chair, if the member of staff agrees, to decide to continue a hearing with a panel of four where a panel member has to withdraw shortly before a hearing and cannot be replaced.

Both sets of regulations also include updates to replace ‘he or she’ with ‘their’ or with a named role.

Text of Regulations

1 In Council Regulations 1 of 2017, concerning the Staff Employment Review Panel and University Appeal Panel, amend as follows (new text underlined, deleted text struck through):

1. In these regulations, references to sections are to sections of Statute XII unless otherwise indicated.

STAFF EMPLOYMENT REVIEW PANEL

2. (1) Where the Vice-Chancellor refers a complaint under section 29 (1) (d), the Registrar shall select by lot five members of Congregation to a Staff Employment Review Panel (“the panel”) constituted in accordance with regulations governing the membership of panels convened under Parts B, D and H of Statute XII.

2. (2) The panel shall be provided with advice and assistance, including legal and/or medical advice as required, by Personnel Services. This shall include advice in relation to equality and diversity as appropriate where the panel or the member of academic staff who is the subject of the case for dismissal (“the member of staff”) consider that a matter relating to a protected characteristic is material to the case. Appropriate records of its decision-making shall be kept.

2. (3) Personnel Services shall designate a secretary to coordinate all arrangements necessary for the hearing.

3. No case for dismissal shall be determined without an oral hearing at which the member of staff is entitled to be present and to be accompanied and/or represented by a colleague employed by the University or trade union representative or, if given the nature of the case, the Registrar so agrees, by a legally qualified person. If the Registrar does not agree, he or she the Registrar shall submit to the panel both the application from the member of staff and the reasoning for the refusal. In such instances, the panel will bear in mind the absence of legal representation in its management of the case.

4. The Registrar shall appoint a suitable person to present the case for dismissal before the panel (“the presenter”). The intention is to avoid the need for legal representation before the panel and to achieve equity between the parties. Only in cases where the Registrar has agreed to the use of legal representation by the member of staff, may the presenter be legally qualified. The presenter is entitled to be accompanied by a colleague employed by the University. Only in cases where, with the Registrar’s approval, the member of staff is to be represented by a legally qualified person, may the Registrar appoint a legally qualified presenter or may the presenter be accompanied by a legally qualified person. The presenter is entitled to be accompanied by a colleague employed by the University. Only in cases where, with the Registrar’s approval, the member of staff is to be represented by a legally qualified person, may the Registrar appoint a legally qualified presenter or may the presenter be accompanied by a legally qualified person.

5. Subject to the provisions of Statute XII and these regulations, the panel shall have general power to manage its own proceedings, including to:

(a) postpone or adjourn a hearing, if it considers that there are reasonable grounds to do so;

(b) set time limits on the evidence given or oral representations made at the hearing; limit witness evidence given to that which the panel considers to be material or relevant and control the manner in which witnesses give oral evidence at the hearing and the manner in which such witnesses are questioned or give evidence, in all cases consistent with providing a fair opportunity for each party to present its case at the hearing;

(c) determine the order of proceedings at the hearing, consistent with each party being given a fair opportunity to give evidence, call witnesses, question any person who gives evidence and make representations;

(d) request or permit the introduction of new evidence at the hearing, where there is good reason to do so, and, if so, to adjourn the hearing if the panel considers this is necessary to enable the other party to consider the proposed evidence or further evidence in response; and

(e) ensure that each step in the proceedings is taken as promptly as is reasonably practicable.
In good time to allow for the panel to give the member of staff a fair opportunity to present his or her case at the hearing, the secretaries shall send the member of staff copies of any documents or other evidence, in support of the case for dismissal, The member of staff shall send to the secretary his or her written response which shall contain an explanation of his or her case for dismissal, copies of any documents or other evidence, and a list of his or her witnesses to give evidence. The panel will agree which witnesses may be approached, such agreement not to be considered good cause for dismissal.

In good time to allow for the panel to give the member of staff a fair opportunity to present his or her case at the hearing, the secretaries shall send the member of staff a copy of his or her written response which shall contain an explanation of his or her case for dismissal, copies of any documents or other evidence, and a list of his or her witnesses to give evidence. The panel will agree which witnesses may be approached, such agreement not to be considered good cause for dismissal.

In good time to allow for the panel to give the member of staff a fair opportunity to present his or her case at the hearing, the secretaries shall send the member of staff copies of any documents or other evidence, in support of the case for dismissal, The member of staff shall send to the secretary his or her written response which shall contain an explanation of his or her case for dismissal, copies of any documents or other evidence, and a list of his or her witnesses to give evidence. The panel will agree which witnesses may be approached, such agreement not to be considered good cause for dismissal.

In good time to allow for the panel to give the member of staff a fair opportunity to present his or her case at the hearing, the secretaries shall send the member of staff a copy of his or her written response which shall contain an explanation of his or her case for dismissal, copies of any documents or other evidence, and a list of his or her witnesses to give evidence. The panel will agree which witnesses may be approached, such agreement not to be considered good cause for dismissal.
(3) The Registrar shall refer any appeal under section 38 (b) to a Pro-Vice-Chancellor.

(4) The Registrar shall bring any appeal under section 38 (a) to the attention of the Vice-Chancellor who shall refer the appeal for determination to a University Appeal Panel constituted and acting in accordance with regulations 18–22 below.

UNIVERSITY APPEAL PANEL

18. (1) A University Appeal Panel (“the appeal panel”) shall be comprised of five members of Congregation selected by lot by the Registrar in accordance with regulations governing the membership of panels convened under Parts B, D and H of Statute XII.

(2) The appeal panel shall be provided with advice and assistance, including legal and/or medical advice as required, by Personnel Services. This shall include advice in relation to equality and diversity as appropriate where the panel or the member of staff consider that a matter relating to a protected characteristic is material to the case. Appropriate records of its decision-making shall be kept.

(3) Personnel Services shall designate a secretary to coordinate all arrangements necessary for the determination of the appeal.

19. (1) The appeal panel shall hear and determine:

(a) an appeal from any decision as provided for by section 52; and

(b) appeals from decisions of the EJRA Committee.

(2) A notice of an appeal to the appeal panel. The written grounds of appeal and normally the documents on which the member of staff intends to rely shall be served on the Registrar within 14 days of the date on which the written notice of the decision being appealed was received by the member of staff unless:

(a) the regulations and/or procedures governing the decision being appealed allow a longer period; or

(b) the Registrar considers it is in the interest of justice and fairness to allow an appeal to be served outside of that period.

(3) There shall be no right of appeal from a finding of fact made by a Staff Employment Review Panel or by a Redundancy Panel under Part B of Statute XII except that, where the appeal panel is satisfied that it is necessary in the interests of fairness, the appeal panel may consider new evidence from the member of staff or presenter which was not before the original panel and/or may conduct such further inquiries or investigations as it considers necessary. Where it is agreed that new witnesses may be approached, the process described in regulation 7 for contacting witnesses will be followed.

(4) Subject to regulation 19 (3) above, the appeal panel shall consider the grounds of appeal raised by the member of staff and conduct an appeal by way of review rather than re-hearing.

20. (1) No appeal shall be determined without an oral hearing at which the member of staff is entitled to be present and to be accompanied and represented by a colleague employed by the University or trade union representative or, if given the nature of the case the Registrar so agrees, by a legally qualified person. If the Registrar does not agree, the Registrar shall submit to the appeal panel both the application from the member of staff and the reasoning for the refusal. In such instances, the panel will bear in mind the absence of legal representation in its management of the case.

(2) The Registrar shall appoint a suitable person to respond to the appeal (“the presenter”). The intention is to avoid legal representation before the appeal panel and to achieve equity between the parties. Only in cases where the Registrar has agreed to the use of legal representation by the member of staff, or will impose a legally qualified person. The presenter is entitled to be accompanied by a colleague employed by the University. Only in cases where, with the Registrar’s approval, the member of staff is to be represented by a legally qualified person, may the Registrar appoint a legally qualified presenter, or may the presenter be accompanied by a legally qualified person.

21. Subject to the provisions of Statute XII and these regulations, the appeal panel shall have general power to manage its own proceedings, including to:

(a) postpone or adjourn an appeal hearing, or dismiss a case if it is not pursued by the member of staff if it considers that there are reasonable grounds to do so;

(b) set time limits on the evidence given if any or oral representations made at the hearing, where witness evidence is permitted pursuant to regulation 19 (3), limit the witness evidence given to that which the panel considers to be material or relevant to the appeal, and control the manner in which any witnesses give oral evidence at the hearing and the manner in which such witnesses are questioned or give evidence, in all cases consistent with providing a fair opportunity for each party to present its case at the appeal hearing;

(c) where the appeal panel is satisfied that it is necessary to do so, obtain expert medical evidence, or further or up-to-date expert medical evidence, in the circumstances set out in regulation 7 (1) above and where the member of staff has attended for medical examination as set out in regulation 7 (2) above.

(d) determine the order of proceedings at the appeal hearing, consistent with each party being given a fair opportunity to state their case on the appeal; and

(e) ensure that each step in the proceedings is taken as promptly as is reasonably practicable.

22. The appeal panel may remit any case to the Vice-Chancellor for further consideration, in particular, if an issue arises in the course of proceedings which in the panel’s view requires the consideration of academic freedom.

23. The appeal panel may, by an appropriate certificate in writing, correct any accidental errors in documents recording its decisions.

24. Where the appeal concerns a decision to dismiss without notice, the member of staff shall be suspended without pay pending determination of the appeal.

25. (1) The appeal panel shall decide whether to confirm or revoke the decision of the original panel, or to impose a different sanction. The appeal panel shall try to come to a unanimous decision. However, a decision can be reached by a majority.

(2) If the appeal panel on an appeal from a decision of a Staff Employment Review Panel decides to revoke the decision to dismiss and impose a different sanction, it may recommend one of the steps set out in section 39 (2).

(3) Any warning given under section 39 (2) (c) shall be recorded in writing and shall remain live for two years as set out in sections 21 (3) (b) or (c) as applicable.
9. The five members of the Panel initially selected by lot must include at least one person:
   (1) who is required to engage in academic teaching and/or research either by their written contracts of employment or by established and agreed practice;
   (2) who is not required to engage in academic teaching and/or research either by their written contracts of employment or by established and agreed practice;
   (3) of either sex.
10. If the criteria above are not initially satisfied, then further selection(s) by lot shall be made from the remaining members of the Pool until the criteria are satisfied, and the person so chosen shall replace the fifth selected member of the Panel.
11. If any of the five members of the Panel so selected for the consideration of a case is unable to serve (including if they would be unable to attend a hearing within a reasonable period), a further person shall be selected by lot to replace the member who is unable to serve.
12. If a member of the panel becomes unable to serve and an available replacement member cannot be found within a reasonable time in advance of a scheduled hearing, the Chair may determine that a panel consisting of the remaining four members may still hear the case, subject to the agreement of the member of staff. In a case where the hearing proceeds with a panel consisting of four members and the panel cannot otherwise reach a majority decision, the Chair will have the deciding vote.
13. The selected Panel members shall serve on the Panel for the duration of its consideration of that case whether or not their period of office as a member of the Pool has expired in the interim.
14. No person who has served on a Panel previously constituted to consider a case shall be eligible to serve on any further Panel constituted to consider that case.'

(b) Changes to the Financial Regulations

Explanatory Note

The following changes, made on the recommendation of the General Purposes Committee, amend the Financial Regulations to: (i) move the section of the Financial Regulations relating to insurance out of Part 6: Cash and Banking and into Part 7: Risk Management and Assurance to be renamed Part 7: Risk Management, Assurance and Insurance, to improve navigation within the Financial Regulations; (ii) remove the phrase ‘he/she’ and replace it with the title of the relevant officer; and (iii) update officers’ titles, specifically the Director of Assurance and Head of Financial Assurance.

Text of Regulations

In Council Regulations 1 of 2010, the Financial Regulations, amend the regulations as follows (new text underlined, deleted text struck through; omitted text shown as ... is unchanged):

'Part 1. Introduction

1.3 Responsibilities

(3) Director of Finance

(a) The Director of Finance will arrange for these regulations and the supporting financial processes to be reviewed periodically and shall approve all financial processes prior to publication.
(b) Acting on behalf of the Director of Finance, the Head of Financial Assurance Services is responsible for ensuring that all heads of unit are aware of, and know how to, access the latest versions of the regulations and financial processes.

1.4 Financial Control

(4) Audit

(a) The University’s audit arrangements are required to accord with the OFS Audit Code of Practice. This Code of Practice confers responsibilities on the Audit and Scrutiny Committee, and on the University’s internal and external auditors, each of whom has an unrestricted right of access to all vouchers, documents, books of account and computer data, and to any other information which they consider relevant to their enquiries. All budgetary units must meet the requirements arising from the audit programme approved by the Audit and Scrutiny Committee.
(b) All employees and others with responsibility for the administration and management of funds received or held by the University, have a
responsibility to guard against fraudulent practices affecting the University and follow the University Policies on Bribery and Fraud and Gifts and Hospitality if such practices are discovered, seeking advice from the Senior Assistant Registrar (Compliance) in the Council Secretariat. Director of Assurance as required.

Part 2. Income

2.3 Philanthropic Donations

(8) Every proposed donation to the University of £20,000 or more, and cumulative gifts equal to or exceeding, in total, £20,000, must be reviewed under the framework for the acceptability of donations and research funding for a decision on whether its acceptance may breach the guidelines governing the acceptance of gifts by the University (cumulative gifts shall be treated as one gift and a decision taken at the point when the threshold of £20,000 is crossed). This may involve a referral to the Committee to Review Donations and Research Funding. When it is the judgment of the Pro-Vice-Chancellor (Research) that acceptance of any funding may breach those guidelines the Pro-Vice-Chancellor (Research) must refer the funding to that body for its consideration and decision.

Part 6. Banking and Cash

6.6 Insurance

(1) Except in cases where express agreement to the contrary has been reached with the Finance Division, all insurances must be arranged only through the Insurance Section, which will provide all necessary advice.

(2) Items of equipment will be covered for all-risks insurance if they are included within the return. The unit's equipment register must be updated regularly to include all acquisitions and disposals. Items purchased between annual submissions to the Insurance Section are covered automatically; however, the Insurance Section must be notified at the time of acquisition whenever an individual item exceeds £100,000 in value.

(3) University-owned vehicles may be used for University business purposes only. Use must be authorised in writing by the head of unit and a record of authorised drivers maintained. The unit must refer to the Insurance Section whenever a driver has six or more points on his or her licence. The Insurance Section must receive immediate notification of all vehicle acquisitions and disposals and hires for a period of fourteen days or more. In addition the unit must submit to the Insurance Section the Annual Insurance Return: Departmental Vehicles.

Part 7. Risk Management, and Assurance and Insurance

7.1 Risk Management

The University's approach to the management of risk is set out in the Assurance Framework relating to Risk Management. Budgetary units are required to ensure that all risks are appropriately managed, and notified to their parent body as appropriate.

7.2 Assurance

Heads of unit must also support the need for the University to discharge its assurance responsibilities to external, regulatory, or other review bodies. This assurance covers both financial and non-financial activities. The University also requires departments to comply with its Self-Assurance process.
of fourteen days or more. In addition
the unit must submit to the Insurance
Section the Annual Insurance Return:
Departmental Vehicles.

Council of the University

Register of Congregation
The Vice-Chancellor reports that the
following names have been added to the
Register of Congregation:

Bell, J J, Kellogg
Blakinger, J, St Peter’s
Calhess, J, Faculty of Engineering
Science
Cardis, H J, IT Services
Davy, J K, Graduate Admissions
Mehuiss, N J A, Corpus Christi
Rowlands, H E, Worcester
Saxe, A M, Department of Experimental
Psychology
Shaw, D A, St Peter’s
Zilberman, N, Somerville

Congregation

24 February

Degree by Resolution

This content has been removed
as it contains personal
information protected under the
Data Protection Act.

(2) Resolution for Phasing-out of the
Graduate Application Fee

Proposer: Benjamin Fernando, Worcester
College

Seconded by: Michael Cassidy, Department of
Earth Sciences

We, the undersigned, believe that the
graduate application fee prevents Oxford
from being a place where anyone, regardless
of their background and economic status, can
aspire to study.

Congregation Notes:

— That few UK universities charge graduate
application fees, and that Oxford’s PhD
application fee, at £75, is the highest.
— That the graduate application fee has
tripled since it was first introduced in
2008 and that these increases have not
been justified with publicly available
evidence or costing.
— That the income derived from the
graduate application fee (approximately
£2.2M per year) is not distributed
directly to the departments to process
applications since departmental
income from the central university
is not proportional to the number of
applications received.
— That in conversations with the Graduate
Recruitment office it has been made clear
that the main purpose of the graduate
application fee is to reduce application
numbers and hence lessen the
administrative burden of the application
process.
— That there is good evidence that the
graduate application fee prevents
excellent candidates from applying
and that this loss of potential high-
quality students is detrimental to the
University’s research.
— That the graduate application fee
undermines Oxford’s efforts to
encourage diversity and access and
instead acts as a barrier to improving
diversity by discriminating against
students from diverse and low income
backgrounds.

Elections

Pool for Constituting Panels convened
under Statute XII Parts B, D and H
Details are in ‘Elections’ section below.

(1) Voting on Resolutions approving the
conferment of Honorary Degrees

(For explanatory note and text of resolution
see Gazette No 5266, 13 February 2020,
p248)

† Members of Congregation are reminded
that any two members may, not later than
noon on 2 March, give notice in writing
to the Registrar that they wish to oppose
or amend any of the resolutions at 1 or
the resolution at 2 below (see the note on
the conduct of business in Congregation
below). If no such notice has been given,
and unless Council has declared otherwise
or the meeting has been adjourned, the
resolutions shall be declared carried, and the
meeting may be cancelled.

(2) Resolution for Phasing-out of the
Graduate Application Fee

Proposer: Benjamin Fernando, Worcester
College

Seconded by: Michael Cassidy, Department of
Earth Sciences

We, the undersigned, believe that the
graduate application fee prevents Oxford
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of their background and economic status, can
aspire to study.

Congregation Notes:

— That few UK universities charge graduate
application fees, and that Oxford’s PhD
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been justified with publicly available
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— That the income derived from the
graduate application fee (approximately
£2.2M per year) is not distributed
directly to the departments to process
applications since departmental
income from the central university
is not proportional to the number of
applications received.
— That in conversations with the Graduate
Recruitment office it has been made clear
that the main purpose of the graduate
application fee is to reduce application
numbers and hence lessen the
administrative burden of the application
process.
— That there is good evidence that the
graduate application fee prevents
excellent candidates from applying
and that this loss of potential high-
quality students is detrimental to the
University’s research.
— That the graduate application fee
undermines Oxford’s efforts to
encourage diversity and access and
instead acts as a barrier to improving
diversity by discriminating against
students from diverse and low income
backgrounds.
That we welcome the recent introduction of fee waivers for those taking part in the UNIQ+ Graduate Access scheme, but given that fewer than 0.3% of graduate applicants in any given year can take part, this cannot reach the large numbers of talented potential students who will still be discouraged by a fee.

That the fee reinforces public perceptions that Oxford is elitist and inaccessible [Citation: Research Fortnight Magazine, Issue 542, 10 April 2019, Page 6].

That previous attempts to remove the graduate application fee through the University’s committees have been denied.

That this resolution is supported by over 1,100 people from across our community who have signed a petition to remove the graduate application fee. Not all of them can vote here but they have entrusted you to make the right decision on their behalf.

**Congregation therefore resolves:**

- To commit the University to the abolition of the graduate application fee in its entirety by the Academic Year 2024-25 and to prevent further fee increases in the meantime.

**Signatories:**

Douglas Boubert, Magdalen
Alexy Karenowska, Magdalen
Pedro Ferreira, Physics
Felix Hofmann, Trinity
David Marshall, St Hugh’s
Heather Bouman, St John’s
James Bryson, University
Matthew Jarvis, St Cross
Benjamin Sheldon, Wolfson
Nina Hallowell, Nuffield Department of Population Health
Christopher Hollings, Queen’s
Elizabeth Leach, St Hugh’s
Martin Bureau, Wadham
James Binney, Merton
Zhong You, Magdalen
Claudio Sillero, Lady Margaret Hall
Jorgeina Marino, Zoology
Jocelyn Alexander, Linacre
Andrei Starinets, St John’s
Stephen Faulkner, Keble
Christopher Ballentine, St Hugh’s
Tamsin Mather, University
Annette Fayet, Queen’s
Hauke Marquardt, Worcester
Joe Cartwright, Earth Sciences
Ruchi Baxi, Nuffield Department of Population Health
Axel Kuhn, Christ Church
Nicola Smart, Wolfson
Alan Cocks, St Anne’s
John Huber, Oriel
Edmund Tarleton, Engineering Science
Jin-Chong Tan, Balliol
John Gregg, Magdalen
Alexander Schekochihin, Merton
Felix Flicker, New College
Justin Wark, Trinity
Anu Dudhia, Physics
Subir Sarkar, Linacre
Felix Parra Diaz, Worcester
Stephen Magorian, Jesus
Rene Banares-Alcantara, New College
Joseph Conlon, New College
Stephen Davies, Magdalen
Jonathan Green, New College
Shona Murphy, Sir William Dunn School of Pathology
Christopher Norbury, Queen’s
Ulrike Gruneberg, Keble
Elizabeth Bikoff, Sir William Dunn School of Pathology
Philip Cobden, Sir William Dunn School of Pathology
David Greaves, Hertford
Quentin Flicker, Wolfson
Christoph Tang, Exeter
Fumiko Esashi, Sir William Dunn School of Pathology
Monika Gulleroa, Wadham
Jordan Raff, Lincoln
Elizabeth Jeffers, Zoology
Angus Wilkinson, Materials
Christopher Williams, Physics
Gavin Dalton, St Cross
Affons Weber, Pembroke
Boon Kok Tan, Physics
Armin Reichold, Balliol
Anthony Weidberg, St John’s
Matthew Brock, Physics
Adam Ingram, Physics
Samuel Henry, Hertford
Christopher Lintott, New College
David Pyle, St Anne’s
Kate Tunstall, Worcester
John Scott Scullion, Worcester
Morwena Blewett, Worcester
Karolina Sekita, St John’s
Stephen Payne, Keble
Simon Proud, Physics
Benjamin Fernando, Worcester
Michael Searle, Worcester
Jonathan Wade, Earth Sciences
Stuart Robinson, St Anne’s
Michael Cassidy, Earth Sciences
Hannah Christensen, Corpus Christi
Stuart Conwy, St Hugh’s
Angela Russell, St John’s
Susan Bull, St Cross
Michael Dunn, Nuffield Department of Population Health
Ruth Horn, Nuffield Department of Population Health
Thomas Nichols, Nuffield Department of Population Health
Hannah Lingard, Physics
Edward Anderson, Jesus
Christopher Schofield, Chemistry
Tom Brown, Chemistry
Richard Palin, St Cross
Gideon Henderson, University
Kevin Dorst, Magdalen
Marcello Cattaneo, Magdalen
Anthony Shillito, Magdalen
Bernhard Salow, Magdalen
William Allen, Magdalen
Annelies Andries, Magdalen

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**Note on procedures in Congregation**

Business in Congregation is conducted in accordance with Congregation Regulations 2 of 2002 (https://governance.admin.ox.ac.uk/legislation/congregation-regulations-2-of-2002). A printout of these regulations, or of any statute or other regulations, is available from the Council Secretariat on request. A member of Congregation seeking advice on questions relating to its procedures, other than elections, should contact Mrs R Thomas at the University Offices, Wellington Square (telephone: (2)80317; email rebecca.thomas@admin.ox.ac.uk); questions relating to elections should be directed to the Elections Officer, Ms S L S Mulvihill (telephone: (2)80463; email elections.office@admin.ox.ac.uk).
Notices

Consultative Notices

Call for nominations for Honorary Degrees and for Degrees by Diploma

Honorary degrees are conferred annually at Encaenia. Degrees by diploma are conferred on heads of state and royalty. Members of Congregation are encouraged to nominate individuals on whom such degrees might be conferred. Nominations are welcome all year round – names submitted on or before 2 March 2020 will be considered by the Honorary Degrees Committee for an honorary degree at Encaenia in 2021.

The Honorary Degrees Committee is charged with considering nominations received, consulting Council and making recommendations to Congregation. The committee appreciates the time taken by members of Congregation to bring names to its attention. It will be reconsidering names brought to it in the last three years and hopes to receive a wide and diverse selection of new names to add to those.

When considering possible honorands, the committee will focus on individuals in the following categories:

1 those of high academic distinction in the fields of research and scholarship of specific interest to the University of Oxford
2 those distinguished in the visual, literary, musical and performing arts
3 those distinguished in business and industry
4 those who have played a distinguished role in public life, for example in contributing to progress and change in society
5 those who have made a significant contribution to the activities of the University of Oxford – such individuals would normally also fall into one of the categories above.

Within the categories above the committee will aim to produce a balanced and diverse list, which takes account of the global dimension that characterises this University’s activities.

It has adopted a target that at least half of the final list of names proposed to Congregation for the conferment of honorary degrees will be women and/or minorities. Members of Congregation are therefore encouraged to nominate individuals of conspicuous distinction with particular reference to diversity.

Honorary degrees will not be conferred on anyone who holds, or who has retired from, a resident teaching, research or administrative post within the University or in any college or other society, except in exceptional circumstances such as distinguished service outside the terms of his or her paid service. In these circumstances, a proposal for an honorary MA may be put forward.

Nominations for honorary degrees and for degrees by diploma should be submitted on the approved application form, which requires the name of the nominee and a short supporting paragraph. Further information and copies of the form are available at https://governance.admin.ox.ac.uk/honorary-degrees-and-degrees-by-diploma (single sign-on required), or from the Secretary to the Honorary Degrees Committee (sarah.cowburn@admin.ox.ac.uk, (2)70193). The completed form should be returned to the Secretary by email under ‘Strictly Confidential’ cover.

While informal soundings within the University will often be desirable, every effort should be made to ensure that publicity is not at any stage given to any specific proposal for the conferment of an honorary degree. All nominations will be considered in strict confidence by the committee.

The names of people on whom degrees by diploma and honorary degrees have recently been conferred are published in the University Calendar and on the aforementioned website.

Education Committee

REVIEW OF THE LANGUAGE CENTRE

The Education Committee will conduct a review of the Language Centre and its contribution to modern foreign language learning and Academic English provision at Oxford. The review is scheduled to take place in Trinity term 2020.

The Review Panel’s terms of reference are:

1 To consider and review:
   (a) current and predicted future demand for modern foreign language learning beyond that formally required in language degree programmes, among students and staff
   (b) current and predicted future demand for Academic English provision among international students, academic staff and non-academic staff whose first language is not English and (ii) students whose first language is English
   (c) the need for Academic English provision as student numbers grow (or as the demographic of the student population evolves towards more PG and international)
   (d) the scope for and viability of supporting the learning of languages beyond those currently supported by classes at the Language Centre, and the scope for and desirability of offering courses beyond that formally required in language degree programmes, among international students, academic staff and non-academic staff whose first language is not English and (ii) students whose first language is English
   (e) the value of the contribution made by the Language Centre to the wider community and for revenue raising
   (f) benchmarking against peer UK Language Centres
   (g) the opportunities for fundraising to support Language Centre provision.
2 In the light of the findings and conclusions on 1, to recommend:
   (a) appropriate modes of delivery for language learning provision, and the staffing and facilities needed to support them, including library provision
   (b) appropriate operating, funding and charging models for delivering language learning courses
   (c) appropriate governance arrangements for the Language Centre, and its position within the University (having considered the external review on governance
arrangements since the last full review in 2007, which has been commissioned as a distinct review).

3 To submit a report, containing both conclusions and recommendations, to Education Committee in Trinity term 2020.

The Review Panel would welcome written comments on matters falling within its terms of reference, given above. These should be sent to the Secretary of the Review Panel at edccomms@admin.ox.ac.uk by 24 April.

General Notices

Industrial action

The UCU has notified us that strike action will take place on 20, 21, 24, 25 and 26 February and on 2, 3, 4, 5, 9, 10, 11, 12 and 13 March.

Those members of staff who participate in the strike will have their pay withheld at the rate of 1/365 of annual salary for each day of strike action and must complete a form notifying Payroll of the days of strike action and making a choice regarding maintaining pensionable service for days of strike action. The form can be downloaded from the Finance Division’s website at https://finance.web.ox.ac.uk/payroll-forms#collapse1110926.

Forms should be returned to Payroll within a week of the last day of strike action taken.

Exhibitions

St John’s

LAUDIAN VESTMENTS

St John’s collection of medieval vestments will be on display between 2pm and 5pm on 7 March in the Garden Quadrangle Reception Room, alongside an exhibition of repurposed and recycled silver. The exhibition will set the scene for a project to commission new pieces that reflect and engage with St John’s in the 21st century. More details: www.sjc.ox.ac.uk/discover/about-college/history/laudian-vestments.

Lectures

Humanities

Faculty of Medieval and Modern Languages

CELEBRATION EVENT

A celebration event for alumni, staff and students will take place at 2pm on 28 February in the Taylor Institution. More information and to register: www.mod-lang.ox.ac.uk/events/2020/02/28/50-years-spanish-and-portuguese-oxford-celebration-event.

Subject: '50 years of Spanish and Portuguese at Oxford'

Medical Sciences

Nuffield Department of Clinical Medicine

EXPERIMENTAL MEDICINE DIVISION

Oxford IBD MasterClass

The Oxford IBD MasterClass 2020 will take place on 14 and 15 September at the Examination Schools. More information and to register: www.expmedndm.ox.ac.uk/masterclass.

Subject: 'Immunology and immunomodulatory therapy in inflammatory bowel disease: bench to bedside'

Institutes, Centres and Museums

Oriental Institute

Yasin Dutton, Cape Town, will lecture at 5pm on 3 March in the Oriental Institute.

Subject: ‘Some thoughts on the transmission of Qur’an and Sunna’

Colleges, Halls and Societies

St Edmund Hall

PHILIP GEDDES MEMORIAL LECTURE 2020

Michael Crick, political broadcaster and author, will deliver the Philip Geddes Memorial Lecture at 5.30pm on 6 March in the Examination Schools. Registration required: seh.ac/geddes.

Subject: ‘Defending impartiality: the Devil’s right of reply’

Examinations and Boards

Examinations for the Degree of Doctor of Philosophy

This content has been removed as it contains personal information protected under the Data Protection Act.
This content has been removed as it contains personal information protected under the Data Protection Act.

Examinations for the Degree of Master of Letters

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Examinations for the Degree of Master of Science

This content has been removed as it contains personal information protected under the Data Protection Act.
Elections

Contested election

5 March

The nomination period for these elections closed at 4pm on Thursday 6 February. The following election will be contested and the result determined by postal ballot of the eligible electorate.

Other Committees and University Bodies

POOL FOR CONSTITUTING PANELS CONVENED UNDER STATUTE XII PARTS B, D AND H (NON-DIVISIONAL)

- One of eight members of Congregation to whom Statute XII applies, not necessarily representing any division and not in any case being nominated in a divisional capacity, elected by members of Congregation, to hold office with immediate effect until MT 2021 [vice Professor William Mander, Harris Manchester, Philosophy]

The following nominations have been received:

Linda Pope, BSc MSc Port, Bodleian Libraries

Nominated by:
TP Boyt, Parks College
J Duxfield, Somerville, Personnel Services
R Ovenden, Balliol, Faculty of History

Candidate statement:
I stand for election to serve in the Pool for constituting panels convened under Statute XII Parts B, D and H.

I have over 30 years’ experience in Human Resources, having worked in the public and private sectors, and latterly as HR Director for Aston University and then the Royal Agricultural University. I joined Oxford University in 2018 and currently lead the HR Shared Service for the Bodleian Libraries and Ashmolean Museum.

I have been a member of the Chartered Institute of Personnel and Development for over 20 years and my MSc is in Human Resource Management (1996).

Having been involved in many such panels such as those convened under Statute XII, both advising the panel and presenting the case, and having also managed cases going before Employment Tribunal, I feel that my experience will make me a useful panel member. I can bring a perspective grounded in the University and academia, but also from other sectors such as policing, Local Government, Further Education and a private/public joint venture.

Approaching my second anniversary at the Bodleian Libraries, I am now keen to have involvement in and contribute to the wider University.

Sally Vine, MA Oxf, Department of Physiology, Anatomy, and Genetics

Nominated by:
H C Christian, St Anne’s, Faculty of Physiological Sciences
D J Paterson, Merton, Faculty of Physiological Sciences
C D Price, Medical Sciences Divisional Office
J C Taylor, St Edmund Hall, Faculty of Clinical Medicine

No candidate statement received

Uncontested election

Nominations for these elections closed at 4pm on Thursday, 6 February. As the number of nominations received is no more than sufficient to fill the following vacancies, the candidate nominated below shall be deemed to be duly elected as of Thursday, 6 February 2020 (as per Congregation regulations 2 of 2002, regulations 8.2 (3) and 8.2 (6)). For the purposes of elections, academic standing is as defined in Council Regulations 22 of 2002, Part 2: Academic Precedence and Standing, made by Council on 26 June 2002.

Other Committees and University Bodies

POOL FOR CONSTITUTING PANELS CONVENED UNDER STATUTE XII PARTS B, D AND H (MPLS)

- One of four members of Congregation to whom Statute XII applies to represent the Division of Mathematical, Physical and Life Sciences, elected by members of Congregation, to hold office with immediate effect until HT 2021 [vice Ms Rosie Mortimer, Chemistry]

The following nomination has been received:

Professor Aris Katzourakis, BSc PhD Lond, MA Oxf, Fellow of St Hilda’s, Faculty of Zoology

Nominated by:
A Aboobaker, Lady Margaret Hall, Faculty of Zoology
S A Henry, Hertford, Faculty of Physics
O J E Maroney, Faculty of Philosophy
A L Smith, St Catherine’s, Faculty of Zoology

Notes:
Nominations in writing for the elections on 5 March, by four members of Congregation other than the candidate, were received by the Elections Office, at the University Offices, Wellington Square, up to 4pm on 6 February.

For further information, please contact the Elections Officer (shirley.mulvihill@admin.ox.ac.uk).
Lapsed vacancy

As no nominations were received, the following vacancy has now lapsed and, in accordance with the regulations, must remain vacant until an appointment is made jointly by the Proctors and the Vice-Chancellor. Any eligible member of Congregation who wishes to be considered for appointment to this vacancy is asked to contact the Elections Office (shirley.mulvihill@admin.ox.ac.uk) by 5 March.

Other Committees and University Bodies

POOL FOR CONSTITUTING PANELS CONVENED UNDER STATUTE XII PARTS B, D AND H (SOCIAL SCIENCES)

- One of four members of Congregation to whom Statute XII applies to represent the Division of Social Sciences, elected by members of Congregation, to hold office with immediate effect until HT 2021 [vice Eve Rodgers, Education]

Advertisements

Advertising enquiries
Email: gazette.ads@admin.ox.ac.uk
Telephone: 01865 (2)80548
Web: https://gazette.web.ox.ac.uk/classified-advertising-gazette

Deadline
Advertisements are to be received by noon on Wednesday of the week before publication (ie eight days before publication). Advertisements must be submitted online.

Charges
Commercial advertisers: £30 per insertion of up to 70 words, or £60 per insertion of 71–150 words.
Private advertisers: £20 per insertion of up to 70 words, or £40 per insertion of 71–150 words.

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Online submission and payment
Advertisements must be submitted and paid for online, using a credit card or debit card, through a secure website. For details, see https://gazette.web.ox.ac.uk/classified-advertising-gazette.

Extracts from the terms and conditions of acceptance of advertisements

General
1. Advertisements are accepted for publication at the discretion of the editor of the Gazette.

Note. When an advertisement is received online, an acknowledgement will be emailed automatically to the email address provided by the advertiser. The sending of this acknowledgement does not constitute an acceptance of the advertisement or an undertaking to publish the advertisement in the Gazette.

2. The right of the Gazette to edit an advertisement, in particular to abridge when necessary, is reserved.

3. Advertisements must be accompanied by the correct payment, and must be received by the deadline stated above. No refund can be made for cancellation after the acceptance of advertisements.

4. Once an advertisement has been submitted for publication, no change to the text can be accepted.

5. Voucher copies or cuttings cannot be supplied.

Charges
6. Two separate charging arrangements will apply, for commercial and private advertisers. The rates applicable at any time will be published regularly in the Gazette, and may be obtained upon enquiry. The rates, and guidance on applicability of each rate, are also available online.

The editor’s decision regarding applicability of these rates to an individual advertiser will be final.

Disclaimer
7. The University of Oxford and Oxford University Press accept no responsibility for the content of any advertisement published in the Gazette. Readers should note that the inclusion of any advertisement in no way implies approval or recommendation of either the terms of any offer contained in it or of the advertiser by the University of Oxford or Oxford University Press.

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13. The advertiser warrants:
(i) Not to discriminate against any respondents to an advertisement published in the Gazette on the basis of their gender, sexual orientation, marital or civil partner status, gender reassignment, race, religion or belief, colour, nationality, ethnic or national origin, disability or age, or pregnancy.

(ii) That the advertisement does not contravene any current legislation, rules, regulations or applicable codes of practice.

(iii) That it is not in any way illegal or defamatory or a breach of copyright or an infringement of any other person’s intellectual property or other rights.

You are advised to view our full Terms and Conditions of acceptance of advertisements. Submission of an advertisement implies acceptance of our terms and conditions, which may be found at https://gazette.web.ox.ac.uk/classified-advertising-gazette, and may also be obtained on application to Gazette Advertisements, Public Affairs Directorate, University Offices, Wellington Square, Oxford OX1 2JD.
**Miscellaneous**

**The Anchor pub**, dining rooms and terrace - close to Jericho. We serve simple, honest, fresh food with daily changing seasonal specials, an extensive wine list and great beer. Our 2 private dining rooms can seat 14 and 16 and are available for meetings or dinner parties. We are open 9am–11pm Mon–Fri and 8am–11pm Sat and Sun. 2 Hayfield Rd, Oxford OX2 6TT. Tel: 01865 510282. Web: www.theanchoroxford.com.

**Stone Pine Design** card publisher specialising in wood engraving, linocuts and Oxfordshire. Beautifully produced, carefully selected designs by internationally renowned artists. Web: www.stonepinedesign.co.uk.

**St Giles’ Parish Rooms for hire** Ideally located close to the city centre at 10 Woodstock Rd OX2 6HT. There is a main hall and a meeting room that can be hired together or separately, and full kitchen facilities. For enquiries regarding availability and to arrange a site visit, contact Meg Peacock, Benefice Manager: 07776 588712 or sgsm.benefice.manager@gmail.com.

**Laboratory space sought** I am carrying out basic research in homeopathy using solvatochromic dyes (DOI: 10.1055/s-0039-1693985; DOI: 10.1055/s-0039-1697000 and references therein). I am currently looking to move from my present laboratory premises to somewhere nearer to Oxford, and would value any suggestions/offers of laboratory space that might be available to use other than the usual science parks. Some sympathy towards homeopathic research would be a benefit. I would also like to hear from anyone who feels they could enter into productive discussions about the results presented so far in the above publications, or even a collaborative venture. Contact Dr Steven Cartwright: 07952 369885.

**Climate crisis talks and workshops**: Think and do. Raising awareness > building community > inspiring action, 7–9pm, Richard Benson Hall, 276 Cowley Road OX4 1UR. Entry free (donations welcome). 7 Apr, Linda Aspey (Extinction Rebellion Spokesperson and Trainer): ‘Heading for extinction? The climate crisis and Extinction Rebellion’. 5 May, Jo Hamilton (activist, academic and researcher): ‘What we do with how we feel about climate change’. 2 Jun, Chris Church (Friends of the Earth Campaigns Officer): ‘Climate change: how do we really make a difference?’ 6 Oct, Margot & Martin Hodson (John Ray Initiative): ‘Climate emergency and spiritual wisdom’.

**Research participants sought** Participants needed for a psychological research study: we are looking for people to take part in a study who have been feeling sad, low or unmotivated (more days than not) for the last couple of weeks and who are not undergoing psychological therapy. Participants do not need to feel low all of the time, and may have felt this way only recently, or for a long time, or on and off. This study is exploring how a new medication affects emotional decision-making. It involves psychological tasks, taking medication for 7 days, and may include one brain scan using functional Magnetic Resonance Imaging (fMRI). Find out more at www.researchstudy.co.uk or www.reearchstudy.co.uk. For information, in confidence, with no obligation to participate, please contact: perl@psych.ox.ac.uk. You will be reimbursed for your time and expenses.

**Groups and societies**

**The Oxford University Newcomers’ Club** at the University Club, 11 Mansfield Rd, OX1 3Z2, welcomes the wives, husbands or partners of visiting scholars, of graduate students and of newly appointed academic and administrative members of the University. We offer help, advice, information and the opportunity to meet others socially. Informal coffee mornings are held in the club every Wednesday 10.30am–noon (excluding the Christmas vacation). Newcomers with children (aged 0–4) meet every Fri in term 10.15am–11.45am. We have a large programme of events including tours of colleges, museums and other places of interest. Other term-time activities include a book group, informal conversation group, garden group, antiques group, an opportunity to explore Oxfordshire and an Opportunities in Oxford group. Visit our website: www.newcomers.ox.ac.uk.

**Oxford Research Staff Society (OxRSS)** is run by and for Oxford research staff. It provides researchers with social and professional networking opportunities, and a voice in University decisions that affect them. Membership is free and automatic for all research staff employed by the University of Oxford. For more information and to keep up to date, see: web: www.orxrss.ox.ac.uk; Facebook: http://fb.me/orxrss; Twitter: @ResStaffOxford; mailing list: researchstaff-subscribe@maillist.ox.ac.uk.

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**Wanted and for sale** – quality antiques such as furniture, fire guards, grates and related items, silver, pictures, china and objets d’art. Please contact Greenway Antiques of Witney, 90 Corn Street, Witney OX28 6BU on 01993 705026 or 07831 585014 or email jean.greenway@hotmail.com.

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**Independent Pensions and Financial Advice**. Austin Chapel Independent Financial Advisers LLP provide bespoke pensions and financial advice to staff working for the University of Oxford. We provide Annual Allowance and Lifetime Allowance pension tax mitigation advice and calculations. In addition, we can provide projections of future pension benefits to ensure your retirement plans are on course to meet your retirement income requirements. We also offer an independent investment review service to help ensure that your investment portfolio still meets your current attitude to risk and is tax efficient. The initial meeting can be held at your workplace, home or our central Oxford offices. There is no cost for the initial meeting. For more information contact Gary O’Neill on 01865 304094 or email gary.onnell@austinchapel.co.uk.

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**Situations Vacant**

**Tutors required for summer 2020 in Oxford.** Seminar for Advanced English Studies is a family-run tutorial college specialising in running courses for German students preparing their Abitur exam in English. The courses take place at Ruskin at Easter (4-18 Apr) and at St Hilda’s in the summer (27 Jun–5 Sept). We are interested in recruiting graduate and undergraduate students of English or Modern Languages (especially German) or experienced teachers to tutor on our programme. Class sizes are a maximum of 5 students. Full-time tutors can expect to teach 20–30 contact hours to motivated (mostly) and well-behaved (mostly) German students between the ages of 16 and 18 years. The course involves the teaching of essay writing, text analysis, literature and of course the language. Should you find this an attractive proposition please contact the Director of Studies, Nick Johnson, attaching a CV. Email address: johnsonn47@aol.com

**Mathematics Graduate Assistant.**
September 2020. Radley College seeks to appoint a Mathematics Graduate Assistant to work at the school for the academic year 2020–21. The position is designed to give a recent graduate in Mathematics (or a Mathematics-related subject) the opportunity to gain experience of teaching Maths to 13-18 year olds. It is extremely likely that a full-time post will be available in September 2021. You will teach a reduced workload: about 12-15 40-minute periods pw. We will give the necessary training and also provide the opportunity for lesson observation. In addition to a salary and an excellent working environment, the College will seek to provide accommodation; meals during term time are free. More information on the role can be found at www.radley.org.uk/about-radley/employment. Deadline for applications: 2 March.

**Economics Graduate Assistant.** September 2020. Radley College seeks to appoint an Economics Graduate Assistant to work at the school for the academic year 2020–21. The position is designed to give a recent graduate in Economics the opportunity to gain experience of teaching Economics to the Lower Sixth Form pupils. It is very possible that a full-time post will be available in September 2021. You will teach a reduced workload: about 20 40-minute periods pw. We will give the necessary training and also provide the opportunity for lesson observation. In addition to a salary and an excellent working environment, the College will seek to provide accommodation; meals during term time are free. More information on the role can be found at www.radley.org.uk/about-radley/employment. Deadline for applications: 2 March.

**Flats to Let**

2-bed flat in central but quiet location, for rent to member of the University. £2,000 pm. All bills paid. Please contact joseph.ohara@wolfox.on.ox.ac.uk for further information.

**Delightful studio flat annex.** Tastefully furnished, to rent in Horspath, 5 miles from city centre. Suitable for 1 professional person. Private entrance. Kitchen facilities include microwave, hob, fridge, sink, washing machine. En-suite private bathroom. Quiet rural location, short walk to Shotover Country Park. Safe off-street parking. £700 pcm inclusive of bills. Bank and personal references required. Please contact: isabelknowland@gmail.com, 01865 806497 or 07788 174785.

**3rd-floor fully furnished 1-bedroom flat** on Banbury Rd. Off-street parking. £375 pw, inclusive of all utility bills. Tel 07787 124247 or 01844 237327 for further information.

**Accommodation Offered**

**Visiting academics welcomed** as paying guests for short or long stays in comfortable home of retired academic couple. Situated in quiet, leafy close in north Oxford within easy distance of main University buildings, town centre, river, shops and restaurants. Rooms have free TV, Wi-Fi, refrigerator, microwave, kettle, tea, coffee, central heating. Linen, cleaning, breakfast all included in the very moderate terms. Email: DVL23@me.com.

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Notifications of Vacancies

University of Oxford

University Administration and Services; Pro-Vice-Chancellor (Development and External Affairs); 17 March; https://my.corehr.com/pls/uoxrecruit/erq_jobspec_details_form.jobspec?p_id=145413

Department of Statistics; Postdoctoral Researcher; £32,817-£40,322; 3 April; www.stats.ox.ac.uk/vacancies or jobs@stats.ox.ac.uk

Department of Statistics; 2 Postdoctoral Research Assistants in Statistical and Population Genetics; £32,817-£40,322; 19 March; www.stats.ox.ac.uk/vacancies or jobs@stats.ox.ac.uk

Nuffield Department of Surgical Sciences; Professorship of Surgical Sciences; 13 March; https://my.corehr.com/pls/uoxrecruit/erq_jobspec_details_form.jobspec?p_id=144314

Colleges, Halls and Societies

Harris Manchester; Assistant Junior Dean; 8 March; www.hmc.ox.ac.uk/vacancies

Lincoln; Chaplain and Student Welfare Support Coordinator; £26,877 plus accommodation and other benefits; 30 March; www.lincoln.ox.ac.uk/Chaplain-and-Student-Welfare-Coordinator

St Anne’s; fixed-term Dining Hall General Assistant; £17,606 pro rata; noon, 2 March; www.st-annes.ox.ac.uk/this-is-st-annes/job-opportunities

St Peter’s; part-time Director of Music; 12 March; www.spc.ox.ac.uk/vacancies

Trinity; fixed-term part-time Stipendiary Lectureship in Law; noon, 11 March; www.trinity.ox.ac.uk/vacancies

External Vacancies

Clare Hall, Cambridge; non-stipendiary Clare Hall Research Fellowships in the Arts and Social Sciences 2020; 13 March; www.clarehall.cam.ac.uk/research-fellows

Clare Hall, Cambridge; non-stipendiary Clare Hall Betty Behrens Research Fellowship 2020; 13 March; www.clarehall.cam.ac.uk/research-fellows

Sidney Sussex College, Cambridge; 5-year Stanley Elmore Research Fellowship in Biomedical Sciences; £26,715-£28,331; 16 March; www.sid.cam.ac.uk/aboutus/personnel

Helpful Tips for ReadingML

- **Outline Structure**: The document is structured with headings and subheadings. Use this to guide your reading.
- **Key Information**: Look for dates, deadlines, and specific job titles.
- **Contact Details**: Note down any contact information provided, such as emails or phone numbers.
- **References**: If there are any links provided, make sure to note them as they may be useful for further reading.

By following these tips, you can efficiently identify the main points and relevant information in the document.