



HUGHES HALL  
UNIVERSITY OF CAMBRIDGE

## GOVERNING BODY

### Confirmed Minutes

#### Sixtieth meeting of Governing Body, 31 October 2018

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

#### OPEN BUSINESS

**Present:** Dr Anthony Freeling (President, Chair), Dr Hilary Burton (Vice-President), Dr Lydia Drumright (Pro-Vice-President), Mr Mark Anderson, Dr Stephen Axford (Director of Research Translation), Dr Mark Bale, Dr Paula Banca, Prof Michael Barrett (from item 60.2.2), Mr William Charnley, Dr Othman Cole (from item 60.2.3), Mr Martin Coleman (from item 60.2.2), Dr Bart de Nijs, Dr Bernard Devereux, Prof Gishan Dissanaïke (from item 60.2.2), Prof John Doorbar, Dr Peter Dudley (from item 60.2.3), Mrs Victoria Espley (Bursar), Prof Emanuele Giovannetti, Dr Fernando Gonzalez-Zalba, Dr Sara Hennessy (from item 60.5), Dr Danika Hill, Dr Sarah Hoare (from item 60.2.3), Prof Ian Hodge, Dr Sonia Ilie, Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Dr Arne Jungwirth, Prof James Kaufman, Dr Yury Korolev, Dr Alastair Lockhart, Prof William Nuttall, Mr Tim Pilkington, Prof Jonathan Powell, Dr Aisling Redmond, Dr Corinne Roughley, Dr Ricardo Sabates, Dr Carole Sargent, Dr Kishore Sengupta, Dr Eugene Shwageraus, Prof Paul Tracey (from item 60.2.2), Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells.

**In Attendance:** Prof Neil Mercer (Senior Independent Fellow), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary).

**Apologies:** Dr Stephen Cave, Prof Ming-Qing Du, Dr Markus Gehring, Mr Nick Gray, Dr Bianca Jupp, Dr Andrew Mackintosh, Ms Lena Milosevic (Development Director), Dr Nidhi Singal, Dr Andreas Stylianides, Dr Caroline Trotter, Dr Suzanne Turner, Dr Vanessa Wong, Dr Nigel Yandell.

**On leave:** Dr Heather Blackmore, Dr Jacob Stegenga.

**Absent:** Dr Ajith Parlikad, Dr Jeffrey Skopek, Dr Martin Steinfeld, Dr Jessica White.

#### In memoriam

Mr Murray Matthewson, MA, FRCS,  
Life Fellow, died on 3 August 2018, aged 73 years.

Mr John Hopkins, MA, LLB,  
Honorary Fellow, died 19 September 2018, aged 81 years.

## **60.1. Introduction**

### **60.1.1. Welcome**

The President welcomed Mr Anderson, Dr de Nijs and Dr Vinx to their first meeting of Governing Body. He also welcomed Prof Mercer, recently appointed as Senior Independent Fellow, and Dr Redmond, who had returned from leave.

### **60.1.2. Declarations of Interests (Open Business)**

There were no declarations of interests.

## **60.2. Minutes and Matters arising from the Open Business of the Fifty-ninth meeting of Governing Body, 13 June 2018**

### **60.2.1. Approval of minutes (GB60 01)**

The minutes were approved as an accurate record.

### **60.2.2. Governing Body action list: Open Business (GB60 02)**

- **59.5.** College Agenda 2018-19 (Workstrand). Fellows with an interest in joining the Workstrand (to strengthen the leadership of the academic community by the broader Fellowship) to contact the President.
  - The President reported that no-one had expressed an interest.

### **60.2.3. Matters arising not on the action list**

#### **60.2.3.1. New funded Study Centres [GB59.6]**

The President reported that 'The Centre for Climate Change Engagement' had been established with funding for an initial year during which the agenda for the following five years of funding would be developed. Negotiations for the funding of a second Study Centre (100 Healthy Years) were progressing, with a conference call with the donor planned in November.

## **60.3. Rules for conducting meetings – time limit and proposal for additional meetings**

The President informed Governing Body of Governance Committee and Council's decision to trial imposing limits on the duration of College meetings as follows:

- Governing Body (Open and Reserved Business): 1 hour and 30 minutes, extended by agreement to 2 hours
- Council (Open and Reserved Business): 2 hours and 30 minutes, extended by agreement to 3 hours
- Committees: 1 hour and 30 minutes, extended by agreement to 2 hours

In addition, it had been proposed that the number of planned Governing Body meetings be increased from the existing four per year to six, i.e., two in each term. The President said that it may prove difficult to introduce an additional meeting in Lent Term 2018 owing to the agreed timetable

of committee meetings and room availability, but that it should be possible to arrange an additional meeting at the end of the Easter Term.

Governing Body approved the proposal.

#### **60.4. President's Report**

The President reported that there had been a good start to the term and that the induction process for the new and increased intake of students had proceeded smoothly. The refurbishment works carried out over the summer (which had included replacing 181 windows in the Margaret Wileman Building and total refurbishment of a number of areas) had been disruptive, but successful.

He noted that the new painting on loan for the Dining Hall had been installed.

The President informed Governing Body that the Development Director, who had recently offered her resignation, would leave at the end of November. He reported that Council had decided that before seeking to recruit there was a need to assess the needs of the Development Office and future strategy for communications. It had therefore been agreed that he should take responsibility for the role of Development Director and work closely with the Development Office staff with the aim of making firm proposals to Council at the beginning of Lent Term.

The President asked if any Fellow would be willing to serve on the May Ball Committee (at the behest of the Committee) and Dr Danika Hill volunteered to join it.

#### **60.5. { [REDACTED] }**

#### **60.6. Governance of Study Centres – proposed Bridge Committee (GB60 04)**

The President presented the background to the proposed amendment to the Research and Study Centres Ordinance [D,II,7-8] circulated to Governing Body (see item 60.7 below). His paper laid out how the Bridge name would be used more broadly across all research and research translation activities and that the governance structure for this group of activities, reporting to Council, would be the new Bridge Committee, revised from the existing Research and Study Centres Committee. He envisaged that 'Bridge activities' would be the third leg of the College's management and governance, alongside Academic (largely student related) and Bursarial (operational). His paper included a chart to give a visual representation of how roles, committees, Bridge Centres and activities interact and overlap. He stressed that it did not denote lines of reporting, and noted that that Fellowships Committee retained responsibility for the recruitment to the Senior Membership whilst the Bridge Committee would take operational responsibility for running the Research Fellow/Research Associate competitions and for advising on recruitment in terms of the research and research translation needs of the College.

#### **60.7. Amendments to Ordinances (GB60 05)**

Governance Committee recommended a number of amendments to College Ordinances. Governing Body approved the amendments without discussion other than to agree a minor change to the wording of the amendment to Ordinance [C,V,2 (b)] (appointment of Panels and Appeal Panels). The amendments approved are given in the Appendix to the minutes.

## **60.8. Finances**

### **60.8.1. Restated budget 2018-19 (GB60 06)**

The Bursar presented a restated budget for 2018-19 and requested Governing Body's approval. She reported that, at its meeting of 1 October, Finance Committee had reviewed the 2018-19 budget and had recommended that it be restated to reflect actual student numbers (which were higher than initially forecast) and the known associated costs. It had also approved further revisions to accommodate other planned resourcing changes identified since June 2018. At its meeting of 17 October 2018 Council had accepted the recommendation of Finance Committee.

Governing Body approved the restated budget for 2018-19.

### **60.8.2. Management accounts update (GB60 07)**

The Bursar presented a summary of the management accounts for September 2018 (Month 2).

## **60.9. \*\*\*Use of the Common Seal**

Governing Body noted that in accordance with Statute [XII.1] the Common Seal of the College was affixed on 31 August 2018 to a deed relating to the loan by Science Limited of the Damien Hirst artwork, *Beautiful Teeth Clenching Jaw Muscles Gripping Mandible Mind Jarring Euphoria Exploding Right Between the Eyes and Hitting the Spot Climaxing Enveloping Us Like a Warm Hug Painting*.

## **60.10. Any other Open Business**

There was no other Open Business.

End of Open Business WS 31/10/2018

## **Appendix: Amendments to Ordinances approved**

### **Ordinance [D,III,8]: Staff Strategy Committee**

#### *Staff Strategy Committee*

8. The Staff Strategy Committee shall be an advisory committee to the Bursar, appointed in accordance with Ordinance [D,I]. The Committee shall normally meet once a Term. The Committee shall be composed of:
- (a) the President (Chair);
  - (b) the Bursar;
  - (c) two further GB Fellows;
  - (d) ~~two~~three members of the Assistant Staff;
  - (e) the Human Resources Manager (Secretary).

Tenure of the Assistant Staff members will be in accordance with Ordinance [D,I,4] and [D,I,7]. When a vacancy arises for an Assistant Staff member the Staff Strategy Committee shall publicise the vacancy and select and recommend co-option from those volunteering to serve, ensuring that at least one is from the offices under the management of the Bursar and at least one is from the offices under the management of the Senior Tutor.

### **Ordinance [A,IX,5]: Remit of Governance Committee and [C,V,2 (b)]: Panels and Appeal Panels**

#### **Ordinance [A,IX,5]**

##### *Governance*

1. For the purposes of clause [4(a)], the Committee shall, in particular:
  - (a) keep under review the Statutes, Ordinances, Regulations and any other standing orders of the College and, where the Committee considers it necessary or desirable, make recommendations for revisions to be made by the Governing Body, under Statutes [XIV] or [XV], or by the Council, under Ordinance [A,VII,8], in the light of:
    - (i) changes to University Statutes and Ordinances or national legislation; or
    - (ii) changing needs under College policy;
  - (b) keep under review the committee structure of the College, including the establishment or abolition of committees, and their terms of reference;
  - (c) keep under review the structure and role descriptions of College Officers, Post-holders and other posts and appointments;
  - (d) seek to encourage a wide range of Fellows' candidacy for service on College committees and as Officers, Post-holders and Honorary Post-holders;
  - (e) nominate members of College committees other than the Council, and Chairs of committees as necessary;
  - (f) nominate persons for Honorary Posts;

- (g) oversee but not conduct a suitable process for the annual development reviews of Fellows on the Governance List, ensuring that proper performance reviews are held;
- (h) nominate persons for membership of Panels and Appeal Panels from the two Lists constituted by Governing Body under Ordinance [C,V,2(a)] and in accordance with Ordinance [C,V,2 (b)].

## **Ordinance [C,V,2 (b)]**

### **2. Panels and Appeal Panels**

#### *Constitution*

- (a) The Governing Body shall in the Easter Term constitute two Lists of persons for membership of any Panel or Appeal Panel that may be appointed in the next academic year:
  - (i) List A shall comprise at least three persons who are legally qualified, at least one of whom shall not be a member of the College.
  - (ii) List B shall comprise at least twelve Fellows, including Class G Fellows and Titular Fellows but not By-Fellows.

No person who is on leave of absence during the year shall be appointed to any Panel, unless the period of leave would not in practice cause delay to any proceedings.
- (b) The Governing Body shall appoint a Panel or Appeal Panel from the Lists, when needed, cognisant of the nominations recommended by Governance Committee, according to the following rules:

## **Ordinance [D,II,7-8]: Research and Study Centres Committee**

### *Research and Study Centres Bridge Committee*

- 7. The Research and Study Centres Bridge Committee shall be a standing committee of the Council, appointed in accordance with Ordinance [D,1]. The Committee shall normally meet once a Term. The Committee shall be composed of:
  - (a) the President (Chair);
  - (b) the Honorary Research Director of Research;
  - (c) the Academic Convenor;
  - (d) the Honorary Research Convenor;
  - (e) the Director of Research Translation;
  - (f) three further GB Fellows;
  - (g) one doctoral Student nominated by the MCR Committee.

The Academic Convenor/Director of Research Translation shall act as administrative secretary. In accordance with Ordinance [D,I,6], the Chair shall, when necessary or desirable, invite the Directors of the individual Study Bridge Centres to be in attendance. The Governance Committee will endeavour to recommend members from across the College's different subject areas.
- ~~8. The Research and Study Centres Committee shall be responsible to the Council for overseeing the development of individual interdisciplinary Study Centres within the~~

College, of networks or partnerships with research and policy organisations external to the College and for promoting and supporting research and translation amongst College membership. For these purposes the Committee shall:

- (a) further the understanding of research and translation interests amongst the College membership;
- (b) oversee the work of the Academic Convenor and the activities of the individual subject area groups;
- (c) oversee the work of the Research Convenor and the informal Post-Doc Committee, and any training or mentorship schemes focussed on young researchers in the College;
- (d) take ownership of the Research Fellow and Research Associate competitions, making recommendations to Fellowships Committee for elections and appointments;
- (e) provide input to Fellowships Committee on priorities regarding the recruitment of research active fellows, associates and senior members to enhance our research and translational activities;
- (f) agree the goals and objectives for the overall programme of the Committee;
- (g) agree the goals and objectives for each College Study Centre, or external network or partnership, as it comes on stream;
- (h) agree a suitable Memorandum of Understanding (MOU) with each Study Centre or external network or partner;
- (i) provide oversight of the plans, budgets and progress of each College Study Centre or external network or partnership, and ensure it conforms to its MOU;
- (j) provide advice to individual Directors, and facilitate their interaction with other parts of the Hughes Hall community;
- (k) ensure that any employees of the College, whether Fellows or other Members, or Assistant Staff, and any external contractors, are properly managed according to College HR policies;
- (l) provide an annual report to Council on the progress of the individual Study Centres and on the achievement of the goals and objectives of the programme;
- (m) organise communication of the activities, achievements and future development plans of existing Study Centres and Partner Organisations to the broader membership of the College.

8. The Bridge Committee shall be responsible to the Council for developing and furthering the understanding of research and translation interests amongst the College membership. For this purpose the Committee shall:

- (a) oversee the development of individual interdisciplinary Bridge Centres within the College;
- (b) oversee formal relationships with any networks or partnerships with research and policy organisations external to the College, to be known collectively as 'Bridge Partnerships';
- (c) take ownership of the Research Fellow and Research Associate competitions, making recommendations to Fellowships Committee for elections and appointments;
- (d) provide input to Fellowships Committee on priorities regarding the recruitment of Fellows and Associates to enhance the College's research and translational activities;

- (e) propose new initiatives to further the reputation and achievements of the College in research and translation;
- (f) oversee the work of the Academic Convenor and the activities of the individual subject area groups;
- (g) oversee the work of the Research Convenor and the informal Post-Doc Committee, and any training or mentorship schemes focussed on young researchers in the College;
- (h) facilitate communication of the activities, achievements and future development plans of existing Research and Translation activities to the broader membership of the College.

9. With regard to the responsibility for Bridge Centres and Bridge Partnerships, the Bridge Committee shall ensure the legal responsibilities of the College are clearly set out and complied with. This will mean working with the Directors of the Bridge Centres and with their equivalents in the Bridge Partnership, and with the Bursar to:
- a. agree the goals and objectives for each Bridge Centre or Bridge Partnership, as it comes on-stream;
  - b. agree a suitable Memorandum of Understanding (MOU)/agreement with each Bridge Centre or Bridge Partnership and ensure that each conforms to its MOU;
  - c. provide oversight of the plans, budgets and progress of each Bridge Centre;
  - d. provide advice to individual Directors, and facilitate their interaction with other parts of the Hughes Hall community;
  - e. ensure that any employees of the College, whether Fellows or other Members, or Assistant Staff, and any external contractors, are properly managed according to College HR policies;
  - f. provide an annual report to Council on the progress of the individual Bridge Centres and on the achievement of the goals and objectives of the programme.

#### **Ordinance [D,I,1]**

1. For the avoidance of doubt, Part D of these Ordinances shall not apply to the Governing Body or to the Council except where these bodies are expressly mentioned. There shall be three levels of committee: Governing Body (GB) committees, College Council (CC) committees and advisory committees.
- (a) GB committees shall be the Governance Committee, the Fellowships Committee, the Audit Committee and the Remuneration Committee (see Parts A & B);
  - (b) CC committees shall be the Finance Committee, the Investments Committee, the Admissions Committee, the Scholarships Committee, the Estates Committee and the ~~Research and Study Centres~~ Bridge Committee;
  - (c) the advisory committees shall be the House Committee, the Development Strategy Group, the Staff Strategy Committee and any other advisory committees established by the Council from time to time.

#### **Ordinance [D,III,5 (f)]**

- (f) up to two co-opted members, drawn from the Leaders/Directors of Focus Areas and ~~College Study~~ Bridge Centres.



## Ordinance [D,II,3-4]: Scholarships Committee and [D,II,1]: Admissions Committee

### Ordinance [D,I,1 (b)]

1. For the avoidance of doubt, Part D of these Ordinances shall not apply to the Governing Body or to the Council except where these bodies are expressly mentioned. There shall be three levels of committee: Governing Body (GB) committees, College Council (CC) committees and advisory committees.
  - (a) GB committees shall be the Governance Committee, the Fellowships Committee, the Audit Committee and the Remuneration Committee (see Parts A & B);
  - (b) CC committees shall be the Finance Committee, the Investments Committee, the Admissions Committee, ~~the Scholarships Committee~~, the Estates Committee and the Research and Study Centres Committee;
  - (c) the advisory committees shall be the House Committee, the Development Strategy Group, the Staff Strategy Committee and any other advisory committees established by the Council from time to time.

### Ord [D,II,3-4]

#### ~~Scholarships Committee~~

- ~~3. The Scholarships Committee shall be a standing committee of the Council, appointed in accordance with Ordinance [D,I]. The Committee shall normally meet twice a year, in the Michaelmas and Easter Terms. The Committee shall be composed of:
  - (a) the President;
  - (b) the Senior Tutor (Chair);
  - (c) the Development Director;
  - (d) four further GB Fellows.The Admissions Office Manager shall act as administrative secretary.~~
- ~~4. The Scholarships Committee shall be responsible to the Council for awards made on academic grounds to individual Students of the College, or to any applicant provided that he or she is admitted as a Student. For these purposes the Committee shall:
  - (a) advise the Council on an awards policy appropriate to the strategic aims of the College;
  - (b) ensure that full details of all awards are suitably published, in particular on the College website;
  - (c) oversee an appropriate procedure for the assessment and selection of candidates according to the criteria of eligibility and selection, including academic, financial and other criteria, for each award, as set out in Regulations;
  - (d) report annually to the Council on the awards made.~~

Renumber the paragraphs that follow.

## **Ordinance [C,II,12]**

### *Senior Tutor*

- (f) management of the Tutorial Office and its staff;
- (g) communication of relevant academic policies, procedures and outcomes through appropriate media.

## **Ordinance [D,II,1 and 3]**

### *Admissions Committee*

1. The Admissions Committee shall be a standing committee of the Council...

The Admissions Administrator, appointed by the Chair, Office Manager shall act as administrative secretary.

3. The Admissions Committee shall be responsible to the Council for scholarships, studentships, bursaries or other financial awards made on academic grounds to individual Students of the College, or to any applicant provided that he or she is admitted as a Student. For these purposes the Committee shall:
  - (a) advise the Council on an awards policy appropriate to the strategic aims of the College;
  - (b) oversee an appropriate procedure for the assessment and selection of candidates according to the criteria of eligibility and selection, including academic, financial and other criteria, for each award, as set out in Regulations;
  - (c) report annually to the Council on the awards made.

**Renumber the paragraphs that follow.**

## **Ordinance [D,III,6(e)]**

- (e) developments at the Cambridge University Development Office (CUDARO), and linkages between University-College development and Alumni relations strategies;

## **Ordinance [C,IV,12]**

### **Dean**

~~12. The Honorary Dean shall be responsible for the investigation of apparent breaches of discipline and any further action required, as set out in the College's Disciplinary Policy.~~

**Renumber the paragraph that follows.**