

Flysheet, 17 October 2024

The following pages reproduce statements provided by candidates for the role of Chancellor of the University of Oxford (word limit: 750). Candidates' names and statements are listed in alphabetical order here, but due to the high number will be presented to the electorate in random order when voting.

The candidates' statements of interest have been reproduced exactly as submitted. Their words and views are their own; no changes or edits have been made beyond those requested by the candidates themselves. The candidates' statements do not reflect the opinions of the University of Oxford, and the University cannot guarantee their factual accuracy. All names and titles are presented as submitted.

1. Aftab, Sidra, Miss
2. Ahmad, Hasanat, Mr
3. Ammora, Ayham, Dr
4. Angiolini, Elish, Lady
5. Baig, Anwar, Dr
6. Bhandari, Ankur Shiv, Mr
7. Bhangal, Nirpal Singh Paul, Professor
8. Bilal, Kashif, Mr
9. Bruce, Alastair, Major General
10. Callaghan, George, Mr
11. Casely-Hayford, Margaret, Ms
12. Catlin, Graham, Mr
13. Connor, Mei Rose, Ms
14. Dandy, Emma, Ms
15. Farooqi, Azeem, Dr
16. Firth, Matthew, The Revd
17. Grieve, Dominic, The Rt Hon
18. Hague, William, Lord
19. Heiming, Lyn Michelle, Dr
20. Ivatts, Benjamin, Mr
21. Kay, Simon, Professor
22. Mandelson, Peter, Lord
23. Miake-Lye, Ryn, Dr
24. Moxham, Angie, Ms
25. Muhammad Hafiz Shaikh, Shaikh Aftab Ahmad Javaid, Mr
26. Parr-Reid, Maxim, Mr
27. Pasha, Alam, Mr
28. Pethiyagoda, Kadira, Dr
29. Rauf, Kashmaila, Miss
30. Royall, Jan, Baroness
31. Shah, Talha, Mr
32. Shapoo, Abrar ul Hassan, Mr
33. Stratton, Harry, Mr
34. Tajik, Tanya, Ms
35. Tarvadi, Pratik, Dr
36. Vladovici Poplauschi, Francisc, Mr
37. Wang, Xingang, Mr
38. Willetts, David, Lord

1. Aftab, Sidra

Assalamoaliakum My name is SIDRA AFTAB. I am from LAHORE PAKISTAN. It has been almost eight years since I have started my professional career. In this short span of time, I have handled a number of Civil and Criminal cases and defended my clients against wrongful Litigations. I have worked with highly skilled professionals in this field. I firmly believed in the phrase that "justice delayed is justice denied", that's why I always tried to solve the problems of my clients in the best possible and speedy way. Further I completely believe that the success of the team is only possible when an equal opportunity to express ideas or suggestions is given to every member of it. So I always try to give personal space to my colleagues to express their point of view regarding any matter. Everyone is unique in his or her own capacity and possesses different perspectives regarding different situations. The opportunity to express one's ideas openly in an accepting environment can create new dimensions and new solutions. I truly believe in this ethic and work accordingly in my professional capacity. As of now I work as an independent lawyer, my first and foremost duty is to make trustful and cordial relations with my clients by keeping the code of conduct of a lawyer in my mind so that they can clearly tell me the whole facts of the case. I try to create a professional outlook and space in which my clients can express their feelings with me without any fear and hesitation. Without trust it is impossible for human beings to express their inner thoughts and feelings. Especially when it comes to a lawyer and client relationship my first priority is to provide my clients with a sense of security and trust. I hope to make use of these professional skills in the future as well with utmost sincerity and hard work.

The role of Chancellor may be symbolic but it should not be a burden on the university treasury. It should be free from the conservative and orthodox inhuman approach that only revolves around discrimination, race, color, ethnicity, and religion. I truly think that the requirement of the role of a chancellor revolves around the connectivity with the values of the institution. For me the values and ethics of any institution can only be preserved when equal opportunity to express one's sentiment is available. When an equal amount of respect is given to everyone. No matter whether an advice is given by the Chancellor or a member or a janitor there must at least exist a scope of hearing it. And I think I have that level of sensibility. Moreover I have ability to understand the true facts of circumstances and to deal with daunting deadlines. As a lawyer, I have excellent skills as a presenter, persuader and communicator. I have a knack of explaining intricacies of the situation including the pragmatic approach and selection of words that appeal to the conscience of the jury. Most importantly I believe in ethics.

2. **Ahmad, Hasanat**

Dear Oxford Admin,

Thanks for providing us this opportunity. I am really grateful for this kind and humble gesture. I am Hasanat currently a Doctoral Scholar in Applied Linguistic in Minhaj University Lahore. Along my teaching experience i have also expertise in administration, examining and admissions. I am also affiliated with many Linguistics international and national organization and working with them as a honorary person. I am interested for your advertised position and i can work honorary for this position to provide my best services in all aspects of education and research.

Thanks for your time.

3. Ammora, Ayham

With a proven track record as a highly seasoned and results-driven CXO and Board Director, I bring extensive expertise in providing strategic leadership to large, complex, customer-facing, and technologically driven international organisations. I have deep expertise in setting visions, formulating strategies, transforming corporate cultures and operations. My highly developed commercial acumen has been instrumental in successfully formulating, negotiating, and concluding commercial opportunities across Europe, Africa, Asia, and the Middle East. I have a track record of building highly successful partnerships with the public and private sectors. I have successfully led large highly diverse teams, navigated intricate organisational structures and fostered collaboration to achieve organisational objectives. My passion for excellence in education and research was nurtured at Trinity College Cambridge and Christ Church Oxford and has underpinned my accomplishments to date, some of which are summarised below.

I led the engineering, procurement and construction of an US\$ 18 billion-dollar Gas to Liquids project in Qatar in 2006, using ground breaking technologies, leading a highly diverse workforce of 60,000 with 17 nationalities, and built a world scale project spanning 3 square kilometres that used structural steel the equivalent of 10 Eiffel Towers and enough cable to circle the earth twice. In 2008, I formulated and led Shell's US\$ 300 billion-dollar global strategy to 2030, during one of the world's worst financial crises, that focused on ensuring the continued and uninterrupted supply of clean energy to fuel global economic growth. I led the regional strategies for the Middle East, Africa, China, and Gas supply to Europe from the Mediterranean basin which was the basis for reducing UK's reliance on Russian gas.

I led the commercial transformation of continents as the Executive Director for the Levant at Castrol/bp in 2010, the Regional Chairman for MENA at Chevron in 2015, the Commercial Director for Europe and the General Manager for Africa at Gulf Oil International in 2019. As the Chief Transformation, Strategy and Commercial Officer at BAPCO Energies in 2023, I successfully developed and led implementation of Bahrain's national energy strategy aimed at diversifying their energy mix from total gas reliance to seven sustainable energy sources, achieving significant decarbonisation. This was done in concert with a complete restructuring of their national energy company. I am currently leading the P&L of a US\$ 20 billion business in Qatar.

Oxford University's mission to advance learning through teaching and research resonates deeply with me. My rigorous academic journey including an MBA from Christ Church Oxford, and a PhD in Polymer Chemistry from Trinity College Cambridge have instilled in me a deep respect for the transformative power of world class education. During my time at Oxford, I gained a profound appreciation for the University's commitment to fostering intellectual curiosity and producing research that addresses global challenges. My extensive global experiences have reinforced my belief in the power of international collaboration to solve complex problems. As Chancellor, I would advocate for strengthening Oxford's ties with leading academic and research institutions worldwide, ensuring the University continues to attract the brightest minds and foster a culture of collaboration and innovation.

Enhancing Oxford University's reputation locally, nationally, and globally is a responsibility I would embrace with enthusiasm and dedication. I have successfully raised the profiles of many organisations, through strategic communication, public engagement, and advocacy. Locally, I would work to deepen Oxford's engagement with the surrounding community, ensuring that the University remains a vital and positive force. Nationally, I would champion policies that support higher education and research. Globally, I would strive to enhance Oxford's standing as a world-class research and teaching institution. My extensive global network would be fully leveraged and mobilised to boost Oxford University's access to world class academic, business and financial resources vital to maintain and extend its lead on the global stage.

Finally, I would like to thank you for considering my candidacy for the role of Chancellor. I am passionate about the transformative power of education and research and have born witness to its power in transforming lives and achieving the seemingly impossible. Ever since I had the privilege of witnessing Lord Patten during my graduation in 2007, I have appreciated the vital importance of this office to achieving Oxford's mission and enhancing its global standing. I am dedicated to supporting Oxford in its pursuit of excellence and am confident that my leadership, vision, and experience will enable the University to soar to new heights, advance its distinguished legacy, and strategically position itself as the leading academic beacon of light on the global stage since time immemorial.

4. Angiolini, Elish

The Chancellor is the University's symbolic leader, and I believe that this combination of symbolism and leadership has never been more important than it is today. Our University is a beacon of hope in a polarised world; a byword for excellence across the globe. The extraordinary work that happens here – in teaching rooms, lecture halls, laboratories, and libraries – furthers the material, cultural, and moral welfare of all humanity. Our University's academic mission demands the highest commitment and devotion from its leaders.

For the past thirteen years I have witnessed Oxford's world-leading research helping to protect against illness; break down cultural barriers; alleviate suffering; illuminate history; promote international development; and ease deprivation. I have seen first-hand the truly international scope and reach of what we do, and of who we are.

I joined the University in 2012 when I became Principal of St Hugh's College. Although I am a late arrival compared with many, I quickly came to view it not only with respect but with affection, and I feel it has warmly embraced me in turn. Both College and University have instilled in me a deep admiration for our academic mission and provided a community within which my husband and I have been able to raise our family while delighting in Oxford's academic, pastoral, and cultural life.

More than any other institution I know, Oxford is truly multigenerational, a compact between those yet to arrive, our existing scholars, and our alumni, stretching back through almost ten centuries of history and reaching forward to those not yet born. I have watched with hope our new matriculants arrive to begin their Oxford journeys each Michaelmas; looked on with pride as our finalists leave to continue those journeys in the wider world each Trinity; and celebrated with the graduands and alumni who return every year to renew their connections to our College and University. We shape – and are shaped by – all who pass through our halls.

I have also witnessed first-hand the skill and grace with which our current Chancellor, the Lord Patten of Barnes, has helped us navigate both success and challenge with equanimity. He has elevated the profile of our already distinguished institution, and it is with more than a modicum of nervousness that I hope to follow in his footsteps and build on his illustrious legacy.

The appointment of the next Chancellor is a momentous decision requiring consideration of candidates' leadership qualities, vision for the future, and alignment with the values and traditions of this great University. It comes at a crucial moment in the University's ongoing story, and calls for a profound understanding of how Oxford's distinctive history can be reconciled with the changing imperatives of the modern world without sacrificing our unique institutional qualities.

While our University's history is set, our future must be shaped by each generation, and I believe that the challenges and opportunities of the coming years will be some of the most important we have ever faced. Through all of this, our purpose remains clear: to attract the most brilliant students, tutors, and researchers from across the world, and to maintain an environment in which they can fulfil their intellectual, social, and personal potential. I hope, by example, to continue to make my own small contribution to that noble aim.

I am the Principal of St Hugh's College and have been Pro-Vice-Chancellor of the University of Oxford. I will retire from St Hugh's next year.

I grew up in Govan, Glasgow and qualified as a lawyer in 1983. After a career as a public prosecutor, I became Solicitor General for Scotland in 2001 and Lord Advocate in 2011. In 2023, His Majesty the King appointed me to the office of Lord Clerk Register.

I have chaired a number of public inquiries and I published Part One of my report of the Inquiry into the Murder of Sarah Everard by a serving police officer earlier this year. Part Two of the Inquiry is underway.

Throughout my career, I have focused on protecting the most vulnerable in society, particularly women and children, from the use and abuse of power. I have proudly served as the senior Law Officer to governments from across the UK's political spectrum.

I humbly submit my application to be the next Chancellor of this extraordinary institution.

5. **Baig, Anwar**

I have been completed PhD (Law)/MA/BEd/LLB/LLM(Law)/LLM(Human Rights), Diploma investigation, Diploma F Science, Diploma Administration and Management. I am author of 7 Laws books and worked as Visiting Professor of Law. I am practicing lawyers and believe on humanity, equality, skills and development of education through new research and team work. I have 27 years work experience with different departments and learns from my mistakes. I believe that I am well and fit person for this job and for the best interest of Community and for the best interest of students with University.

6. Bhandari, Ankur Shiv

Ankur Shiv Bhandari Statement of Interest. The key theme of my application and suitability for the role of the Chancellor of the University of Oxford is “AMPLE”.

University of Oxford has been a temple of learning, research, and a beacon of history over many centuries. As the University looks at the next 100 years, it is important to ensure there are “AMPLE” opportunities for maintaining and further building successful distinction at a local, national, and global level in:

1. Interdisciplinary Innovation
2. Cross-cultural Collaboration
3. Research Excellence
4. Individual learning
5. Continuance of Tradition
6. Academic Freedom
7. Diversity and Inclusion
8. Community Partnership
9. Benefit to Society
10. Sustainability

I believe my candidature provides “AMPLE” depth and strength to support the above:

A – Academic Curiosity: I have led my life gaining Academic qualifications across the world and then building professional competence based on that foundation. I have then used this knowledge to build both Academic and professional capability of individuals and organisations in both Academic and commercial settings in more than 50 countries. I hold a bachelor’s degree from India, an MBA from the United Kingdom, a Post Graduate Diploma in Academic practice and am in the process of obtaining a master’s degree in Law. I have worked with world’s leading organisations as both an employee and a consultant and have built a global business training individuals and organisations on “Excellence with Intent”. In Academia, I have taught both Graduate and Post Graduate students and have been involved in upholding the standards of Research Excellence through my work. My research on the “Role of Intent” is continuously progressing and the outputs include my TEDx talk on the subject and regular sharing of thoughts through the mouthpiece “Intentionomics”

M – Multi-cultural Appreciation and Approach: Having had the opportunity to live and work in multiple countries and to interact with people across almost every commercially active continent in the world gives me a deep appreciation of the distinction and synergies between different cultures. I pride myself on being able to assimilate different viewpoints and build consensus from those. My desire to understand a wide array of cultures has also led me to try and learn new and distinct languages including Chinese-Mandarin, Arabic, Spanish and Russian. This adds to the three languages I am already fluent in which include English, Hindi, and Punjabi. This will allow me to further ensure collaboration with global partners towards enhancing the reputation of the university.

P – Political Understanding: Having had the honour of being elected as the first ever Asian / Indian origin Mayor of Bracknell Forest, Berkshire in 2022-23 provided me with a deep insight into the inner workings of the political establishment. I believe it is important to have this understanding to anticipate and plan for potential impacts to the university.

L – Led by The Lord: All my efforts and my actions are inspired by an extremely strong appreciation of a divine power bigger than me or any living being. It might be Lord Shiva for me and another representation for someone from another faith. This reflects in all my actions and will continue to guide me. An instance where The Lord provided me with an opportunity to bring different faiths together was when during my Mayoral year, the Mayoral service was the first ever combined Christian- Hindu service. I was also blessed to have been able to play a role in bringing the first ever Hindu Temple and the first ever Islamic centre to Bracknell Forest and to have facilitated the start of discussions for the first Sikh Gurudwara. I believe The University of Oxford’s motto “Dominus Illuminatio Mea” already lives within me.

E- Evaluation Focus: I have a strong belief that if any effort is undertaken, a robust evaluation allows course-correction if required and lays the foundation for future success. One of the first teachings/learnings in my professional career was that “Feedback is the Breakfast of Champions”. If elected, I will continue to live by this principle.

It will be the honour of my life to be able to serve as the Chancellor of Oxford University and I feel I am best suited for the role and to play a part in furthering the goals of this beloved institution. I hereby submit my candidature for your kind attention and reference.

Ankur Shiv Bhandari

7. Bhangal, Nirpal Singh Paul

The world is undergoing great changes at present. As a Professor of International Entrepreneurship, a successful Businessman, a successful Academic, a seasoned traveler, an experienced political activist and Chair of Bloomsbury for the Conservative Party Association of Camden, and just having just completed a 6 week London - Oxford Medical Summer School, I have been encouraged by friends and colleagues in London, Oxford, Oman, Qatar, India, China, France, Spain, Japan, to apply for this post.

I have trained Master's and PhD students in Oxford on their spin out ideas going back as far as 2008, held Chair positions in Oxford Societies, made the first ever independent film of 'Oxford University - the Untold Story', a fly on the wall take of an academic year at Oxford.

Here is a trailer: <https://www.youtube.com/watch?v=7hOs8ssn0ik>

From meeting and negotiating with World Leaders on stage, to more domestic affairs, to exploring ideas with Oxford students, I have been doing this since 2008. A previous Vice Chancellor Dr. Andrew Hamilton once described me as a future Oxford Leader. The Chancellor Chris Patten described me as a true innovator when we filmed him for the documentary, as no one before that had attempted such a feat. What we achieved in 10 months, would have taken Oxford several years due to its internal committees, inter department wranglings and endless review meetings.

With my international links, my intimate knowledge of Oxford and Oxford University, experience as a developer of new courses and visiting Professor, excellent commercial acumen, multiculturally competent, with contacts in government in leading economies around the globe, I believe i can contribute to Oxford University during the 21st century more than many others, who would like to just become a figure-head - i believe those days have gone, as other top quality universities rise up the league with huge donations to fund their prominence.

Above all, as many others, I value Oxford University as one that protects traditional values, while looking forward to retaining its reputation as a world class institution.

8. **Bilal, Kashif**

Enhance literacy rate in UK and global world committed to positive attitude and increase GDP and increase access to virtual digital Oxford in global world communities act and perform under rules of Education Gov.uk End drugs and crimes activity in campus and protect student and staff from social unfairness increase fundraiser object under policies and research of world Economic Forum research data base latest . Wellcome in jobs for mobilize work in different sector of social life bussiness world wide.

Increase credibility of international standard of top universities in world.

Health and safety under uk laws while in campus and out side residents of staff and students in Oxfordshire council.

Promote GOV.UK policies on international standard.

Be smiled

9. Bruce, Alastair

In placing myself before Convocation as a candidate to serve as Chancellor of Oxford University, I do so because I can bring experience and energy to representing a national institution, while communicating with and inspiring its young people, their mentors and leaders in their vocation.

Bringing a unique, engaging and inspiring style of leadership, based upon an effective ease of communication that draws people towards each other, I have experience of successfully convening people into communities of support and strategic engagement so they can work together in common vision.

I would commit all the time and engagement required to enhance, promote and communicate the University's research and academic mission, in order to profoundly make a difference: I would want to be engaged, energetic and proactive for the benefit of this mission.

My name may not be well known, and nor may my achievements match many of the august Chancellors that have gone before, but I know precisely how to be proactive in a representational role, as I near completion of five and a half years as Governor of Edinburgh Castle. I know how to pull the levers of awareness, interest and joy, in order to draw in the distant, disconnected and disinterested into a compelling affection for and connection with a great institutions worth, value and purpose.

Through 45 years serving in the Armed Forces in war and peace, while contiguously working in broadcasting, filmmaking, as trustee of many educational and charitable organisations, I have built an experience and perspective from which to offer a consistent, wise, gentle and effective source of support. I am already a critical friend and source of strategic advice to many in positions of senior leadership.

After living through the military ban on homosexuality for half of my 45 years of service, I am proud to have become the first openly gay General in the British Army. This personal achievement and experience, along with a proactive period serving as the Army's Advocate for Race, has driven my understanding of Diversity and Inclusion. I have much to learn from many other communities, but I hope that each sees in me a transparent will to understand and develop mutual awareness, engagement and support in the multi-faceted world in which we live. I would proactively shoulder any work to represent and support the University in its commitment to fairness and equal chances for anyone and everyone.

A number of Boards that I have served, or chaired, have been driven to raise funds for either development or survival: I deploy my energy to convene whatever gatherings are best to develop these streams of funding, whether in the UK or abroad. I completely understand how to embody the role of figurehead for a great institution and galvanise this into relationship and investment.

Most of my life has been engaged with the delivery of ceremonial. This ranges from Royal duties and taking salutes on great parade grounds, through leading processions into the State Opening of Parliament, to commentating the Coronation live on television, I have sought to understand and live the meaning of these moments, in order that they speak to and inspire those taking part. I would ensure every undergraduate drew a profound experience from whatever occurs to affirm their own achievement.

Time, proximity and boundless enthusiasm are hereby offered, to serve this appointment differently, energetically and with deep conviction that Oxford University is as much the catalyst for a better future in the world as ever it has achieved in its remarkable history.

10. Callaghan, George

I love Oxford University and I am prouder of being an Oxford graduate than anything else.

I am a tour guide in Oxford sometimes. I am cosmopolitan and polyglot person. My aim is to make Oxford the greatest university in the world. Oxford is magnificent in many regards. However, Oxford's position is under threat due to chronic underfunding.

My major goal as chancellor would be to raise funds to improve academic salaries and student life. Oxford should not overexpand. Big is not always beautiful. We must emphasise quality over quantity. The university should not be too impersonal. I want to see green spaces preserved.

Unlike previous chancellors, if elected I would live in Oxford full time and that would be my only home.

This is an apolitical post. However, I would not hesitate to denounce any politician who harms the interests of the university.

I would urge the university and colleges to move forward with environmentally friendly policies.

11. Casely-Hayford, Margaret

Beyond the symbolic and the ceremonial, Oxford's new Chancellor needs to be a leader who understands and respects its history, whilst championing Oxford's role as a modern institution which leads higher education on a global stage.

I am an Oxford graduate, and honorary Fellow of Somerville College. I have lived and loved Oxford University as a student and a graduate. In the near millennia Oxford has been teaching, it has not yet appointed a female or Chancellor of colour and that should change starting now. I don't think my gender or racial background should give me a free pass. I believe my leadership roles speak for themselves.

Now, more than ever, strong and dynamic leadership is needed not only just for Oxford University, but for the higher education sector globally. Oxford is synonymous with the university as a concept, and the space it occupies within the public consciousness. As I have been Chancellor of Coventry University for the last seven years, I have an appreciation of that intellectual weight and understand the diplomacy and responsibility which comes with the position.

Through my time at Coventry and as former Chair of both the Globe Theatre, ActionAid UK, the Co-op Group, and John Lewis Partnership I have relevant leadership experience of structures in which diverse stakeholder perspectives need to be engaged, heard and considered. I understand the importance of supportive and consensual leadership.

Beyond the symbolism of the new Chancellor's characteristics should be the vision and mission for the University; continual recognition of the delicate balance of others' rights (and obligations) and demonstrable evidence of critical skills needed for the role, as I have:

- **Ambassadorship:** Proven skills from my roles at the helm of global organisations like ActionAidUK., Shakespeare's Globe, and Coventry University, include an ability to network and put important issues across diplomatically, sensitive to the audiences which receive them.
- **Soft Power:** Oxford University's enviable reach and influence is to be cherished: and further promoted through Government, and industry partnerships and with individuals, locally and worldwide. During the pandemic it demonstrated domestic importance, global partnerships, agility and impressive collaborative responses to future and current needs. I would emphatically support and promote its continued political credibility, academic excellence and commercial relevance during my tenure. The UK Government often leans on Oxford for advice and leadership throughout crisis and growth. I would promote relationships with Government beneficial not just for Oxford but for the sector as a whole, consolidating Oxford's position as a leader of higher education.
- **Nurture the alumni network:** Loyalty is sustained by a Chancellor whose love and passion extol its mission from benefit they themselves gained, thereby enabling its network and asset-base to thrive. A University benefits from a Chancellor who commands respect from those within and those who feel they similarly benefitted. Somerville and Oxford gave me incredible opportunity and helped shape me. I therefore feel compelled to support the University and want to inspire others from diverse backgrounds both socially and economically to apply, attend and graduate from our great university.
- **Brand advocate:** Given my leadership roles and as a lawyer of over 30 years standing, I am articulate, politically astute and have established policy-influencing, high-level government relations. Respect for the individuality and proud distinction of each of the colleges and Halls, from the University is critical, whilst understanding the importance of the unity that binds and underpins the strength of the global brand, that is Oxford University
- **Ceremonial office holder:** I carried out my role as Chancellor of Coventry University proudly and effectively for seven years.
- **Champion of fairness, equity and excellence:** I received peer-group awards and a CBE for services to charity and diversity.
- **Advocate for the professors, lecturers, researchers, and academic Fellows** Encouraged cross-departmental collaborations and brokered commercial partnership, encouraging knowledge transfer and fostering an environment where best practices are shared and enacted.
- **Governance:** Known for my keenness for good governance, a member of Lord McNicol's commission creating a Governance Code for the Institute of Directors; formerly Director of Legal, John Lewis Partnership and an Advisor to the Institute of Business Ethics
- **Cohesion and collaboration within a federal structure:** Collaborating and dealing with sensitivities of federations is well within my experience as a Co-op Group director, and from chairing ActionAid following its sensitive devolution of power within its federation of 42 countries
- **Support the Vice Chancellor and Executive Leadership:** I balance common-sense with humour, support systemic improvement and promote avoidance of cronyism.

It would be an honour and privilege to be Oxford University Chancellor

12. Catlin, Graham

An historic opportunity

Convocation has an unprecedented opportunity to elect a Chancellor who will safeguard the University as an *independent* institution dedicated to *objective* research and *impartial* education.

At times in recent years, in my view, the University has engaged inappropriately and precipitately in current affairs and contentious matters. This is evident from the tone and perspective of posts on the University website. It is also evidenced by the early engagement of University scientists in the Covid crisis. That raises the question of State and of Business influence on the University's independence. What, for example, is the arrangement with China? What consideration was given to questions about funding for the Blavatnik School of Government?

It is time to elect a Chancellor from outside the academic world, from outside the British establishment, and from outside Global Business – a person who will ask pertinent questions and remind the University of its correct function.

What should the Chancellor do?

Ceremonial duties reflect the dignity of the University, and the dignity of the University rests on its integrity. The Chancellor, then, has a moral responsibility for the strategic integrity of the University. This should be the basis on which the Chancellor gives « useful advice and guidance to the University ».

The primary concern of the Chancellor must be to ensure the official mission of the University:

The principal objects of the University are the advancement of learning by teaching and research and its dissemination by every means.

This University is not, then, a platform for any particular philosophy or political viewpoint, nor the outsourced R & D facility of multinational business interests.

A university should necessarily stand apart from the transitory and conflicting concerns and interests of the moment. In a university, ideologies and powerful interests are objects of research and teaching, not points of reference or promotion.

The culture and outlook of staff should be preoccupied with the advancement of objective learning. That requires an attitude of openness to others, to ideas and to information. Effective learning requires a willingness to adjust existing knowledge and understanding to new information and thinking. University teachers should exemplify respect for other perspectives, conceptions and paradigms of thinking; they should be keenly aware of the influence of their own personal views and inclinations, and be willing to see their own shortcomings.

Why choose me?

In general terms, I have already outlined my approach and my concern. More specifically, I mention the following.

1) Thomas Paine wrote Rights of Man in riposte to Edmund Burke's 96,000 word personal letter titled Reflections on the Revolution in France. Both works are fascinating theses which explain competing political philosophies. But in today's academia, Burke's thesis is sidelined while Paine's is esteemed. To counter such a partial perspective, I published an accessible edition of Burke's 96,000 word letter, providing a basic contents page and a summary of Burke's thesis to help students.

2) Understanding the need to adapt to a changing world, I took a Master of Science in Business Information Systems. Being a teacher, I chose for my research project the use of computers in education. That required me to understand and to learn the paradigm of teaching and of computing, in order then to construct a way to marry two different domains to one practical purpose in my design of a prototype app. for computer delivered teaching.

3) My vocational career reflects a range of pertinent interests and experience : law, accounting, management and teaching, as well as hands on practical projects in France. I am familiar with a range of functions and challenges in large organisations, and with how ideas affect practice.

4) Having lived in France for many years, I have been challenged to understand a French perspective and paradigm, to learn and to adapt to a different nation. Marriage and parenthood are the experience of so many of us and they rightly challenge us to personal development. Learning is not just intellectual; it is a whole person and a life long process.

Much has changed in the University since 1979 when I came down from Exeter College after reading Modern History. Change is inevitable, but in *which* direction are we going and how do we go there ?

By focusing primarily on the integrity of the University, the Chancellor can make a critical and strategic contribution to the coherent development of the University of Oxford as an *independent* institution dedicated to *objective* research and *impartial* education.

DOMINUS ILLUMINATIO MEA

13. Connor, Mei Rose

I am running to be Chancellor of the University of Oxford, not because I have years of experience in politics or in university governance, but because I believe that I would bring assets to the position that no other candidates can offer. I am a philosophical Logician now, with an abstract to appear in the Bulletin of Symbolic Logic, though my higher education was in mathematics and linguistics. These two degree programs taught me a lesson that I don't think I would have learned anywhere else: how to gracefully and tactfully respond to lay speculation and assumptions about what I do with my life and my studies. I have had to hear countless times, the best and worst of the public perception of my two degrees, ranging from, "So, how many languages do you speak?" to "Oooh, math, I hated that in high school." Learning how to help people see beyond what they think they know about something is the strength that these remarks have given me. In response to these sorts of comments, I have found that a blend of humility and pride, levity and seriousness about my passion, it's what ultimately breaks down the barriers. I believe that this skill will make me an effective and diligent Chancellor.

I may not have experience in politics in public office, but I have personally seen the ways that talking to people in ways that open their eyes to unseen possibilities in a way that moves their needle just the tiniest bit and can bring even the most unexpected person into your cohort. I served as President of my university Math Club for two semesters and received many chances to shape students' views of the subject near and dear to my heart in ways that were uniquely mine. I do not easily believe that another President would have thought that statistical-distribution-shaped plush toys could possibly be one of the highest-turnout events of the year. I brought speakers who presented on topics that made members and visitors of the club say, "I didn't know math could be *that*." I hope to do the same as Chancellor, making people say, "I didn't know Oxford could be *that*."

I believe that it is the right time for the University of Oxford to both reflect on its storied past and look into the future with open eyes, unflinching eyes, and unbiased eyes. The University has many stories to tell, and we must learn that all of them make up a part of its history, learning from both the positive and the negative. The positive ones might be the ones by which we wish to be remembered, but it is the negative ones that provide the greatest room for growth. I believe that it is not in silencing these parts of history, but by coming to terms with them, that the University will come into itself in the current epoch of history. It is now time to ask the hard questions, not the easy ones. As a Logician, I have learned that it is not the individual problems that make us into the problem-solvers we are meant to be, but the looking back, the reflection upon how we solved them (or failed to solve them) and how they fit into the greater scope of our work that does this. It is the forest for the trees, the arc rather than the point, that makes us. It is the insertion of our most true selves that is what allows us to make history become ours. As Chancellor of the University of Oxford, I will lead these changes, starting by looking within.

14. Dandy, Emma

Universities, their students, and staff are in deep trouble financially and the importance of a university education in England is regularly being undermined. I will, if elected Chancellor, work hard to make sure both issues are debated publicly, and I will help forge a fresh approach that can benefit society as a whole. While Oxford may have so far been protected from the worst of the crisis in education, it would be foolish to think that the institution and its members are immune. Much damage has been done to the university sector by recent education policies. It is time to make changes, or further harm will be done.

I do not come from a background of high office in politics, and I have not held a senior role within the University. I am a mother of university-age children, and I am a postgraduate student at another university. I have worked in personal finance and as a financial journalist. All this experience has put me in front of a diverse range of families where I have been able to learn their fears about funding education and their strong belief in the power of education to change lives. I have learned that we have a deep-rooted problem. The tuition fee and maintenance loan systems are not fit for purpose. Potential students from less affluent backgrounds are disadvantaged compared with their wealthier peers. This leads to greater inequality and damages our potential as a country.

I was lucky to study at Oxford before tuition fees were introduced – I graduated from Balliol College in 1994 having read Philosophy, Politics and Economics. I am very concerned that recent governments have failed to address the problems that they introduced with the launch of tuition fees. Government has created a distorted market where universities cannot increase fees for home students, and students with loans are saddled with crippling debts that mushroom with interest rates set artificially high. Alongside these problems, catering to anti-immigration rhetoric has led to falling numbers of overseas students, hitting university finances as the far-higher fees paid by overseas students are required to subsidise the cost of educating home students. Clearly this broken system needs fixing. I will press for a remedy to these problems that have been created by government policy and are perpetuated by government policy.

I am also deeply concerned by the view of many in Westminster that education is only of value in terms of how high a salary a graduate can earn, or what monetary value their degree course is seen to have for the economy. I believe that a change of focus is necessary and urgent. A rich and vibrant economy and society benefit from people who have studied a wide range of subjects from across the academic spectrum. And those people come from a wide spectrum of backgrounds. Diversity enriches us all.

I will open up the debate about the future of universities, with the aim of reframing educational policy to prioritise the reduction in inequality that degrees can bring. I would also seek to expand Oxford's global sources of funding, so that it continues to bolster its finances from non-governmental sources. Taxation cannot provide all the funding that a university requires, and I believe I can effectively bring in finance from benefactors and businesses around the world from my wide range of contacts. Additionally, I would encourage entrepreneurship within Oxford so that its world-leading researchers across academic disciplines can launch new companies with the university's backing. This would also help secure Oxford's future success.

I live close to Oxford and have the time to give my full attention to this role. This is the first time in Oxford's history that the university has opened up the election of a new Chancellor to a diverse range of applicants, and the first time that eligible voters can vote online rather than in person. This presents an opportunity for us to do things differently from the past and to reject the traditional selection of legacy politicians. The role of Chancellor does not need to be purely ceremonial, there is an opportunity for the right person to use this role to push for change in education policy and funding. It would be an honour for me to be Chancellor and I would make sure that I used the position to champion the role of education in transforming lives. Vote for change, vote for Emma Dandy.

15. Farooqi, Azeem

Dear All,

Thank you for taking the time to read my statement of interest for the position of Chancellor at Oxford University. I understand that many of you may be curious about who I am and why I am applying for this prestigious role—a question I greatly appreciate.

My name is Azeem Farooqi, and I have just commenced working as a GP in Oxford. Over the past five years, I have served the national health service in various capacities across different specialties and before that in health services across asia.

You might wonder why a “doctor” is applying for this role and what qualities I could bring to your esteemed university. I believe the answer lies in the unique perspective I have cultivated through years of treating patients, making life-and-death decisions, weighing pros and cons, and allocating resources efficiently. This experience has endowed me with a profound insight into decision-making, an insight that I believe would be invaluable to the university.

My time in healthcare has allowed me to deeply understand the health of this nation. By visiting patients in their homes and witnessing the population at its most vulnerable, I have gained a unique perspective on human nature and a broader, deeper understanding of life. I intimately understand the “bowels of this nation,” and I believe this perspective is crucial for leading Oxford University into the next century. Regarding my impact and ability to command respect in my field and beyond—ask the countless palliative patients and others I support daily. The profound impact I have on their lives is something that words alone cannot convey and something I myself cannot comprehend and am grateful for this daily.

When I learned that the current Chancellor was stepping down, creating a vacancy, I was disappointed by the various names being floated in the press for this post. This prompted me to submit my application, fully aware that it is unlikely I will be selected or even considered.

Most of the candidates being discussed are former politicians, representing different sides of the spectrum, with various bodies lobbying the alumni to vote for them. I find this deeply disheartening. Many of these politicians, who have left office under a cloud of disgrace, are applying for this position solely to further their self-serving interests.

Oxford University, a great and accomplished educational institution that prides itself on free thinking, should not be beholden to political elements seeking to prioritize their interests over those of the university.

In my humble opinion I think it is time to have a mascot that represents hard work ethic, decency and dignity.

To secure Oxford’s future in these volatile times, the university needs someone who understands human nature and the true essence of being human.

I hope this statement of interest resonates with you and conveys the sincerity with which it was written.

Many thanks,

Azeem Farooqi

16. **Firth, Matthew**

As an ordained Anglican clergyman with significant experience in parish ministry, university chaplaincy, and church planting, and with a background in astrophysics, I have always sought to be shaped by the transcendental values of truth, unity, beauty, and goodness. As an academic institution with its roots firmly buried in the Christian faith and bearing the motto 'Dominus illuminatio mea' - the Lord is my light - the University of Oxford must also seek to be shaped by those values. As Chancellor, I would encourage the university and hold it to account in maintaining its adherence to those values. At a time when so many great academic institutions are being ruined by woke ideology, I would seek to call the University of Oxford to walk a different path: a path of truth, unity, beauty, and goodness, in the light of the Lord. Where the university walks in this way, I would champion it and encourage it. In contrast, should the university or any college or department walk the way of wokery, or should any part of the university erode freedom of speech and academic enquiry, I would offer a strong public rebuke.

Many will seek to install a woke establishment candidate as Chancellor, but if you want to encourage the values of truth, unity, beauty, and goodness, please vote for me: your anti-woke candidate.

17. Grieve, Dominic

My career has been at the intersection of Law and politics. I held the office of Attorney General, the principal legal adviser to the UK government from 2010-14, and served as a Member of Parliament for twenty two years 1997-2019, with four years as chair of its Intelligence and Security Committee. My ties to Oxford began with my undergraduate years at Magdalen and were among the most positive experiences of my life, for which I am grateful. I visit Oxford often and take part in some of its academic activities. Recently I was the Reviewer of the Governance of Christ Church Oxford. Contacts with the University have increased my respect and affection for it. It is an institution with a rich history and immense capability for good, both domestically and internationally. As Chancellor, I can help represent the University, enhance its success and contribute to its further development and well-being. I would consider it a great privilege to do so and to give something back for what I have received.

At 68 and still scuba diving and mountain walking, I am confident that I have the energy to do this. I have the time to perform the duties that fall on the Chancellor. My home is in London so I will be readily accessible and available for all the ceremonial functions required, which I will enjoy. More general participation in the life of the University will be easy for me. My experience can provide supportive advice and advocacy for the decision makers of the University, the Vice Chancellor, Council and Congregation. Most of my career has been spent in the art of persuasion and reconciling different viewpoints as well as chairing meetings. As Attorney General I superintended and represented the interests in government of the Crown Prosecution Service whilst respecting and protecting the independence of its decisions. In reviewing the governance of Christ Church I worked in an advisory role for its Governing Body to find practical solutions. In the process I had to get a good understanding of the governance issues facing the University more generally. I am currently on the board of trustees of several charities and chair of one of them and am familiar with the requirements of good charitable governance. This will enable me to carry out effectively the role of Visitor, if necessary, to those colleges whose statutes place this duty on the Chancellor. My involvement with charities has given me experience with the challenges of fundraising and I see helping the University with this as a key part of the role.

Oxford, along with other universities, is navigating its way through a period of change and opportunity. Supporting its development as a centre of research and teaching excellence open to all who can benefit and contribute to it, upholding academic freedom, embracing diversity in all its forms, will be another important part of the role, as will be acting as its advocate to government and others. My extensive experience working on diversity, interfaith and human rights issues is directly relevant. I have provided mentoring and work experience to young people of diverse backgrounds through Operation Black Vote and the Faith and Belief Forum. I contribute to the fellowship programme on ethics in public service of the Westminster Abbey Institute and the Young Muslim Leadership Course at the Oxford Centre for Islamic Studies, of which I am an independent trustee. I am a practising member of the Church of England. I am committed to the principles underpinning human rights, equality and the right to freedom of expression under law and with civility, essential to a place of learning.

I am no longer affiliated to any political Party and have worked co-operatively on a cross-party basis with members of the present UK government and others in British politics, I believe I will be listened to as an advocate for the University to government and Parliament. As a government minister and parliamentary committee chair, I have done diplomatic networking in Europe, the United States, Canada, Australia, New Zealand and the Middle East. I am partly of French heritage and bilingual. I will be pleased to travel and represent the University abroad to further its interests and am very much at ease in and enjoy diverse environments.

If anyone is interested in further information on my candidacy, it can be found on <https://www.dominic4oxford.com>

Rt Hon Dominic Grieve KC

18. Hague, William

Oxford transformed my life. When I arrived as a 17-year-old from a comprehensive school for an interview at Magdalen, I didn't know a single person in the whole city, and no one in my family had ever been to university. I have never forgotten how Oxford equipped me to take on any challenge in the world.

I have maintained a strong connection to the university ever since. In 1988 I volunteered, through my then employers McKinsey, to advise the university on its desperate needs for funds and plans for an appeal. With an American colleague I presented a plan, not for an appeal but for a Campaign for Oxford, not to raise £50 million as was mooted but £380 million, not to stave off a crisis but to fill much needed posts, renovate buildings, offer scholarships and build for the future, which I am delighted it has gone on to do.

While standing before the heads of the colleges persuading them to share data on their alumni with the university and writing the first draft of a publication I called 'Oxford Today', I could see that one of the world's greatest universities, with a momentous past, has a great future when we all work together. More recently, as an Honorary Fellow of Magdalen I have spent time with undergraduates who are that future, as I have returned regularly to give seminars or lectures on politics or the biographies I have written.

If Oxford asks me to serve as Chancellor, I will embrace that with vigour - although if there are better candidates they should be chosen, and I would strongly support them. In the 42 years since I graduated, I have built relationships across government, diplomacy, literature, science, business and philanthropy. I am ready to open their doors in the service of the university I love.

While parliament has been a big part of my life, I have always striven to reach beyond politics to promote diversity and work across parties. That was true of my proudest legislative achievement, the Disability Discrimination Act, and of my co-founding with Angelina Jolie of the Preventing Sexual Violence in Conflict Initiative, and of my current work as chair of the Royal Foundation of the Prince and Princess of Wales. Core to my beliefs is the need for strong and enduring institutions, as vital bulwarks in the turbulent age now unfolding. As Foreign Secretary, while dealing with crises in the Middle East and Africa, I also created a language school in Whitehall and founded a Diplomatic Academy.

Much of the Chancellor's role is fundraising, ceremonial, or representing the values of the university. I have secured large donations for many causes, speech-making is in my nature and I am not averse to wearing robes. We must embrace modernity while treasuring our history. But it is also vital to give a lead when necessary, keeping the potential of great universities at the heart of public policy. There are at least three major issues for the next decade on which a Chancellor can help.

One is freedom of speech. Oxford should be a place of open debate – as it was for me in the Union – based on learning from the arguments of others. Violence and prejudice should be countered through the rigour of reason, not the comfort blanket of cancellation. Oxford minds should be ready for the great debating chamber of the world, not the echo chambers of the like-minded. I applaud Chris Patten's clear statements on this vital matter.

Second is how the state finances universities. Britain is heading for a crisis over higher education funding. Solutions will be needed, from successive governments, that are affordable to the next generation of students regardless of background.

Third is the need for the UK and its universities to be at the forefront of the fastest period of change in science and technology in the entire history of human civilisation. That is not just a challenge for scientists but for every branch of humanities, medicine and social science too. The recent papers I have co-authored with Tony Blair set out how the country is well-placed but needs to do more, making the most of extraordinary talent in our research, funding it, and welcoming it from all over the globe.

My heart and soul are in Oxford, and if I can help ensure future 17-year-olds have the same opportunity as I did, I offer my service. My website, williamhague.com provides details of my books, articles, interests and past career.

19. Heiming, Lyn Michelle

The request is, that I should explain why I am a suitable candidate. I shall reverse this and try to understand what would make me an unsuitable candidate. By what criteria would I be excluded?

- 1) Is it that I am a female physicist, turned wife, mother, teacher and musician?
- 2) Is it that I put my family before my career to enable my children to have all the benefits that my mother gave me?
- 3) Is it that I was born in the UK but have lived in France and Germany, can speak fluent French and German, can understand and read Hebrew, Greek and Italian and dabble in many other languages?
- 4) Is it that I have successfully completed many online Oxford Continuing Education Courses, ranging from politics, economics, theology, reasons for epidemics and mathematics?
- 5) Is it that I have always been an "All-Rounder" and have a wide knowledge and interest in many different areas of research?
- 6) Is it that I have done voluntary work in schools, homes for refugees and church?
- 7) Is it that I studied for a D.Phil in solid-state physics at Wadham College, University of Oxford and a BSc at the University of Birmingham. That I was a fellow at Warwick University, seconded to the Institut Laue Langevin in France?
- 8) Is it because I do not advertise myself on social networks?
- 9) Is it because I try to live my life on the principles of "Love your Neighbour" and forgiveness?
- 10) Is it because I have helped pupils, students and adult learners, giving them a chance and a second chance to achieve their academic and personal potential?
- 11) Is it because I believe in the sharing of knowledge and excellence and world-changing potential of the University of Oxford?
- 12) Is it because I answered my father, over thirty years ago, when he asked me what my dream job would be, with "The Chancellor of the University of Oxford"?
- 13) Is it because I am used to investing all my time and energy into causes that are important, that I am enthusiastic and full of ideas?
- 14) Is it just because I am not famous, not a politician, not a top businessman, not wealthy and have only been mentioned for good deeds in the local "Ruhr Nachrichten" newspaper, not splashed across the front pages of a national newspaper?
- 15) Is it because I am me?

20. Ivatts, Benjamin

In 1999 I was offered a place at Pembroke College Oxford to study Philosophy and Theology. My offer of a place was contingent on getting 2 As and a B in my A levels. It was my life's ambition to go to Oxford. I got an A and 2 Bs in my A-levels and was never able to go to Oxford which I regard as the greatest university in the world. (My cousin went to Oxford and also my sister went.) Oxford University is my life. I have schizophrenia. I always loved the lawns in the colleges and the dreaming spires. I also love Brideshead Revisited which I listen to on tape. I hope that my application to become the Chancellor can go viral for the votes. Come on guys vote for a new Chancellor who knows this university and can guide it wisely. Also my brother lives in Oxford. I am 43 and I am from Oldham in the Pennines. Come on guys make Benjamin Arthur Edgar Ivatts go viral to realize my dream to become chancellor. Vote Benjamin Arthur Edgar Ivatts!

21. Kay, Simon

Thank you for reading this. I am a graduate of Christ Church, a reconstructive surgeon and Professor of Hand Surgery at the University of Leeds. I am not a widely known public figure, have no website or social media presence, and so have none of the baggage of a celebrity or politician. I have the experience and attributes needed as Chancellor, with a wealth of real-world, academic and business experience acquired during fifty years of diverse, innovative specialist clinical and academic work. Throughout my lifetime of research, teaching and training I have shown that I understand the needs of the university world. As Chancellor I will listen to the opinions and concerns of future, current and past students, I will respect the traditions of this great university, advocate for open, inclusive, and fair debate, and consult and collaborate with the Vice Chancellor and staff to guide the continuing evolution and relevance of the university through our fast-changing world. My self-belief, discipline, and ambition, fostered during my time at Oxford, have allowed me an exciting, varied, and interesting career, and the opportunity to know, and to improve, the lives of many across our society, has been a true reward. I would like to use my core values of integrity, academic rigour, responsibility, fairness, and compassion in the society of the university and to be a proud and assiduous ambassador for its achievements and reputation.

My candidacy credentials:

- My academic and leadership achievements in my field have been nationally and internationally recognised(1) (including honorary degrees(2) and being appointed OBE in 2019) as outstanding, and have commanded the respect that allows me to serve on other bodies.
- I have written many peer-reviewed scientific and clinical papers and articles, been Editor in Chief of two award winning textbooks(3), and an Editor of the leading UK and European journal in my discipline(4). As Editor I reformed and rebranded JPRAS(4) taking it from a parochial British publication to a leading international one. I understand comprehensively the meaning of global reach in academia.
- As a clinical academic I have a substantial knowledge of teaching, and the needs of students and education. I have studied, taught, and worked in healthcare systems around the world including Australia, USA, Sweden, and Vietnam giving me a breadth of professional, educational, and cultural insights that will be valuable to me as Chancellor.
- I won a national award for leadership(1) and have led many developments in surgery, culminating in starting and leading the first and only UK national programme in Hand Transplantation over the last 12 years. This innovation required great organisational interaction and representation across disciplines and healthcare frameworks (in the face of many sceptics and considerable opposition) and is now the most successful such programme in the world. In addition to this, I founded and developed other nationally recognised services within my discipline and led two major specialist membership charities(5). In each I reformed their constitution and successfully led rebranding and focussing of their roles.
- I have considerable experience of print, radio and television media appearances and understand their scope and abilities. I am a confident and able public speaker with flair, vision, and confidence in lecturing and representing organisations in different environments nationally and internationally.
- I have many interests including sciences, literature, languages and history. I served as a director and trustee of a medical museum(6) and currently serve on an advisory board of the Royal Armouries Museum. I am well-informed politically but with no party affiliations.
- I am a rational articulate advocate, able to discuss objectively across a wide range of subjects. I am a strategic and visionary thinker, non-conformist in some respects, but rigorously committed and focussed on my roles and I can bring this tenacity and concentration to representing the University, for which I have a lifelong loyalty and appreciation.

In my career I have shown a devotion to excellence, innovation, integrity and to presentation and representation, and believe I could act well on behalf of all stakeholders in the University and promulgate and honour the greater reputation of the whole institution.

Professor Simon Kay FRCS OBE

Notes

1: Health Service Journal Clinical Leader of the year 2013

2: DSc Univ Bradford; FRCSE (hon) RCS Edinburgh

3: The Growing Hand (Elsevier 2009) and Oxford Textbook of Reconstructive Surgery (OUP 2022)

4: JPRAS. (Journal of Plastic, Reconstructive and Aesthetic Surgery); Elsevier British Society Surgery of the Hand; British Association of Plastic,

5: Reconstructive and Aesthetic Surgery

6: Thackray Museum of Medicine

22. Mandelson, Peter

The world we live in is more fractious and challenging than I have ever known. Science, expertise and dialogue are being attacked. Defending Oxford and its commitment to advancing knowledge is more important than ever.

I learned as an undergraduate that progress comes from testing ideas based on rational thought including its ethical considerations. I believe in freedom of expression and in tolerance and respect for others' views. Freedom of speech, although uncomfortable for many of us at times, is fundamental to university life and we must continue to uphold it.

I am putting my name forward as Chancellor following Chris Patten's very successful tenure as I am passionately committed to Oxford, its values, its collegiate system and its remarkable teaching and path-breaking research.

The role of Chancellor is largely ceremonial but also advisory and the Chancellor needs to contribute to the cohesion of the collegiate University including its academic divisions and departments. As an ambassador for the University at home and abroad I would always want to project the University's educational purpose and our understanding of our common humanity, its history and languages, its art and literature.

I benefitted from a state education and was the first in my school and my family to win a place at Oxford. Like thousands of other students, I vividly remember the excitement and trepidation of my first term. I want to see the University continue to attract and welcome the widest possible pool of applicants, from all types of school, while ensuring that Oxford's commitment to excellence is paramount.

In recent years my love of Oxford has made me a frequent visitor, and I have supported the University through my interest in technological innovation and its commercialisation and as a board member of the Ertegun graduate scholarship programme which seeks to create leaders in humanities. If elected I will take great pride in advancing the interests of the University and serving the whole of Oxford's collegiate community for the coming decade.

As I argued when minister for universities in the last Labour government, Britain's national prosperity requires a thriving university sector. I believe that higher education is an essential public investment and I am against the disproportionate shifting of costs onto individual students. I believe this view is shared by the new UK government including the Prime Minister and I will use my longstanding political links to advocate for this approach. But at the same time, as times are tight, the University will also have to raise more money from our worldwide alumni and from philanthropists.

Everything we do must ensure we remain a top-ranking global university, able to attract the very best staff and students. In today's world, an institution's glorious history does not guarantee it can remain ahead in the future. In the USA and increasingly elsewhere, competing universities enjoy huge endowments and philanthropy, enabling them to spend more money on staff, scholarships, post docs and facilities. To help the University, I would be able to draw on my extensive international networks created over three decades as UK Trade and Industry and later Business Secretary and First Secretary of State, as the EU's Trade Commissioner, and as co-founder and chair of the policy advisory firm Global Counsel. As Chancellor, I would put these links at the service of the University, to help rebuild our ties in Europe as well as strengthen them in the US and Asia.

The traditions of the University should continue to anchor us in our long, unique history. While respecting Oxford's extraordinary legacy, the Chancellor should be part of the conversation about the University's future, at a time when the impact of Brexit and past government policies have been very harmful to higher education. I would bring a clear sense of strategy and political judgement, an unwavering commitment to enhance the work and amplify the voice of the University's world class academics, and a proven ability to engage with British and global policy makers, as well as with business and philanthropists.

After a career in government and business, I want to give back to the University that has given me so much and to support the Vice-Chancellor and her team, as well as all of Oxford's 39 colleges. I sincerely hope I have the chance to serve Oxford's extraordinarily talented staff, students and alumni, no doubt with the same excitement and sense of anticipation I had when I first came up to the university, though now better equipped to help the whole university succeed.

23. Miake-Lye, Ryn

Humbly, I offer this statement as a baseline comparator, since I possess none of the traditional titles or traits of a Chancellor of the University. Nevertheless, I can demonstrate the three requirements that the University seeks.

Outstanding Achievements in their Field and the Ability to Command Respect beyond it

My outstanding achievements are not recognized with prizes, titles, or awards. My field—being an integrator who specializes in self-assembling and self-renewing systems of durable excellence with character—has also yet to be officially recognized. That said, a Nobel laureate kindly observed when I was a graduate student, “Ryn, you know chalk from cheese.” Specifically, I discern visionary leadership prospectively. My propensity for thinking organizationally combined with my passion for learning means that bosses and clients deploy me to take their unprecedented institutes, initiatives to a next level. I exchange authentic enthusiasm and insights with others to build trust-based relationships. Durable excellence sustains outstanding academic achievements for centuries, as the University has shown. Please see my portfolio for a proposal to empower the population of urban students with principles of science systems, art for expression, and health for all (“CIELO: Character Ignites Excellence in Learning and Ownership”). Also in my portfolio “LiFE: An Auxiliary System for Flourishing & Wellbeing” describes an adaptively reused environment in which our auxiliary system for service development can flourish and excel.

Credibility serving as a knowledge resource internally and externally has been a lifelong strength, particularly in organizations whose reputations of excellence are based on their people and research. Four years as Senior (Reviews) Editor of Cell broadened the generality of my grasp of science and honed my ability to communicate with readers outside the field.

As volunteer President of People are Different, I build relationships with stakeholders who may be completely different from me by meeting them where they are at and respecting what we can learn from each other toward our shared objective of empowering community. Oral presentations to leadership of corporations, moderating panels for foundations and alumni, and community engagement for families and children would all be of interest. In addition to my adequate writing, my editorial skills are outstanding.

Deep Appreciation for the University’s Research and Academic mission, its Global Community, and its Ambition to Remain a World Class Research and Teaching University

The timeless simplicity of the University’s mission— “The advancement of learning by teaching and research and its dissemination by every means” —combined with the durable excellence of the University in achieving that mission over 900 years evokes respectful awe; it compels us to sustain our efforts to realize the vision of the University and invite first-hand involvement, engagement and participation in our environment for learning and discovery. Quite directly, we have a responsibility to be active strategic leaders for the next 900 years. In the spirit of Scouting UK, we must try to leave every place a bit better than we found it.

Ability and Willingness to Enhance the Reputation of the University Locally, Nationally and Abroad

For my entire career, I have served medical students, residents, fellows, physicians on staff, and clinical innovators by offering research mentorship, management tips and candid feedback for realizing their career aspirations, which I have learned from academic administration —at Caltech in the 1970s, UCSF in the 1980s, and Harvard and its affiliated hospital Massachusetts General Hospital in the 1990s to present. There is still so much to do for diversity and equality.

24. Moxham, Angie

As a successful entrepreneurial business woman, who has single-handedly built and sold two multi-million pound PR companies from scratch without taking any outside investment, I am uniquely placed to be the Next Generation Chancellor that Oxford University needs at this stage in its remarkable history.

Over the last 35 years I've won multiple awards for my leadership skills, and for campaigns that have helped manage the reputation of companies, (some of the biggest brands in the world), organisations, charities and institutions, (including educational), both in the UK and globally. I've turned their share prices around, helped them rediscover their mojo, and overseen organisational and behaviour change programmes to optimise their performance.

I'm one of the most successful female operators in my industry of the last 30 years, trusted, respected and admired for her tenacity and authenticity; and for delivering results with passion and compassion. Much of what I do involves complex stakeholder and relationship management. I've worked with captains of industry, heads of state, politicians, the media and other high-profile influencers. All of this is hugely relevant and helpful to this role.

My path to studying at Oxford University was not typical. I was born with neither silver ladles nor privileges. A gritty grafter, I won a scholarship from a state school in North Yorkshire to read English at St. John's College from 1984-1987, graduating with a 2:1.

I've stayed close to the University, (and the city), ever since, supporting a number of initiatives on a pro bono basis, for both the University and SJC. These have included giving counsel on reputational issues, helping to recruit students from more diverse backgrounds, and fundraising.

As such, I believe I have an informed yet crucially independent view of the challenges and opportunities facing the University at such a pivotal and critical time in the higher education sector. Whilst the University's unique funding model puts it in a stronger position than others, it is not immune to the tough headwinds all Universities are facing.

The cost-of-living crisis and increased costs of fees, accommodation etc. mean that, in 2024, only 42% of young people are considering applying for a degree course. This means Oxford University will have to work harder than ever to attract a diverse community of student talent to maintain and build on its research and teaching mission.

Equally, falling applications from overseas students is putting pressure on the University, both in terms of its revenue, but, more importantly, its reputation as a global centre of academic excellence.

And, whilst the University benefits from higher research income than most, there are tough decisions to be made as to where and how to invest in people, the estate and technology to future proof the University. Not to mention the difficult and politically charged decisions as to how to spread the income evenly across the college network, each of which have their own suite of individual challenges and opportunities. And, whilst the Chancellor's role does not carry executive responsibilities, the right candidate needs to be highly in tune with the University's "coal face". They need to be a trusted, credible advisor, offering guidance and support where appropriate.

Central to this is the need for better and vital communications; both internally and externally. The candidate must be able to unite the University behind a clear and renewed vision and mission – to be the leading forward thinking and acting University for teaching and research in the world.

The role needs someone who can bring together stakeholders and partners to maintain, protect, promote and future proof Oxford University's precious standing. And someone who can help resolve issues and disputes where necessary. As well as the commercial nous and contacts to support the expansion of partnerships with the private sector on a global scale.

I believe this is an opportunity to appoint someone who is not dyed in the old wool, but a "new generation" Chancellor who can inspire and back colleagues – at all levels – with a strong and determined roadmap, understood and bought into by all the key stakeholders.

The University also needs a refreshed growth strategy. In order to deliver this, the role needs someone who is politically astute, yet with no political ties either within the University or with government. An independent candidate with ambition for the University along with the worldly wisdom and business nous required for the job. I believe I have all of the tools, the values, energy and qualities this role needs and deserves.

Thank you for reading my application.

25. Muhammad Hafiz Shaikh, Shaikh Aftab Ahmad Javaid

My name is Aftab Ahmad Javaid Sheikh. I am from Lahore Pakistan. By profession I am a senior Advocate of the Honorable Supreme Court of Pakistan. I am eligible for the position of Chancellor of prestigious Oxford university because of a number of reasons. To begin with, dynamic experiences of my life have developed those qualities in me which are required for this position.

Starting with my college life in 1973-74, I was awarded with the most aspirational college Color by the Government College University Lahore. That title was bestowed upon me because of my active participation in College sports activities. Then, during my graduation in law, I became the Vice President of the Student body of Punjab University Law College. That period of my life gave me the best of exposures one can get by leading a vibrant student body of the prestigious University of the Punjab. While serving as the VP of the Student body, I worked day and night for the cause of serving the best interests of all the students. I worked as their representative and that experience well suits me to aspire for the chancellorship of Oxford, as I exactly know what the students' perspective is and what their university can do in the best of their interests. I am a staunch advocate of student rights and responsibilities. Although, I am a Pakistani, I have an unambiguous understanding of the peculiarities of the UK socio-political landscape. In addition, my deep interest in History and Political Science urged me to do Masters in the respective subjects. In 1983, I started my Professional journey as an Advocate and Special public prosecutor. Since then I have defended my clients against wrongful litigations in Civil, Criminal and corporate matters. Owing to my profession I have experienced numerous stories, sentiments and the reality of life very deeply. One thing which has made me firm enough to stand against all odds is my level of patience and my unshakable belief in the freedom of expression. Being the Head of Sheikh Law Associates I have always tried to implement the same policy while pursuing cases of all sorts. Sharing or expressing thoughts and ideas with my colleagues and reaching on a collective decision has always been a quality trait of mine. Furthermore, I think new ideas make way for new dimensions. As a Lawyer I have the required communication skills needed to lead all the fund raising ceremonies as well. I know that the respective role of a Chancellor is only a symbolic one. But the qualities, determination and level of understanding along with the patience which is required for this role make this position even more aspiring for me. With all my intent, I forward my candidature for this position.

26. Parr-Reid, Maxim

What qualifies me for this position?

I am Maxim Parr-Reid, an Oxford University History and Politics Master of Arts graduate, a University of London Master of Arts graduate, an accomplished businessman in the education sector and a storied investor. I am a suitable candidate for the role of Chancellor of the University of Oxford for several reasons.

I have a decade of direct engagement with the universities of Oxford and Cambridge - from applying in 2014 to Cambridge and securing a Law offer from Peterhouse, Cambridge, before switching to History and Politics at Trinity College, Oxford. Securing offers from both institutions afforded me a unique insight into their strengths and weaknesses, opportunities and threats vis-a-vis admissions and diversity concerns. As Chancellor, I will continuously iterate my experiences.

On the omnipresent issue of funding, as our university competes with the Ivy League powerhouses of Harvard, Yale and the rest, and rising stars such as Peking University, my experience of over three years as an investor will serve me invaluablely well. It is perhaps widely known that the majority of retail investors lose money, but I have achieved an 8% return in 2023 and am currently achieving a 7% return in 2024. I am fortunate to have invested in 89 companies - I am well-placed to help support the university's financial future and allocate its endowment in a world where environmental, social and governance considerations are at the forefront. My experience will enable me to add value in this regard, particularly with growing uncertainty about the reliability of international fees from nations such as China.

Like many, I have always been captivated by the ceremony of Oxbridge, and achieving a Distinction in Prelims and owning a scholar's gun is still, several years later, one of my fondest memories of Oxford - pride, yes, but so too an immense sense of gratitude to the excellent tutors who got me to that point.

However, this isn't about me. I have also worked to eschew unfair criticism of our university. For example, in 2017, I defended Oxford University from unfair, and, in my view, sensationalist media coverage. I sought to promote the benefits of the college system, having seen the benefits of competing on the University Challenge show for Trinity's University Challenge team (the first such team in a long time). In particular, I later challenged the Guardian's coverage and a newspaper that once had an 'Oxbridge elitism' segment.

I firmly believe that I have made a significant contribution to my field. As a tutor, I scaled a business from £7,000 in profits in 2019 to 2020 to over £61,000 profit in 2022 to 2023. Adding value as an intermediary between agencies and some of the most talented Oxford students anywhere, I have helped many people find tutoring work and enabled tens of people to find well-paying roles in a competitive jobs market. This will enable me to help the university stand out against its competitors, drawing on skills of public speaking and persuasion.

In layman's terms, I am not a bureaucrat. I have actively built professional relationships with people in almost 20 countries. It is this global outlook that will help me enable the university to become even more of a bona fide global institution. I will combine my experience as an investor and my work beyond the UK to help Oxford maintain a compelling unique sales proposition (USP) for international academics and students alike.

Furthermore, as someone who attended Oxford from a state comprehensive school and having depended on Educational Maintenance Allowance and Free School Meals, I am hugely proud of my work to give back to society. At Oxford, for my 21st birthday, I raised hundreds of pounds for the homelessness charity, Shelter (a charity that Oxford residents and students can see the need for only too well). I have also supported other charities closer to home, like the arthritis society, a cause that, I'm sure, is close to many of the university's older alumni and anyone else who cares about the issue. As a disabled student, I have also supported charities such as the multiple sclerosis charity, and I know that a Chancellor who will fight for disabled and low-income students is essential.

I am passionate about the Chancellor role's potential, as a firm supporter of Statute IX (the move to 10-year Chancellor terms) and a supporter of enhancing the student experience, working in tandem with whichever government is in power during my tenure, to deliver students' and graduates' top priorities as your Chancellor.

27. Pasha, Alam

I am honored to present my candidacy for the role of Chancellor of the University of Oxford. My journey, marked by determination, resilience, and an unwavering commitment to societal betterment, resonates deeply with the values upheld by this esteemed institution.

I was born into a humble farming family and began my career as a small-time farmer, working tirelessly on our land despite numerous challenges and limited resources. Driven by a vision to create something significant from modest beginnings, I invested my time and energy into mastering the intricacies of agriculture and food processing.

This dedication culminated in the founding of Neutra Fruit Delight Pvt Ltd, transforming a simple farm operation into a full-fledged FMCG manufacturer. Under my leadership, Neutra Fruit Delight Pvt Ltd established the Neutra Food Factory, a state-of-the-art production facility known for its excellence. However, my journey does not end with business success. A profound sense of social responsibility led me to set up a kitchen within the factory premises dedicated to feeding the underprivileged. Today, this kitchen feeds up to 100,000 people daily, embodying my belief that true success is measured by the positive impact one has on the community. My life story is a testament to resilience and vision. From a small-time farmer to the founder of a thriving FMCG company, my values of hard work, integrity, and compassion continue to guide Neutra Fruit Delight Pvt Ltd, inspiring the entire team to strive for excellence while making a meaningful difference in society. My commitment to philanthropy is also evidenced by my role as a founding trustee of "The Helping Citizen and People's Court," a charitable trust in India. This trust has significantly contributed to feeding the abandoned and establishing state-of-the-art free kitchens. I have also made significant contributions to infrastructure development in Bangalore, creating numerous schemes and enduring early trials that shaped my perspective and confidence. These experiences culminated in the creation of Bigbangalur.com, where I now share my brand and empire. My contributions have been recognized with numerous honors, including the donation of over one million free meals and setting up a massive catering center on a 150,000 sq ft plot to provide free food for the needy. In addition to my philanthropic endeavors, I have fought tirelessly against corruption. Several chargesheets against Chief Ministers and major cabinet ministers were brought by the Honourable Supreme Court of India, often based on factual FIRs I initiated. This fight for justice underscores my commitment to integrity and transparency, values I will uphold as Chancellor of Oxford. My dedication to the voiceless and the underprivileged extends to my efforts in providing dignity and nutritious food to the student community and the aged. The initiatives I have championed ensure that these vulnerable populations receive the support they need to thrive.

As a prolific entrepreneur and infrastructure creator, I am currently overseeing the construction of over 2 million sq ft of commercial and high-end serviced hospitality projects near Electronic City, Bangalore. My experience spans several industries, including FMCG, textiles, and infrastructure, where I have served as a director in charge. In conclusion, my extensive experience in leadership, commitment to academic excellence, and vision for a better future make me a suitable candidate for the role of Chancellor of the University of Oxford. I am dedicated to fostering a diverse, inclusive, and innovative academic community that builds on the university's distinguished legacy. I am eager to contribute to the continued success and global impact of this extraordinary institution. Thank you for considering my candidacy.

28. Pethiyagoda, Kadira

Staff and Alumni Voices Must be Heard

Lords and ladies are competing to be Chancellor. In a time of **near-unprecedented global tension** however, a different skill set is required. My background – spanning **diplomacy, politics and academia (at Oxford)** – can help the Vice-Chancellor navigate the **international education market**, protecting this revenue stream in the New Cold War era.

Only a chancellor with equal parts **impartiality, relatability** and **standing** can inspire the *entire* university community and public, and influence both sides of Parliament on matters like funding. *I will represent Oxford to government, rather than represent government inside Oxford.*

And I can better represent **staff, students** and **alumni** because, unlike most contenders, **I have been all three.**

Priorities

The Chancellor acts as trusted counsel for the Vice-Chancellor, debating ideas privately to support decision-making. I have **advised leaders, from Australia's Shadow Foreign Minister/Deputy Opposition Leader, to ministers, MPs, a US Presidential Candidate, and the Vice-President of the International Criminal Court** (on some of the gravest questions facing humanity). I always held that decisions should be considered through three prisms: interests, democratic will, and values.

I will be a conduit for staff and alumni directly to the Vice-Chancellor. Having already spoken with staff across Oxford and alumni across the world (including benefactors), I will advocate the following.

Staff and Students

Economic conditions should give staff and students the dignity deserving of those who make Oxford world renowned:

- **Contracts: more permanent/fewer temporary/fairer**, increasing job security and ability to forward-plan research.
- **Fairer pay/hours.**
- **Protect pensions.**
- **Reduce over-administration burden;** more support.
- Listen/act for staff who feel unrepresented by existing bodies

Alumni Community

An Oxonian is an Oxonian for life. I will integrate our alumni community into the life of the University, including:

- **More opportunities for retired alumni to contribute.** Every alumnus has valuable professional and life experience. We must harness this wisdom.
- Build a more close-knit alumni community.
- Regular consultation with alumni.
- **Sensitivity to alumni concerns.**

Animals

Many Oxford staff and alumni want to see fairer treatment of animals. My second book (under edit), discusses **rights law and animals**, drawing on my **Masters in International Human Rights Law from New College**. I will call for:

- More plant-based college dining options.
- Inquiry into Oxford's compliance with 'reduction-replacement-refinement' principles in animal-testing; funding of alternatives.
- Resources for study/debate on animal ethics/politics/law.

Free Speech

Free speech is not simply the right shout in an empty room. The Athenians originally conceived it as containing 'isegoria': **equal right to debate** in the town square. Today, a few corporations control the town square. Universities can help address this via their platforms. Oxford, with the largest, has a special role.

The speech in most need of protection is not identity politics issues, but debate on fundamental policy. Will the House that gave us the 'King and Country' debate ask **questions of foreign policy** at a time when the threat of nuclear war is near normalized? What happens to university jobs if there is war in Asia and China stops sending students?

Qualifications

Experience grappling with geopolitics – from the coalface of diplomacy, to the halls of academia – helps me **preserve academic freedom and international collaboration** in this moment of Great Power confrontation.

Having built relationships with ministers and benefactors, I can **expand Oxford's benefactor network in Asia.**

An **ability to inspire** allowed me, as a candidate for Australian Parliament, to motivate 400+ volunteers to join my campaign (featured in *New York Times*).

My lifelong quest to understand reality underpins appreciation of Oxford's research mission. I researched/taught International Relations(IR) at **St Antony's** (elected by Governing Body Fellows), **LMH, Oxford's ELAC Institute** and **Brookings Institution.**

My **book 'Indian Foreign Policy and Cultural Values'** (Palgrave) was based on my **PhD(IR)**. My upcoming novel is Oxford-based. I have a Graduate-Diploma in Law, Masters in Business-Systems, BA and a fascination with **physics' overlap with philosophy.**

I can speak to local and global audiences, having appeared as an expert on **BBC, Al-Jazeera, WION-India** and Chinese media, and been interviewed/cited by **NY Times, CNN**, etc.

I have published in influential (**Foreign Affairs** etc.) and mainstream (**Guardian, Independent, South-China Morning Post**) outlets.

See: <https://medium.com/p/97dd2512ea35>

Growing up as a Sri Lankan migrant shaped by Tolkien, Carrol etc., Oxford was always as a **place of wonder, redemption and kindness.** To this I offer my service.

You have the chance to elect a chancellor who puts your interests, will and values first.

You have the chance to elect a chancellor who actually represents you.

29. Rauf, Kashmaila

As a candidate for the role of Chancellor of the University of Oxford, I believe that my leadership experience, and deep commitment to higher education make me particularly suited to this position. My vision for the role is rooted in both the historic values of Oxford and a forward-looking approach that ensures the University remains at the forefront of global academia.

I bring a leadership experience that is essential for the role of Chancellor. My tenure in leadership roles, has equipped me with the skills to guide projects through times of change and challenge. I am an employee at Amazon where my role is Team Leader, where I am responsible for decision-making, bring innovative ideas, motivate, support and work with a team from different backgrounds. These roles have honed my ability to build consensus among diverse stakeholders, a skill that is particularly important in a role that involves working with Oxford's complex and varied constituencies, including students, faculty and external partners.

In addition to my academic and leadership qualifications, I bring a perspective that is important for Oxford in today's interconnected world. Having parents from Pakistan and having lived and worked in Italy and England, I have a great understanding of the global challenges and opportunities that lie ahead for higher education. This international experience has given me insights into how Oxford can strengthen its global partnerships, attract a diverse body of students and faculty, and contribute solutions to global issues such as climate change, inequality, and public health. I am committed to ensuring that Oxford not only maintains its position as a world-leading institution but also expands its influence in addressing the pressing challenges of our time.

Furthermore, my commitment to diversity, equity, and inclusion is a cornerstone of my vision for Oxford. I believe that the University must continue to evolve to reflect the diversity of thought, background, and experience that enriches academic discourse and innovation. My recent initiative to promote diversity and inclusion at my work place, demonstrate my dedication to creating environments where all members can thrive. As Chancellor, I would champion efforts to ensure that Oxford remains a welcoming and supportive community for all, regardless of their background.

Finally, I am deeply committed to the values and traditions that have made Oxford a beacon of excellence for centuries. I recognize the importance of safeguarding the University's heritage while also embracing the need for innovation and adaptability in a rapidly changing world. My respect for Oxford's history, combined with a forward-thinking approach, will guide my leadership as we navigate the complexities of the 21st century.

In conclusion, my leadership experience and commitment to diversity and inclusion makes me a suitable candidate for the role of Chancellor of the University of Oxford. I am passionate about contributing to the continued success and evolution of this prestigious institution and am confident that I can provide the vision and leadership needed to uphold Oxford's legacy of excellence while steering it toward a bright and impactful future.

30. Royall, Jan

Oxford is a great University and I am proud of being part of this global community of academics, scholars, researchers, students and alumni; proud to have played my part in the University Council and as chair of the Conference of Colleges. My experience as former Leader of the House of Lords was invaluable, bringing together differing voices across the collegiate University for the common good.

As Principal of Somerville College, I live and breathe Oxford. I have a deep, contemporary understanding of the University and its needs – along with the drive, dedication and deep experience of public life to serve as its Chancellor.

In an era of unprecedented challenges, when disinformation, divisive discourse and rapid technological change all impinge drastically on the higher education landscape, the University needs a Chancellor who can support the excellent Vice Chancellor navigate these. The University is founded on tolerance. At Somerville, I have relished the opportunity to lead a college where students, academics, and support staff flourish in an atmosphere of respect. The unique, but fragile, tutorial system is special, a model of dialectical teaching which fosters the free and enlightened discourse crucial to our liberal, democratic society. These are principles that I have defended and espoused in Government and around the world.

The higher education system is under great strain. Oxford and its Chancellor must be part of finding sustainable solutions for the sector. While we are more fortunate than most - thanks to our outstanding research, partnerships and strong endowments - we must raise more money if we are to fulfil our research and academic mission now and in the future.

Philanthropy is key for the growth and wellbeing of the University. I have direct experience of this at Somerville. I have successfully engaged our alumni, and supporters who are not Oxonians, recently securing an eight figure major gift from a philanthropist who champions our values and purpose.

Funding is needed to support our people and their work, and to open a pipeline for new talent and ideas - in every discipline including in the humanities where graduate scholarships have declined exponentially. I celebrate the Schwarzman Centre for the Humanities, a great testament to the University's recognition that the humanities are the basis of civilisation.

Finance should never be a barrier to education. I regret that my own teachers told me this was not the place for me, a first-generation student. Education is transformational. Every young person with the academic potential should be given the confidence and opportunity to apply to Oxford, a place where they can belong. We have made huge strides at Somerville in widening participation, welcoming and supporting students wherever they come from. I am particularly proud of having catalysed our recognition as the first College of Sanctuary, subsequently followed by the University's own sanctuary status.

I share the Vice Chancellor's belief that we should think globally and act locally. Understanding that the University and city are mutually dependent, I co-founded the Oxfordshire Inclusive Economy Partnership, bringing together the University, employers, business, education and community groups to create a more equal and sustainable region.

The collegiate system is complex but thanks to chairing the Conference of Colleges, I understand the dynamics. With complexity comes tension but in Oxford, as when Leader of the House of Lords, I have established a model of inclusive leadership and consensus-building around progressive values that has created significant impact in both spheres.

These are testing times in a fast-changing world. Oxford must retain and enhance its global, national and local reputation. What a joy for the Chancellor to be its strongest advocate! I would be an ambassador for the amazing researchers whose brilliant minds are addressing the world's greatest challenges and opportunities: in cyber security; antimicrobial resistance; AI; governance; energy; food security; the climate crisis and more – driving the economic growth which is crucial for national prosperity. And what a duty for that Chancellor to bring together disparate voices behind a common interest, to secure the University's academic and financial future, and safeguard all that we hold dear about Oxford.

I did not have the good fortune to come to Oxford University as a student, but having embraced its traditions I am passionate about its future possibilities – as a confident, forward-looking institution, based on world-beating research and exceptional people. It would be an honour to support the Vice Chancellor and entire University navigate the challenges ahead, and make sure we continue to be the standard bearer of brilliance and distinction in the future.

31. **Shah, Talha**

Hello Members of Convocation,

I am thrilled to apply for the position of Chancellor of the University of Oxford. My deep passion for transforming education across the Indian Subcontinent drives me to seek this role, and I am excited about the possibility of contributing to Oxford's remarkable legacy.

My primary goal is to revolutionize the education system in the Indian Subcontinent, making quality education accessible to every student, no matter their background. Even though I haven't yet achieved my goal, my commitment to this cause remains steadfast. I firmly believe that everyone deserves a chance to excel academically, and I am dedicated to creating educational systems that provide those opportunities.

Oxford's role as a global leader in education makes it the perfect platform from which I can advocate for this vision. As Chancellor, I hope to drive initiatives that go beyond traditional methods, ensuring that educational practices are innovative and inclusive.

Oxford's dedication to academic excellence and its global impact deeply resonate with me. The University's commitment to shaping the future of research and teaching is something I admire and wish to support. Coming from a Pashtun Syed Tribe, I have a strong appreciation for diverse perspectives and community-driven initiatives. These values align perfectly with Oxford's inclusive and global ethos.

I am eager to contribute to Oxford's mission by promoting progressive educational practices. My goal is to help the University continue to lead in education by fostering an environment that values diversity, collaboration, and innovation.

If given the opportunity to serve as Chancellor, I would leverage my passion to boost Oxford's global reputation.

The role of Chancellor also involves presiding over important events and serving as a Visitor to several colleges. I am ready to take on these responsibilities with dedication and support the University in its journey towards continued excellence. My leadership skills and commitment to service will contribute positively to Oxford's ongoing success.

Being Chancellor is not just about ceremonial duties; it requires active engagement and thoughtful contributions to the University's governance. I am prepared to be fully involved throughout the year, offering insights and support to the Vice-Chancellor and other leaders. My dedication to educational reform and community-driven initiatives has equipped me to navigate complex situations and drive meaningful change.

In conclusion, my passion for improving education, combined with my alignment with Oxford's mission and my commitment to enhancing the University's global influence, makes me a strong candidate for the role of Chancellor. I am eager to contribute to Oxford's esteemed tradition and help the University continue to thrive as a global leader in education and research.

Thank you for considering my application. I look forward to the chance to discuss how my vision and dedication can support the future of the University of Oxford.

32. Shapoo, Abrar ul Hassan

If I got selected I will work with honesty and welfare of the university and development of students and university

33. Stratton, Harry

Oxford's first progressive Chancellor

- A £15/HR MINIMUM WAGE FOR ALL STAFF
- END 100% FINAL EXAMS
- CAMPAIGN AGAINST ANY INCREASES TO TUITION FEES

Hello! My name's Harry. I'm a lawyer and union activist from East London. In this election, I'm the only left-wing candidate, and I'm running to be Oxford's **first progressive, campaigning Chancellor – standing on picket lines with staff fighting for fair pay, and shoulder to shoulder with student activists against fee increases and 100% final exams.**

This election is different! It's the first time that thousands of alumni will be able to vote online. **But it will be decided by a shockingly small number of votes.**

Here's what you can do to help fight for fair working conditions for staff and learning conditions for students:

- Vote for me as your first preference!
- Remind all your friends/colleagues/groupchats to vote!
- Sign up to support the £15/hr campaign!
- Number all the boxes – and PUT THE TORIES LAST!

About me

I'm not a politician. I haven't invaded any Middle Eastern countries; deported any of the Windrush generation; or plunged the UK into Brexit chaos and COVID disaster.

I'm a union and student activist who is dedicated to fighting for fair working conditions and against fee increases. I've helped support striking teaching staff; fought against pay deductions following strike action; and helped refound Unite's Legal Workers Branch to fight against unpaid overtime and internships.

What the Chancellor can do

The Chancellorship has largely been a symbolic sinecure for the past century. I want to change that by being the **first campaigning Chancellor** – using the biggest bully pulpit in the University to put pressure on the administration, and the government, to treat our staff and students fairly.

- **A £15/HR MINIMUM WAGE FOR ALL STAFF**

University is one of the wealthiest institutions in history. But it's also one of the most unequal. An investigation by Oxford Worker Justice found that almost 1,000 workers at the University were paid less than the Oxford Living Wage – **some as little as £8.05 per hour.**

That is frankly obscene.

As Chancellor I will fight for a **£15 per hr minimum wage for all staff**, whether employed through the University, colleges, or subcontractors. I will call out the colleges and subcontractors who make excuses for not paying their staff properly, by name. **Together, we can end the obscenity of one of the richest institutions in the world paying its own staff so little.**

- **END 100% FINAL EXAMS**

Oxford is in a mental health crisis. In 2022, more than **one in three** students suffered from anxiety – **five times** the national average and **twice** the rate in 2018.

Reversing the effects of 14 years of Tory austerity will take time. But there is one measure we can take on Day 1 – **end 100% final exams.**

Nobody's future should depend on their performance over a single week. That's not a fair way of assessing years of hard work. **A year full of anxiety and depression does not need to be built into a degree.**

I will fight for the university to move to a more rational mode of assessment that fairly reflects students' performance over their whole time at Oxford and does not lead to record high rates of anxiety in our community.

- **OPPOSE ANY INCREASES TO TUITION FEES**

Massive upfront tuition fees deter students from attending university, and saddle graduates with **tens of thousands of pounds of debt** which **more than half will never repay.** And now, the 2024 tuition fee review is considering **increasing the costs borne by students by as much as 18%.** Peter Mandelson has already indicated his support for "an immediate uptick in fees".

As Chancellor I will be **an unequivocal voice against increases in tuition fees** – in the media, and on the picket lines with student activists. I will oppose any increases in student fees nationally and also push for Oxford to freeze its own fees, even if the nationwide fee cap goes up. **Our university's reputation as the best university in the world depends on making it accessible to the best and brightest, irrespective of means. Increases to tuition fees are an existential threat.**

If this sounds like your cup of tea, please get in touch at harry@harrystratton.com.

Thank you so much for reading!

Harry.

REMEMBER – This election will be decided by a shockingly small number of votes. Please vote, remind all your friends/colleagues/groupchats to vote, number all the boxes – and PUT THE TORIES LAST!

Website: www.harrystratton.com

Email: harry@harrystratton.com

34. Tajik, Tanya

I've done Masters in Education, besides this I have done Masters in Information Technology and Masters in Geography, Urban and regional Planning. My degree in education makes me a perfect candidate for this role as I have a deep knowledge of education processes, teacher training and students' psychology. I am currently running a business with more than 200 people working under my supervision. Which is another qualification for being suitable for this post. Apart from that I am working day and night for animal welfare in my own limited capacity. I have many rescued animals at home who are healthy and happy after being subject to so much trauma, they are now living a happy life. This trait of mine is also another reason I should be serving as a Chancellor as the empathy I have will be helpful in doing the required job. I am learning indian classical vocals for the past 10 years. I have great love for all kinds of art. I do zentangle, a kind of art in which patterns with special meaning are drawn with pen. I do pencil sketching, portraits and painting as well. I think a person with love for art has more capability of handling things differently. This is something that I feel makes me a good candidate for the required job. With this I am so much into physical activities like hiking trails, gym, swimming, gym and I even teach Zumba. Zumba is something, that not only keeps your body active but your mind as well. This will again help me manage responsibilities of a Chancellor. There are many many other things but these are the key things that make me feel I am suitable for the job.

35. **Tarvadi, Pratik**

I am honored to present my candidacy for the distinguished role of Chancellor at the University of Oxford. With a robust background in medical expertise, extensive leadership experience, and a deep commitment to ethical principles, I believe I am uniquely positioned to contribute to the continued excellence and global impact of this illustrious institution.

Academic and Professional Qualifications

My academic journey began with an MBBS degree, providing a solid foundation in medical science. I further specialized with a Master's in Forensic Medicine and Toxicology, followed by a PhD in Forensic Odontology. These advanced qualifications have equipped me with a profound understanding of both the scientific and practical aspects of medicine and healthcare. Additionally, I hold an MBA in Healthcare Services, offering critical insights into the management and administration of healthcare institutions. This diverse educational background ensures a comprehensive view of the medical field, encompassing both clinical expertise and strategic management.

Commitment to Ethics and Education

My dedication to ethics and education is evidenced by my Postgraduate Diploma in Bioethics and Medical Ethics and my Fellowship in FAIMER (Foundation for Advancement of International Medical Education and Research). These credentials underscore my commitment to upholding the highest ethical standards in medical practice and education. My involvement with FAIMER, in particular, has allowed me to engage with international educators and policymakers, fostering a global perspective on medical education and its challenges.

Leadership and Innovation

Throughout my 17-year career, I have consistently demonstrated leadership and innovation. I have held various leadership positions, guiding teams with a focus on collaboration, integrity, and excellence. My role as a certified Independent Director has further honed my skills in governance, strategic planning, and organizational oversight. In my leadership roles, I have emphasized the importance of innovation. In a rapidly evolving field like medicine, staying at the forefront of scientific advancements and technological developments is crucial. I have actively promoted research and development, encouraging my teams to pursue groundbreaking studies and implement innovative solutions to complex problems. This forward-thinking approach aligns with the University of Oxford's reputation for pioneering research and academic excellence.

Research and Publications

My commitment to advancing medical knowledge is evident in my extensive research work. I have authored over 20 national and international publications, contributing to the body of knowledge in forensic medicine, medical ethics, and healthcare management. These publications have been well-received within the academic community, reflecting the quality and impact of my research. Furthermore, I have co-authored two books, which serve as valuable resources for students, practitioners, and researchers alike.

Balancing Work Pressure, Ethics, and Human Touch

In the demanding field of medicine, balancing work pressure with ethical considerations and maintaining a human touch is paramount. I pride myself on my ability to manage high-pressure situations while adhering to the highest ethical standards. My approach to patient care and medical practice is deeply rooted in empathy and compassion, ensuring that the human aspect of medicine is never overlooked. This philosophy is equally applicable to the role of Chancellor, where the well-being of students, faculty, and staff must be a top priority.

Vision for the University of Oxford

As Chancellor of the University of Oxford, I would bring a vision of inclusivity, innovation, and global impact. Oxford is a beacon of academic excellence, and it is essential to build on this legacy by fostering an environment that encourages diversity and inclusivity. I believe that a diverse academic community is vital for fostering creativity, broadening perspectives, and driving innovation. Moreover, I would advocate for strengthening Oxford's global partnerships and collaborations. In an increasingly interconnected world, it is crucial for leading academic institutions to work together to address global challenges. My international experience and network would be instrumental in forging new alliances and enhancing existing ones, ensuring that Oxford remains at the forefront of global academic and research initiatives.

Conclusion

In conclusion, my extensive experience in medical expertise, leadership, ethics, and education positions me as a highly suitable candidate for the role of Chancellor at the University of Oxford. I am committed to upholding the university's tradition of excellence while driving innovation and fostering a supportive and inclusive academic environment. It would be a profound honor to serve as Chancellor, contributing to the continued success and global impact of this esteemed institution. Thank you for considering my application. I am eager to bring my expertise, vision, and dedication to the University of Oxford, ensuring its place as a leading global academic institution.

36. Vladovici Poplauschi, Francisc

I am a simple student, a poor immigrant, and a passionate soul. My aims for Oxford are simple. Win, win, win. Why not get a common person to deliver? Why not pick a rando? Why not pick someone who you have no clue about? This is democracy manifest! Pick me, I promise to give you anything you want, is this a bribe? Officially? No, but unofficially? Perhaps. Pick me for whatever reason you'd pick someone else, I'll actually give it to you.

who cares about the big names? They're all old anyway, they will probably pop off soon and I'll be back be back here anyway so let's skip ahead and elect me Chancellor of Oxford for a safe and secure university

37. Wang, Xingang

I am Michael Xingang Wang, and I stand before you as a candidate for Chancellor of Oxford University, a position I hold dear to my heart. Having reached a point in life where reflection and ambition blend seamlessly, I am compelled to share with you the journey that has led me here and the vision I hold for our beloved institution.

The Journey

I was born in a modest village in the north of China, where my parents instilled in me the belief that knowledge is a formidable force—a beacon guiding us through life's labyrinthine paths. From a young age I was captivated by the power of learning, driven to explore, understand, and ultimately contribute to the world around me. It was a journey not without its challenges, as I navigated the complexities of Dyslexia, ADHD, and Autism. Yet, these hurdles became my stepping stones, endowing me with unique perspectives and strengths.

I was the first in my family to pursue higher education, beginning at Beijing Jiaotong University and later at Imperial College London. These institutions laid the groundwork for my career as a transport engineer, where I had the privilege of designing solutions for the London and Beijing Olympics. My path then led me to the hallowed halls of Christ Church, Oxford, where I delved into the intricacies of Mathematics, setting the stage for an 18-year tenure in the banking industry.

The Calling

As I reflect on my journey, I am reminded of the words of the ancient psalmist: "The days of our age are threescore years and ten; and though men be so strong that they come to fourscore years: yet is their strength then but labour and sorrow; so soon passeth it away, and we are gone." In an age where modernity offers us myriad ways to defy time, we must acknowledge that true fulfilment lies not in prolonging our days but in enriching them.

My entrepreneurial endeavours, alongside my family's unwavering support, have allowed me to contribute to society by assisting young people in securing their futures and helping retirees safeguard their estates. These experiences have taught me that small and medium enterprises are the backbone of a robust economy, and that sharing knowledge and creating opportunities is our duty.

The Vision

Oxford University is not just an institution; it is a beacon of excellence, a crucible for brilliant minds, and a sanctuary for those who dare to dream. My experiences as a British citizen and a volunteer in various capacities have only deepened my appreciation for the values that define Great Britain and Oxford—service, respect, community, enterprise, and opportunity.

As Chancellor, my vision for Oxford is one of continued excellence and global leadership. I aim to nurture an environment where scholars and students alike can flourish, breaking new ground in science, thought, and humanity. Our institution should not only educate but inspire—shaping thinkers, scientists, and compassionate souls ready to tackle the world's most pressing challenges.

The Future

Our political leaders often cling to power beyond their prime, buoyed by ego and the desire for status quo. Yet, I believe that true leadership lies in knowing when to step forward and when to make way for new voices. As I seek this prestigious role, I am guided by the wisdom of disinterested friends, the candid counsel of my loved ones, and a deep commitment to the values that have brought me here.

I am Michael Xingang Wang, and I am committed to steering Oxford University toward a future where it continues to shine as a beacon of hope, knowledge, and innovation. The best is yet to come, and together, we can make Oxford not just the greatest university on the planet but a force for good in an ever-changing world.

Thank you for considering me as your next Chancellor. Let us embark on this journey together, for the race is not always to the swift, but to those who dare to dream and act with purpose.

38. Willetts, David

The Rt Hon Lord Willetts FRS

I owe much to my education at Oxford. Indeed I still come to Oxford to learn. Serving as Chancellor would enable me to give back to the institution that made me.

My book *A University Education*, may be a heavily disguised ministerial memoir but at least it would be the first to have been subject to academic peer review – a requirement before Oxford University Press published it. It conveys my deep commitment to the distinct values of the university, notably the disinterested pursuit of knowledge. The ceremonial role of Chancellor embodies the pride and autonomy of a great self-governing institution. I would do everything possible to live up to and indeed enhance that.

As Minister for Universities and Science in the Coalition Cabinet, and since, I have visited almost every university in Britain and many around the world. Universities come in many shapes and sizes. I do not believe the crude chauvinism that just assumes our universities are the best: excellence has to be earned by decisions great and small taken every day across Oxford's academic community including Congregation, the Vice Chancellor, and heads of colleges and heads of divisions. The Chancellor's role is to serve this great community and help provide the environment in which students, academics and colleges can thrive. That includes helping to ensure Oxford's continuing success by facing challenges to its funding, its autonomy and its research excellence.

The tutorial system is exceptional and for many alumni it has been fundamental to our experience of Oxford. That commitment to teaching should be maintained, despite the pressures. Research excellence is another great Oxford attribute but other leading universities have access to much greater resources: the Chancellor should be able to help narrow that gap.

Having served on the Board of UKRI the UK's main research funding agency and as Chair of the UK Space Agency I have wrestled with the intricate systems for public funding of research and can see the burdens they place on researchers. As Minister for Universities and Science I secured stable funding for research. I used the convening power of that role to advance British science and research and would aim to do so again if I were Chancellor.

I recognise the increasingly important role of philanthropy and commercial partnerships in funding research and ensuring it is applied. When a minister I would always come to Oxford to help promote strong links with key benefactors. I understand all the subtle ways in which they can be promoted whilst preserving the essential pursuit of intellectual curiosity wherever it leads.

My degree was in PPE and I have been studying it ever since. As an honorary fellow of Nuffield College and President of the Resolution Foundation I remain involved in the humanities and social sciences. As a trustee of the Booker Prize I see how international English literature now is and how the canon grows and is reshaped. I have also promoted the life sciences and physical sciences, reflected in my position as an Honorary Fellow of the Royal Society. One of the great strengths of the Oxford college model is that it brings together the full range of disciplines in one academic community.

Oxford is so much more open, cosmopolitan and diverse than when I was an undergraduate. I have fought for this when it has been under external threat. As a member of the House of Lords I have been closely involved in the scrutiny of legislation affecting universities and research and very willing to work on a cross-party basis for amendments to proposals universities thought damaging.

International connections have to be nurtured and new ones created. As Minister I negotiated the first systematic use of overseas development funding for research partnerships with emerging scientific powers. I went to China to promote research links. I unblocked the barriers to a formal agreement for shared research programmes between the British and American governments. European ties are as important as ever. I deploy my German as part of my personal connection with the Humboldt University in Berlin and would promote Oxford's links with the country which gave the world the research-intensive university. I would be a committed ambassador for Oxford.

The Chancellor's overwhelming duty is of course to serve the whole University and ensure Oxford nurtures its academics and students. Oxford already has extraordinary connections and good-will. I would aim to protect and grow them in tough and turbulent times as an energetic, informed and persuasive advocate for Oxford.

