HUGHES HALL
UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL

MINUTES

One hundred-and-forty-second meeting of College Council 16 December 2025

Note: This meeting was not quorate

Present: Sir Laurie Bristow (Chair, President), Prof Sonia Ilie, Dr Aga Iwasiewicz-Wabnig, Dr Tori McKee (Senior Tutor), Prof Nidhi Singal (Vice-President), Laurie Smith (Bursar), Kerry Wilson (Development Director), Daniel Wolffe (MCR Treasurer),
Apologies: Sarah Langford (Head of Communications), Prof John Doorbar, Dr Guillermo Serrano Najera, Prof Ajith Parlikad, Dr Alexis Willett (Impact Director), Dr Nigel Yandell, Alex Zimmerman (MCR President).

In Attendance: Pat Dunne (Assistant Bursar to item 42.15), Dr Joe Ellis (Deputy Senior Tutor) and Katherine Springthorpe (Secretary).

OPEN BUSINESS

Preliminary Business

42.1. Introduction

42.1.1. Welcome and apologies

Council welcomed Dr Joe Ellis for the full meeting ahead of his assuming the Acting Senior Tutorship in January 2026.

Dr Ellie Greer (Head of Student Development) would also join for item 2.6.2: Pathways 2024-25 Annual Report.

The President confirmed that unfortunately the meeting was not quorate, and that the following items for approval would be deferred to the following meeting accordingly:

42.2.1. Minutes of previous meeting: For approval (42CC 01)

42.9. Prevent and Freedom of Speech: For approval (42CC 07)

42.10. Whistleblowing policy: For approval (42CC 08)

42.11. Student Discipline policy: For approval (42CC 09)

42.12. Harassment and Sexual Misconduct between students Policy: For approval (42CC 10)

42.13. Student Grievance Policy: For approval (42CC 11)

42.1.2. Declarations of interests

There were none.

42.2. Minutes and Matters arising from Open Business of College Council, 18 November 2025

42.2.1. Minutes (42CC 01)

This item was deferred to the following meeting as the meeting was not quorate.

42.2.2. College Council action list: Open Business (42CC 02)

The Secretary confirmed that the only material change since the previous meeting related to the Freedom of Speech Code of Practice which featured later on the agenda.

42.2.3. Approval of starred items (***)

Council noted the starred items but could not approve them as the meeting was not quorate.

42.2.4. Matters arising not otherwise on the agenda

There were none.

Standing Items

42.3. President's Report

The following points were noted:

- Good progress had been made over the previous calendar year, including to Statutes and Ordinances review, the Pavilion Project, consensus on how and why to appoint By-Fellows, inaugural Giving Day, advances to the student experience via pathways and other activities as well as capacity building in the Impact space.
- That the Senior Team had met recently to consider strategic priorities. Further detail would be presented at the next meeting, but the headlines were a focus on: having the right systems, tools and processes in place, defining impact, delivering governance reform, designing and launching the development campaign, designing and delivering the estates programme, and enhancing the student experience.

The President gave a vote of thanks to all for the progress made.

42.4. MCR Business

The President congratulated David Wolffe (MCR Treasurer) as the recently appointed MCR President Elect.

The MCR Treasurer noted the following points:

- Great confidence in the incoming MCR committee with the Vice President elect, Zahra Grieve, set to join David on Council from January. The Communications Officer post had not been filled, with another election anticipated in early Lent Term.
- The Piano had been removed from the MCR Common Room to improve the accessibility of the space. Plans were also afoot to have the speakers upgraded in the near future.
- The MCR social calendar looked positive, including enough people interested in supporting the June event. The Committee would be populated imminently. The 2025 pricing model for ticketing had worked well and would be utilised again for 2026's event.
- The was agreement about the desirability of the Development Team and MCR Committee working more closely together to better ensure the first contact that prospective alumni had with the Development team was not after they had left the college.

The President gave a vote of thanks to the MCR Committee for all their work in 2025.

42.5. Bursarial:

42.5.1. Bursar's Report (41CC 03)

Council received the Bursar's Report. The Bursar highlighted:

- The increased focus on estates renewal across the team, with detailed communications planning underway for January/February 2026 to include internal stakeholders (senior members, staff and students), local councillors, as well as reengagement with the close neighbours. As previously discussed, there was an ongoing tension between aesthetics, utility, sustainability and cost which would need to be carefully balanced throughout.
- Fenners' kitchen refurbishment was currently running on time and within budget, with the hope being to conclude work mid-February 2026. It was agreed that with the absence of Formal Hall, at the start of Lent Term 2026, it would be helpful to line up at least one or two social engagements for students to acknowledge the disruption and as a small gesture of good will. It was agreed that thought would be given to this, in conjunction with the MCR committee.
- Minor amends to statutes in line with precedent and other approvals had been proposed to the Privy Council Office (PCO) in response to their feedback. A response was awaited, with the intention currently to seek GB approval for ordinances at its March 2026 meeting, subject to a timely and positive response from the PCO.

42.5.2. ***Management Accounts (41CC 04).

Council received and noted the Management Accounts to 30 Nov 2025.

42.6. Tutorial and Admissions:

42.6.1. Senior Tutor's Report (41CC 05)

Council received the Senior Tutor's Report. It was noted that the data appendix to the paper was incorrect, and a revised version would be uploaded to Athena and circulated after the meeting.

42.6.2. Pathways 2024-25 Annual Report (41CC 06)

Council welcomed Dr Ellie Greer (Head of Student Development) to the meeting. Dr Greer and Dr Ellis gave an update on the delivery of Pathways during 2024-25 as well as evaluation of the programme, and plans for 2025-26.

Council welcomed the update and the progress made. The following points arose in presentation and discussion:

- Having seen a 47% increase in number of sessions offered, a 127% increase in attendees, 28% increase in number of students attending 1:1 on the previous year, the team was now operating at capacity.
- The winter residential with local FE students on access courses had taken place the previous week with a significantly higher number of participants than the previous year (24:10). Evaluation of the initiative was underway.
- A full bridging programme for new students had taken place for all incoming Undergraduates in the week before Michaelmas Term. A low-stakes academic week had been simulated to support transition into college life and the wider collegiate university; this would not have been possible without pathways. Feedback had been positive.
- The steering group had been expanded to include additional expertise, with plans to 1) explore the viability of parts of Pathways being commercialised to bring income into the College, as well as 2) design a further arm to pathways around community impact. There was interest from the Development Director around the latter's appeal to potential donors, as well as the compelling student case studies shared in the presentation.

- A request was made for data in the next report to include the uptake of Pathways initiatives against the student profile to give a better sense of which cohorts were and weren't engaging with the programme.
- There was recognition that pathways was not purely an academic endeavour, with the value being that the student could bring their whole selves to the programme in order to derive the biggest impact; the programme had been designed to reflect the diverse and complex needs of the student body. There was a desire from some to better articulate the unifying purpose of pathways, particularly to set out more clearly its connection to impact and welfare and to draw out the key value-add to the Cambridge eco-system.

The President thanked Dr Greer and Dr Ellis for their presentation and the teams continued work on such an important aspect of the college's mission.

42.7. Development and Alumni Relations:

42.7.1. Development Director's Report

The Development Director signposted members to the comprehensive report that had recently been shared with Governing Body. Council noted:

- December marked the end of the College's 140th anniversary year, which had allowed the College to engage with alumni and contacts in a different way, with the launch of the inaugural giving day being just one of many activities having taken place.
- A number of alumni visits had been undertaken over the year, with help from a number of Fellows seeing alumni as part of their travel plans. Feedback had been positive, with work underway to create a heat map to highlight the destinations likely to yield the greatest impact to inform future travel plans.
- The cross over of contacts with CUDAR and the complexities that this brought was discussed. This, together with the imminence of the University launching its own development campaign, underlined the ongoing need for internal cooperation.

42.8. Impact

The Impact Director had sent apologies. The President noted this would be a significant theme for the college to tackle in 2026 to make impact a coherent reality.

Strategic and Operational items

42.9. ***Prevent and Freedom of Speech (42CC 07)

This item was deferred to the following meeting as the meeting was not quorate.

42.10. ***Whistleblowing policy (42CC 08)

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42.11. ***Student Discipline policy (42CC 09)

This item was deferred to the following meeting as the meeting was not quorate.

42.12. ***Harassment and Sexual Misconduct between students Policy (42CC 10)

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42.13. Student Grievance Policy (42CC 11)

This item was deferred to the following meeting as the meeting was not quorate.

Minutes

42.14.*Minutes of committees**

Council noted the following Minutes:

42.14.1.*Unconfirmed minutes Admissions and Education Committee 19 November 2025 (42CC 12)**

42.14.2.*Unconfirmed minutes Estates Committee 8 October 2025 (42CC 13)**

42.14.3.*Unconfirmed minutes Finance Committee 20 October 2025 (42CC 14)**

42.14.4. ***Unconfirmed minutes (Open) Investments Committee 22 October 2025 (42CC 15)

42.14.5. ***Unconfirmed minutes Prevent and Freedom of Speech Committee 27 Nov 2025 (42CC 16)

42.15. Any other Open Business

There was none.

Meetings 2026: 27 January 2026, 24 February 2026, 24 March 2026, 28 April 2026, 02 June 2026, 23 June 2026.

End of Open Business KS.