GOVERNING BODY

Confirmed minutes

Eighty-eighth meeting of Governing Body 10 May 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), Prof Nidhi Singal (Vice-President), Dr Stephen Axford, Prof Michael Barrett (from item 88.4.2), Dr Jimmy Chan, Dr Bart de Nijs, Prof Gishan Dissanaike, Prof John Doorbar (to item 88.5), Dr Peter Dudley, Ms Emily Farnworth, Prof Tamsin Ford (from item 88.4.2), Dr Markus Gehring (to item 88.6), Prof Emanuele Giovannetti, Prof Sara Hennessy, Dr Sarah Hoare, Prof Riikka Hofmann (to item 88.5), Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Alastair Lockhart, Ms Mahnaz Malik (to item 88.11), Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof William Nuttall, Prof Jonathan Powell, Mrs Laurel Powers-Freeling (from item 88.3 to 88.6), Dr Perla Pucci, Prof Jorge Santos, Dr Carole Sargent, Prof Eugene Shwageraus, Dr Jeffrey Skopek, Prof Jacob Stegenga, Dr Martin Steinfeld, Prof Andreas Stylianides, Dr Livia Tomova (from item 88.4), Prof Paul Tracey, Prof Rupert Wegerif, Dr Clive Wells, Dr Nigel Yandell (to item 88.5).

In Attendance: Mr William Conner (Director of Institutional Advancement, to item 88 8), Prof Neil Mercer (Senior Independent Fellow, to item 88.8), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary), Mrs Julia Watkinson (Compliance Manager, for item 88.5).

On leave: Dr Sonia Ilie, Dr David McCay, Prof Kishore Sengupta.

Apologies: Dr Farah Ahmed, Dr Paula Banca, Mr William Charnley, Dr Mish Ebrahim, Prof Ajith Parlikad, Dr Corinne Roughley, Prof Ricardo Sabates, Dr Guillermo Serrano Nájera, Prof Caroline Trotter, Prof Suzanne Turner, Dr Lars Vinx, Dr Jessica White.

Absent: Dr Othman Cole, Dr Claire West.

In memoriam

Prof Masatsugu Ohtake
Honorary Fellow, died on 16 April 2023, aged 90 years.
OPEN BUSINESS

88.1. Introduction

88.1.1. Welcome and apologies
The President informed Governing Body that Mrs Julia Watkinson (Secretary to the Masterplan Working Group), would attend the item on estates strategy.

88.1.2. Declarations of interests (Open Business)
Prof Nuttall declared an interest in item 88.4.1: as an employee of The Open University he had an interest in the delivery of distance learning.

88.2. Minutes and Matters arising from the Open Business of Governing Body, of 15 March 2023

88.2.1. Approval of minutes (GB88 01)
Governing Body approved the minutes as an accurate record.

88.2.2. Governing Body action list: Open Business
There were no items outstanding.

88.2.3. Matters arising not otherwise on the agenda

88.2.3.1. Use of the Common Seal
Governing Body noted that in accordance with Statute [XII.1] the Common Seal of the College was affixed on 3 May 2023 to nine lease agreements for nine houses for student accommodation (being 9, 77, 87, 89, 92, 93 and 97 Sedgwick Street, 10 Emery Street, and 155 Mill Road), the leases to take effect on 3 September 2023 for a period of five years.

88.3. President’s report
The President introduced the main item, the 2030 Vision, which was the culmination of a series of structured discussions with GB Fellows, Council and Fellowships Committee, as well as consultations with post-doctoral researchers and students. It set out the aspirations for how the College should look and be by 2030. Other items on the agenda, the Fellowships Vision for 2030, and strategies for estate development and for fundraising, laid some of the groundwork for implementation.

88.4. 2030 Vision, Mission and Strategy

88.4.1. 2030 Vision (GB88 02a)
Governing Body approved the 2030 Vision, Mission and Strategy subject to minor suggested edits. The full and final version is given in Appendix 1 to the minutes of Open Business.

Purpose (from the College’s Charter):
‘to promote education, learning and research in the University of Cambridge and elsewhere’.
**Vision:**
Hughes Hall educates and nurtures leaders of the future and, through them and our whole community, makes a major contribution to global society. Hughes Hall is a Cambridge college for the 21st century – inclusive, innovative, impactful.

**Mission:** Our mission to deliver global benefits will be realised by:
- Nurturing and inspiring future leaders
- Academic excellence in education and outstanding pastoral support
- Delivering public goods and societal impact which address global challenges
- Growing our reputation for research excellence
- Building our influence, reputation, and reach both nationally and internationally

**88.4.2. People Vision (GB88 02b)**

The President spoke to the paper, which proposed a set of principles for developing the future profile of the Fellowship. These built on previous discussions at Governing Body (15 March), Fellowships Committee (Special meeting of 22 March) and College Council (23 April).

Governing Body endorsed the proposed principles (italicised):

- **We want to achieve a genuinely diverse Fellowship of outstanding people who contribute strongly to the 3 ‘I’s’ (inclusive, innovative, impactful) - individually and as a Fellowship.**

- **Gender parity must be achieved by 2030.**
  - There was clear support for this aim. It was acknowledged that the next step would be to determine how to work towards achieving the target and whether this might involve increasing or possibly decreasing the size of the Fellowship.

- **We need also to address under representation of other protected characteristics, in particular race.**
  - There was no clear consensus as to which other aspects/ measures of diversity should be targeted, but there was agreement that once selected measures should be clearly defined and progress monitored.

- **The importance of career stage, and its diversity within HH, must be recognised as part of our work to nurture a pipeline of talent.**

- **Process should be regular, structured, competitive; separate and concurrent campaigns are likely to be needed for various categories of academic and Bridge fellows.**

- **The concept of a gathered field is important – to enable comparisons and selection of the best suited candidate, as well as to achieve a diverse and balanced overall Fellowship.**

- **Ad hoc proposals and recommendations should be folded into the regular, scheduled process for electing new Fellows.**
There was strong support for establishing clearly defined processes for recruitment to all active classes of Fellowship to include regular, structured competitions with wide targeting to achieve diverse fields of strong applicants.

It was noted that the University’s UTO (University Teaching Officer) Scheme was an exception to this mode of recruitment.

The competition for Research Fellows and Research By-Fellows, involving open evenings at the College and recruiting from a gathered field, was noted as a good model.

It was seen as important that potential candidates, particularly those coming from outside academia, should have clarity about mutual expectations.

- We should use recruitment consultants for non-academic recruitment, where this would help us deliver broad and deep fields of well-qualified candidates. We should look at local institutions as well as at national scale when identifying possible non-academic Fellows.
  - The principle of using recruitment consultants had support but was also queried as an efficient use of resources since the number of Fellows recruited would be small and their tenure limited.

There was no clear consensus about whether it would be feasible or desirable to set firm targets for the balance between different categories of GB Fellow, for example, the proportion of UTOs or quotas for subject/discipline areas. It was noted that delivering high-quality teaching was core to the 2030 Mission but that the College was also valued as a place where research-orientated interaction with others took place.

In response to Fellowships Committee’s suggested target of around 10% for ‘non-academic’ Fellows the following points were raised:

- The definition needed to be clear and informed by the desired end goal, for example, would the definition encompass those recruited from the University who were not employed for teaching and/or research.
- Consider whether the quota should be greater than 10% to better reflect the relative weight of Bridge centres (in terms of income/expenditure) to the rest of college activity.
- Consider whether setting quotas might serve to undermine a sense of belonging and inclusiveness.

The President thanked Governing Body for the discussion and said that Fellowships Committee and Council would undertake further work to translate the framework of principles into a deliverable plan.

88.5. [[REDACTED]]

88.6. Development fund-raising strategy (GB88 04)

The Director of Institutional Advancement presented a plan for capital fundraising, including necessary steps over the next six months into Michaelmas term. He responded to questions raised, including the rationale for a targeted regional strategy.
88.7. Management accounts update (GB88 05)
The Bursar reported that the management accounts to 31 March 2023 were tracking well against the
Reforecast 2 year-end position with no significant variations in individual budget lines.

88.8. Any other Open Business
There was no other Open Business.

End of Open Business WS
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Values
We are a community that is inclusive, promotes innovation, and has impact on the world outside Cambridge. These values inform everything we do, and how we do it.
Strategic focus

• **Academic, tutorial and pastoral**

  We will offer our students a transformational experience during their time at Hughes: providing the best opportunities for them to excel academically, and enriching their experience beyond the academic curriculum.

  Our pastoral support will reflect the needs of our diverse population and support an ambitious and inclusive approach to Widening Participation (WP).

  We will adapt and develop core features of the Impact Leadership Programme to enable it to become a mainstream offering to students – developing future leaders and equipping people for success in the 21st century.

  We will leverage our networks and alumni community, to support students in the transition to the workplace, and to foster their lifelong relationship with the College.

  We will offer outstanding support to our early career researcher community, strengthening the pipeline of diverse future academic leaders, and preparing them to address real-world problems.

• **Equality, Diversity and Inclusion (EDI)**

  We will ensure opportunities are available to all who can and will benefit – aspiring for true inclusivity in participation in all that College offers. We will create an environment where all members of our College can thrive and do their best work.

  We introduce individuals to other cultures, students with different life histories; seek out the most talented individuals who might not otherwise be able to come to Cambridge and set a new standard for what is seen as expected for the University.

  We will explore how we can demonstrate increasing WP for postgraduate students, notwithstanding challenges around data and metrics for this hugely diverse group.

  We will celebrate and build on our existing successes, including diversity in age and nationality of our students.

  We will challenge attitudes to the role of part-time and remote learning – and explore opportunities that show what education models are effective, and essential, in the 21st century.

  We will maximise our impact and reputation by a strong focus on equity – in deciding on, funding, and delivering education, research and other projects.

• **Estates and infrastructure**

  **Short-term:** Achieve best available interim fixes to our estates’ needs, balancing teaching, accommodation, welfare, research translation, and Equality, Diversity and Inclusion, improving sustainability, maintaining financial stability, and significantly improving our digital connectivity.

  **Medium- to long-term:** transform our estate through delivering our development plan. Achieve a fit for purpose, sustainable home for Hughes Hall in 2030, increasing our convening power and improving our offer to all our members.

  Create an environment for opportunity and challenge, by developing facilities that stimulate, cultivate and enhance learning and development. This will include convening spaces, providing high-quality event capability including best in class digital connectivity, catering and accommodation.
• **Development**

We need a step change in our development work to generate the resources and partnerships we need to implement the 2030 Vision.

Develop and implement an ambitious strategy to transform our financial position and strategic partnerships, enabling us to achieve our WP, research, sustainability, and impact ambitions.

We will develop and implement mini-strategies for key geographies and thematic areas, setting an outline level of ambition, key deliverables, and the means to achieve these; engage college members and alumni to crowd-source thinking and support delivery.

Given the College’s low level of endowment, and our need for resources for multiple projects (estates, scholarships, research translation, etc.), we will consider running a major campaign with a target that is significantly greater than our current levels of fundraising.

• **Governance and management**

We need to streamline and improve our governance processes, and strengthen our management of resources, people and change. This will include better arrangements for control of funds and use of appropriate delegations, to improve decision-making and increase accountability. We need to ease the governance burden so that academic staff can devote more time to teaching and research.

Improved management systems, and better understanding of risk, will allow us to be more innovative at both a systems and individual level.

• **Communications**

Our unwavering principle is that Communications is everyone’s job.

Effective communications underpin Inclusion, Innovation and Impact. We will tell a compelling and attractive story to present, past and future students, partners, and funders, and to attract senior members who share our values and goals.

We will provide platforms for our researchers and students to publicise their insight and experience, enabling the College to share and benefit from the success of our people.

The world is increasingly digital. We will embrace this, setting a new standard for how Cambridge’s traditional face-to-face model can be strengthened by best-in-class digital connectivity.

• **People**

We will achieve gender parity, across all active classes of Fellow, by 2030 or sooner. We will aim to be among the most diverse Oxbridge colleges, attracting and nurturing brilliant teachers and researchers from the widest possible range of backgrounds and personal circumstances.

We will create a Fellowship with capacity and willingness to support broad student development – an engaged, multidisciplinary community of scholars, teachers, leaders and influencers. We will be innovative in bridging between students and seniors, particularly aiming to increase the confidence and sense of belonging for those new to Cambridge and the UK.

We will do more with the existing relationships built by academics and others across the globe; use insight to help build networks; attract world-leaders, and those with potential, to the College.

We will be an inclusive and fun place to live and work. We will not tolerate bullying, harassment and discrimination in any form.
• **The Bridge**

We will ensure that each Bridge programme is supported to achieve its goals, contributes to the wider life of the college, and has a clear trajectory through to 2030.

The Bridge and its centres will enhance the influence, reach and impact of the college with external partners and donors, and contribute to making the college an attractive choice for students and seniors who share our values.

We will look for synergies between Centres and other projects. We will improve the use of resources (such as sharing in specific skills areas) and, critically, the wider engagement between Centres and the College.

We will increase visibility and understanding, and identify opportunities for students and seniors to participate in the work of the Centres, to the benefit of both groups. This is an essential part of embedding translational activities within the core purpose of the College.

The Bridge more broadly will offer an environment for translation that supports seniors and students who have innovative ideas for generating impact. It will maximise the convening power of the College, and leverage connections made through its projects and through the networks of college members – so providing a broad interface with policy, business and professional communities beyond Cambridge.