



imagine
PEMBROKE



Tutorial Fellowships

Introduction

As Pembroke enters its fifth century, our vision is to make Pembroke the College of choice in the world's greatest university for scholars, academics, and innovators.

Imagine Pembroke, our most ambitious fundraising campaign to date, encompasses a range of priorities across the College, from investment in our estate to securing the future of the tutorial system, building on our existing strength in research, and enhancing our Access and Outreach initiatives. Collectively these will transform the experience of our academics, students, and staff.

Our Campaign Document sets out the overall vision for *Imagine Pembroke*. Within this, our most pressing priority is the endowment of Tutorial Fellowships across all 22 subjects taught at Pembroke. The tutorial system, where world-class academics use the benefit of their active research careers to teach undergraduates in groups as small as one or two, is what marks Oxford out from every other university in the world. It is, we believe, the best way to teach and the impact of this model is demonstrated by the outcomes for our alumni, many of whom go on to achieve great success in a wide variety of endeavours.

We are committed to being a centre of academic excellence where world-class research informs our student teaching as we prepare the next generation to take their place as global leaders and thinkers.



However, our renowned tutorial-based teaching with its high tutor:student ratio is inevitably more expensive than the more conventional model of large group seminars and lectures. In an inflationary environment where costs are rising yet external funding from tuition fees and central government is under pressure, the future of the tutorial system is under threat.

A major goal of the *Imagine Pembroke* campaign is, therefore, to achieve full endowment of at least two-thirds of our Tutorial Fellowships so that research-led tutorial teaching can be preserved for future Pembrokians. The following pages provide further context on the scale of our present challenge and identifies ways in which donors can support our ambition to safeguard the tutorial system now and forever.

**The Rt Hon Sir Ernest Ryder
Master**

The Tutorial System

The heart of the educational model for undergraduates at Oxford is the tutorial, where students meet weekly either one-to-one or in small groups with a leading researcher in their field. Typically, students will have one or two tutorials per week during term time and this will be the core of their educational experience at Oxford, supplemented by lectures, seminars, labs, and other forms of learning.

The Oxford model of research-led tutorial teaching is unique in the world of higher education and provides students with a highly personalised and rigorous academic experience. For most students it is a formative experience which has a lasting impact on their intellectual development, preparing them to become global thinkers and leaders.

The bulk of tutorial teaching is carried out by our Fellows, with some additional support from College Lecturers and Junior Research Fellows. We currently have 34 Tutorial Fellows across 22 subjects. This breadth is a key part of what makes an Oxford college distinctive. Our community benefits not only from 'vertical' integration spanning academic levels within the same subject, but also from 'horizontal' integration across subject areas, achieved as students and researchers from different disciplines live and work in close proximity. These two forms of integration are only made possible by the breadth of tutorial teaching delivered in College. Pembroke is committed to retaining and enhancing this diversity of subjects.



Governing Body 2024
Photography: Gillman & Soame

Supporting Tutorial Fellowships

The tutorial is recognised as the crowning jewel of the Oxford system. However, this model of teaching is expensive to deliver and faces increasing financial strain.

UK undergraduate tuition fees, frozen since 2017, have lost 30% of their value in real terms because of inflation. This is unlikely to change in the near future and rising costs continue to put pressure on funding. Tuition fees are therefore projected to account for a declining proportion of our total income in the coming years.

The impact of financial constraints has been felt before: Geography, Classics, and Physics were lost in the 1990s, with Physics only recently reinstated thanks to the generosity of an alumnus. Without your support, we may see similar losses again.

We are immensely grateful that our donor community has already fully endowed 13 of our Tutorial Fellowships, listed below, meaning that they are secured in perpetuity. However, for those Fellowships which are not fully endowed there is

a real risk that—on the retirement of one of our Fellows—the College would face a difficult decision over the future of the post. As past experience at Pembroke has shown, once a subject is lost, it is very difficult to reinstate.

As part of our *Teaching Excellence* initiative we aim to ensure that Pembroke will never again be forced by financial pressures to drop a subject. Conversely, we want to be able to invest more in recruiting and retaining the very best researchers. The page opposite shows how much is required to fully endow each of our outstanding tutorial posts and secure the future of the tutorial system at Pembroke.

The overall amount required to fully endow a post is variable based on the category of Fellowship. College-only Fellows are solely employed by Pembroke and therefore carry the highest cost to endow at £3.7 million. Most positions are Associate Professor Tutorial Fellowships, employed jointly by the College and the relevant department or faculty. These are split into those who devote the majority of their time to the College (£2.6 million) and those whose time is mostly spent on University teaching (£1.6 million).

Fully-funded positions

✿ Arabic

✿ Chaplaincy

✿ Chinese History

✿ Computer Science

✿ Chemistry I

✿ Economics I

✿ Engineering I

✿ Japanese

✿ Law I

✿ Mathematics I

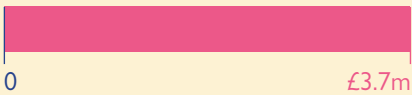
✿ Modern History I

✿ Physics I

✿ Theology

Fellowship Funding Requirements

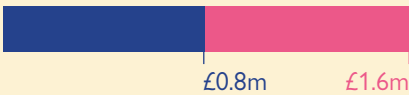
Access & Outreach



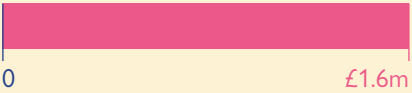
Biochemistry



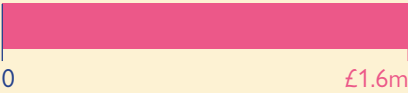
Biology 1



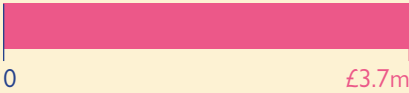
Biology 2



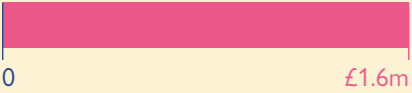
Chemistry 2



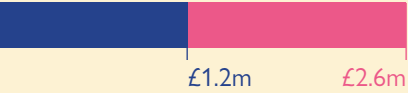
Economics 2



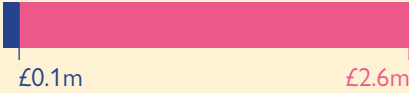
Engineering 2



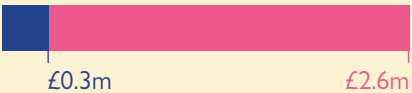
English 1



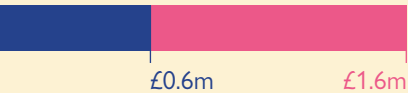
English 2



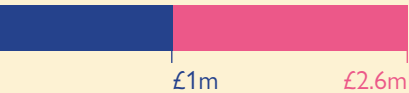
French



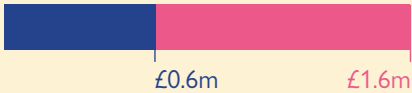
Italian



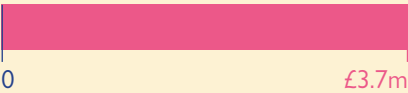
Law 2



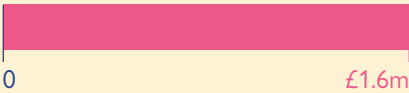
Management 1



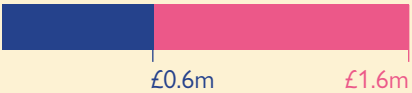
Management 2



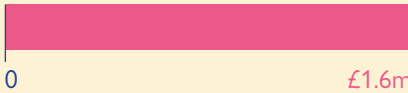
Mathematics 2



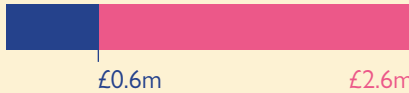
Medicine



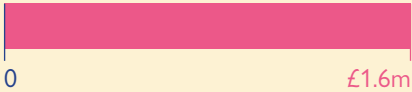
Modern History 2



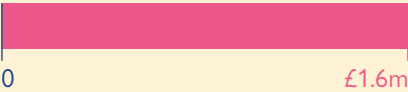
Philosophy 1



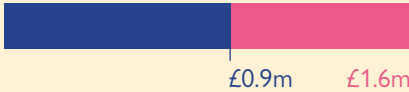
Philosophy 2



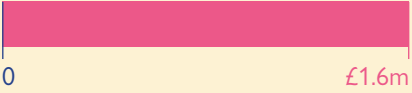
Physics 2





Politics






Psychology

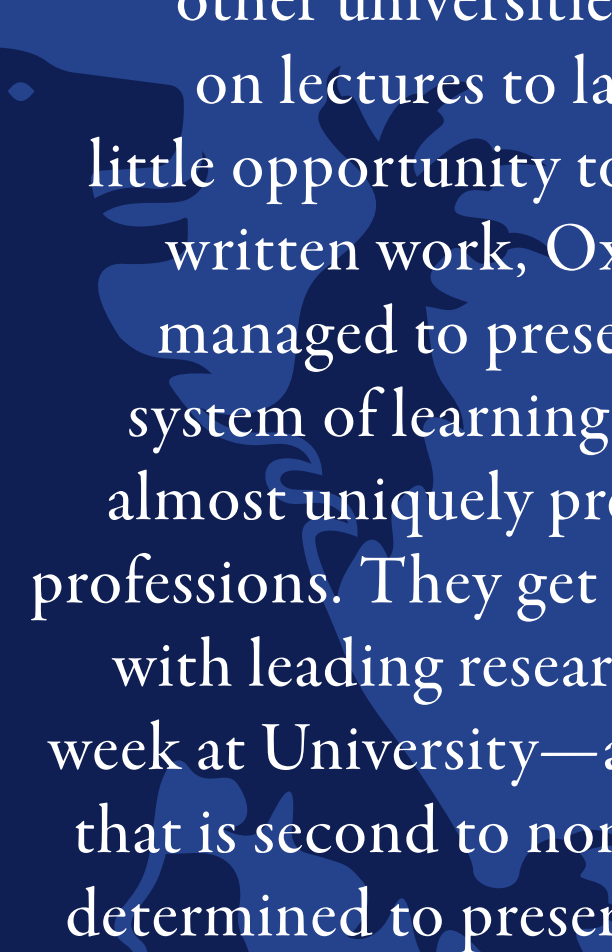


 APTF-U – Fellowships with a higher level of University teaching responsibilities (usually Mathematics, Physics, Life and Medical Sciences) require a total College endowment of £1.6m

 APTF-C – Fellowships with a higher level of College teaching responsibilities (usually Humanities and Social Sciences) require a total College endowment of £2.6m

 CF – Fellowships funded entirely by the College with no funding from the University require a total College endowment of £3.7m

 Required  Actual

A dark blue silhouette of a lion's head and mane is positioned on the left side of the image, partially overlapping the text. The lion is facing right, with its mane flowing down and around its head.

Oxford is one of the few places in the world where undergraduates are given the opportunity to discuss their work each week with a world expert in their subject, receiving individual feedback on their work. In many cases, this allows them to direct their studies according to their own interests and to pursue topics that, at most universities, would be considered graduate-level work. While teaching at other universities has increasingly focused on lectures to large groups with relatively little opportunity to develop through regular written work, Oxford's tutorial system has managed to preserve a rigorous yet flexible system of learning that makes our graduates almost uniquely prepared for a wide range of professions. They get to know and work closely with leading researchers from their very first week at University—an educational experience that is second to none and which Pembroke is determined to preserve for future generations.

Dr Nicholas Cole
Academic Director and Fellow in History

How to Support the Tutorial System

Donors are able to support the endowment of particular Fellowships and other initiatives at Pembroke at any level they are comfortable with.

We hope that alumni from each subject will come together to support the endowment of a Fellowship in the area they studied and the full endowment targets on p. 5 are therefore likely to be achieved as a collaborative effort.

UK taxpayers may take advantage of the Gift Aid Scheme. The table below illustrates the net cost to donors under the Gift Aid Scheme of making a gift to particular Fellowships at various levels. Gifts may be spread over a number of years. It is worth noting

that the tax treatment of gifts of shares is particularly advantageous as the donor can claim full income tax relief and pays no capital gains tax. Overseas donors can give tax effectively from a range of countries.

A gift of at least £50,000 entitles the donor to membership of the Master’s Circle, donors of £100,000 or more can join the Sheppard Circle while those who have given £1 million may be elected as Foundation Fellows.

The central university also has a range of recognition groups including the Vice-Chancellor’s Circle (£250,000), Vice-Chancellor’s Guild (£1 million) and Chancellor’s Court of Benefactors (£5 million).

The Governing Body will consider naming opportunities associated with each Fellowship for a donor who funds a very substantial proportion of the full cost of any post.

Gross donation	Donation net of Gift Aid	Donation after HRT relief	Donation after ART relief
£3,700,000	£2,960,000	£2,220,000	£2,035,000
£2,600,000	£2,080,000	£1,560,000	£1,430,000
£1,600,000	£1,280,000	£960,000	£880,000
£800,000	£640,000	£480,000	£440,000
£400,000	£320,000	£240,000	£220,000
£200,000	£160,000	£120,000	£110,000
£100,000	£80,000	£60,000	£55,000
£50,000	£40,000	£30,000	£27,500
£25,000	£20,000	£15,000	£13,750
£10,000	£8,000	£6,000	£5,500
£5,000	£4,000	£3,000	£2,750
£1,000	£800	£600	£550

HRT = Higher Rate Tax | ART = Additional Rate Tax



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