



HUGHES HALL
UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL

Confirmed Minutes

Eighty-first meeting of COLLEGE COUNCIL 23 January 2019

OPEN BUSINESS

Present: Dr Anthony Freeling (Chair, President), Mr Daniel Anton Garcia (MCR President), Dr Stephen Axford (Director of Research Translation, to item 81.16), Mrs Victoria Espley (Bursar), Prof Ian Hodge, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Prof Jonathan Powell, Dr Corinne Roughley, Dr Eugene Shwageraus, Miss Hattie Stacey (MCR Secretary).

Apologies: Dr Hilary Burton (Vice-President), Dr Lydia Drumright (Pro-Vice-President), Dr Sara Hennessy.

In Attendance: Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary)

81.9. Introduction

81.9.1. Declarations of Interests

There were no declarations of interests.

81.10. Minutes and Matters arising from the Open Business of College Council, of 12 December 2018

81.10.1. Approval of minutes (CC81 03)

The minutes were approved as an accurate record.

81.10.2. College Council action list: Open Business (CC81 04)

- **77.2.3.** College Council terms of reference. The Secretary to submit a draft amendment to Governance Committee for recommendation to Governing Body.
 - For Governance Committee meeting of 4 February. This item can be marked as complete.
- **77.2.2.** Study Centres. The Bursar to finalise drafting the MOU for Cambridge Governance Labs with Dr Barker (Director).
 - The Bursar reported that an MOU had been agreed and signed and could be accessed by GB Fellows from the Bridge Committee folder in Papers.

81.10.3. Matters arising not on the action list

There were no matters arising.

81.11. Future direction of The Bridge (CC81 05)

The Director of Research Translation spoke to the paper, which laid out proposals for the future direction of The Bridge. At its meeting of 4 July 2018 [CC77.4] Council had agreed a framework plan for the Bridge that had identified key principles and set out timescales for initial activities. Since then, following extensive consultation with Fellows and engagement with numerous external stakeholders, a better picture of what was needed to allow translational activity to flourish had emerged.

The paper outlined the next phase of development and the type of support and structures that would need to be put in place to help overcome barriers, such as the lack of time Fellows could devote to support the initiative.

The proposal was that that initially the Bridge concentrate on three major themes:

- Global Health and Well-being
- Education
- Sustainability.

These represented a natural extension of already established and emerging Bridge Centres and partnerships, and also aligned well with the interests of the majority of Senior Members. The paper noted that there was a possibility of a fourth, cross-cutting theme focused on 'AI and Digital' being launched relatively soon.

The role of the Bridge Office would be to provide a range of development and communication functions across the themes, and to take responsibility for reporting on performance. UN Sustainable Development Goals (SDGs, given in the Annexes to the paper) would form the basis of SMART metrics used to develop goals and assess progress.

Council was asked to approve that the Bridge Office take the following steps:

1. Consult current leadership (groups and individuals) within the College to identify and test both the critical next steps and the specific details within agreed actions in this proposal. For example:
 - a. Development Office
 - b. Communications
 - c. 100 Healthy Years Steering Group
 - d. Bridge Centre Leads
 - e. Bursary
2. Recruit the necessary volunteers and employees
 - a. Identify thematic academic leads by consulting with Fellows, Research Director, Subject Area Leads, etc.
 - b. Recruit Bridge Office staff

3. Incorporate results from the Survey of Hughes Hall Capability (targeted at Fellows, Research Associates and Associates)
 - a. Identify individuals with good fit for themes
 - b. Develop a wider cadre of resources, beyond researchers, who can support themes or strands within them
 - c. Develop a pipeline of skills and capability for the growing level of translational activity supported by The Bridge
4. Estimate costs and benefits to build a resource plan:
 - a. Estimate the level of management and administrative support needed over the next 24 months
 - b. Cascade SMART metrics from the SDG indicators, ensuring the scale of action and impact ranges from global to local
5. Start work on each theme:
 - a. Agree ways of working within each theme, including the relationship with embedded Bridge Centres, and the relationship with the overall Bridge project
 - b. Develop an outline programme of activities, with timescales and owners
6. Determine what communications and engagement activities will be needed, with people and institutions both internally and more widely.

In response to questions raised the Director of Research Translation clarified that it was very much the intention that both students and alumni be involved in Bridge activities and that the Bridge's focus on three main themes was not intended to supplant College activity in other subject areas. He also confirmed that the Bridge would not deny support to individuals who wished to pursue ideas in subject areas that fell outside the three main themes.

Members of Council approved the proposal and complimented the Director of Research Translation on the Bridge's progress to date, and in particular the encouragement of a distinctive transdisciplinary approach.

81.12. New accommodation booking system (CC81 06)

The Bursar provided Council with information about a new accommodation administration system that was to be purchased, including details of how and why the proposed product had been selected. This was to allow the current systems to be replaced by a more streamlined and dedicated product that would be less labour-intensive, more cost-effective, and easier to use. The purchase and ongoing costs had already been included in the 2018-19 budget

In response to a question the MCR President confirmed that he had attended a lengthy demonstration session and believed that students would find it a much more efficient and straightforward system to use than the current processes.

Council supported the purchase and implementation of the new system.

81.13. Report from Associate Students Working Group (CC81 07)

The Senior Tutor reported that since the working group had met and drafted the discussion paper in December, the Judge Business School had informed him that it was planning to close entry to the PGDip in Entrepreneurship. (Instead all students would enrol straight onto the MSt programme and be eligible for matriculation and College membership.) Therefore, the current year's students would be the last to be considered for associate student status. The Senior Tutor confirmed that there were no plans to offer associate student status to non-matriculated students from other courses.

Council agreed that the current cohort should be dealt with as in previous years. In response to a question the Senior Tutor responded that, should any PhD student visiting Cambridge on a Doctoral Training Programme wish to apply for College affiliation, then the Admissions Committee would consider offering membership as a visiting student.

ACTION: The Secretary to report the decision to Governance Committee.

81.14. The harpsichord (CC81 08)

Council considered the report by a specialist on the condition of the harpsichord, kept in the Desmond Hawkins Room, following inspection on 3 December. The specialist had concluded that the instrument was in a poor condition and would need a considerable amount of work to restore it to playing condition, noting that 'If a full overhaul were to be successfully carried out the resulting instrument would still be complex, delicate and more prone to future problems than say a contemporary harpsichord...'. The specialist had therefore advised disposing of, rather than overhauling, the harpsichord.

The President reported that he had also consulted the Director of Music who was of the opinion that the College did not need a harpsichord and that neither an expensive overhaul nor replacement of the instrument was warranted. The President noted that the harpsichord had already been in a poor state when it was given to the College and that no funds had been provided for its ongoing maintenance. He therefore proposed that it should either be kept as a piece of furniture or sold/given away.

Council decided not to keep the harpsichord and to transfer ownership to whoever made the best offer, noting that it was possible that the instrument would have to be given away.

81.15. MCR Business

The MCR President reported that so far this year MCR events had been well attended and many more were planned, including the annual swap with Linacre College, Oxford. He said that he was working with the Bursar and Dr Lockhart (Deputy Senior Tutor) on the accommodation policy for 2019-20.

81.16. President's Report

The President reported that the Colleges Committee had held discussions in preparation for Brexit and it was anticipated that, in the event of a disorderly exit, circumstances demanding rapid responses from the colleges could arise. The President therefore requested that Council delegate authority, on a meeting-to-meeting basis, to allow him to make decisions on behalf of the College.

He said that if emergency items arose he would, if possible, first consult with the Bursar and the Senior Tutor and any decisions taken would be reported to Council at the first opportunity.

Council approved the delegation of authority to the President if the need arose for a prompt response from the College.

81.17. Academic

81.17.1. Senior Tutor's Report (CC81 09)

The Senior Tutor highlighted the following from his report:

- 2019 undergraduate admissions: 53 offers made; second round to follow in March
- The number of applications for PhD scholarships had more than doubled since 2018
- The Porters' Procedure for Student Incidents had been revised and enacted

81.17.2. Update to HH Prevent Risk Assessment (CC81 10)

The Senior Tutor had reviewed the Prevent Risk Assessment and recommended some minor changes recorded as tracked changes in the paper.

Council noted and approved the revised Risk Assessment.

81.18. Bursarial:

81.18.1. Bursar's Report (CC81 11)

The Bursar Tutor highlighted the following from her report:

- Investments Committee had commissioned a review of investment policy and management by an independent consultant, and the report would be considered at the Committee's meeting of 11 March.
- Work was proceeding on the strategy for allocating summer vacation accommodation and on the 2019/20 accommodation allocation policy.
- New audio-visual equipment had been installed in the MCR Clubroom and Seminar Room A.
- The President's Flat had been modified from a two-bedroom apartment into two separate hotel-style rooms, which would be available to Senior Members and guests of the College.
- From January 2019 monthly meetings would be held with the May Ball Committee and relevant College staff to discuss the operational aspects of the Ball.
- Key members of staff had been involved in making plans for dealing with potential problems that could arise as result of Brexit and a risk assessment register had been compiled.

81.18.2. Management accounts update (CC81 12)

Council received the management accounts to November 2018, noting that the current forecast outturn showed a greater surplus than was originally forecast. The Bursar explained that the increase in forecast income was mainly due to an increase in the level of summer school bookings for 2019 and a recent update from the University of its estimate for the per capita graduate fee.

81.19. Development Office Report (CC81 13)

The President spoke to the Development Office report, which covered the following:

- Staffing - the interim Development Director had started work and would be focussing on fundraising; the long-term staffing of communications was under consideration
- Fundraising - details of recent donations, fundraising activity, and a significant pledge
- Alumni and stewardship - details of the calendar of events to engage alumni and donors, including the President travelling to the US in February and Hong Kong in April.
- Data - good progress had been made in improving the quality of data held by the Development Office and a potential cost-saving on database services had been identified.

81.20. Director of Research Translation's Report (CC81 14)

The Director of Research Translation spoke briefly to the paper [earlier in the agenda than scheduled], and said that much of the detail of his recent activity had already been described and discussed in item 81.11. He informed Council that several strong candidates had been shortlisted for the Bridge Manager vacancy and that the College would soon be seeking to recruit an administrator, who would be shared with the Climate Change Engagement Centre.

81.21. Any other Open Business

There was no other Open Business.

WS 23/01/2019