HUGHES HALL
UNIVERSITY OF CAMBRIDGE

GOVERNING BODY

CONFIRMED MINUTES

One-hundredth meeting of Governing Body 7 May 2025

In person at 5.30pm

Present: Sir Laurie Bristow (President, Chair), Dr Sonia Ilie (Acting Vice-President), Dr Farah Ahmed (from 100.4), Prof Michael Barrett, Dr Jimmy Chan, Mr William Charnley, Dr Othman Cole, Dr Bart de Nijs, Prof Gishan Dissanaike, Prof John Doorbar, Dr Joe Ellis, Prof Emanuele Giovannetti, Dr Sarah Hoare (from 100.3), Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Florian Jaeckle, Dr Spencer Johnston, Dr Lois Kim, Ms Jane Mann, Dr Gosia Marschall, Dr Vasiliki Mavridou, Dr Tori McKee (Senior Tutor), , Ms Amy Mollett, Mr Jonathan Newby (Bursar), Mr James Nicholson Bowers, Dr Perla Pucci, Dr Sally Raudon, , Dr Corinne Roughley (from 100.6.2.), Prof Ricardo Sabates, Prof Jorge Santos, Dr Guillermo Serrano Nájera, Prof Eugene Shwageraus, Prof Jeffrey Skopek (from 100.4), Dr Martin Steinfeld, Prof Paul Tracey, Prof Caroline Trotter, Prof Harro van Asselt, Prof Rupert Wegerif, Dr Clive Wells, Dr Alexis Willett, Mrs Kerry Wilson, Dr Matteo Zallio.

In attendance: Dr Pete Dudley (for item 100.5). Dr Alastair Lockhart (for item 100.8) Prof Neil Mercer (Senior Independent Fellow – to item 100.10) and Miss Katherine Springthorpe (Secretary to Governing Body).

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

Apologies: Ms Emily Farnworth, Prof Tamsin Ford, Dr Markus Gehring, Prof Riikka Hofmann, Dr Kennedy Mbeva, Dr David McCay, Dr Tabitha Mwangi, Prof William Nuttall, Prof Ajith Parlikad, Prof Jonathan Powell, Prof Kishore Sengupta, Prof Suzanne Turner, Dr Lefan Wang, Dr Yi Wei, Dr Zhiwu Wei, Dr Jessica White, Dr Emmanuela Wroth, Dr Nigel Yandell.

Absent: Ms Mahnaz Malik.

OPEN BUSINESS

100.1. Introduction

100.1.1. Declarations of interest (Open Business)

There were no declarations of interest.

100.2. Minutes and Matters arising from the Open Business of Governing Body, of 19 March 2025

100.2.1. Approval of minutes (GB100 01)

The minutes were approved as an accurate record.

100.2.2. Governing Body action list: Open Business

There were no outstanding actions.

100.2.3. In memoriam

With sadness, the President announced the passing of Pat Story, Hughes Hall Life Fellow, on 25 March 2025.

100.2.4. Matters arising not otherwise on the agenda

There were no matters arising.

Strategic and operational items

100.3. President's report

The President reported:

- The meeting marked the 100th meeting of Governing Body.
- The College's 140th anniversary would fall on 9 May, marked with lots of events and communications activity. The anniversary was an excellent opportunity to raise the profile of the college and its people with key stakeholders, including to amplify development efforts.
- The College's financial position would be subject to discussion at the next meeting when approval for the 2025-26 budget would be sought.
- Acknowledgement of the impact of the recent Supreme Court ruling on sex/gender, with further guidance from the Equalities and Human Rights Commission and central university awaited. In the meantime, the focus - as always - would be the welfare of all members of college.
- Recruitment for the Bursar was progressing well, with the advert having closed the previous week. It was understood there was a strong and diverse field of candidates. The final decision would be presented for approval at the next Governing Body meeting.
- There were a number of vacancies arising on committees in the following academic year; volunteers would be sought in the coming weeks for elections at the June meeting.

100.4. Management accounts update (GB100 02)

The Bursar presented the management accounts for the period ending 31 March 2025, introducing the financial dashboard as a new addition to the papers. He reported that year-to-date data were tracking well against the forecast, with a breakeven position anticipated at year-end.

100.5. MCR Senior Treasurer's Report

Governing Body welcomed Dr Pete Dudley (MCR Senior Treasurer) for this item.

He reported that 2025 had marked a transition year for the MCR from the old constitution to the new one. Diana Bridgeman, the former MCR President, had undertaken a great deal of work in the year preceding her presidency, as Vice President, to develop and gain support for the new constitution. She had taken on the Presidency knowing it would leave her with a truncated term, amounting to a little over term and a half before the new team took office. During her term, she led the transition period well, ensuring the MCR was lively and active. The finances were well managed and the handover to the new team had worked seamlessly.

The President expressed a vote of thanks to Diana Bridgeman.

Standing items

100.6 Impact Director's Report

100.6.1. Impact Director's Report (GB100 03)

Governing Body noted the report. The Impact Director drew out the key headlines, with the Acting Vice President highlighting the upcoming Senior Symposium taking place on 15 May.

100.6.2. New Bridge Initiative Proposal (GB100 04)

The President set out the context for the proposal, confirming that it had been the result of several conversations with the proposer. Council had discussed the proposal at its 29 April meeting and had recommended to Governing Body that the proposal should proceed with caution.

In assessing the merit of the proposal, the President highlighted the need to ensure a) strategic fit and alignment with the College's ethos and priorities, b) capacity to deliver, and c) financial viability. It was felt that these aspects had been tested to the full extent possible ahead of embarking on the proposed pilot. He further highlighted a number of safeguards that would be put in place to protect the College's interests, should Governing Body wish to progress with the proposal, including the pilot as a test phase from which the College could walk away at any time, and an expert Advisory Board being convened to help shape and steer the pilot as it progressed.

The Impact Director gave a vote of thanks to those Governing Body fellows who had already lent their time and expertise to help test and shape the proposal. She summarized that the proposal was felt to have merit, appeared scalable and would capitalize on the expertise in innovation, entrepreneurship and impact across the Cambridge ecosystem, making it a good fit for the College.

The Bursar assessed the financial risk to the College as small; believing the numbers to be credible and with enough contingency built into the pilot to ensure breakeven was a realistic proposition. He felt the longer-term potential for strategic and economic benefits to the College - should the pilot be subsequently rolled out - were also attractive.

Several Governing Body Fellows spoke in support of progressing the pilot. One highlighted similarities in structure with the Policy Maker's Programme run at Partnerships for Education and shared lessons learned from that initiative, including:

- Alumni Community of Practice could be one of the most valuable aspects of the programme, but also one of the most expensive to maintain; it would need management and curation.
- Identifying impact measures at the outset was critical.
- Sourcing funding via individual sponsorship would significantly derisk the proposition from a financial perspective.
- Sustaining the programme in the longer term would require resource; thought should be given to that early on.
- Delivery risk could be mitigated significantly with an appropriate focus on quality assurance for content and delivery well ahead of the programme starting.

Three groups within the Cambridge ecosystem were highlighted as possible sources of further expertise: the University's Public Affairs team within the Communications Directorate; the Centre for Science and Policy and; the Cambridge Enterprise Founders Programme.

Clarity was sought about the definitions of the various activities falling under the Bridge umbrella (initiative, project, programme, centre) and how the nature of the relationship with College might vary accordingly. **ACTION: Impact Director.**

Governing Body agreed to proceed cautiously with the pilot phase of the programme to test its viability and longer-term desirability, subject to an Advisory Board and monitoring and review process being established, with a clear timetable being set out to inform decision-making points.

Governing Body Fellows interested in serving on the Advisory Board were encouraged to contact the President.

100.7. Development Director's Report (GB100 05)

The Development Director drew out the headlines from the report, including:

- Reflections on the Development Deep Dive session that took place at the previous Governing Body meeting; with appreciation for the insightful comments made and

confirmation that these were critically informing Development plans going forward. Further conversations on the topic would be brought back in due course.

- A reminder of the upcoming Giving Day on 14 May as an important event for the College both in terms of income and engagement.
- Engagement activities underway with current students as future alumni.
- Confirmation of an unexpected legacy donation received.

100.8. Statutes and Ordinances project update

100.8.1. Revised Statutes (GB100 06) and 100.8.2. Composition of College Council and Trusteeship (GB100 07)

The President welcomed Dr Alastair Lockhart to the meeting.

Dr Lockhart reported that a workshop combining Governance Committee members and the Statutes and Ordinances Working Group had met in mid-April to recommend a final version of Statutes, presented as GB100 06. Governing Body noted that only minor changes had been made since the previous iteration of the revised Statutes had been received in February.

Governing Body discussed the proposed Statutes and small amendments were suggested to two sections of the draft Statutes to address inconsistencies.

Subject to these amendments being made - and noting that it would not yet be a binding vote - Governing Body indicated unanimous agreement for the draft revised Statutes to be sent to the Vice-Chancellor as Proposed College Statutes under the University's Procedure for Making a Statute for a College.

Dr Lockhart confirmed that a special Governing Body meeting would be convened to take place at the start time of the next scheduled Governing Body meeting (5.30pm on 18 June) where, subject to no objections having been raised by the University in the meantime, a final and binding vote would be taken to agree the revised Statutes to allow them to be presented for final approval to Privy Council over the summer. Optimistically these would be approved ahead of the next academic year, but more likely was approval ahead of the next calendar year. Ordinances would be drafted over the summer for consideration in Michaelmas Term.

Governing Body noted that the joint workshop of Statutes and Ordinances Working Group and Governance Committee had also considered the composition of Council as the College's future trustee body and had concluded a preference for the composition of Council as set out in GB100 07.

Based on this model, Council would comprise four executive members ex officio (President, Vice-President, Bursar and Senior Tutor) together with 10 members elected from the Governing Body, including no more than one named on the Governance List. It was noted that a final decision on Council composition was not required at this juncture, and a formal recommendation would come from Governance Committee in due course. However, an indication of the likely future shape of Council was felt to be helpful; both to underpin the

discussion of the revised Statutes, but also to allow work to progress on revising Ordinances as outlined above.

The President gave a vote of thanks to Dr Lockhart.

100.9. [CONFIDENTIAL] Pavilion project update

{REDACTED}

100.10. Any other Open Business

There were no other Open Business.

Dates of meetings in 2024-25: 18 June 2025

Dates of meetings in 2025-26: 29 October 2025, 3 December 2025, 4 February 2026, 11 March 2026, 13 May 2026, 17 June 2026.

All on Wednesdays at 5:30pm (in person in the Pavilion Room)