



HUGHES
HALL
UNIVERSITY OF CAMBRIDGE

GOVERNING BODY

Confirmed minutes

Seventieth meeting of Governing Body Wednesday 10 June 2020

Via video conference

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

Present: Dr Anthony Freeling (President, Chair), Dr Hilary Burton (Vice-President), Prof Jonathan Powell (Pro-Vice-President), Mrs Heidi Allen, Mr Mark Anderson, Dr Stephen Axford (Director of Strategy and the Bridge), Dr Mark Bale, Prof Michael Barrett (to item 70.13), Mr William Charnley, Dr Othman Cole, Mr Martin Coleman, Dr Bart de Nijs (from item 70.3), Dr Bernard Devereux, Dr Claire Donnelly, Prof John Doorbar, Prof Ming-Qing Du, Dr Peter Dudley, Mrs Victoria Espley (Bursar), Dr Markus Gehring, Prof Emanuele Giovannetti, Mr Nick Gray, Dr Sara Hennessy, Dr Riikka Hofmann, Dr Sonia Ilie, Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Prof James Kaufman (to item 70.12), Dr Tobias Kohn, Dr Yury Korolev, Dr Alastair Lockhart, Dr Andrew Mackintosh, Dr Timea Nochta, Prof William Nuttall, Dr Ajith Parlikad, Mrs Laurel Powers-Freeling, Dr Aisling Redmond (to item 70.19), Dr Corinne Roughley, Dr Carole Sargent, Dr Kishore Sengupta, Dr Eugene Shwageraus, Prof Nidhi Singal, Dr Jeffrey Skopek, Dr Jacob Stegenga, Dr Martin Steinfeld, Prof Andreas Stylianides, Prof Paul Tracey, Dr Caroline Trotter, Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells, Dr Nigel Yandell (to item 70.7).

In attendance: Mr William Conner (Director of Institutional Advancement, to item 70.13), Prof Neil Mercer (Senior Independent Fellow, to item 70.13), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary).

Apologies: Dr Paula Banca, Dr Heather Blackmore, Prof Tamsin Ford, Dr Fernando Gonzalez-Zalba, Dr Sarah Hoare, Dr Jessica White.

On leave: Prof Gishan Dissanaiké, Dr Ricardo Sabates, Dr Suzanne Turner.

Absent: Dr Stephen Cave.

In memoriam

Mr Kenneth Turner, MA
Fellow in Class G, died on 26 March 2020, aged 89 years.

OPEN BUSINESS

70.1. Introduction

70.1.1. Welcome

The President welcomed Mrs Allen to her first meeting of Governing Body. He also congratulated Prof Ford (not present at the meeting) on her recent election as Fellow of the Academy of Medical Sciences.

He announced that item 70.6 (Establishment of a new Bridge Centre, Cambridge Initiative for Future Education Research) would be dealt with at a later meeting.

70.1.2. Declarations of Interests (Open Business)

There were no declarations of interests.

70.2. Minutes and Matters arising from the Open Business of the Sixty-ninth meeting of Governing Body, 6 May 2020

70.2.1. Approval of minutes (GB70 01)

Governing Body approved the minutes as an accurate record, subject to the following correction:

In those present: 'Dr Agnieszka' corrected to 'Dr Agnieszka Iwasiewicz-Wabnig'.

70.2.2. Matters arising

70.2.2.1. [67.6] Structure and Governance for Hughes Hall Initiatives Working Group

The President reported that the Working Group had held its first meeting, at which it had been agreed that it was proving more productive to examine the challenges posed by actual cases rather than considering theoretical scenarios. The Working Group would continue to meet but had no specific recommendations to make thus far.

70.3. President's Report

The President acknowledged the hard work and effort of the staff during the Easter term, and stated his intention to write and thank them on behalf of Governing Body. He also mentioned that the MCR Committee had been very supportive and drew attention to their recent 'Hughes Heroes' series on social media, which, each week, celebrated individual members of staff and Fellows.

He informed Governing Body that students would not be able to take their degrees in person, but that there would be a virtual College ceremony on 18 July for BA, LLM and MAST students who had successfully completed their courses. Later, when conditions allowed, there would be a modified ceremony at Senate House, to 'celebrate' rather than 'confer' the degree, for those students who had by then taken their degree *in absentia*.

70.3.1. Racial equality

The President informed Governing Body that, in the wake of worldwide anti-racism protests following the death of George Floyd, both he and Dr Cole (Tutor and BAME Champion) had issued statements regarding the College's stance and pledging action to counter racism. He invited Prof

Singal and Dr Roughley to speak and to present data from a survey of Senior Members launched by the Equality and Diversity Working Group (chaired by Dr Roughley).

Prof Singal said that it was good to have the statements, but that it was important that they were followed up with a considered and long-term plan of action which could be sustained. Dr Roughley presented some interim data from the survey. She also gave examples of the feedback Tutors were receiving from students. In response to a question, Dr Roughley said that there had been one previous survey of GB Fellows and that data were routinely collected during the recruitment of Research Fellows and Research Associates. However, the current survey was the first attempt to collect baseline data from across the Senior Membership.

There followed a long discussion in which several Fellows made suggestions for future action for fostering equality and diversity. It was apparent that GB members felt it important that the College followed up statements with action.

It was agreed that the survey results should be circulated with the minutes and that they should also be made publicly available. It was further agreed that the Equality and Diversity Working Group should consider data for students.

ACTION: (1) Secretary to circulate the results of the Diversity Survey of Senior Members with the minutes.

(2) Dr Roughley to publish the results of the Diversity Survey of Senior Members.

(3) Dr Roughley to ask the Equality and Diversity Working Group to consider diversity data for students

70.3.2. Update on fundraising campaign

The Director of Institutional Advancement gave an update on the campaign launched in May to raise funds to support students in the face of the COVID-19 crisis. Over £200k had been raised from 110 donations so far and that a further £70k had been raised for a scholarship in Law.

70.4. Estates

70.4.1. Update on planning (GB70 02)

{[REDACTED]}

70.4.2. Terms of Reference for work strands (GB70 03)

Governing Body noted the terms of reference for the three work groups - Design, led by the President, Costs and Funding, led by Dr Yandell, and Execution of Planning Phases, leadership to be confirmed.

70.5. Update on COVID-19 business contingency planning (GB70 04)

The President spoke to the paper, which described how the Recovery Plan was structured across two blocks of work: the first involving planning responses and financial modelling across four posited scenarios; the second making operational decisions as more information became available about the number of students intending to be in residence and the progression of the COVID-19 pandemic. He

said that Council would be meeting over the summer to deal with a range of decisions that would need its approval.

70.6. Establishment of new Bridge Centre, Cambridge Initiative for Future Education Research (CIFER) (GB70 05a, GB70 05b, GB70 05c)

This item to be held over to a future meeting.

70.7. Cambridge Bursary Scheme 2 (CBS2) (GB70 06)

Governing Body approved the implementation of revisions to the Cambridge Bursary scheme with effect from 2020-21 noting the anticipated additional cost to the College, while also noting that it seemed likely the revisions would not in fact be implemented until 2021-22 at the earliest. It also noted the possibility of further increases in costs should the number of students eligible for the scheme rise and/or the grant per student increase as a result of the economic impact of COVID-19.

[Post-meeting note: CBS2 was indeed not agreed to be revised across all Colleges for the 2020-21 academic year, so the existing CBS continues unaltered for another year.]

70.8. Variation to the accommodation allocation policy for the year 2020-21 (GB70 07)

Dr Roughley spoke to the paper and explained that Council would normally approve revisions to the accommodation allocation policy, but that approval was needed before Council would next meet. The policy needed to be adapted in order to maximise capacity while taking account of the advice from Public Health England and maintaining a safe environment. She confirmed that the revisions had been discussed by the Space and Operations subgroup of the Recovery Task Force, the College's Welfare and Finance Committee, and representatives of the MCR.

Governing Body approved the policy subject to minor corrections suggested by Dr Lockhart. The final version is appended (Appendix A) to the minutes of Open Business.

70.9. Replacement of the title 'City Fellow' with 'Bridge Fellow'

Governing Body approved changing the title 'City Fellow' to 'Bridge Fellow'.

70.10. Amendments to Ordinances (GB70 08)

Governing Body approved Governance Committee's recommendations for amendments to Ordinances for items 70.10.1-4 as outlined in paper GB70 08 and summarised in Appendix B to the minutes of Open Business.

70.10.1. Remit of Governance Committee (p. 2)

70.10.2. Remit of Council (p. 3)

70.10.3. Composition of Council (pp. 4-5)

70.10.4. Composition of Bridge Committee (p. 6)

[Post meeting note: An additional correction to Ordinance [A,VII,3] was made in order to maintain consistency with the main amendment to Ordinance [A,VII,1] (increase in the number of members of Council appearing on the Governance List). The amendment is included in Appendix B.]

70.11. Governance List (GB70 09)

Governing Body approved that the following Offices and Posts be the Governance List and the named individuals therefore being 'persons holding Offices or Posts named on the Governance List under Ordinance [A,I,10]'.

Bursar (Mrs Victoria Espley)

Senior Tutor (Dr Philip Johnston)

Development Director

Director of Strategy and the Bridge (Dr Stephen Axford)

Deputy Senior Tutor (Dr Alastair Lockhart, Dr Corinne Roughley, and Dr Carole Sargent)

Admissions Tutor (Dr Alastair Lockhart, Dr Corinne Roughley, and Dr Carole Sargent)

70.12. Bursarial

70.12.1. Management accounts update (GB70 10)

The Bursar noted that there had been an improvement in the forecast deficit owing to an extension of the Government's furlough scheme to October and an increase in unrestricted donations received. She confirmed that the forecast indicated that the covenants in place on borrowings would be met in 2019-20. She reported that the forecast excluded the grant from the Colleges' Fund, which owing to the pandemic, could exceptionally be used as operational income in 2019-20.

70.12.2. Approach and timetable for annual budget, 2020-21 (GB70 11)

The Bursar asked Governing Body to note that Council had approved delaying the budget process and timetable for 2020-21 owing to the high uncertainty over the size and shape of the student body and the number of students who would be in residence [CC94.6]. Normally Governing Body would approve the budget at its June meeting in accordance with Ordinance [A,V,7 (a)] , but this year review and approval of the 2020/21 budget would be delayed until September. In the meantime, prior to approval of the budget Council approval would be required for the following 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 will be brought to Council for decision.

Governing Body noted the revised process and timetable but asked that the paper be amended to state the involvement of Finance Committee in the decision-making process.

70.13. Any other Open Business

There was no other Open Business.

End of Open Business WS

Appendix A:

Hughes Hall Accommodation Allocation Policy

2020-21

1. Summary

As part of our response to the pandemic, the accommodation allocation policy needs to be adapted for the year 2020-21 to enable the College to support the accommodation needs of our students as effectively as possible. In broad terms, the allocation policy is intended to ensure that (a) the College can provide an appropriate environment and accommodate as many students as possible, (b) full-time students taking degrees with durations longer than 1 year are offered accommodation throughout their course (normally on-site in year 1 and off-site in subsequent years), (c) the number of full-time first year students in on-site accommodation is maximised¹.

2. Accommodation arrangements

Each year the College will set aside available rooms (1) for anticipated tutorial need (including those suitable for quarantine, and expected adjustments for disability or vulnerability to covid-19), (2) for one member of the MCR committee in each on-site College building, (3) on-site to meet anticipated demand from new students with overall course durations of 2 years or more, (4) off-site to meet anticipated demand from students continuing a course with overall course duration of 2 years or more.^f (5) Remaining rooms are offered to students not within these definitions subject to availability and as they are confirmed for study by the College. However, these principles may need to be varied so that the College continues to follow Public Health England (PHE) guidelines, where maintaining adherence to the principles would unreasonably reduce the capacity of College accommodation, or where they would be unrealistic to achieve logistically due to resourcing and existing students belongings.

3. Couples' accommodation

Couples' accommodation is provided for students in established long-term relationships intending to live in Cambridge with their partner as the primary place of residence for both individuals. Graduate applicants will have indicated they intend to bring a partner in their GRADSAF. Students offered couples accommodation will need to provide their partner's visa/passport information.

¹ Noting the benefit of having some continuing students in on-site buildings and subject to PHE guidance on moving between households. (See also Other matters' below.)

^f NB In line with previous admissions policies, undergraduates who started study in Michaelmas 2017 or earlier will be offered on-site accommodation for the duration of their course if they request it.

There is limited couples' accommodation and the availability of couples' accommodation may close early.

4. Medical and disability needs

Requests for accommodation that include requirements on the grounds of medical and/or disability needs should be notified to the College as early as possible, to: equality.officer@hughes.cam.ac.uk. Medical or other reports are required, and these can take time to obtain and evaluate. It is strongly recommended that applicants contact the equality officer within a week of accepting the offer of a college place in the first instance to initiate the process.

Part-time students

In line with all colleges, Hughes Hall accommodation is not intended for part-time students

5. Writing-up students.

There is limited capacity to accommodate students writing up.

6. Applicants/new students

The Accommodation Preference Form will be made available to new applicants for full-time study when they accept their offer or when the accommodation allocation process opens, whichever is later. Applicants who have requested accommodation using the Accommodation Preference Form are offered accommodation as they are confirmed for study by the College, subject to availability.²

6.1 All first-year students recorded by the College as having course durations of 2 years or more have priority for on-site accommodation, and accommodation is set-aside for this purpose so far as demand is anticipated.

6.2 Undergraduates and Graduate Course in Medicine students who do not wish to live in College accommodation must seek tutorial permission to live elsewhere. Applicants in this position should contact the Admissions Office for advice.

6.3 Applicants confirmed later, and after all College rooms have been allocated, will be supported with finding their own accommodation.

6.4 New students may not take up College accommodation before their Registration Date unless they are taking required pre-sessional courses, have been given permission to enter quarantine in College accommodation, or have medical/disability reasons for doing so. The

² College confirmation usually occurs before confirmation by the University. Both are required for a student to join the College and commence study. Any offer of College accommodation is therefore ultimately subject to the University confirming an applicant to commence study.

commencement date for these must be confirmed by the Admissions Office or Disability Equality Officer as appropriate. New students with exceptional cause to arrive after their Registration Date must contact the Admissions Office for advice.

7. Students continuing study

In the context of this policy, a continuing student is a student continuing the same course of study from one year to the next (it does not refer to students completing one course of study and commencing a new one that requires an application in its own right. See definitions below for more information.)

7.1 To be eligible for accommodation, continuing students must submit their Accommodation Preference Form before the notified deadline.

7.2 Accommodation is offered to all full-time continuing students requesting single accommodation. This will be off-site if a move is feasible under current PHE guidance and there are sufficient College resources.

7.3 Full-time continuing students requesting couples' accommodation will be offered accommodation subject to availability.

7.4 Undergraduates in any year of study and 2nd year Graduate Course in Medicine students who do not wish to live in College accommodation must seek tutorial permission to live elsewhere.

7.5 Continuing students are normally expected to take up their accommodation on the Saturday before the first day of Michaelmas Full Term (Saturday 3 October in 2020). Rooms will be available, and students will be invoiced from this date. Students should contact the accommodation manager in good time if they wish to arrive earlier: rooms@hughes.cam.ac.uk. Late arrivals after the first day of Michaelmas Full Term (Tuesday 6 October in 2020) are not possible without the explicit approval of the Senior Tutor.

8. Other matters

Applicants and students who are offered accommodation should confirm within the notified time limit that they wish to take the accommodation. If they do not confirm within the time limit, the room will be offered to another student.

In allocating students to off-site accommodation, proximity to an individual student's Faculty or Department will be taken into account.

All other things being equal, priority for allocating accommodation will be decided by:

8.1 Groups of students who have requested to live together will have higher priority than others if a house with suitable capacity is available.

8.2 The number of continuing students allocated to on-site buildings under this policy will be monitored, and additional rooms may be made available in on-site buildings for continuing students where these numbers are very low and where the presence of continuing students will provide positive incidental and informal support to new students. In such cases, all other things being equal, priority for the additional continuing student rooms will be to continuing students who have not previously been in on-site accommodation or who have had a shorter period of on-site accommodation relative to other students.

9. In cases of doubt, the College's Welfare and Finance Committee shall make a final determination about the allocation of accommodation.

10. University residence requirement

The residence requirements of the University are specified in *Statutes and Ordinances* Ch. 2 §11 and §12 and should be adhered to by all students. See

<https://www.admin.cam.ac.uk/univ/so/2019/chapter02-section11.html>

11. Definitions

For the purposes of this policy

- A 'continuing student' is a student who commenced their current course of study before 1 July 2020 and whose course end date for their current course is recorded by the College as after 9 November 2020 (division of Michaelmas Term).
- A 'writing up' student is a student taking a course with a thesis requirement which has a College- recorded 'submission date', and a course end date recorded by the College as before 9 November 2020, and who has not submitted their thesis.
- 'On-site' refers to College buildings overlooking the cricket field and/or accessible from Wollaston Road.
- 'Off-site' refers to all other College buildings and houses elsewhere in Cambridge.

Approved by Governing Body, 10 June 2020 [GB70.8]

Appendix B – approved amendments to Ordinances

Remit of Governance Committee - Ordinance [A,IX,5]

5. 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)];
 - (i) keep under review the procedures followed by Fellowships Committee in making recommendations to Governing Body for the election and re-election of Fellows in accordance with Ordinance [A,X,3 (a) and (d)].
 - (j) keep under review the procedures followed by Fellowships Committee in making appointments and reappointments in accordance with Ordinance [A,X,3 (b) and (c)].

Remit of Council - Ordinance [A,VII,6]

6. Further to clause [5], the Council shall manage the operations of the College, in particular it shall:
 - (a) implement Governing Body policies in accordance with its strategic objectives and financial plans;
 - (b) monitor the cost-effectiveness of Governing Body policies;
 - (c) set priorities for teaching and other academic needs;
 - (d) as and when required, create and abolish ~~and appoint persons to~~ Posts under Ordinance [C,III] or other positions, ~~and appoint suitable persons~~;
 - (e) set the role-descriptions of ~~the College Officers, other than the President, and of other~~ Post-holders and Assistant Staff when Posts or positions are created and keep under review the structure and role descriptions of Posts;
 - (f) monitor the ~~day to day~~ work of the College Officers, other than the President, and of other Post-holders and Assistant Staff;
 - (g) ensure that College Officers report regularly to the Council and seek appropriate authorisation from the Council for any decisions or actions that fall outside their normal authority; in particular, any decision or action that exceeds any financial or operational limit on his or her authority, or has an impact on the functions and authority of any other College Officer;
 - (h) set the terms of reference and monitor the termly work of those committees that report to the Council;
 - (i) set priorities for the employment of Assistant Staff;
 - (j) promote good relationships among all constituencies of the College, including the Students, Assistant Staff, Fellows, and other Senior Members, and between the College and the wider academic and civic community.

Composition of Council – Ordinance [A,VII,1] and associated amendments

Council Constitution

1. For the purposes of Statute [I,6], and to achieve a balance of membership in categories (b) to (d) in favour of members who do not hold Offices or Posts named on the Governance List under Ordinance [A,I,10], the Council shall be composed of:
 - (a) the President, serving *ex officio*;
 - (b) the Vice-President and the Pro-Vice-President, serving *ex officio*;
 - (c) the Senior Tutor, the Bursar, ~~the Director of Research Translation~~ and the Development Director, serving *ex officio*;
 - (d) ~~six~~~~seven~~ further Fellows elected by and from the members of the Governing Body, of whom at any time ~~up to two~~~~only one~~ Fellows may be ~~a~~ persons holding an Office or Post named on the Governance List under Ordinance [A,I,10];
 - (e) the President and Secretary of the MCR; provided that each Officer may nominate another Student to attend a particular meeting of the Council in his or her place.

Ordinance [A,VII,3]

3. A member of the Council elected in category [1(de)] who is appointed to an Office or Post named on the Governance List may continue to serve on the Council for the remainder of the current academic year, even if more than ~~one~~two members of the Council thereby appears on the Governance List, but shall then stand down. He or she may, if eligible under clause [2] and Ordinance [A,VIII], be a candidate for immediate re-election.

Ordinance [A,VIII,1]

1. Fellows shall normally be elected to the Council at the meeting of the Governing Body held in the Lent Term. At each election, the number of vacancies shall be such as to ensure that ~~six~~seven elected Fellows in total serve for the following academic year.

Ordinance [A, VIII, 10]

10. The required number of Fellows to fill the vacancies shall be declared elected, according to the votes cast for each Fellow from highest to lowest, provided that:
 - (a) where more than ~~two~~one Fellows appearing on the Governance List established under Ordinance [A,I,10] would otherwise be elected, only the ~~two~~one with the highest votes shall be declared elected and the remaining such Fellows shall be deemed withdrawn from the election;
 - (b) in the case of a tie for the final vacancy, the Chair of the meeting shall exercise a casting vote.

Composition of Bridge Committee - Ordinance [D,II,6]

Bridge Committee

6. The 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 Director of Research;
 - (c) the Academic Convenor;
 - (d) the Honorary Research Convenor;
 - (e) the ~~Director of Strategy and the Bridge~~Director of Research Translation;
 - (f) one member of the Council nominated by Council;
 - (g) three further GB Fellows;
 - (h) one Student nominated by the MCR Committee.

The ~~Director of Strategy and the Bridge~~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 Bridge Centres to be in attendance. The Governance Committee will endeavour to recommend members from across the College's different subject areas.