



## GOVERNING BODY

### Confirmed minutes

### Seventy-first meeting of Governing Body 16 September 2020

#### Via video conference

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

**Present:** Dr Anthony Freeling (President, Chair), Prof John Doorbar (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, Dr Paula Banca, Prof Michael Barrett, Dr Heather Blackmore, Dr Hilary Burton, Mr William Charnley, Mr Martin Coleman, Dr Bart de Nijs, Dr Bernard Devereux, Dr Claire Donnelly, Dr Peter Dudley, Mrs Victoria Espley (Bursar), Prof Tamsin Ford, Dr Markus Gehring (from item 71.3), Prof Emanuele Giovannetti, Dr Fernando Gonzalez-Zalba, Dr Sara Hennessy (to item 71.13), Dr Sarah Hoare, Dr Riikka Hofmann, Dr Sonia Ilie, Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Prof James Kaufman, Dr Tobias Kohn, Dr Yury Korolev, Dr Alastair Lockhart, Dr Andrew Mackintosh, Dr Timea Nocht, Prof William Nuttall, Dr Aisling Redmond (from item 71.5), Dr Corinne Roughley (from item 71.3 to item 71.6), Dr Ricardo Sabates, Dr Carole Sargent, Dr Eugene Shwageraus, Prof Nidhi Singal, Dr Jeffrey Skopek, Dr Martin Steinfeld, Prof Andreas Stylianides, Prof Paul Tracey, Dr Caroline Trotter, Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells, Dr Jessica White.

**In attendance:** Mr William Conner (Director of Institutional Advancement, to item 71.13), Prof Neil Mercer (Senior Independent Fellow, to item 71.13), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary).

**Apologies:** Dr Othman Cole, Mr Nick Gray, Mrs Laurel Powers-Freeling, Dr Kishore Sengupta, Dr Jacob Stegenga, Dr Nigel Yandell.

**On leave:** Prof Gishan Dissanaik, Dr Suzanne Turner.

**Absent:** Dr Stephen Cave, Prof Ming-Qing Du, Dr Ajith Parlikad.

## **OPEN BUSINESS**

### **71.1. Introduction**

#### **71.1.1. Thanks to members attending their final meeting**

The President gave a vote of thanks to Fellows leaving Governing Body at the end of September: Dr Burton, Dr Bale, Dr Cave, Mr Coleman, Dr Devereux, Mr Gray, and Prof Kaufman.

#### **71.1.2. Declarations of interests (Open Business)**

Dr Gehring and Prof Giovannetti declared their interests in item 71.6.

Prof Wegerif and Prof Nuttall declared their interests in item 71.8.

### **71.2. Minutes and Matters arising from the Open Business of Governing Body, of 10 June 2020**

#### **71.2.1. Approval of minutes (GB71 01)**

Governing Body approved the minutes as an accurate record.

#### **71.2.2. Governing Body action list: Open Business (GB71 02)**

##### **[70.3.1] Equality and Diversity (GB71 03)**

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

Completed. Paper GB71 03 includes the results of the survey of Senior Members together with recommendations made by the Equality and Diversity Working Group. It was presented to College Council (24 June 2020 [CC95.5]) and the recommendations approved.

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

Results to be published when a full set of data for staff, students and Senior Members has been compiled.

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

Completed. The Working Group have considered an initial range of summary data and requested further data which had been obtained and will be published together with that of staff and Senior Members.

##### **[70.12.2] Approach to timetable for annual budget, 2020-21.**

The Bursar to amend the Paper GB70 11 to state the involvement of Finance Committee in the decision-making process.

Completed.

### **71.2.3. Matters arising not otherwise on the agenda**

There were no other matters arising.

### **71.3. President's report**

The President opened his report on an optimistic note reporting that student numbers for 2020-21, both undergraduate and postgraduate, appeared to be holding up well with most international students planning to be in residence. The College was beginning to open up (although some students had continued to be in residence throughout the summer) with catering now available, and more members of staff spending at least some of their time working in College rather than from home. Currently around 40-50 students were in quarantine in College with the number expected to peak at around 90 students. Arrangements were in place with other colleges should extra capacity for quarantining be required.

On the other hand, the final stages of Brexit yield uncertainty, and the latest analysis from the USS is controversial and likely to cause widespread dissent. Cases of COVID-19 were on the rise and there had been a good deal of communication with students and staff to help allay anxieties about coming back into College. Governing Body endorsed the President's proposal that he write to thank Seniors and staff for their hard work and effort in putting the Crisis Recovery Plan into action in preparation for the new academic year.

### **71.4. College Agenda 2020-21 (GB71 04)**

The President spoke to the paper, approved by Council on 7 September [CC96.5], and invited any comments or queries. One Fellow praised the College Agenda as impressive and ambitious, but also wondered whether it would be monitored and adapted in view of changing circumstances. The President responded that Council had agreed that the College Agenda would be kept under review as a standing item on Council's agenda.

### **71.5. Budget for 2020-21 (GB71 05)**

The Bursar presented the budget for 2020-21, noting that it had been considered and was recommended to Governing Body by Finance Committee and then Council. As in previous years Governing Body would be asked to approve a restated budget once student numbers were confirmed in Michaelmas Term.

The following responses to questions were made:

- The Bursar reported that the College had metering points to monitor electricity use across College and had already collected good data.
- The Bursar reported that there would be over 300 rooms available to accommodate students, and demand was such that she expected them to be fully taken. She added that there were agreements in place to co-ordinate and share accommodation across colleges as some had excess capacity, and that she did not anticipate problems in finding accommodation for those that wanted it.
- Dr Lockhart and Dr Sargent reported that in terms of applications and confirmations numbers were up on last year. Dr Sargent said that around 300 continuing students were expected and

that approximately 460 new students had confirmed their intention to take up their places, although at this stage they could still change their minds.

Governing Body approved the budget. The President thanked the Bursar and her team for their work in producing the budget under new and difficult circumstances.

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

#### **71.7. Decision-making at short notice during 2020-21 (GB71 07)**

The President introduced the paper, presented as a Regulation for approval. He explained that Regulations expand on the provisions of Statutes and Ordinances and encompassed the regulations, policies and procedures approved by Council (under Ordinance [A,VII,8]) or by Governing Body.

Dr Lockhart spoke to the paper, which summarised the procedure to be followed when it was necessary for decisions to be taken at short notice with insufficient time for the usual processes of consultation and approval by Governing Body or Council. He explained that its aim was to elucidate the processes to be followed rather than to delegate any additional authority to the President.

In response to a question Dr Lockhart clarified that although the paper referred to 'unexpected changes occurring that related to the coronavirus crisis' the framework could be applied to other exceptional circumstances where there was insufficient time to convene Council or Governing Body.

Governing Body approved the procedure subject to the following caveats:

- Point 8 to be amended to, 'A report and any notes and minutes should be provided immediately via email to Governing Body Fellows'. (The amended version is given in Appendix A of the minutes of Open Business.)
- Governing Body to review the procedure at its meeting of 2 December 2020 taking into account any feedback from Governance Committee.

**ACTION:** The Secretary to refer the procedure to Governance Committee.

#### **71.8. New Bridge Centre 'Digital Education Future Initiative (DEFI)' (GB71 08)**

Prof Wegerif spoke to the paper as lead author, acknowledging the input of several Senior Members, and mentioned that there was also wide support from beyond the College for establishing the centre. The DEFI would serve as a hub in Cambridge acting as a forum for ideas and initiating and disseminating research on the effectiveness of new models of education supported by digital technologies. It would offer partners in industry, policymakers and practitioners research-based evidence and advice on digitally enhanced new approaches to teaching and learning. It would also offer development opportunities for students.

Prof Wegerif reported that a certain amount of enabling funding had already been secured and that negotiations for a substantial amount of further funding were ongoing. The expectation was that the centre would be income-generating and self-sustaining. He said that the establishment of the DEFI had the support of the Faculty of Education and agreement had been reached on the demarcation of projects and funding. The DEFI planned to concentrate on philanthropic projects funded by industry with the aim of expanding the translational work of the Bridge and disseminating the research of the Faculty.

The President noted that, if Governing Body approved the establishment of the DEFI, then as Director of the new Bridge Centre Prof Wegerif would stand down from Bridge Committee.

Governing Body approved the establishment of the new Bridge Centre, 'Digital Education Future Initiative'.

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

The Bursar reported that in accordance with Statute XII.1 the Common Seal of the College was affixed on 28 July 2020 to a deed relating to a donation from the Conduit Trust to the College, restricted to support for the Hughes Hall Centre for Climate Change Engagement, of £4.5 million over a six-year period starting in August 2020.

#### **71.10. Any other Open Business**

There was no other Open Business.

End of Open Business WS

## **Appendix A: Decision-making at short notice during 2020-21**

### **Background**

On 24 March 2020 the Governing Body approved by email circulation a delegation of authority to the President should significant and unexpected changes relating to the coronavirus crisis require urgent decisions concerning the College's business. In the event the delegation was not used, and it lapsed on 6 May 2020.

The College has made provision to manage the risks and challenges of the on-going pandemic, nonetheless it remains the case that the College might be called on to take decisions at short notice where usual processes of consultation and governance are difficult and in areas with the potential to have a significant impact on the wellbeing of the College and/or in areas usually requiring Governing Body or Council approval.

While it is not considered necessary to institute a new delegation of authority, it is appropriate that should significant and unexpected changes relating to the coronavirus crisis require urgent decisions concerning the College's business a proper framework for consulting and advising Governing Body or Council so far as circumstances allow is in place.

This document summarises the consultation process that should be followed in exceptional circumstances, including summarising the procedure for calling Governing Body or Council where possible or taking action without Governing Body or Council where they cannot be convened.

In summary, there are four stages to the framework (A-D). These are broken down into more detailed steps (1-8) in the first appendix. Useful reference points on process and priority are in the second appendix.

### **The Framework**

- A. President should consult the Bursar, Senior Tutor and the Vice President as a priority, and other class A-F Fellows so far as possible. Consultation should be made with relevant staff and others as appropriate. (Steps 1, 2 and 3 below.)
- B. Usual processes for holding meetings of Council and/or Governing Body should be followed if this can be done within required timeframes and quorum requirements. (Steps 4, 5 and 6 below.)
- C. Where meetings of Council and/or Governing Body cannot be held in compliance with timeframe and quorum requirements, the President should gather such views of the Governing Body as are available before coming to an agreed decision with the Bursar, Senior Tutor and Vice-President as a priority. (Step 7 below.)
- D. Note and minutes should be kept, and a report provided to the next meeting of Council and/or Governing Body. (Step 8 below.)

## Appendix 1

1. All class A-F Governing Body Fellows should recognize that in exceptional circumstances, as trustees of the college, it may be necessary for them to be contacted outside working hours and at short notice to support a College response to exceptional circumstances or demands. They should ensure that the contact details held by the College are up-to-date and that more than one mode of contact (e.g. telephone and email) is available.
2. In every case, where the College is called on to take decisions at short notice in areas with the potential to have a significant impact on the wellbeing of the College and/or in areas usually requiring Governing Body or Council approval, the President should attempt to contact and consult with the Bursar, Senior Tutor and Vice-President without any undue delay.
3. President, Bursar, Senior Tutor and Vice-President to contact, inform, and review the situation with relevant others as appropriate, including but not limited to staff and Fellows.

Where circumstances allow, a meeting of Council and/or a meeting of Governing Body should be held in advance of any deadline for a decision (meetings can be held online should circumstances require it). Every effort should be made to contact members to attempt to hold these with adequate quora before the deadline for any decision.

4. President to arrange email/telephone contact with all Governing Body members explaining the situation and the nature of the decision to be taken and seeking the views of the trustees. When a decision would normally require Governing Body approval (or if the President believes it to be otherwise appropriate) and where the required notice period can be given, President to call an emergency Governing Body meeting as soon as practicable.
5. Where the required notice period can be given, President calls an emergency meeting of Council (to be held in advance of the emergency Governing Body meeting if one has been called). If quorate, Council should agree an initial recommendation for a response to the issue at hand.
6. If a Governing Body meeting has been called and is quorate, the Governing Body should agree a College response to the issue at hand. If Governing Body is not quorate, the Council recommendation should stand. (A second Council meeting may be called if time allows.)

Where limitations of time make a meeting of either/both Governing Body or Council impossible at steps 5 and 6, the President and others assisting the process should seek the views of their members by email/telephone so far as possible.

7. Where a quorate recommendation/decision has been possible from neither Governing Body nor Council, President should agree a College response based on such consultation as has been possible with available Governing Body fellows – giving particular attention to the views of the Bursar, Senior Tutor and Vice-President. Under these circumstances, so far as possible, a final decision should be taken at a minuted structured meeting involving the President, Bursar, Senior Tutor and Vice-President as a priority, and such other Fellows as are available to take part.
8. A report and any notes and minutes should be provided to the next meeting of Governing Body.

## Appendix 2

The areas of authority delegated/excluded from delegation by Governing Body to Council are specified in *Statute* II.1.a-h and *Ordinance* A.I.4-6.

The duties and responsibilities of the President are specified at *Statute* III.4 and *Ordinance* II.3.

The required scheduling and notice periods for Governing Body meetings are given at *Statute* II.14, those for Council meetings are at *Ordinance* A.VII.10-11.

The provision for chairing Governing Body in the absence of the President is at *Statute* II.4.

The list of Fellows and their order of seniority is published in a special issue of the *Cambridge University Reporter* after the end of the Michaelmas Term each year. For 2019, see:

<https://www.admin.cam.ac.uk/reporter/2019-20/special/03/>