



HUGHES
HALL
UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL
Confirmed minutes
Ninety-fourth meeting of COLLEGE COUNCIL 27 May 2020

Video conference

{} indicates that this item will be removed prior to publication on the College website.

Present: Dr Anthony Freeling (Chair, President), Dr Hilary Burton (Vice-President), Prof Jonathan Powell (Pro-Vice-President), Mr Martin Coleman, Miss Alexandra Entwistle-Thompson (MCR President, from item 94.4 to item 94.12), Mrs Victoria Espley (Bursar), Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Dr Corinne Roughley, Dr Eugene Shwageraus, Miss Anie Vasileva (MCR Secretary, to item 94.12), Dr Lars Vinx.

In Attendance: Dr Stephen Axford (Director of Strategy and the Bridge), Mr Bill Conner (Director of Institutional Advancement), Mrs Wendy Solomou (Secretary).

OPEN BUSINESS

94.1. Introduction

94.1.1. Declarations of Interests

There were no declarations of interests.

94.2. Minutes and Matters arising from the Open Business of College Council, of 29 April 2020

94.2.1. Approval of minutes (CC94 01)

Council approved the minutes as an accurate record subject to the correction of minor errors identified by Dr Axford.

94.2.2. College Council action list: Open Business (CC94 02)

- [93.9.] Honorary Post-holders
President to write to all Honorary Post-holders to thank and encourage them.
 - Ongoing.
- [87.13] Smoking Shelter
The Bursar to organise the removal of the smoking shelter and to implement a policy of non-smoking throughout the College site.
 - To be considered at a later meeting.

- [89.11] Diversity and inclusion in the Senior Membership
Dr Roughley to organise the collection of data from the Senior Membership and to provide feedback from the Work Strand to Fellowships Committee.
 - Dr Roughley reported that she would be presenting an interim report at Fellowships Committee before bringing a report with recommendations to the next meeting of Council. Ongoing.

- [91.7] Amendment to constitution of Council in Ordinances
The Secretary to refer Council's preferred option to Governance Committee.
 - Completed. Proposed amendments from Governance Committee circulated to Governing Body for the meeting of 10 June 2020.

- [91.8] Review of Council's Terms of Reference in Ordinances
The Secretary to refer the proposed changes to Governance Committee.
 - Completed. Proposed amendments from Governance Committee circulated to Governing Body for the meeting of 10 June 2020.

94.2.3. Matters arising not otherwise on the agenda

There were no other matters arising.

94.3. President's Report

The President reported that Officers and Fellows were very busy with contingency planning for a range of scenarios in preparation for the uncertainties of the coming year.

The Bursar confirmed that the College had received a grant of £920k from the Colleges Fund and that the grant could be used for operational purposes in the current year, but that it was doubtful that booking of the income could be held over to 2020-21.

94.4. Update on business contingency planning for Coronavirus

The President spoke to a PowerPoint presentation which broadly outlined how the College's Recovery Taskforce would set about planning to deliver the College's priorities in an uncertain environment. Over the coming months and into the start of the new academic year the Recovery Taskforce would:

1. Develop financial models and undertake sensitivity analysis
2. Formulate plans for each of four posited scenarios
3. Develop roadmaps and assess the impact for each scenario
4. Implement and adopt the appropriate plan and roadmap to follow depending on how the pandemic unfolded and its impact on the size and shape of the student body and the number of students in residence.

Leaders of some of the sub-groups of the Recovery Taskforce gave an update on progress (Senior Tutor for Education, Admissions and Student Strategy; Dr Roughley for Space and Operations; the Bursar for Staff Strategy; Mr Conner for Income Generation and Dr Axford for Communications and Community).

There followed discussion about the hurdles faced in phasing the gradual return of students over the coming weeks and months. It was acknowledged that this would require careful co-ordination between the University departments/institutions and the colleges and good communication to students.

94.5. Update from Bridge Committee of 13 May 2020

The Director of Strategy and the Bridge reported the following:

- Bridge Committee had been impressed with the amount of progress made by the three Bridge Centres despite the disruption of COVID-19.
- There had been a wide-ranging discussion on the overall direction of translation, impact and projects. However, it was noted that there needed to be further development of ideas as to how the Bridge could work better as a business.
- Much had been learned in resolving the issues that had arisen in seeking to formalise the relationships between Chapter Zero, HHCCCE and the College.
- The Committee was keen to support a new proposed centre under the direction of Professor Rupert Wegerif, the Cambridge Initiative for Future Education Research (CIFER), which it was thought would align well with the interests and expertise in College.
- The Independent Learning Programme (ILP) for doctoral and post-doctoral researchers had received very positive feedback and had continued to run successfully as an online course. Its costs and benefits had been discussed and it was agreed to test demand for a second round to start in September.

The President added that further details about CIFER would be submitted to Council before a proposal for its establishment as a new Bridge centre was submitted to Governing Body.

94.6. Approach and timetable for annual budget, 2020-21 (CC94 03)

The Bursar proposed delaying the budget process and timetable for 2020-21 because of high uncertainty over the size and shape of the student body and the number of students who would be in residence. She proposed the following:

- Over the Long vacation: Council to meet on a regular (monthly) basis to review the financial models associated with each of the four agreed scenarios.
- September: Governing Body to meet to review the 2020/21 budget (this would be the earliest date at which there would be a true forecast of the student body profile).
- Prior to approval of the budget by Governing Body, Council approval would be required for the following financial commitments for the 2020/21 financial year:
 - Renewal terms for accommodation leased from private landlords
 - Renewal terms for accommodation leased from other colleges
 - Appointment of new staff members (including direct replacement of staff) with contracts of 12 weeks or more
 - All commitments to capital expenditure of £20k or more
 - Approval of any other new contractual obligations with total expenditure of £10k or more in the financial year or £20k over the total period of the contract.
 - In addition to these specified financial commitments, any proposed changes to the College's current operating structure would be brought to Council for decision.

Council approved the proposed revised process and timetable.

94.7. Annual reports from Honorary Post-holders

94.7.1. Director of Research (CC94 04)

Council received the Director of Research's report.

94.8. MCR Business

The MCR President reported that the past few weeks had been eventful and gave a vote of thanks to others on the MCR Committee for their hard work. The President also thanked the MCR Committee for their help and acknowledged that they borne the brunt of criticism when students had been unhappy with some of the College's decisions and actions.

94.9. Director of Institutional Advancement (CC94 05)

The Director of Institutional Advancement reported that the first phase of a campaign (which would run to the end of July) to raise funds for students facing hardship had so far raised 53 gifts, approximately half of them from new donors (which in turn had attracted matched funding from the Harding Challenge Fund).

94.10. Tutorial

94.10.1. Senior Tutor's Report (CC94 06)

The Senior Tutor highlighted the following:

Academic and Tutorial – he acknowledged the University's hard work in organising teaching and assessment for students in the Easter term and that of the College's DoS and Tutorial Officers in ensuring good communication.

Scholarships – several new scholarships had been established.

Admissions – the numbers of accepted offers and withdrawals for both undergraduate and postgraduate students were comparable to previous years. However, there was still uncertainty over how many students would be coming from the Judge Business School since the JBS had put back the date by which acceptance of offers needed to be confirmed.

94.10.2. Student petition and College response (CC94 07)

The Senior Tutor reported that 68 students had submitted a petition requesting more substantial discounts on accommodation charges than had been offered. The College had issued a response, covering each of the points raised in the petition, but had confirmed that there would be no further across-the-board discounts on rents. The Bursar noted that no requests to move to cheaper accommodation had been received to date and that ten of the petitioners were living in private accommodation. The MCR President said that more than half of those living in College accommodation (around 150 students) were strongly against the petition. The President informed Council that he would be holding a Q and A session with students via Zoom on the following day.

94.11. Bursarial

94.11.1. Bursar's Report (CC94 08)

The Bursar reported that a first set of payments had been received under the Government's Job Retentions Scheme. The College was maintaining contact with furloughed staff via a virtual coffee morning, weekly emails and a chat room on Microsoft Teams.

Council approved the Space and Operations Taskforce recommendation that some rooms in Chancellors Court (two-room sets with shared kitchen and shower room) be converted to small flats for 2020/21, the charge per flat to be £281 (the same as that for two single rooms). This would allow the accommodation to be used to isolate a household if necessary and to meet demand for flats (since the College would not be leasing six flats owned by another college in the coming year).

94.11.2. Management accounts update (CC94 09)

The Bursar noted that there had been an improvement in the forecast deficit owing to an extension of the Government's furlough scheme and an increase in unrestricted donations received via the Development Office.

94.12. Any other Open Business

There was no other Open Business.

End of Open Business WS