



An introduction to

# UAS

UNIVERSITY ADMINISTRATION AND SERVICES



2016/17

# Welcome from the Registrar

I am delighted to introduce you to the work of University Administration and Services (UAS), the collective name for the central administrative and service departments of the University.

These pages provide an overview of the activity currently taking place across UAS. You will find a profile of each of the sections within UAS and a summary of their key activities in 2015/16; the profiles also include case studies describing an aspect of work that has helped support or facilitate the objectives set out in the Strategic Plan 2013–18, often in collaboration with colleagues from across the collegiate University.

This publication complements other initiatives designed to help staff find out more about the University's administrative functions. The UAS Induction Programme provides a broad introduction to the collegiate University, an overview of the responsibilities of UAS, and an orientation fair for new staff to meet and network with colleagues. The UAS Conference, which is now in its eighth year, provides an opportunity for staff to come together to broaden their knowledge about the range of administrative projects and services.

In the current financial climate and the inevitable uncertainty following the EU referendum result, the University remains conscious of the need to provide cost-effective support for our academic and research colleagues. The UniForum programme will enable us to understand how administrative services that support the University's teaching and research activities are resourced and to benchmark our activities against those of other Russell Group universities.

As a member of the administrative staff you play an important role in providing high-quality and responsive support to enable Oxford to deliver excellence in learning, teaching and research. I welcome any comments or feedback you may have.



The Registrar is the senior administrator within the University. Appointed by Council, the Registrar is the principal adviser on strategic policy to the Vice-Chancellor and to Council, secretary to both Congregation and Council, and responsible, under the Vice-Chancellor, for leading the management and administration of the University's affairs. He is supported in his role by the heads of the sections within UAS.

A handwritten signature in blue ink that reads "Ewan G. McKendrick".

Professor Ewan McKendrick

# About UAS

[www.admin.ox.ac.uk](http://www.admin.ox.ac.uk)

Oxford is an independent and self-governing institution, consisting of the University (including academic divisions, departments and faculties) and the colleges. The 38 colleges form a core element of the University, to which they are related in a federal system. There are also six permanent private halls which were founded by different Christian denominations.

An institution of the size and complexity of the University of Oxford requires supporting structures to facilitate its teaching, research and related activities and to ensure it complies with externally imposed obligations. The role of providing the infrastructure to enable these primary activities is given to the administration of the University (central, divisional and departmental) and of the colleges: all parts of the administration work together to support the University's core academic purposes and to enable the University to meet the requirements of government, funding bodies and other external agencies.

The central administration, collectively called University Administration and Services (UAS), has evolved to support the growth of the University and the attainment of the objectives set out in the University's Strategic Plan 2013–18 ([www.ox.ac.uk/strategicplan](http://www.ox.ac.uk/strategicplan)). UAS comprises University-wide functions, encompassing academic administration, estates, external affairs, finance, IT services, personnel and research services as well as a number of other functions.

The administration of the University continues to evolve in order to enable it better to support Oxford's academic functions and ensure that the University continues to operate as a self-governing academic institution. The development of UAS is underpinned by the belief that a university's administration should support those carrying out the teaching, learning and research. The emphasis is on providing the services that are wanted and required in the most cost-effective way.

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# Academic Administration Division

[www.admin.ox.ac.uk/aad](http://www.admin.ox.ac.uk/aad)



Academic Registrar and Head of the Academic Administration Division:  
**Emma Potts**

The Academic Administration Division (AAD) provides leadership and coordination in the development and delivery of administrative support for teaching and learning across the collegiate University. The Division covers most aspects of academic administration, including educational policy, operational support for the student career from admission to graduation, and the centrally managed student services of counselling, disability, sport and careers. It also comprises the Continuing Education Secretariat, the Oxford Learning Institute and the Language Centre.

The AAD is involved in the development of strategies and policies for approval by Council and other major University bodies across a wide area, and promoting effective internal communication in a large and dispersed institutional structure, operating in close partnership with academic and administrative staff throughout the collegiate University.

## Undergraduate Admissions and Outreach

[www.ox.ac.uk/admissions/undergraduate](http://www.ox.ac.uk/admissions/undergraduate)

Coordinates the work of colleges and admitting departments and provides guidance to Oxford applicants. Advises the collegiate University of admissions policies, promotes the Common Framework and works to maintain public perception of Oxford. Organises events for potential applicants, their parents, teachers and careers advisors. Coordinates access efforts aiming to raise aspirations and increase application and offer rates from under-represented groups.

### Key activities 2015/16

- Received 19,124 applications for 2016/17, a 4.4% increase on 2015/16.
- The undergraduate admissions website attracted over 14m page views.
- Produced the undergraduate prospectus in collaboration with colleagues across the collegiate University.
- 875 students attended the UNIQ summer school, 95% of whom were from the UK's most socio-economically disadvantaged areas.
- Developed access projects encouraging applications from under-represented groups.
- Delivered recruitment events including the Oxford and Cambridge Student Conferences and the Teachers' Conferences.
- Submission of the 2017/18 Access Agreement to the Office for Fair Access.

## Graduate Admissions

[www.ox.ac.uk/admissions/graduate](http://www.ox.ac.uk/admissions/graduate)

Supports one of the University's top strategic priorities by further improving Oxford's graduate recruitment and admissions processes. The section works closely with the Oxford Thinking Campaign and the Student Fees and Funding team to develop, implement and publicise new graduate scholarships.

### Key activities 2015/16

- Received over 25,000 applications for 2016/17, a 5.6% increase on 2015/16.
- Implemented a new admissions system, delivering substantial improvements for applicants, referees and staff across Oxford.
- Attended nine graduate recruitment fairs across the UK.
- Published videos and animations online covering graduate study in the academic divisions, funding opportunities and *This is Graduate Oxford*.

## Student Affairs

[www.admin.ox.ac.uk/aad/studentaffairs](http://www.admin.ox.ac.uk/aad/studentaffairs)

Coordinates information, advice and guidance for students, and leads on a number of associated administrative areas such as annual registration, orientation, fees and funding, immigration, Erasmus and student surveys.

### Key activities 2015/16

- Processed over 65,000 student enquiries.
- Awarded over £12m of student funding.
- Coordinated over 350 student/staff exchanges.

## Student Registry

[www.admin.ox.ac.uk/aad/studentregistry](http://www.admin.ox.ac.uk/aad/studentregistry)

Responsible for the administration of student data and student records, the management and support of examinations, the organisation of matriculation and degree ceremonies, and data analysis and reporting.

### Key activities 2015/16

- Introduced functionality for students to provide information to sign up for the electoral register.
- Continued reporting and data analysis work to support the University's management information.

## Student Systems

[www.admin.ox.ac.uk/aad/studentsystems](http://www.admin.ox.ac.uk/aad/studentsystems)

Oversees the support and development of systems which underpin the various stages of the student career from admissions, registration, teaching and assessment, through to graduation.

### Key activities 2015/16

- Delivered the undergraduate and graduate admissions processing for applicant entry in 2016.
- The Student Systems Support Centre supported applicants, students, and academic and administrative staff in their use of SITS:Vision and related systems, responding to over 8,000 support calls.

## The Careers Service

[www.careers.ox.ac.uk](http://www.careers.ox.ac.uk)

Supports all Oxford undergraduate and graduate students, post-doctoral researchers and alumni to help them make informed decisions about their career.

### Key activities 2015/16

- Ran 6,000 1:1 sessions and 15 careers fairs.
- 9,000 vacancies were posted on CareerConnect.
- Nearly 1,800 students participated in work-based opportunities including internship programmes, the Student Consultancy, and the Insight Into... programmes.



## Student Welfare and Support Services

[www.admin.ox.ac.uk/aad/swss](http://www.admin.ox.ac.uk/aad/swss)

Works collaboratively with and provides advice and support to colleagues across the collegiate University on student health and welfare matters. The section encompasses the Disability Advisory Service and the Counselling Service.

### Key activities 2015/16

- The Disability Advisory Service saw a marked increase in students declaring a disability and supported 2,800 students.
- 2,200 students engaged in face-to-face sessions at the Counselling Service and others accessed groups and workshops.

## Oxford University Sport

[www.sport.ox.ac.uk](http://www.sport.ox.ac.uk)

Leads the strategic direction of sport at Oxford and manages the University's sports facilities, the majority of which are based at Iffley Road. The Sports Federation is the governing body for sport at Oxford and supports Oxford's 85 registered sports clubs.

### Key activities 2015/16

- Embarked on a major building project to develop indoor sports provision at Oxford. A new sports hall and activity room will open at Iffley Road in October 2017.

## Educational Policy Support

[www.admin.ox.ac.uk/aad/eps](http://www.admin.ox.ac.uk/aad/eps)

Consists of the Education Committee Secretariat and supports the work of the Pro-Vice-Chancellor (Education). Responsible for coordinating institutional arrangements for safeguarding academic quality and standards, the section offers advice and guidance in matters relating to a range of education policy issues, including the development and review of programmes, and examinations and assessment.

### Key activities 2015/16

- Ensured the successful outcome of the Quality Assurance Agency for

## Promoting student resilience

The University is committed to ensuring that every student has the best possible experience at Oxford. In addition to face-to-face consultations, the Counselling Service has developed a range of online initiatives to increase and diversify the provision of service and to help build students' resilience. An award-winning podcast series, *Student Life at Oxford*, trains students in resilience and helps them develop skills to deal with and adapt in the face of challenging circumstances. The topics range from building emotional resilience to coping with examination pressure. The podcast series is complemented by short videos offering insight into the student experience of counselling and the provision offered.

Higher Education (QAA) Higher Education Review.

- Supported the Pro-Vice-Chancellor (Education) in the development of a new strategy for digital education, and the review of higher degrees.
- Managed the University's response to the government's proposals for a Teaching Excellence Framework.

## Language Centre

[www.lang.ox.ac.uk](http://www.lang.ox.ac.uk)

Provides language learning resources, courses and study facilities for staff and students who require foreign languages for study, research, or personal or professional development. Offers English for Academic Studies classes for international students whose first language is not English. The library holds resources in over 190 languages for independent study.

### Key activities 2015/16

- Expanded the Oxford University Programme in Languages (OPAL) as well as the provision of intensive out-of-term courses.
- Increased the selection of online library material.
- Introduced a unique collection of captioned foreign-language films on DVD.
- Runner-up in the OxTalent awards for the use of WebLearn to support language learners; winner of a Gold Green Impact Award for notable environmental sustainability efforts.

## Oxford Learning Institute

[www.learning.ox.ac.uk](http://www.learning.ox.ac.uk)

Enables professional, vocational and management development. Provides teaching and learning, and personal and leadership development support for academics, researchers and administrative staff across the collegiate University.

### Key activities 2015/16

- Learning provision was used by over 5,000 members of the University, more than one third of all staff, of whom 95% said they would recommend the course taken or the resources used to colleagues.
- Increased the level of bespoke work, tailored to departmental needs, to meet identified priorities including leadership and management development, team development and research supervision.

## Supporting staff careers

With the support of volunteer mentors from across the University, the Oxford Learning Institute has created the Careers Support Network which matches staff in administrative roles with a mentor to support them in improving their job application and/or interview skills. Over 20 mentees have been matched so far and feedback shows that staff are very positive about the scheme and the opportunity it offers.

# Alumni Office

[www.alumni.ox.ac.uk](http://www.alumni.ox.ac.uk)



Director of Alumni Relations:  
**Christine Fairchild**

The Alumni Office reports to the Pro-Vice-Chancellor (Development and External Affairs). In addition to working closely with the Development Office, the Public Affairs Directorate and the International Strategy Office, the Alumni Office liaises with the University's satellite offices in New York, Hong Kong and Tokyo to provide engagement opportunities for alumni around the world.

The Office is organised around the following streams of activity: events, communications and marketing, alumni groups, travel and learning, data analysis, and administration. Its vision is one of an engaged, active and growing community of alumni (currently 250,000+) who support the strategic aims of the University in ways that are meaningful and mutually beneficial.

The Alumni Office strives to achieve this vision by analysing the data available through the Development and Alumni Relations System (DARS) and working with key internal and external constituencies to build awareness, engagement and ultimately support for Oxford through an array of programmes and resources of value to alumni throughout their lives. Core to this mission is working collaboratively across the University to deliver services and programmes that are complementary to that offered by colleges and academic departments.

## Key activities 2015/16

- Launched *Alumni Voices*, a monthly podcast series showcasing the achievements of prominent alumni.
- Continued success of the Oxford Alumni Community since its launch in February 2015. The platform now boasts a community of almost 9,000 alumni and has been extended to current undergraduate students searching for alumni mentors.
- Relaunched the Oxford Journeys programme targeted at alumni travellers. The programme consists of 30 international trips promoted via a newly designed brochure and travel website. In addition, a Friends of Oxford programme was launched.
- Launched the tenth anniversary of Meeting Minds in Oxford, the annual Alumni Weekend, offering over 100 events and attracting an audience of over 1,200 alumni and guests. The weekend includes a Volunteer Leadership Meeting for alumni group leaders from around the world.
- Increased the number of journal collections available to alumni through JSTOR, a digital library of academic journals, books and online sources.
- Continued to support 230 regional alumni groups in over 80 countries, many of which connect with prospective applicants through local schools and go on to host freshers' events alongside their regular alumni activities.

## Alumni Voices: a podcast series of interviews with prominent alumni

Launched in May 2015, the Alumni Voices podcast series showcases Oxford alumni talking about their career highlights and memories of their student days. This monthly series of 15-minute interviews offers an insight into the impact of an Oxford education in the areas of economics, politics, medicine, entertainment and even Olympic sports. So far the series has had 6,780 downloads.

The interviews feature personal reflections on professional occupations and challenging arguments, from the perceived negative impact of social media to the structural flaws in medical trials. They are interspersed with amusing anecdotes about Oxford, including punting on the Thames and the Rolling Stones playing at a ball in the 1960s. The interviews have been likened to BBC Radio 4's *Desert Island Discs...* but without the music.

Participants in the series include Ruby Wax (Kellogg, 2010), Tim Harford (Brasenose, 1992), Dr Ben Goldacre (Magdalen, 1992), and the Chancellor, Lord Patten (Balliol, 1962). For the full range of interviews, visit the Alumni Voices page: [www.alumni.ox.ac.uk/alumni-voices-podcast-interviews-oxonians](http://www.alumni.ox.ac.uk/alumni-voices-podcast-interviews-oxonians).





# Council Secretariat

[www.admin.ox.ac.uk/councilsec](http://www.admin.ox.ac.uk/councilsec)



Acting Head of the Council Secretariat:  
**Helen Watson**

The Council Secretariat is responsible for administration relating to the University's governance and compliance.

The Secretariat supports the University's governance processes servicing Congregation, Council and many of its committees including the General Purposes Committee and the Finance Committee; maintaining the University's statutes and regulations; and administering the University's elections and appointments to its decision-making bodies.

The Secretariat's compliance work includes handling all matters relating to the Data Protection and Freedom of Information Acts, the University's anti-bribery and fraud procedures and, with IT Services, information security. The section is also responsible for supporting the University's risk management processes including the maintenance of the University's Strategic Risk Register.

## Key activities 2015/16

- Launch of the new Council website ([www.council.ox.ac.uk](http://www.council.ox.ac.uk)).
- Development of the University's Anti-Bribery and Anti-Fraud Policies and associated training.
- Support of the University's response to the Prevent duty.

*You may also be interested in reading the case study on the new Information Security website in the IT Services section of this publication.*

## Prevent duty

The Counter-Terrorism and Security Act 2015 creates a statutory duty for specified public authorities to 'have due regard to the need to prevent people from being drawn into terrorism'. Prevent is one of four strands of the government's counter-terrorism strategy and aims to stop people becoming terrorists or supporting terrorism.

Universities became subject to the new Prevent duty on 18 September 2015, with the Higher Education Funding Council for England (HEFCE) given responsibility for assessing how they meet the requirements under the new duty. The University set up a steering group to consider in detail its response to the statutory duty placed upon it and ran an internal consultation on the proposed changes to University regulations and procedures associated with the Prevent legislation. Support for the steering group and the actions it determined was provided through the Council Secretariat.



# Development Office

[www.campaign.ox.ac.uk](http://www.campaign.ox.ac.uk)



Director of Development:  
**Liesl Elder**

The University of Oxford Development Office works to secure philanthropic support for the University's core priorities, and reports to the Pro-Vice-Chancellor (Development and External Affairs).

The Development Office works in partnership with academic and development colleagues across the University and the colleges to build enduring relationships with donors and volunteers to increase financial support. The priority areas are academic posts and programmes, student support and infrastructure.

In 2008, the University launched *Oxford Thinking: The Campaign for the University of Oxford*, with the goal of raising £1.25bn to transform and secure the collegiate University for many generations to come. This was achieved in early 2012 and a revised goal of £3bn was announced. The £2bn milestone was reached in May 2015, with the current campaign total standing at over £2.4bn.

In addition to frontline fundraising staff, the Development Office includes the Research team which gathers information on potential and existing donors; the DARS Support Centre which supports the Development and Alumni Relations System (DARS); and the Campaign Relations and Campaign Communications teams, which ensure that donors are appropriately thanked and stewarded through strategic events and communications.

The University of Oxford's overseas offices based in New York, Hong Kong and Tokyo also have a remit that includes development.

## Supporting lion research at the Wildlife Conservation Research Unit (WildCRU)

The illegal killing of Cecil the lion in Zimbabwe in July 2015 led to over £900k of donations to WildCRU (part of the Department of Zoology) from over 12,000 donors. Cecil had been one of WildCRU's study lions and had been tracked for over seven years. Support boomed after US comedian Jimmy Kimmel urged his viewers to support WildCRU during his live show. The following day, the WildCRU website experienced a 21,600% increase in traffic which caused the giving site to crash. The Development Office worked in collaboration with WildCRU and other relevant departments within UAS to ensure everyone who wanted to make a donation could, whilst planning for the future to maintain the interest and support of these donors in the longer term. Over 99% of donors to the Cecil campaign were non-alumni who had no previous contact with the University.

A matched gift of \$100,000 from WildCRU supporters Tom Kaplan and Daphne Recanati Kaplan helped to sustain donor interest and Cecil remained in the spotlight with Ty Inc. announcing the launch of a special Cecil Beanie, with all profits going to WildCRU.

Over the past year, the Development Office has continued to work closely with WildCRU, aiming to turn one-off donations into regular commitments via follow-up email communications and telethons.

## Key activities 2015/16

- £184m was raised in 2015/16 (as of 30 June 2016; includes college figures to 31 January 2016).
- 54% of gifts raised through the Oxford Thinking Campaign were from trusts and foundations, 7% from corporates, 11% from alumni and associates, 19% from other individuals and 9% from other sources.
- 53% of gifts to the University were from the UK, 16% from North America, and 31% from the rest of the world.
- 23% of the funds raised for the University were for academic programmes, 16% to support academic posts, 22% to support students, 26% to support infrastructure and 13% to support other areas.





# Estates Services

[www.admin.ox.ac.uk/estates](http://www.admin.ox.ac.uk/estates)



Director of Estates:  
**Paul Goffin**

Estates Services is responsible for the management and strategic development of the University's functional and commercial estate comprising 443 buildings and the infrastructure associated with them. The University's functional estate covers 262 buildings – and spaces between them – that are used for specialist research, teaching laboratories and lecture halls, sports facilities, libraries and museums, and administrative and ceremonial activities. 181 other properties in and around Oxford form the commercial estate which includes accommodation for the University's graduate students as well as office space, warehouses, and agricultural land and property.

The day-to-day responsibilities of Estates Services include: the management of the University's capital building programme – aimed at delivering world-class new buildings; planned and reactive repairs and maintenance including upkeep of some of the finest buildings in the city; facilities management for a growing number of University buildings and departments; the provision of key central services such as the mail room and reprographics services; maintaining a safe and secure physical environment for staff, students and visitors; the allocation of space for departmental use; property acquisitions, disposals and leases; managing accommodation for graduate students; conserving Wytham Woods and the University Parks, and managing gardens and landscapes across the estate; developing and implementing carbon reduction strategies across the University; and helping staff and students to make sustainable workplace and travel choices.

## Key activities 2015/16

- A number of teams have been accredited to the Customer Service Excellence standard – a national, externally assessed, government-led scheme; the department as a whole aims to achieve accreditation by the end of 2016.
- The Science Transit Shuttle bus service was launched linking the University's Science Area with its Old Road campus and with the Science and Innovation Campus at Harwell.
- Hard and soft landscaping was completed on the Radcliffe Observatory Quarter site, providing better outdoor space for staff and students and improved access for visitors and local residents.
- Two University buildings – the Blavatnik School of Government and the Weston Library – won prestigious national awards for architecture.
- Nine properties were added to the graduate accommodation portfolio.
- A BBC4 documentary filmed at Wytham Woods won a 2016 Royal Television Society award.
- The University Parks launched a new website that is proving popular with visitors. The team also cared for 200 green spaces across the city, enhancing wellbeing and biodiversity.
- Security Services completed a major upgrade of the University's CCTV system.
- The Facilities Management team launched a bespoke apprenticeship scheme offering career opportunities to eight young people.
- A space modelling tool was developed using staff, student and building data to provide a rapid assessment of space requirements within University buildings.
- 400 metres of heating pipework under the Science Area was replaced.



## St Luke's Chapel

Closed for a decade, the Victorian Grade II-listed St Luke's Chapel in the Radcliffe Observatory Quarter now provides the University's first shared teaching, exhibition and performance space following a two-year conservation project involving several teams within Estates Services.

The first task was to clean and repair the outside of the building: the original bellcote (a small framework and shelter for bells) was in need of repair, the wooden bell yoke and wheel underwent extensive restoration, the badly damaged bell tower had to be completely replaced, and the roof tiles were removed and later reinstated so that insulation could be installed.

The chapel's vaulted wooden ceiling was cleaned, revealing beautiful paintwork previously barely noticeable. Three art deco sculptures, which used to adorn the exterior of the old maternity hospital building, were also restored and hung inside.

The open interior space was transformed to create a new vestibule with space for toilets and a kitchenette. It is concealed from the main auditorium by a bespoke four-metre high oak screen. New insulation, lighting and audio visual systems were also installed.

# Finance Division

[www.admin.ox.ac.uk/finance](http://www.admin.ox.ac.uk/finance)



Director of Finance:  
**Giles Kerr**

The Director of Finance reports to the Vice-Chancellor and works closely with the Pro-Vice-Chancellors (Planning and Resources, and Development and External Affairs) on strategic matters. The Director is supported in his role by the Deputy Director of Finance, Rob Williams. The Finance Division interacts with a wide range of officers on financial issues, including those at Oxford University Press and Oxford University Innovation. The Division also advises Council and other relevant University bodies on financial strategy; prepares the University's financial statements, its operating plans and forecasts; and has oversight of the capital planning process and treasury management.

The Finance Division provides advice and information on financial matters affecting all University departments, divisions and subsidiary companies. The Division comprises a range of support services, including:

- financial operations: purchasing, supplier payments, payroll and expense payments, petty cash, accounts receivable, financial systems and training;
- financial reporting: management and statutory accounts, subsidiary company accounts, research accounts and gift registry;
- financial support: divisional teams, financial training, financial assurance and communications; and
- professional services: purchasing, treasury, insurance, tax and pensions.

The Finance Division operates both through specialist teams in the shared service centre in Hythe Bridge Street and dedicated divisional finance teams based in each divisional office.

Through the Financial Systems Support Centre, the Division also provides technical support and finance training to over 6,000 users of the Oracle Financials accounting system.

## Key activities 2015/16

- The Division secured a £200m European Investment Bank loan to complete the funding of Oxford's £1bn capital programme.
- Throughout the summer of 2016, the Division introduced a Budgeting and Forecasting Tool that will replace the current Excel-based budgeting spreadsheets and provide an easy-to-use tool for finance administrators.
- As the USS pensions system changes arrive in late 2016, the Division has been designing and developing systems to meet these new challenges.
- The Division continues to support Oracle users across the University, running regular surgeries and workshops to help and guide new and established users on the system, as well as providing helpdesk and training functions.
- The Insurance team was commended for providing the most cost-effective insurance premiums in the sector.
- Teams continually monitor their customer service against specific indicators, informed by customer feedback and survey results.
- The Gift Registry team worked with colleagues in the Development Office and in the Department of Zoology to process a record level of donations following the killing of Cecil the lion. *You can read more about this work in the case study on supporting lion research at WildCRU in the Development Office section of this publication.*

## Finance solutions that save time

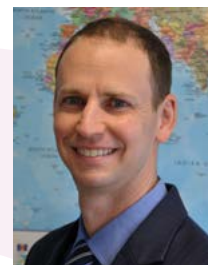
As finance officers and administrators across the University know, month end is a busy time: running reports, analysing data and consolidating it in a single document for review.

Over the summer of 2016, the Finance Division launched XL Connect and the Dashboard to an initial group of users across the University. XL Connect is an Excel add-in that enables users to run multiple reports across multiple modules into the same Excel workbook. This makes it easier to see the relevant information, and reports can quickly be refreshed each month. This is all brought together in the first page of the workbook, known as the Dashboard. It contains key information from the ten reports that form part of the month-end process. The data is made available within the department as an overview.

Teams in the Finance Division continue to be on hand to help with queries, but users find that the Dashboard has reduced the amount of time spent on reporting each month. Other Dashboards will follow, and departments are encouraged to develop and share their own best practice reporting with XL Connect. An XL Connect user in the pilot group reported that he 'saved two hours per week' and a Dashboard user in the pilot group reported that he 'saved about two days a month'.

# International Strategy Office

[www.ox.ac.uk/international](http://www.ox.ac.uk/international)



Director of International Strategy:  
**Loren Griffith**

Oxford is among the world's most international universities and the work of the International Strategy Office focuses on extending the University's 'global reach'. The University's focus on academic excellence requires attracting international staff and students and collaborating with leading scholars and influential institutions around the world. It creates an imperative to facilitate international experiences for students and research opportunities for academic staff.

The International Strategy Office provides support for these activities, acting as a catalyst in the development of new initiatives, a hub for country and regional networks across the University, and a resource providing information and advice to academic and administrative colleagues seeking to develop international links.

Accordingly the International Strategy remit is broad, touching on:

- education: providing analysis of international student recruitment and developing international student experiences for students such as study abroad and internships;
- research: attracting international staff – both permanent and visiting, international research collaborations and funding sources, and research presence overseas;
- wider engagement: assistance for the development of universities in select developing countries; and
- the international 'infrastructure' and profile of the University.



## Oxford and Burma

Since 2012 the International Strategy Office has helped to lead Oxford's Burma/Myanmar programme. The programme encompasses research links in several disciplines, student exchange, scholarships and support for policymaking. This year – the first since Myanmar made an initial successful transition to democracy – has been an important one, with the realisation of significant external funding to support Oxford academics to make teaching and research visits to Yangon University. An environmental policy support network and three short training programmes are under development. Recent meetings in Myanmar with State Counsellor Aung San Suu Kyi, ministers and partners have yielded new priorities in education and research that the team will be exploring in the coming year.

## Key activities 2015/16

The International Strategy Office's mission translates into five main activities.

1. 'Horizon scanning' for new international opportunities (or threats), coupled with research and analysis on select topics to enable better delivery on the University's international strategy.
  - Jointly undertaken with the Careers Service, developed a growth strategy for the Internship Programme.
  - In collaboration with the Alumni Office, developed a pilot to work with alumni groups to deliver recruitment presentations and to connect offer-holders with alumni and each other to encourage them to accept their offers.
  - Jointly undertaken with Undergraduate Admissions and Outreach, provided the first comprehensive analysis of Oxford's international undergraduate student recruitment activity.
2. Driving strategy implementation, by piloting and coordinating new international initiatives.
  - Further developed the Oxford Burma/ Myanmar programme.
  - Working to develop links between Africa and Oxford, a new initiative, AfOx, developed a network of more than 150 interested academics with plans to launch formally in 2016/17.
  - The Erasmus Mundus staff and student exchange programme delivered £269,500 to support 21 visits.
3. Serving as an information resource for colleagues across the University on international matters, providing intelligence on current links, guidance on University policy, forums for internal information sharing and networking, and support in formulating new initiatives.
  - Started to develop the first unified database of the University's international Memoranda of Understanding; international links in research, staff and student exchange; and other areas.
4. Acting as the main point of contact for high-level, international visitors to Oxford, identifying opportunities to develop new links by arranging visit logistics, involving interested colleagues and delivering presentations on Oxford.
5. Identifying priorities for outbound senior officer travel and selectively supporting the delivery of these itineraries.



# IT Services

[www.it.ox.ac.uk](http://www.it.ox.ac.uk)

IT Services is the central IT department dedicated to supporting the University of Oxford in its mission as a world-leading research and teaching university. The work of IT Services is wide-ranging and diverse: as well as the core IT systems, tools and services that keep the University running day-to-day, IT Services provides innovative services and projects to support teaching, research and widening engagement.

Delivery of IT services across the collegiate University is a collaborative activity requiring partnership between central IT, the academic divisions, departments and colleges, to implement the University's IT Strategic Plan. IT Services partners with business services to deliver programmes of change to support effectively the administrative operation of the University.

## Key activities 2015/16

- Improvements to the central IT Service Desk continued with the introduction of a single, memorable helpline number (12345) and 24/7 telephone support.
- As part of the Working Group set up by the Education Committee, colleagues in the Academic IT group helped to develop the University's Digital Education Strategy for 2016–2020 and to deliver the new lecture capture service.
- The IT Learning Centre (formerly IT Learning Programme) expanded its offering by making online learning available through Lynda.com, a library of video courses on a range of software and skills.
- IT Services' commitment to University Apprenticeships was reflected in winning three awards in the 2015 University Apprenticeships Awards.
- A total of 68 new projects were approved by IT boards with an average of 84 active projects in any one month.
- The phased replacement of the Oracle Student System (OSS) with eVision, the University's new student records system was completed. eVision has since been used to process over 40,000 undergraduate and graduate applications.
- A new platform to support the development of websites has been developed. Currently in pilot phase, it allows users without web publishing experience to easily create and manage their own websites; the service will be live in 2017.
- Data-intensive web applications were developed for researchers at the Ashmolean Museum. New mobile applications, Pitt Rivers Museum Audio Trails and re-sOund, were developed to enhance museum visits.
- SharePoint, the centralised content management service, was upgraded to the 2013 platform. The new version offers many new features: flexibility to customise sites, better search function and a richer browser experience.
- A new group on Information Security was formed to further develop the services provided to the University. A new InfoSec website was created to raise awareness of cyber security issues and services.
- A rigorous major incident process, led by trained major incident managers, has been put in place to manage significant disruptions to IT services across the University.



Chief Information Officer:  
**Professor Anne Trefethen**

## Replacing the University network

The University's network is essential to communications across the University. The network supports wireless services (eduroam and OWL), security, building management systems and local networks as well as 4,500 Voice over Internet Protocol (VOIP)-enabled telephones and 100,000 registered devices. The current network has grown organically since it was set up in 1999 and now includes more than 300km of external optical fibre cable.

The Oxford Network Evolution (TONE) project is replacing the University's backbone network hardware as well as upgrading the fibre network that connects the backbone with University units. It is a very complex implementation, with the project team working closely with local IT support staff to schedule the work. Migrating all University sites, over 320 in total, will continue until the end of 2016.

## New Information Security website

It is a strategic priority for the University to strengthen security practices and services to ensure that information is shared and managed safely across the collegiate University and that systems are protected from attack.

A new Information Security website, [www.infosec.ox.ac.uk](http://www.infosec.ox.ac.uk), has been launched to provide a one-stop shop, helping to build a common understanding of security requirements. Most importantly, it takes a new approach to communicating, with the focus on practical action rather than policy. The message comes across clearly: although the Information Security team is based in IT Services, information security is everyone's responsibility and not just an IT issue. The website has proved an exemplar for other universities, with several expressing interest in emulating it.

# Legal Services Office

[www.admin.ox.ac.uk/lso](http://www.admin.ox.ac.uk/lso)



Director of Legal Services and General Counsel:  
**Andrew Mackie**



Legal Services provides legal advice across the University and to all the University's subsidiary companies over a wide area, including joint ventures, commercial law, procurement, risk management, finance, banking, governance, education law, employment, student issues, harassment, discrimination, conflict of interest, trusts, data protection, freedom of information, intellectual property, real property, planning, construction, and the environment. Although Legal Services does not advise individuals in their private capacities, it may act where there is a University interest in an individual's case. Legal Services liaises with the Conference of Colleges Legal Panel on issues of relevance to the collegiate University as a whole, but does not act for the colleges.

The legal environment in which the University operates is markedly different from that of ten years ago. The University deals with an increasing number of third parties which brings an increase in scrutiny, compliance obligations and litigation. The University is also under greater pressure to negotiate, structure and execute transactions in a way that maximises the value that it derives from them.

# Planning and Resource Allocation Section

[www.admin.ox.ac.uk/pras](http://www.admin.ox.ac.uk/pras)



Director of Planning and Resource Allocation:  
**Helen Watson**

The Planning and Resource Allocation Section (PRAS) supports all aspects of strategic planning and resource allocation, including the work of the Planning and Resource Allocation Committee and associated subcommittees. The Section is responsible for horizon scanning, assessing the implications of government and Higher Education Funding Council for England (HEFCE) policy for the University, and liaison with HEFCE including coordinating and submitting responses from the University to consultations. PRAS also runs the annual planning and budgeting round, capital planning processes, the student number planning round and reports to Council on Strategic Plan implementation. PRAS is coordinating the University's participation in the UniForum benchmarking programme which enables benchmarking of the cost and effectiveness of administrative and support services with other UK research-intensive universities.

## The UniForum programme

UniForum is a programme developed by Cubane Consulting Ltd which benchmarks administrative and support services across research-intensive universities. Institutions in Australia, New Zealand and the UK are taking part in the programme. Oxford piloted the UniForum programme from October 2015 to April 2016. Informed by the pilot, a full programme is running from May to November 2016.

UniForum will enable the University to understand how administrative services that support the University's teaching and research activities are resourced and to benchmark activities against those of Russell Group peers. Data collection is managed from within PRAS in collaboration with colleagues across departments, divisions and the University's central administrative services.

## Key activities 2015/16

- Set up the Process Improvement team to coordinate participation in UniForum and lead on other efficiency and effectiveness initiatives.
- Developed the provision of key divisional data and performance indicators in Tableau to a common and agreed set of data definitions.
- Led the submission of the University's response to the government green paper *Higher education: teaching excellence, social mobility and student choice*.

# Personnel Services

[www.admin.ox.ac.uk/personnel](http://www.admin.ox.ac.uk/personnel)



Director of Human Resources:  
**Julian Duxfield**

The Director oversees Personnel Services teams, the Equality and Diversity Unit, Childcare Services, the Occupational Health Service and the Safety Office. Personnel Services supports Council's Personnel Committee in the strategic development, implementation and review of comprehensive policies on all aspects of employment and employee relations. Personnel Services' day-to-day activity is focused on providing specialist advice to heads of department, chairs of faculty boards and departmental administrators in the context of an overall devolved approach to employment within the University. Personnel Services staff are responsible for servicing various central staffing provisions, such as the joint consultative committees with employee representatives, grading, disciplinary appeals and certain elements of academic appointments.

## Key activities 2015/16

- Supported departments employing staff from outside the European Union, and ensured compliance with Home Office immigration requirements and right-to-work checks.
- University-wide consultation and Congregation debates on possible changes to Statute XII, which determines the University's processes for dismissal and redundancy of staff of grade 6 and above, resulted in an agreed set of changes to this statute to be considered for approval by the Privy Council.
- The Temporary Staffing Service (TSS) continued to provide high-quality temporary staff for administrative and clerical assignments, saving departments over £650,000 in agency fees and VAT since its launch in 2014. Continuing to expand, the service is now available to all University departments and there are around 100 TSS temporary staff working in the University.
- A review of the University's retirement policy, the Employer Justified Retirement Age (EJRA), started with a working party set up to conduct a fundamental review of the policy.
- The HRIS v20 Project upgraded infrastructure and software providing immediate benefits to system users. It ensured the security of this critical system and is an important enabler for future projects including employee self-service.
- The University retained the HR Excellence in Research Award. The external reviewer noted the transparency and thoroughness of the University's website with regard to HR policies, the single staff survey and the 'excellent array of staff development on offer'.
- Open to all University staff, a Question Time session was held with a panel responding to questions on: recruitment of staff, reward and recognition, support for staff and career progression.
- Working in collaboration with colleagues in the Academic Administration Division, a new Code of Practice on Safeguarding was developed and launched covering University activities involving children and at-risk adults.

## Childcare Services

[www.admin.ox.ac.uk/childcare](http://www.admin.ox.ac.uk/childcare)

The aim of Childcare Services is to provide high-quality, accessible and affordable nursery provision that meets the standards and expectations of University parents. The scale of the provision at Oxford is sector-leading, offering a total of 370 full-time equivalent places for children aged between four months and five years, and a nursery place to staff ratio of 1:30.

### Key activities 2015/16

- The fifth University nursery was opened, the Triangle Nursery on the Old Road Campus in Headington, adding an additional 98 places to the existing University provision.
- Occupancy rates in all nurseries remained high with all four established nurseries at or very close to 100% occupancy; 98% of parents are satisfied/very satisfied with the provision of care for their children.
- Pop-up childcare was piloted by the Childcare Services team to support the Women in Achievement lecture series; this may be implemented for other events in the future.

## Equality and Diversity Unit

[www.admin.ox.ac.uk/eop](http://www.admin.ox.ac.uk/eop)

The Equality and Diversity Unit (EDU) works to progress the University's equality objectives. It has a responsibility to promote equality and diversity for both staff and students, and undertakes policy development and implementation in relation to this.

### Key activities 2015/16

- The EDU launched the first all-staff survey at Oxford. The results will be used to inform institution-wide work on race and gender.
- The Diversifying Portraiture project was launched. Phase one captured, digitised and displayed diverse images of current and former staff and students. Phase two will match nominees for new portraits with self-nominated artists; portraits will be displayed at a public exhibition in summer 2017.





- The Returning Carers' Fund distributed over 120 awards to support the research of those returning from parental leave; funding for such leave will now be mainstreamed.
- The Athena SWAN scheme for good practice in gender equality was extended to all areas of the University. All departments in the Medical Sciences Division and the Mathematical, Physical and Life Sciences Division have secured an award.

## Occupational Health Service

[www.admin.ox.ac.uk/uohs](http://www.admin.ox.ac.uk/uohs)

The University Occupational Health Service (UOHS) comprises a team of clinical specialists and administrators and is responsible for implementing the management strategy and policies approved by the University's Health and Safety Management Subcommittee to enable the University to discharge its legal obligations in respect of occupational health and safety. The UOHS provides occupational health services to the University and its staff, promoting a culture of resilience to sustain the high-performing workforce. It undertakes the full spectrum of occupational health responsibilities for the University and many of the colleges.

### Key activities 2015/16

- Continued redevelopment of the UOHS website and the provision of seminars and workshops, with a proactive focus on both team and personal resilience tools.
- Work progressed towards the introduction of the new online medical database (COHORT) and accreditation of the service to the SEQOHS (Safe, Effective, Quality Occupational Health Service) standard.
- Expansion of clinical services to University staff on the Old Road Campus.

## Safety Office

[www.admin.ox.ac.uk/safety](http://www.admin.ox.ac.uk/safety)

The Safety Office comprises a team of specialist practitioners and administrative staff and is responsible for providing health and safety and environmental protection advice and services, and for developing policy. It also takes a leading role in implementing the management strategy and policies approved by the University's Health and Safety Management Subcommittee.

### Key activities 2015/16

- The Medical Sciences Divisional review of health and safety was concluded and the University Administration and Services review initiated.
- A cross-University self-assessment exercise was conducted and health and safety management profile audits were carried out in three departments or institutions.
- Continued efforts ensured good outcomes from inspections by the Environment Agency, the Health and Safety Executive, Thames Valley Police, the Department for Transport, and Oxfordshire Fire and Rescue Service.

## University of Oxford Apprenticeships: building blocks for the future

The University is committed to providing exciting opportunities for local young people by offering high-quality apprenticeships with a real possibility of permanent employment and a fantastic start to their future career. The apprenticeships are not just in the traditional technical and engineering subjects but also in the arts, humanities, medical sciences, administration, human resources, IT, social and digital media, marketing, plant sciences and a whole host of other subjects.

Increasingly, apprenticeships are becoming a way for more people to achieve higher qualifications, gain valuable experience and earn a salary. At Oxford, apprentices join an inspirational learning community where they work towards achieving a specific nationally recognised qualification. Bringing a fresh perspective and new ideas, apprentices of all ages train alongside experienced staff, developing their professional skills whilst growing the University's workforce talent.



# Public Affairs Directorate

[www.ox.ac.uk/publicaffairs](http://www.ox.ac.uk/publicaffairs)



Director of Public Affairs  
and Communications:  
**Ceri Thomas**

The Public Affairs Directorate (PAD) reports to the Vice-Chancellor and forms part of the External Affairs Portfolio with the Alumni Office and the Development Office. The role of PAD is to increase public understanding of the aims and activities of the University, including its constituent departments and colleges. It also promotes effective internal communication within Oxford's large and dispersed institutional structure.

PAD manages media relations and University news; produces a wide range of University publications including the student prospectuses, the *Gazette* and the alumni magazine *Oxford Today*; runs the University's Design Studio and image library; oversees use of the University brand; manages the content of the top levels of the University website and the University core social media channels; organises major University events; and advises on internal and external communications activity, and community and government relations.

## Key activities 2015/16

- PAD played a significant role in supporting the arrival of the new Vice-Chancellor, Professor Louise Richardson – from the admission ceremony and a community tea party, to national and international media interviews, first-person pieces in *Blueprint* and *Oxford Today*, and meetings with key Cabinet members in Whitehall and with local leaders in Oxfordshire.
- A termly Question Time series was launched in Michaelmas term 2015. These 75-minute sessions, open to all staff, are an opportunity for colleagues to engage with senior officers on major strategic issues facing the University. Around 400 people have attended the three events held so far – on personnel and equality, capital projects, and a Q&A with the new Vice-Chancellor.
- The University website receives around 16m visits a year and in 2015 it won the Career and Education category of Website of the Year. Other category winners included the BBC, Apple, Amazon and BMW.
- Oxford's core social media channels continued to attract a huge global audience, with more than 3m followers across Facebook, Twitter and Instagram. The videos on the University's YouTube channel have had more than 5m views, and the two videos created to mark Sir Andrew Wiles' award of the 2016 Abel Prize have been viewed hundreds of thousands of times.
- The News and Information Office received the 2015 Media Tenor award for best international news media coverage. A critical part of PAD's work is promoting the University internationally through online and print news media, particularly showcasing Oxford's world-leading research and innovation.

## Supporting high-quality communications across the University

Effective communication and engagement are vital to the University's ability to share knowledge with global audiences. There is a wealth of communications talent across the University and PAD provides support for the many colleagues involved in communications activity. To make the most of this collective expertise, PAD manages the Communications Officers Network which raises the profile of communications colleagues and aims to share ideas and best practice. The network has more than 400 members from across the University, and the programme of development activity and strategic collaboration continues to expand.

Each term there are skills sessions that address a wide range of topics, including events technology, harnessing social media, devising a communications strategy and running effective consultations. This year half-day masterclasses were added to the programme, enabling deeper exploration of communications challenges. There are also new informal discussion sessions that encourage collaboration and idea-sharing. All of these sessions are free and open to the collegiate University (including Oxford University Press, Oxford University Innovation and the Oxford University Student Union). The sessions draw on professional expertise within PAD and across the institution, allowing Oxford to further enhance institutional communications capacity.

In Trinity term, the Knowledge Exchange and Impact Sub-Committee agreed a communications strategy for innovation. The Communications Officers Network will play an important role in its implementation, sourcing compelling stories, helping to coordinate communications and strengthening Oxford's reputation as a globally preeminent centre of creativity and enterprise.

# Research Services

[www.admin.ox.ac.uk/researchsupport](http://www.admin.ox.ac.uk/researchsupport)



Director of Research Services:  
**Glenn Swafford**

Research Services works with Oxford's researchers, academic divisions, departments, collaborators and funders to facilitate world-class research.

Research Services' responsibilities include providing advice and information on funding opportunities, supporting major bids, reviewing and authorising applications, accepting new awards, sponsor liaison, negotiating research-related contracts, advising on the costing and pricing of research, clinical trials governance, human research ethics and research integrity, facilitating intellectual property management, regional partnerships in research and innovation, fostering public engagement with research, supporting the work of the Research Committee and related groups, and helping to profile the impacts of Oxford research.

## Key activities 2015/16

- Managed major bids, contract negotiations and project transfers, including phase three of the project to improve photosynthesis in rice, the establishment of the Oxford-Emirates Data Science Lab, the £3.2m Arts and Humanities Research Council-funded project on creative multilingualism, and the transfer of the £53m Medical Research Council (MRC)'s Dementias Platform UK to Oxford.
- Promoted entrepreneurship through the launch of the Enterprising Oxford website and work within the Oxfordshire Social Entrepreneurship Partnership.
- Supported the establishment of spinouts through work on intellectual property rights with Oxford University Innovation including Vaccitech and EvOx Therapeutics which each received a £10m investment for the development of a universal flu vaccine and a precision drug delivery system.
- Worked with partners on local and regional strategy including the Oxfordshire Green Paper and Oxfordshire Innovation Strategy, and on initiatives including MobOx CIC and Smart Oxford.
- Addressed evolving ethical issues by producing guidance on internet-based research and the Prevent duty, and supported an increasing number of applications for ethical review through training and streamlined processes. *You may also be interested in reading the case study on the Prevent duty in the Planning and Resource Allocation Section page of this publication.*
- Facilitated clinical research with 954 active studies supported by the Clinical Trials and Research Governance team and provided training to 789 researchers.
- Ensured that researchers' work is eligible for the next Research Excellence Framework (REF) by working with the Bodleian Libraries to develop the Act on Acceptance service allowing manuscripts to be deposited into Oxford's open access repository.
- Connected people, from holding the first Research & Innovation Support Network Conference to launching the Science Transit Shuttle in partnership with Estates Services.
- Engaged with government and sector partners on policy issues, including the Higher Education Green Paper and the Stern Review of the REF, and work on the EU referendum to seek the best outcome for the university sector.

## Meeting global challenges

The Global Challenges Research Fund (GCRF) is a £1.5bn funding stream set up to finance research addressing problems faced by developing countries. As the initial government announcement came with very little detail, Research Services took the lead to ensure that Oxford researchers would be well placed to respond to funding calls. Research Services liaised with Research Councils, publicised calls to encourage applications, coordinated responses to consultations and set up workshops. Divisional teams also responded by providing support for GCRF applications at very short notice. Among successful bids were three studies funded by the MRC's Zika Rapid Response Initiative. Research Services, liaising with Legal Services and the Information Security team, has been assisting with the project set-up including data protection and data security issues, and handling partner contracts.

## Engaging the public with Oxford research

The University is committed to embedding high-quality and innovative public engagement as part of its research culture and practice. Research Services has been working closely with the University's Academic Champion for Public Engagement with Research (PER), on promoting and facilitating PER at Oxford. Work has included the development of the University's Public Engagement with Research Strategic Plan and mapping of existing support and opportunities. A seminar for researchers on funders' requirements was organised and a website was created to point to key resources. A Public Engagement with Research Seed Fund was set up offering grants to help develop and evaluate PER activities, and the Vice-Chancellor's Public Engagement with Research Awards were launched to recognise high-quality projects. The scheme attracted 84 entries and 12 awards were made across three categories.



# University Administration and Services locations

## 1 University Offices, Wellington Square

- Academic Administration Division
- Alumni Office
- Council Secretariat
- Development Office
- Education Policy Support
- Graduate Admissions
- International Strategy Office
- Legal Services Office
- Personnel Services
- Planning and Resource Allocation Section
- Public Affairs Directorate
- Registrar's Office
- Research Services
- Undergraduate Admissions and Outreach

## 2 The Careers Service 56 Banbury Road

## 3 Childcare Services 92 Woodstock Road

## 4 Continuing Education Secretariat Rewley House, 1 Wellington Square

## 5 Equality and Diversity Unit 5 Worcester Street

## 6 Estates Services The Malthouse, Tidmarsh Lane

## 7 Finance Division 23–28 Hythe Bridge Street

## 8 Humanities Divisional Office Radcliffe Humanities, Radcliffe Observatory Quarter

### IT Services

## 9 Dartington House, Wellington Square

## 10 13 Banbury Road

## 11 Gibson Building, Radcliffe Observatory Quarter

## 12 Language Centre 12 Woodstock Road

## 13 Mathematical, Physical and Life Sciences Divisional Office 9 Parks Road

## 14 Medical Sciences Divisional Office John Radcliffe Hospital, Headley Way (off map)

## 15 Occupational Health Service 10 Parks Road

## 16 Oxford Learning Institute Littlegate House, 16–17 St Ebbs Street

## 17 Oxford University Sport Iffley Road

## 18 Safety Office 10 Parks Road

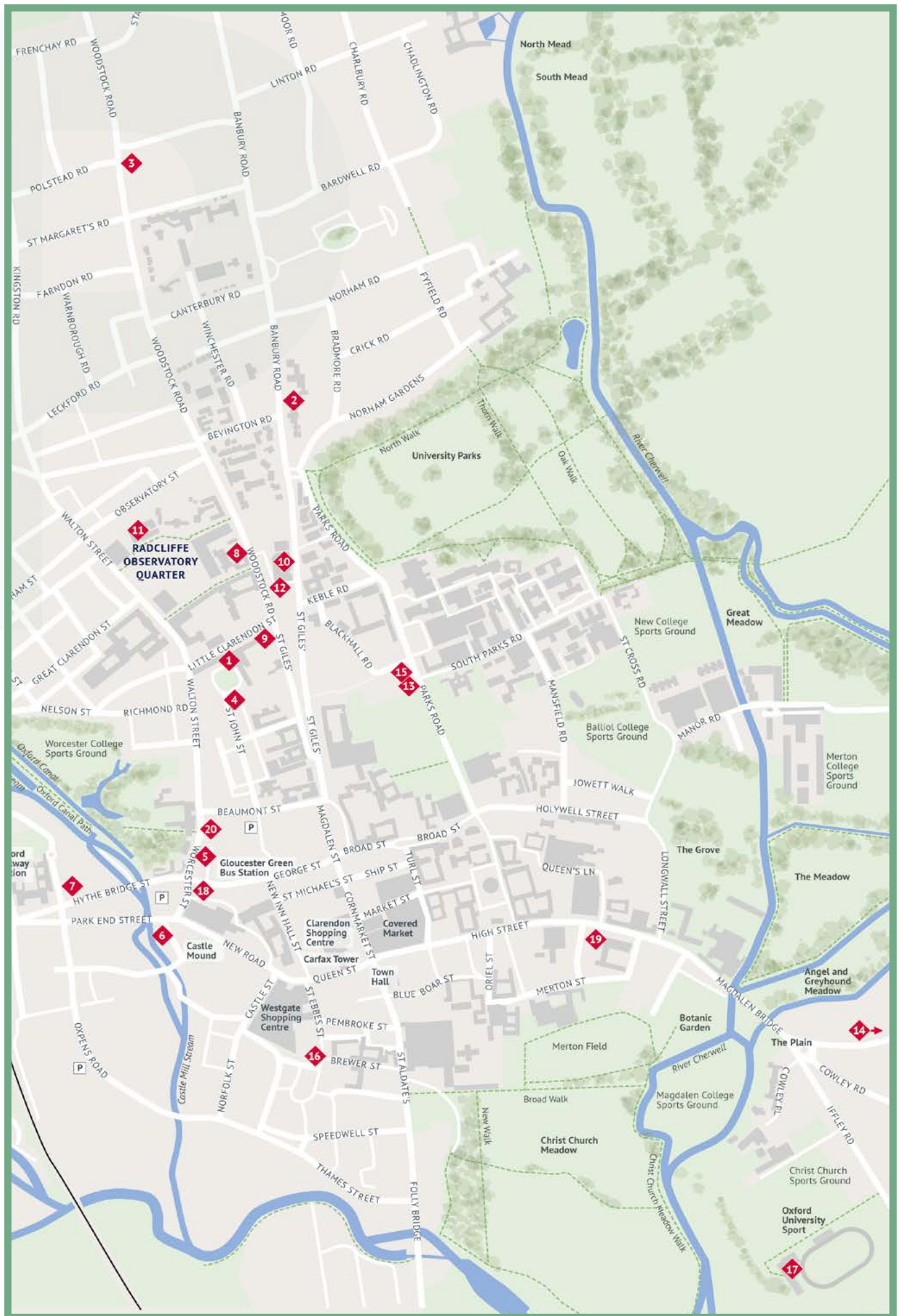
## 19 Social Sciences Divisional Office Hayes House, 75 George Street

## 20 Student Affairs and Student Registry Examination Schools, 75–81 High Street

## 21 Student Systems Gibson Building, Radcliffe Observatory Quarter

## 22 Student Welfare and Support Services 3 Worcester Street







# Find out more...

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## UAS Conference series

The UAS Conference series is open to all staff who work in administrative and support roles at the University of Oxford and its colleges, as well as academics and researchers who would like to learn more about the University's administrative functions. The events provide staff with an opportunity to come together to broaden their knowledge about projects and services, to gain an update on current initiatives, to provide feedback and discuss issues, to contribute to future developments and to learn new skills.

[www.admin.ox.ac.uk/uasconference](http://www.admin.ox.ac.uk/uasconference)

## UAS Induction Programme

Register to attend a UAS induction event for new University staff to find out more about the history of the University, how the collegiate University fits together, and the work of UAS and its sections.

[www.admin.ox.ac.uk/uas/newtouas](http://www.admin.ox.ac.uk/uas/newtouas)

## UAS website

Visit the UAS website for further information about UAS and its sections, a listing of UAS websites, UAS events, and information for new UAS staff including an overview of induction opportunities.

[www.admin.ox.ac.uk](http://www.admin.ox.ac.uk)

This brochure is available to download at:

[www.admin.ox.ac.uk/aboutus](http://www.admin.ox.ac.uk/aboutus)

## For further information, contact:

### UAS Communications

[uas.communications@admin.ox.ac.uk](mailto:uas.communications@admin.ox.ac.uk)

[www.admin.ox.ac.uk](http://www.admin.ox.ac.uk)

[twitter.com/oxforduascomms](https://twitter.com/oxforduascomms)

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