



HUGHES  
HALL

UNIVERSITY OF CAMBRIDGE

## GOVERNING BODY

### Confirmed minutes

### Eighty-seventh meeting of Governing Body 15 March 2023

#### In person at 5.30pm

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

**Present:** Sir Laurie Bristow (President, Chair), Mr Mark Anderson, Dr Stephen Axford, Dr Paula Banca, Dr Jimmy Chan, Dr Othman Cole (from item 87.3), Dr Bart de Nijs, Prof John Doorbar, Dr Peter Dudley (from item 87.3), Ms Emily Farnworth, Prof Tamsin Ford, Prof Emanuele Giovannetti, Dr Sarah Hoare, Prof Riikka Hofmann, Dr Sonia Ilie, Prof Bill Irish, Dr Alastair Lockhart, Dr David McCay, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof William Nuttall, Prof Ajith Parlikad, Mrs Laurel Powers-Freeling, Dr Perla Pucci, Dr Corinne Roughley, Prof Ricardo Sabates (from item 87.3), Dr Carole Sargent, Dr Guillermo Serrano Nájera, Prof Eugene Shwageraus (from item 87.2.3.1), Dr Jeffrey Skopek, Prof Jacob Stegenga, Dr Martin Steinfeld, Prof Paul Tracey, Prof Caroline Trotter, Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells, Dr Nigel Yandell.

**In Attendance:** Mr William Conner (Director of Institutional Advancement, to item 87.7), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary).

**On leave:** Dr Markus Gehring, Prof Kishore Sengupta.

**Apologies:** Prof Nidhi Singal (Vice-President), Dr Mish Ebrahim, Dr Farah Ahmed, Prof Michael Barrett, Mr William Charnley, Prof Gishan Dissanaiké, Prof Sara Hennessy, Dr Agnieszka Iwasiewicz-Wabnig, Ms Mahnaz Malik, Prof Neil Mercer (Senior Independent Fellow), Prof Jonathan Powell, Prof Jorge Santos, Prof Andreas Stylianides, Dr Livia Tomova, Prof Suzanne Turner, Dr Claire West, Dr Jessica White.

## OPEN BUSINESS

### 87.1. Introduction

#### 87.1.1. Welcome and apologies

The President welcomed everyone to the meeting and gave a vote of thanks to Mr Anderson, who was attending his final meeting after serving five years as Bridge Fellow.

#### 87.1.2. Declarations of interests (Open Business)

There were no declarations of interests.

## **87.2. Minutes and Matters arising from the Open Business of Governing Body, of 8 February 2023**

### **87.2.1. Approval of minutes (GB87 01)**

Governing Body approved the minutes as an accurate record.

### **87.2.2. Governing Body action list: Open Business**

There were no items outstanding.

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

#### **87.2.3.1. [86.6] Planning Group scoping a review of Statutes and Ordinances (GB87 02)**

The Bursar reported that the Planning Group had been established with himself, Alastair Lockhart (Deputy Senior Tutor), Lars Vinx (GB Fellow), Emily Farnworth (GB Fellow), and Julia Watkinson (Compliance Manager) as its members. It had held its first meeting on 20 March 2023 and aimed to report back to Governance Committee and Governing Body with recommendations before the end of Easter Term.

### **87.3. President's report**

The President thanked Fellows for their engagement with the recent fireside chats and workshops. The two consistent key messages that had emerged had centred on widening participation and creating impact beyond academia with a consensus that the approach to change should be transformational rather than incremental. The President acknowledged that there were capacity constraints which meant that it would not be possible to do everything at once. He outlined the top priorities as:

- **Tutorial.** Build an outstanding tutorial and pastoral offer to students, reflecting the needs of the student population and ensuring that an ambitious approach to widening participation (for both undergraduates and postgraduates) could be supported.
- **Estates.** In the short term: achieve the best available interim solutions, balancing teaching, accommodation, welfare, research translation and inclusivity needs, improving sustainability, maintaining financial stability, and significantly improving digital connectivity. In the medium to long term: transform the estate to achieve a fit for purpose, sustainable home for Hughes Hall in 2030, increase convening power, and transform Hughes' digital estate to match the best in class.
- **Development.** Develop and implement an ambitious strategy to transform the College's financial position and strategic partnerships. Develop and implement mini-strategies for key geographies and thematic areas, setting an outline level of ambition and the means to achieve it. Engage college members and alumni to crowd-source thinking and support delivery.
- **Governance and management.** Streamline and improve governance processes, and strengthen the management of resources, people and change.
- **Communications.** Communicate a compelling story about the College, its people and their work, in support of the widening participation strategy, research, external impact, and strategic partnerships.
- **People Vision.** Agree an approach to recruiting and developing the College's senior members.
- **Bridge Centres.** Decide how best to support the development of the Bridge Centres to achieve the goals for which they had been set up, increase the College's impact and influence, and achieve long term sustainability.

The President invited the Senior Tutor, Director of Institutional Advancement, Bursar, and Director of Strategy and the Bridge to each speak briefly on progress and future plans within their respective areas. There then followed an open discussion, described by the President as productive in his concluding remarks. He said that he remained open to receiving further feedback in the coming weeks and that the 'to do' list would be further refined so that a structured plan of work could be brought to Governing Body in the Easter term.

#### **87.4. {[CONFIDENTIAL ITEM] Update on estates strategy**

**[REDACTED]}**

In response to an observation that some students had raised a petition in protest against the recently announced rise in rents from 2023-24 the Bursar said that he was willing to meet with students to explain why the increase was necessary. He acknowledged that Hughes fell within the top quartile of the distribution of rents for Cambridge colleges, which was due to the quality of the accommodation - many of the rooms had ensuite facilities and were, on average, about 25% larger.

In response to a question about making improvements to the current estate the Bursar said that there was a rolling programme of maintenance and upgrades for the 350+ student rooms which the College owned and that an increase to the maintenance budget in the current budget-setting round was under consideration.

#### **87.5. MCR President's annual report (no paper)**

Dr Dudley, Honorary MCR Senior Treasurer, reported that he had met with the MCR President, MCR Treasurer, Senior Tutor, Director of Strategy and the Bridge, and the Finance Manager in the previous week to review what had worked well in the past year in terms of finances and decision-making. In the absence of the annual report he gave the following details of the meeting:

- The previous MCR Treasurer had devised a new system for processing applications for MCR funds, which had been implemented by the current Treasurer and was working well.
- The MCR Treasurer had provided termly update reports to the MCR Senior Treasurer and the Finance Manager, which had provided a helpful sense of how the MCR funds were being used and indicated a healthy level of MCR sports and society club activity. The MCR had funded many more sports and societies than in the previous year with expenditure approaching the pre-pandemic level.
- The MCR President, MCR Treasurer, and others were creating an MCR Officer handbook to pass on to the incoming MCR Committee which would contain all the standard operating procedures for running the MCR and set out role descriptions and responsibilities, and processes. The handbook would be in electronic format to make it easier to access and keep up to date so that students would be able to easily find the contact details of all the members of the MCR Committee.
- A small number of constitutional anomalies had been raised at the review meeting and the MCR Senior Treasurer had offered funds from their budget to engage external help with carrying out a review and redrafting the constitution in time for the handover to the new MCR Committee.
- It had been agreed that in order to create greater financial transparency the MCR Committee would, in future, have one or two meetings each term with a focus on finance and attended by

the MCR Senior Treasurer. The MCR Treasurer would present an update report and any issues or concerns could be discussed.

- The MCR President and MCR Treasurer had expressed gratitude to members of the Finance Team for their support.

The President gave a vote of thanks to the MCR President and the Committee.

#### **87.6. Management accounts update (GB87 04)**

Council received the management accounts to 28 February 2023. The Bursar reported that he was pleased with the new approach to forecasting which had recently been adopted. He noted that there were no significant variances in the previous month and no change to the year-end forecast of a modest surplus.

#### **87.7. Any other Open Business**

The President brought Governing Body's attention to an upcoming ballot of members of the Regent House, which would close on 24 March and concerned a Grace relating to fossil fuel industry ties. He encouraged Fellows to exercise their right to vote if they had a strong view on the issue.

End of Open Business WS