HUGHES HALL
UNIVERSITY OF CAMBRIDGE

GOVERNING BODY

CONFIRMED MINUTES

The one-hundredth and first meeting of Governing Body, Pavilion Room, 18 June 2025 5.45pm

Present: Sir Laurie Bristow (President, Chair), Prof Sonia Ilie (Acting Vice-President), Dr Jimmy Chan, Dr Othman Cole, Prof Gishan Dissanaike, Dr Joe Ellis, Prof Tamsin Ford, Prof Markus Gehring (to 101.4.5.), Prof Emanuele Giovannetti, Dr Sarah Hoare, Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Florian Jaeckle, Dr Spencer Johnston (to 101.4.1), Dr Lois Kim, Ms Jane Mann, Dr Gosia Marschall, Dr Tori McKee (Senior Tutor), Ms Amy Mollett, Mr Jonathan Newby (Bursar), Mr James Nicholson Bowers, Prof William Nuttall, Prof Ajith Parlikad, Prof Jonathan Powell (from 101.4.1), Dr Perla Pucci, Dr Sally Raudon, Dr Corinne Roughley, Prof Ricardo Sabates, Prof Kishore Sengupta, Dr Guillermo Serrano Nájera, Prof Jeffrey Skopek, Dr Martin Steinfeld, Prof Paul Tracey, Prof Suzanne Turner, Prof Harro van Asselt, Prof Rupert Wegerif, Dr Clive Wells, Dr Jessica White, Dr Alexis Willett, Mrs Kerry Wilson, Dr Yi Wei, Dr Emmanuela Wroth, Dr Nigel Yandell, Dr Matteo Zallio.

In attendance: Miss Katherine Springthorpe (Secretary to Governing Body), Mrs Julia Watkinson (for item 101.5.1).

On leave: Prof Sara Hennessy, Prof Nidhi Singal (Vice-President), Prof Andreas Stylianides, Prof Lars Vinx.

Apologies: Dr Farah Ahmed, Prof Michael Barrett, Mr William Charnley, Dr Bart de Nijs, Prof John Doorbar, Ms Emily Farnworth, Ms Mahnaz Malik, Dr Vasiliki Mavridou, Dr Kennedy Mbeva, Prof Neil Mercer (Senior Independent Fellow), Prof Jorge Santos, Prof Eugene Shwageraus, Prof Caroline Trotter, Dr Lefan Wang, Dr Zhiwu Wei.

Absent: Dr David McCay, Dr Tabitha Mwangi.

OPEN BUSINESS

101.1. Introduction

101.1.1. Welcome and apologies

101.1.2. Declarations of interests (Open Business)

There were no declarations of interest.

101.2. Minutes and Matters arising from the Open Business of Governing Body, of 7 May 2025

101.2.1. Approval of minutes (GB101 02)

Governing Body approved the minutes as an accurate record.

101.2.2. Governing Body action list: Open Business

There were no outstanding actions.

101.2.3. Starred items: Open Business (***)

Governing Body noted and approved the starred items without discussion.

101.2.4. Matters arising not otherwise on the agenda

Governing Body noted that the meeting was the first to use Athena as the new Papers system, with the intention of decommissioning the old site ahead of Michaelmas Term. Members were invited to contact the Secretary with any unresolved issues in accessing Athena ahead of the next academic year.

Standing Items

101.3. President's report

The President thanked all for their contributions to the College over the 2024-25 academic year, with particular mention made for:

- Dr David McCay as he moved on from his Governing Body Fellow role to other things.
- Prof Sonia Ilie, with appreciation for her service as Acting Vice President.
- Prof Sonia Ilie, Prof Markus Gehring and Prof Caroline Trotter (in absentia) for their promotions to Professor, and Dr Corinne Roughley's promotion to Associate Teaching Professor.
- Mr Jonathan Newby, with great affection and appreciation for his service as Bursar ahead of his retirement at the end of September.

The President looked back on the College's 140th year. Governing Body noted the following:

- The success of the recent Commemoration Dinner, with recognition of how far the college had come since it was founded in 1885.
- The insights emerging from the Deep Dive meeting on Development, with the intention to repeat the exercise in 2025-26 on Impact; with greater thought to be given to how the College defined and measured Impact.
- The inaugural Giving Day, demonstrating the untapped affection that many had for the college.
- The numerous headwinds the college would need to navigate over the coming year; geopolitical, economic and challenges to the College's core values.
- A busy year ahead, particularly as the college moved forward with the estate development plan and a need to manage and prioritise cost, resource and effort accordingly.

101.4. Bursarial:

101.4.1. [CONFIDENTIAL] Pavilion project update (GB101 03)

{REDACTED}

101.4.2. ***Management accounts update (GB101 04)
The management accounts to 30 April 2025 were received and approved without discussion.

101.4.3. Reforecast 3 (GB101 05)
Governing Body received Reforecast 3 (RF3). On Council's recommendation, Governing Body approved RF3.

101.4.4. 2025-26 Budget: (GB101 06)
Governing Body received the 2025-26 Budget for approval.

{REDACTED}

With one member voting against and no abstentions, Governing Body approved the 2025-26 Budget.

101.4.5. Updating delegated authorities (GB101 07)
Governing Body received a paper seeking approval to update financial delegated authorities.

{REDACTED}

With one member voting against and no abstentions, Governing Body approved the proposed updates to delegated authorities.

101.5. Development Director's Report (GB100 08)
Governing Body received and noted the Development Director's Report.

Members particularly welcomed the success of the recent Giving Day, with suggestion it should become an annual event. Ongoing activities for the 140th anniversary were also noted.

The President gave a vote of thanks to the Development Director and her team.

Strategic and operational items

101.6. ***CCE update (GB100 09)
Governing body received and noted an update from the CCE Director without discussion.

101.7. ***Amendments to Ordinances
101.7.1. ***Prevent Committee Ordinances (GB101 10)

Governing body received a proposal to amend the Prevent Committee ordinances. On the recommendation of Governance Committee, these were approved without discussion. (Approved ordinance appended at end of Open Minutes)

101.7.2. ***Bridge Governance refresh and associated Ordinance amendments to Bridge Committee and Fellowships Committee (GB101 11)

Governing body received a proposal to refresh Bridge governance and to approve associated amendments to Bridge Committee and Fellowships Committee ordinances. On the recommendation of Governance Committee, these were approved without discussion. (Approved ordinance appended at end of Open Minutes).

101.8. ***Governance List 2025-26 (GB101 12)

On the recommendation of Governance Committee, the 2025-26 Governance List was approved without discussion.

101.9. ***Office of Independent Adjudicator Annual Statement (OIA) (GB101 13)

The OIA Annual Statement was received and noted without discussion.

101.10. Any other Open Business

There was none.

101.11 Dates of meetings 2025-26

29 October 2025,
3 December 2025,
4 February 2026,
11 March 2026,
13 May 2026,
17 June 2026.
All to be held at 5:30pm in person in the Pavilion Room.

End of Open Business KS

Appendix 1: Approved Ordinance D,III,11-13 (Minute 101.7.1. refers)

Prevent and Freedom of Speech Committee

11. The Prevent and Freedom of Speech Committee shall be an advisory committee to the Senior Tutor in their capacity as Prevent Lead, appointed in accordance with Ordinance [D,I]. The Committee shall meet at least once a Term and shall be composed of:
(a) the Senior Tutor (Chair);
(b) two Senior Members, one of whom should be a Governing Body Fellow;
(c) the HR Manager, the Bursar, the Head of Domestic Operations, the Head Porter, Compliance Administrator;
(c) two Students nominated by the MCR Committee;
(d) the Head of Welfare and Wellbeing, in attendance.

12. The Prevent and Freedom of Speech Committee shall support the Senior Tutor in enacting the Prevent strategy agreed by Governing Body, with particular respect to:
(a) Ongoing implementation of the strategy in general;
(b) Monitoring of events and speakers;
(c) Monitoring individuals;
(d) Ensuring good lines of communications and reporting;
(e) Training new staff and occasional refresher training for all staff;
(f) Disseminating Prevent policy and practice to the student body;
(g) Monitoring of the Freedom of Speech Code of Practice, and reporting findings to College Council.

13. The Prevent and Freedom of Speech Committee shall consider a draft copy of the Senior Tutor's annual report to the Office for Students (OfS) at its meeting before submission to OfS and receive the final copy at its subsequent meeting.

Appendix 2
Approved Ordinance D,II (Minute 101.7.2. refers)

The 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 twice per Term. The Committee shall be composed of:
(a) the President (Chair);
(b) the Impact Director (Secretary);
(c) five Governing Body Fellows, of which at least two will be Bridge Fellows; and
(d) one Research By-Fellow or By-Fellow with an interest in or expertise in research translation.
The Bridge Centre Directors and leads of other Bridge initiatives, the Assistant Bursar and the Development Director shall be invited to attend. The Committee may coopt up to two other members as deemed beneficial and appropriate.

7. The Bridge Committee shall provide strategic oversight of Bridge initiatives* to ensure alignment with the direction and ambitions of the College, and provide operational oversight to ensure the legal

responsibilities of the College are clearly set out and complied with. For this purpose, the Committee shall:

(a) Strategic oversight:
    i. guide the overarching strategic direction for Bridge initiatives as a collective, in line with the direction and ambitions articulated by the Governing Body;
    ii. appraise new Bridge initiative proposals to further the impact and standing of the College in research translation, and make recommendations to the Governing Body for their approval;
    iii. agree the goals and objectives for each Bridge initiative, as it comes on-stream;
    iv. oversee the strategic progress and development of Bridge initiatives , and consider opportunities to increase their impact individually and as a collective;

(b) Operational oversight:
    i. provide oversight and scrutiny of the operational plans, topline budgets**, staffing, processes and progress of each Bridge initiative (with provision for Reserved business made where necessary for discussion of sensitive or confidential matters);
    ii. provide challenge to plans and proposed deliverables to ensure that initiatives generate value (whether in terms of impact, reputation, provision of opportunity for members, or financial return), and assess their viability and sustainability;
    iii. identify potential risks arising from Bridge initiatives and seek appropriate mitigation strategies;
    iv. make recommendations to College Management on remuneration and grade for staff employed in Bridge Centres;

(c) Annual review:
    i. annually review the status of each Bridge initiative to review performance, trajectory and any action required, in particular considering whether it remains viable and sustainable, aligns with the strategic plans of the College, and whether it is better to be independent rather than remaining part of the College, or dissolved;

(d) External relationships:
    i. oversee formal relationships with any networks or partnerships with organisations with research-translation relevance external to the College;
    ii. agree a suitable collaboration agreement with each Bridge initiative or partner organisation and ensure that each conforms to its agreement;

(e) Internal relationships:
    i. provide input to Fellowships Committee on priorities regarding the recruitment of Fellows and By-Fellows to enhance the College's research translational activities.

*Definitions of terms: 'Initiatives' is a catch-all term referring to any significant research translation enterprise established under the Bridge umbrella; 'Projects' are temporary, singular activities with a clear goal and defined end point; 'Programmes' may comprise a group of related projects or may be rolling projects involving repeated elements; 'Centres' within the Bridge are ongoing entities, driven by a Director and additional staff, comprising multiple thematic projects and/or programmes.
**Detailed financial scrutiny of budgets and forecasts to be delegated to twice-termly meetings between Bridge Centre Directors / leads of other Bridge initiatives and the College Finance Team with summary reports provided to Bridge Committee.

Appendix 3 (Minute 101.7.2. refers)
Approved Ordinance A,X

Fellowships Committee

Constitution
1. The Fellowships Committee shall be a standing committee of the Governing Body, appointed in accordance with Ordinance [D,I]. The Committee shall be composed of:

(a) the President (Chair);
(b) the Vice-President;
(c) the Senior Tutor;
(d) seven further Fellows who are members of the Governing Body.

2. The Committee shall normally meet once a Term. The President shall prepare the Committee Agendas.

Remit
3. The Fellowships Committee shall be responsible to the Governing Body for:

(a) making recommendations for the election and re-election of Fellows in Classes A-G and Titular Fellows other than Visiting Fellows;
(b) the appointment and re-appointment of By-Fellows, and Research By-Fellows;
(c) the appointment of Affiliates, Visiting Fellows and Visiting By-Fellows;
(d) ownership of the Research Fellow and Research By-Fellow competitions, making recommendations to Governing Body for elections and appointments;
(e) the conduct of Fellowship re-election procedures under Statute [IV,2], other than:
    (i) the re-election of any member of the Academic Staff, as defined by the Academic Staff Statute; or
    (ii) any review held at the expiry of a fixed-term contract of employment, or at the completion of a probationary period of employment, held in conjunction with a Fellowship;

    any such review or re-election shall be held in accordance with Ordinance [C,I,31(c)] or [C,I,33], as appropriate.

4. The Fellowships Committee shall be responsible to the Council for making recommendations for the allocation of Fellows' and other Senior Members' minor Privileges.