HUGHES HALL
CAMBRIDGE

GOVERNING BODY

UNCONFIRMED MINUTES

The one-hundredth and fourth meeting of Governing Body, 4 February 2026

Pavilion Room at 5.30pm

Present: Sir Laurie Bristow (President, Chair), Dr Farah Ahmed, Mr James Nicholson Bowers, Dr Jimmy Chan (to item X), Mr William Charnley (to item X), Dr Bart de Nijs, Prof John Doorbar, Dr Joe Ellis, Ms Emily Farnworth, Prof Tamsin Ford, Prof Markus Gehring, Prof Emanuele Giovannetti, Dr Alicia Gonzalez-Diaz, Prof Sara Hennessy, Dr Sarah Hoare, Prof Riikka Hofmann, Prof Sonia Ilie (from item X), 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 Kennedy Mbeva, Prof Neil Mercer, Dr Tabitha Mwangi, Prof William Nuttall, Prof Ajith Parlikad, Dr Perla Pucci, Dr Sally Raudon, Dr Corinne Roughley, Dr Guillermo Serrano Nájera, Mr Laurie Smith, Dr Martin Steinfeld, Prof Andreas Stylianides, Prof Suzanne Turner, Prof Harro van Asselt, Dr Clive Wells, Dr Jessica White, Dr Alexis Willett, Mrs Kerry Wilson, Dr Emmanuela Wroth, Dr Nigel Yandell, Dr Yi Wei, Dr Matteo Zallio.

In attendance: Andrew Mackintosh (Feilden and Fowles) for item 104.4.1, Alex Zimmerman (MCR President 2025), for item 104.6., Professor Pete Dudley (Senior MCR Treasurer) for item 104.6. Miss Katherine Springthorpe (Secretary to Governing Body).

On leave: Dr Tori McKee (Senior Tutor), Prof Eugene Shwageraus, Prof Paul Tracey.

Apologies: Dr Othman Cole, Prof Gishan Dissanaike, Ms Mahnaz Malik, Amy Mollett, Prof Jonathan Powell, Prof Ricardo Sabates, Prof Kishore Sengupta, Prof Jeffrey Skopek, Prof Caroline Trotter, Prof Lars Vinx, Prof Jorge Santos, Prof Nidhi Singal (Vice-President), Prof Rupert Wegerif, Dr Zhiwu Wei.

OPEN BUSINESS

Preliminary Business

104.1. Introduction

104.1.1. Welcome and apologies

104.1.2. Declarations of interests (Open Business)

No declarations of interest were made.

104.2. Minutes and Matters arising from the Open Business of Governing Body, of 3 December 2025

104.2.1. Approval of minutes (104GB 01)

The minutes of the previous meeting were approved as an accurate record.

104.2.2. Governing Body action list: Open Business (104GB 02)

One pending action for the Fellowships Committee was noted; the Committee had not yet met this term and would report back at a later date.

104.2.3. Starred items: Open Business

There were no starred items in Open Business.

104.2.4. Matters arising not otherwise on the agenda

There were none.

Standing Items

104.3. President's report

The President highlighted the significant transformation agenda for 2026 and 2027. This included managing disruption during significant building works, launching a major development campaign, and finalising statutes and ordinances reform.

104.4. Bursarial:

104.4.1. Pavilion Project Update (104GB 03)

104.4.2. Management accounts to 31 Dec 2025 (104GB 04) and 104.4.3. Reforecast 2: For approval (104GB 05)

These items were taken together. Governing Body received the Management Accounts to 31 December 2025 and RF2. The Bursar noted that the financial position remained tight but with modest favourable variances. Governing Body approved the Management Accounts and RF2.

104.5. Development Director's Report: For information **(104GB 06)**

Governing Body received the Development Director's Report. The Director provided a summary of recent progress and outlined upcoming priorities, noting that business as usual activities remained in good shape. She reported that the department was sticking to its engagement plan, which included preparations for a major campaign and the upcoming Giving Day. She expressed gratitude to those who had hosted or attended recent events and noted that her team was currently reviewing which types of events provided the most value to the college. With the support of Dr. Jimmy Chan, the department was also exploring the creation of a Hughes Hall alumni group in East Africa, and she encouraged members to consider how they might support alumni relations during their own professional travels.

The Director further explained that the current priority was developing the case for support for the college's transformation campaign. This would involve three central pillars: students, innovation and impact, and the building and estate. She aimed to bring an outline plan back to the next Governing

Body meeting, emphasizing the need for a clear, ambitious narrative as the campaign timeline accelerated.

Governing Body was reminded that a number of EMBA alumni were being hosted after the GB meeting and members were encouraged to join for the supper.

Strategic and operational items

104.6. MCR President /Annual Report 2025 (104GB 07)

Governing Body welcomed Alex Zimmerman (outgoing MCR President 2025) and Prof Pete Dudley (Senior MCR Treasurer) for this item which was taken after 104.2.

Ms Zimmerman presented her Annual Report for 2025, reflecting on a challenging but positive year. She expressed immense pride in the achievements of her committee and extended gratitude to College staff for their support throughout her tenure as MCR President.

Professor Dudley noted the finances were in a very good place and that the MCR 2025 had been brilliant to work with.

On behalf of Governing Body, the President thanked Ms Zimmerman personally for her exceptional leadership. A further vote of thanks was expressed to the outgoing committee for their dedication and for leaving the MCR in such a strong position moving into 2026.

104.7. Update on Strategic Priorities (104GB 08)

This item was taken as part of item 104.3. The President introduced paper 104GB 08, which outlined the college's transformation agenda and a specific 3-6 month to-do list. President highlighted that the priorities set out would inform a significant proportion of the future work brought before the Governing Body and Council. The President highlighted that a key driver of the strategy was the ongoing Statutes and Ordinances reform, which aimed to achieve more effective decision-making and reduce resource intensity, thereby allowing the college to focus more efficiently on delivery. This would form a significant portion of the discussion intended under item 104.8.

104.8. Deep Dive on Governance Transformation (104GB 09)

This item was deferred due to pressure of business.

104.9. Any other Open Business

There was none.

Dates of meetings in 2026: 11 March 2026, 13 May 2026, 17 June 2026. **All on Wednesdays at 5:30pm (in person in the Pavilion Room)**

End of Open Business KS.