HUGHES HALL
CAMBRIDGE

GOVERNING BODY

MINUTES

Special meeting of Governing Body constituted in accordance with the Universities of Oxford and Cambridge Act 1923

13 May 2025 - Pavilion Room, 5.30pm

In accordance with Statutes II.2 and XV, the President held a special meeting of the Governing Body constituted in accordance with the provisions of the Universities of Oxford and Cambridge Act 1923 immediately prior to the Governing Body meeting scheduled on Wednesday 13 May, for the purpose of passing resolutions to amend the Statutes.

Present: Mr James Nicholson Bowers, Sir Laurie Bristow (President, Chair), Dr Bart de Nijs, Prof Gishan Dissanaike, Dr Joe Ellis, Ms Emily Farnworth, Prof Emanuele Giovannetti, Dr Alicia Gonzalez-Diaz, Prof Markus Gehring, Prof Sara Hennessy, Dr Sarah Hoare, Dr Agnieszka Iwasiewicz-Wabnig, Dr Florian Jaeckle, Dr Spencer Johnston, Ms Mahnaz Malik, Ms Jane Mann, Ms Amy Mollett, Prof William Nuttall, Prof Ajith Parlikad, Prof Jonathan Powell, Dr Sally Raudon, Prof Jorge Santos, Dr Guillermo Serrano Nájera, Prof Nidhi Singal (Vice-President), Prof Jeffrey Skopek, Laurie Smith, Dr Martin Steinfeld, Prof Andreas Stylianides, Prof Caroline Trotter, Prof Suzanne Turner, Prof Harro van Asselt, Prof Lars Vinx, Dr Clive Wells, Dr Jessica White, Kerry Wilson, Dr Nigel Yandell, Dr Matteo Zallio

Apologies: Dr Farah Ahmed, Dr Jimmy Chan, Mr William Charnley, Prof Tamsin Ford, Prof Riikka Hofmann, Prof Sonia Ilie, Prof Bill Irish, Dr Lois Kim, Dr Vasiliki Mavridou, Dr Kennedy Mbeva, Dr Tabitha Mwangi, Prof Kishore Sengupta, Yi Wei, Dr Emmanuela Wroth.

On leave: Dr Gosia Marschall, Dr Tori McKee (Senior Tutor), Prof Ricardo Sabates, Prof Eugene Shwageraus, Prof Paul Tracey, Dr Zhiwu Wei.

Absent: Dr Othman Cole, Prof Rupert Wegerif.

In attendance: Katherine Springthorpe (College Secretary)

OPEN BUSINESS

SP3.1. Statute Revisions and use of the Seal (SP3GB 01).

The President introduced the item, noting that revisions since last considered and approved in June 2025 followed feedback from the Privy Council that were largely clarificatory. Changes did not alter the substance previously agreed, including the transfer of trustee responsibilities to Council.

Governing Body approved the Statute revisions unanimously, as well as use of the seal to the relevant documentation. It was noted this would be signed, sealed and submitted to Privy Council Office on 14 May 2026. The timeline was noted, with the Privy Council's own process meaning consideration would not be given until autumn.

HUGHES HALL
CAMBRIDGE

GOVERNING BODY

MINUTES

The one-hundredth and sixth meeting of Governing Body, 13 May 2026

Pavilion Room

Present: Mr James Nicholson Bowers, Sir Laurie Bristow (President, Chair), Dr Bart de Nijs, Prof Gishan Dissanaike, Dr Joe Ellis, Ms Emily Farnworth, Prof Emanuele Giovannetti, Dr Alicia Gonzalez-Diaz, Prof Markus Gehring, Prof Sara Hennessy, Dr Sarah Hoare, Dr Agnieszka Iwasiewicz-Wabnig, Dr Florian Jaeckle, Dr Spencer Johnston, Ms Mahnaz Malik, Ms Jane Mann, Ms Amy Mollett, Prof William Nuttall, Prof Ajith Parlikad, Prof Jonathan Powell, Dr Sally Raudon, Dr Corinne Roughley, Prof Jorge Santos, Dr Guillermo Serrano Nájera, Prof Nidhi Singal (Vice-President), Prof Jeffrey Skopek, Laurie Smith, Dr Martin Steinfeld, Prof Andreas Stylianides, Prof Caroline Trotter, Prof Suzanne Turner, Prof Harro van Asselt, Prof Lars Vinx, Dr Clive Wells, Dr Jessica White, Kerry Wilson, Dr Nigel Yandell, Dr Matteo Zallio.

Apologies: Dr Farah Ahmed, Dr Jimmy Chan, Mr William Charnley, Prof Tamsin Ford, Prof Riikka Hofmann, Prof Sonia Ilie, Prof Bill Irish, Dr Lois Kim, Dr Vasiliki Mavridou, Dr Kennedy Mbeva, Dr Tabitha Mwangi, Prof Kishore Sengupta, Yi Wei, Dr Emmanuela Wroth.

On leave: Dr Gosia Marschall, Dr Tori McKee, Prof Ricardo Sabates, Prof Eugene Shwageraus, Prof Paul Tracey, Dr Zhiwu Wei.

Absent: Dr Othman Cole, Prof Rupert Wegerif.

In attendance: Katherine Springthorpe (College Secretary)

OPEN BUSINESS

Preliminary Business

106.1. Introduction

106.1.1. Welcome and apologies

Apologies were noted. External attendees Ed Fowles and Andy Mackintosh from Feilden and Fowles Architects were welcomed for item 106.4.

106.1.2. Declarations of interests (Open Business)

There were none.

106.2. Minutes and Matters arising from the Open Business of Governing Body, of 11 March 2026

106.2.1. Approval of minutes (106GB 01).

The Minutes were approved as an accurate record.

106.2.2. Governing Body Open Business action list: For information **(106GB 02)**

The Secretary noted that the action for Fellowships Committee following retirement age discussion had progressed and a proposal would be brough to the 17 June meeting of Governing Body.

106.2.3. Starred items: Open Business:

Governing Body noted the starred items without discussion.

106.2.4. Matters arising not otherwise on the agenda

There were none.

Standing Items

106.3. President's report

The President reported that the Senior Leadership Team had earlier that day held an extended strategy session to refine the next iteration of the strategic priorities which would be aligned to the 2026-27 July–June financial year and planning cycle. Key priorities included Estates, Development and Impact.

The President gave a vote of thanks to those who had completed the GB Governance Transformation Survey. A total of 44 responses had been received, of which 31 were complete representing a good response rate. Governing Body noted the following emerging themes:

- Need for clearer distinction between GB and Council roles.
- GB focused on strategy, values, and major decisions (not operational oversight).
- Meetings valued but seen as too broad.
- Majority support for one meeting per term.
- Strong support for routine items by circulation.
- Desire for stronger collegiality and informal engagement.
- Need for training/support for future Council trustees.

A full report would be brought to the June meeting for input and discussion.

106.3.1. ***Strategic priorities update April 2026 (106GB 03)

The Strategic priorities update was noted without discussion.

106.6.2. ***Officers' Report April 2026 (106GB 04)

The Officers Report was noted without discussion.

106.4. Bursarial:

106.4.1. Pavilion Project Update (106GB 05)

Governing Body welcomed Andy Mackintosh and Ed Fowles from Feilden and Fowles Architects to the meeting remotely to provide an update on the project.

106.4.2. Management accounts to 31 March 2026 (106GB 06)

The Bursar reported on the latest management accounts. Governing Body noted that these represented a broadly balanced financial position, with structural pressures remaining.

The draft budget for 2026-27 would come to the next meeting.

Governing Body approved the management accounts.

Strategic and operational items

106.5. Development Update (106GB 07)

The Development Director introduced the paper with the following updates noted:

- Preparatory work on the campaign was progressing to plan.
- The quiet phase was expected to commence Autumn 2026.
- The pillars would include estates, students, and impact with the paper beginning to set out the broad shape of these.
- The targets in the paper included funding from a mix of sources: philanthropy, reserves, partnerships, borrowing.

Governing Body discussed the paper, with the following points noted:

- Strong support for the ambition.
- Clarification around the objective of "no student declines a place for financial reasons" – noting this did **not** mean full funding for all students.
- Importance of data on student participation and alumni engagement was noted.
- Strengthening engagement with 1-year MPhil cohorts was supported.
- Recognition of the need to articulate differentiators vs university/other colleges.
- The potential to make more of the relationship with and proximity to Fenner's Cricket Ground.
- Long lead time for philanthropic income meant fundraising activity was a marathon not a sprint.

The Development Director noted that a more detailed case for support would be worked up for the following meeting, together with a short "cheat sheet" with messaging to support Fellows to engage with their networks on the transformation campaign **(ACTION: Kerry Wilson)**.

Governing Body was reminded of the second annual Giving Day taking place the following week.

106.6. Impact and Strategic Partnerships Role (106GB 08)

The President introduced the paper, which aimed to set out the direction and capacity required to take the impact brief forward.

Governing Body discussed the paper in detail. Whilst there was strong support for the need for capacity in this space, there remained significant uncertainty about scope, purpose, and deliverables.

Governing Body raised a number of points which were felt to need further consideration:

- Strategic vs operational role

- Linked to the above, senior leadership vs delivery-focused role
- "Impact" as a concept requiring better and clearer differentiation in the college context
- Risk of an over-broad or unworkable role
- Resource implications (risk of under-supporting a senior hire)
- Definition of clearer outputs and success measures
- The potential for a phased or project-based approach before full appointment.

The President thanked Governing Body for their engagement and agreed the outputs of the discussion would be considered by the Senior Leadership Team.

106.7. Any other Open Business

The Vice President reminded Fellows to share their research/impact to support the College's communications efforts.

The Vice President confirmed the Senior Members' lunches were to be relaunched. The first would be on Tuesday 9 June 12-2pm, with them taking place twice termly a Wednesday thereafter.

Dates of meetings in 25-26: 17 June 2026. **Wednesday at 5:30pm (in person in the Pavilion Room)**

******* As agreed at Governing Body (GB54.6.1), starred (***) items on the agenda are items that the Chair considers to be straightforward and non-controversial so that they may be approved or noted without discussion. Members of GB can un-star an item by notifying the Secretary, in advance of the meeting, so that other members can be alerted that the item will be discussed.