

CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF
CAMBRIDGE

NOTICES**Calendar**

17 January, *Tuesday*. Full Term begins.

21 January, *Saturday*. Congregation of the Regent House at 2 p.m.

24 January, *Tuesday*. Discussion at 2 p.m. in the Senate-House (see below). End of first quarter of Lent Term.

5 February, *Sunday*. Preacher before the University at 11.15 a.m., Professor M. W. Dube, of the University of Botswana.

Discussions at 2 p.m.

24 January
7 February
21 February
6 March
20 March

Congregations

21 January, *Saturday at 2 p.m.*
18 February, *Saturday at 2 p.m.*
24 March, *Saturday at 10 a.m.*

Statute approved: Notice

19 December 2011

The Registry has received notice from the Clerk at the Privy Council Office that Her Majesty the Queen, at a Council held on 14 December 2011, was pleased to approve an amendment of Statute A, VII (Board of Scrutiny) which was submitted under the Common Seal of the University in accordance with Grace 2 of 28 April 2011.

The amendment to Statute A, VII, 3(c) authorized under this Grace replaces a reference to an age-limit for two of the members of the Board of Scrutiny elected by the Regent House by reference to the period of time for which a person has been a member of the Regent House or Senate (see the Report of the Council on amendments to the composition of the Board of Scrutiny and of the Nomination Board, *Reporter*, 2010–11, p. 597).

Installation of the Chancellor: Notice

9 January 2012

The Vice-Chancellor gives notice that the installation of The Lord Sainsbury of Turville as Chancellor will take place on Wednesday, 21 March 2012. A Congregation will be held in accordance with Statute A, VIII, 2, and further details will be published in due course.

Conferment of Honorary Degrees: Notice

9 January 2012

The Vice-Chancellor gives notice, in accordance with Statute A, VIII, 2, that a Congregation will be held on Wednesday, 20 June 2012, for the conferment of Honorary Degrees. Further details will be published in due course.

Notice of a Discussion on Tuesday, 24 January 2012

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 107) to attend a Discussion in the Senate-House, on Tuesday, 24 January, at 2 p.m., for the discussion of:

1. Annual Report of the Council for the academical year 2010–11, dated 21 November 2011 (*Reporter*, 2011–12, p. 216).
2. Annual Report of the General Board to the Council for the academical year 2010–11, dated 2 November 2011 (*Reporter*, 2011–12, p. 222).
3. Reports and Financial Statements for the year ended 31 July 2011 (*Reporter*, 2011–12, p. 227).
4. Joint Report of the Council and the General Board, dated 28 November 2011 and 2 November 2011, on the provision of sites and buildings regulations (*Reporter*, 2011–12, p. 269).
5. Joint Report of the Council and the General Board, dated 12 December 2011 and 30 November 2011, on a retirement policy for University staff (*Reporter*, 2011–12, p. 347).
6. Report of the Faculty Board of Clinical Medicine, dated 28 November 2011, on the M.D. Degree (*Reporter*, 2011–12, p. 314).

Flying of the University Flag and ‘scarlet days’ in 2012: Notice

The Vice-Chancellor publishes for information the following list of dates in 2012 on which it is expected that the University Flag will be flown from the Old Schools:

6 February	Accession of HM The Queen
21 March	Installation of the Chancellor
21 April	Birthday of HM The Queen
23 April	St George’s Day
2 and 3 June	Diamond Jubilee of HM The Queen
10 June	Birthday of HRH The Duke of Edinburgh
16 June	Official Birthday of HM The Queen (tbc)
20 June	Congregation for Honorary Degrees
28, 29, and 30 June	General Admission to Degrees
1 October	Address by the Vice-Chancellor and Election and Admission of the Proctors
14 November	Birthday of HRH The Prince of Wales

‘Scarlet days’

Members of the University may also find it convenient to be reminded of the days appointed annually for the wearing of festal gowns, which are also days on which the academical dress of other universities may in general be worn. In 2012 these are:

8 April	Easter Day
17 May	Ascension Day
27 May	Whitsunday
3 June	Trinity Sunday
28, 29, and 30 June	General Admission to Degrees
1 November	All Saints Day
4 November	Commemoration of Benefactors
25 December	Christmas Day

In addition, the Vice-Chancellor has also designated as ‘scarlet days’, 21 March (Installation of the Chancellor) and 20 June (Honorary Degree Congregation).

Annual Report of the Audit Committee for the financial year 2010–11: Notice

The Council has received the Annual Report of its Audit Committee for 2010–11. The report is published for the information of the University.

1 Executive Summary

This report follows the model advised by HEFCE to provide a comprehensive overview of the Committee’s business during the Financial Year 2010–11.

This section provides a summary of the key opinions, assurances, and issues considered by the Audit Committee during this year.

1.1 *Opinion – Risk Management, Control, and Governance*

The Audit Committee has monitored the effectiveness of the University’s risk management, control, and governance arrangements and financial controls throughout the period and has noted that there have been continuous improvements across the University’s activities: the University, individual institutions, and subsidiary companies are making transparent and sustained efforts to understand and incorporate best practice in risk management, governance, and internal controls. The Committee places value on the importance of clear and assessable arrangements for the Governance of the University. These must be appropriate, dynamic, and beneficial to a responsible, self-governing higher education, research, and collegiate institution. The Committee is satisfied that progress in this regard is consistent and incremental.

1.2 *Opinion – Economy, Efficiency, and Effectiveness (Value For Money)*

The Committee has monitored the effectiveness of the University’s financial controls throughout the period. It is satisfied that there is good evidence of the continuing adoption and improvement of arrangements throughout the University for promoting economy, efficiency, and effectiveness.

1.3 *Opinion – Data Integrity*

The Audit Committee has monitored the effectiveness of the University’s management and quality assurance of data submitted to HESA, to HEFCE, and to other finding bodies. Internal audit reviews of various aspects of data management have been conducted in the year, for which substantial assurance was given. The Committee is satisfied that the management control and quality assurance of data submitted are effective.

1.4 *Internal Auditor*

Deloitte LLP replaced Grant Thornton LLP as the University’s internal auditors in January 2010. This is the first full financial year for which they have acted as internal auditors to the University since their appointment.

1.5 *Internal Audit Reports*

The Committee has considered thirty-five internal audit reports in the 2010–11 financial year. Where a rating was given, 94% of reports were given Satisfactory or Full assurance.

1.6 External Auditor

PricewaterhouseCoopers LLP were re-appointed as the University's external auditor.

2 Introduction

The Audit Committee is required to prepare an annual report for submission to its own governing body and, in England, subsequently to HEFCE. The Audit Committee Annual Report should be supported by the internal audit annual report (Appendix A – not published with this report).

The contents and structure of this report follow the guidance set out in Appendix 6 of HEFCE's *Handbook for Members of Audit Committees in Higher Education Institutions*.

This Audit Committee Annual Report is for the Financial Year 1 August 2010 – 31 July 2011 and includes the opinion of the Audit Committee as to the extent to which reliance can be placed on the internal control and reporting systems of the University. The opinion is based on the Committee's consideration of the internal auditors' annual reports, a draft of the external auditor's Management Letter, other work commissioned by the Committee during the year, and on discussions at its meetings and workshops.

A copy of this report will be published in the *Reporter* for the information of the University.

3 Membership

3.1 Constitution of the Audit Committee

Revisions to the membership structure of the Audit Committee were approved by the University Council and by the Regent House following submission of a Grace on 15 December 2010, reproduced in Appendix B. The revisions related to:

- Regulation 1 (membership)
- Regulation 1(d) (co-opted members)
- Regulation 5 (quorum)
- New regulation 6 (Acting Chairman)

For the Council Notice, see <http://www.admin.cam.ac.uk/reporter/2010-11/weekly/6208/section1.shtml#heading2-4>. The Constitution of the Audit Committee is set out in the *Statutes and Ordinances of the University of Cambridge*.

3.2 Membership 2010-11

Chairman:	Mr Nigel Brown OBE (to 31 December 2010) Mr John Shakeshaft (from 1 January 2011)
Secretary:	Dr Jonathan Nicholls, Registry
Assistant Secretary:	Dr Holly Kinnear (October 2010) Dr Kirsty Allen (interim, to January 2011) Mrs Iris Hunter (interim, to February 2011) Mrs Tamsin Mann (from 1 February 2011)

Table 1: Membership of the Committee, 2010-11

Class of membership	Name of member	Limit of tenure
(a)	Mr Nigel Brown OBE	31 December 2010
	Mr John Shakeshaft (from 1 January 2011)	31 December 2013
(b)	Mr Robert Dowling	31 December 2012
	Dr David Good	31 December 2012
(c)	Mr John Shakeshaft	31 December 2010
	Mr Nicholas Martin	31 December 2012
	Mr Michael Starkie	31 December 2012
	Mr John Dix	31 December 2013
(d)	Dr Andrew Cates	31 December 2013
	Prof. Lindsay Greer	31 December 2011
	Dr Susan Lintott	31 December 2011
	<i>vacancy</i>	

3.3 Process of Appointment

Members are appointed to the Audit Committee by the Council of the University of Cambridge. Following a change in procedure at the end of FY2009-10, the Audit Committee now makes membership nominations to the University's Council's Advisory Committee on Committee Memberships and External Nominations.

3.4 University Officers and Auditors

The Audit Committee invites certain senior University officers and the University's external and internal auditors to attend unreserved meetings. On occasion it may also invite other colleagues to attend for a specific agenda item.

Following recommendations made in the previous financial year, the Audit Committee also invited the Chair of each of the audit committees of Cambridge Assessment and Cambridge University Press to attend all meetings and to make biennial reports.

The Vice-Chancellor is invited to address the Audit Committee annually.

Table 2: Senior Officers, Auditors, and other colleagues invited to attend meetings during 2010–11

Position	Name
Director of Finance	Mr Andrew Reid
Senior Pro-Vice-Chancellor (Planning and Resources)	Professor Steve Young
Internal Auditor – Deloitte LLP	Mr Richard Evans Mr Richard Neal Ms Kirsty Searles
External Auditor – PricewaterhouseCoopers LLP	Mr Clive Everest Mr John Minards Mr Simon Ormiston Mr Stephen Wyborn
Chair of the Audit Committee of Cambridge Assessment	Mr Bruce Picking
Chair of the Audit Committee of Cambridge University Press	Dr Richard Barker
Director of the Management Information Services Division (MISD)	Mr Paul Dampier
Joint Head of the Legal Services Office	Mrs Joanna Cheffins
Chair of the Cambridge Overseas Trust/Cambridge Commonwealth Trust Audit Committee	Mr Peter Davison
Chair, Subsidiary company governance review committee	Mr Nigel Brown

4 Meetings

The table below provides information on meeting dates, those members who attended the meetings, and colleagues and auditors who attended at the invitation of the Committee.

Table 3: Attendance at meetings, FY2010–11

	Members in Class (a)	Members in Class (b)	Members in Class (c)	Members in Class (d)	Senior Officers and Guests	Auditors	Apologies	Quorate
14/10/10	1	2	2	2	5	Internal: 3	1	Yes
18/11/10	1	2	3	2	4	Internal: 2 External: 4	0	Yes
20/01/11 ¹	1	1	1	1	4	Internal: 2	6	No
10/03/11	1	2	3	2	4	Internal: 1 External: 2	2	Yes
12/05/11	1	2	3	1	2	Internal: 2	5	Yes
07/07/11 ²	1	2	4	2	6	Internal: 2 External: 1	0	Yes

5 Terms of Reference

The Audit Committee's Term of References are set out in *Statutes and Ordinances of the University of Cambridge*,³ and are as follows:

- (a) to keep under review the effectiveness of the University's internal systems of financial and other control;
- (b) to advise the Council on matters relating to the external and internal auditors, including their appointment, the provision by the auditors of any additional services outside the scope of their regular responsibilities, the remuneration of the auditors, and any questions relating to the resignation or dismissal of auditors;
- (c) to ensure that sufficient resources are made available for internal audit;
- (d) to approve proposals for internal audit put forward by the internal auditors;
- (e) to review annually with the external auditors the nature and scope of the external audit;
- (f) to consider any reports submitted by the auditors, both external and internal;
- (g) to monitor the implementation of any recommendations made by the internal auditors;
- (h) to satisfy themselves that satisfactory arrangements are adopted throughout the University for promoting economy, efficiency, effectiveness, and risk management;
- (i) to establish appropriate performance measures and to monitor annually the performance and effectiveness of the external and internal auditors;
- (j) to consider, in consultation with the external auditors, (i) any financial statements annexed to the abstract of accounts, including the auditors' report, and (ii) any statement provided by the Council on the governance of the University;
- (k) to ensure that all significant losses are properly investigated and that the internal and external auditors, and where appropriate the Higher Education Funding Council for England, are informed;
- (l) to oversee the University's policy on fraud and irregularity, and to ensure that they are informed of any action taken under that policy;
- (m) to make an annual report to the Council, the Vice-Chancellor, and the Higher Education Funding Council for England;

¹ This meeting was not quorate and substantial decisions were postponed until the following meeting of the Committee.

² The Vice-Chancellor attended this meeting to give his annual report to the Audit Committee.

³ *Statutes and Ordinances of the University of Cambridge*, 2011, p. 982.

- (n) to receive reports from the National Audit Office and the Higher Education Funding Council for England, and to advise the Council thereon;
- (o) to forward minutes of their meetings to the Council.

6 Internal Audit

6.1 Provider

Deloitte LLP were appointed as internal auditors for the University with effect from 1 January 2010 until 30 June 2013, subject to satisfactory contractual arrangements.

6.2 Review of appointment

The performance of the internal auditors and their lead partner is considered annually by the Committee.

6.3 Review of internal audit annual report

The annual report for the period 1 August 2010 to 31 July 2011 was received by the Audit Committee at its meeting of 17 November 2011 (Appendix A – not published with this report).

Subject to the limitations of the work described in Deloitte LLP's report, the internal audit opinion given was 'We provide reasonable assurance that the University has an adequate and effective system of internal controls for the year ended 31 July 2011. The control issues identified during our work do not materially impact upon the statement to be provided in respect of the adequacy and effectiveness for the University's arrangements for corporate governance, risk management, internal control, and value for money.'

6.4 Review of audit risk assessment and strategy

Internal audit plans are planned annually by department and function on the basis of the weighted risks and ownership identified in the University's key risk register.

6.5 Review of audit reports

The Committee considers all reports submitted by the internal auditor. Each internal audit report is assigned to a member of the Committee for detailed consideration. The member then presents the findings to the Committee, highlighting any key points and/or concerns.

This report refers only to those final reports that were received and considered by the Audit Committee for the financial year under consideration (these are detailed in Appendix 1 of the internal audit annual report (see Appendix A)). Other reports have been issued in draft and fieldwork has been carried out for other reviews, which will report to the Committee in the 2011–12 financial year.

Deloitte LLP provide an assessment of the adequacy and effectiveness of systems using the following definitions:

Full	There is a sound system of internal control designed to achieve the University's objectives. The control processes tested are being consistently applied.
Substantial	While there is basically sound system of internal control, there are weaknesses, which put some of the University's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the University's objectives at risk.
Limited	Weaknesses in the system of internal controls are such as to put the University's objectives at risk. The level of non-compliance puts the University's objectives at risk.
Nil	Control processes are generally weak leaving the processes/systems open to significant error or abuse. Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse.

Deloitte LLP classify their recommendations as follows:

Priority 1	Issues that are fundamental to the University, for the attention of senior management and the audit committee.
Priority 2	Issues that are fundamental to the area subject to internal audit, for the attention of senior management and the audit committee.
Priority 3	Important issues to be addressed by management in their areas of responsibility.
Priority 4	Housekeeping issues or good practice suggestions.

6.6 Fees

Fees paid for work completed in FY2010–11 are shown in Appendix C.

7 External audit

7.1 Provider

PricewaterhouseCoopers LLP were re-appointed as external auditors for the University for the financial year 2010–11.

7.2 Review of appointment

In accordance with HEFCE's Financial Memorandum an external auditor is appointed or re-appointed annually. The Statutes and Ordinances of the University of Cambridge also require that 'the accounts of the University shall be audited annually by qualified accountants appointed by Grace on the nomination of the Council' (*Statutes and Ordinances of the University of Cambridge*, Statue F, Chapter II, Item 5).

A Grace submitted to the Regent House on 23 February 2011 recommending the re-appointment of PricewaterhouseCoopers LLP was approved on 4 March 2011.

7.3 Details of non-audit services

During 2010–11 the external auditor carried out work in the following areas for the University:

- (a) Tax compliance services
- (b) Advice on overseas business restructuring and investment
- (c) External projects/events administered by departments

7.4 Review of the Management Letter

The external audit management letter 2010/11 submitted by PricewaterhouseCoopers LLP was received by the Audit Committee at its meeting on 17 November 2011.

The Audit Committee considered the report's remarks on auditing and accounting matters, detailed control observations, and other observations from around the University group, and the management's responses to the recommendations, which were considered satisfactory.

7.5 Fees

Fees paid for work completed in 2010–11 are shown in Appendix D.

8 Other work undertaken

8.1 Statement of internal control

The Council of the University of Cambridge has the responsibility for reviewing the effectiveness of the system of internal control. The Audit Committee plays a role in supporting the Council in this role through the following processes:

- (a) The Council receives periodic reports from the Chairman of the Audit Committee concerning internal control and receives the minutes of all meetings of the Audit Committee.
- (b) The Audit Committee receives regular reports from the internal auditor, which include the internal auditor's independent opinion on the adequacy and effectiveness of the University's system of internal control and risk management, together with recommendations for improvement.
- (c) The Council's review of the effectiveness of the system of internal control is informed by the work of the internal auditor. They operate to the standards defined in Accountability and Audit: HEFCE Code of Practice.

Through the consideration of reports from the internal auditor and other investigations the Audit Committee is assured that the University's system of internal control is currently effective and is able to report its reassurance to the Council for the year 2010–11.

8.2 Review of assurances received

Deloitte LLP has confirmed its reasonable assurance that the University has an adequate and effective system of internal controls for the year ending 31 July 2011. The control issues identified during their work do not materially impact upon the opinion to be provided in respect of the University's arrangements for corporate governance, risk management, internal control, and value for money.

8.3 Review of institution's Risk Management Strategy

(a) The University's approach to risk management

The University of Cambridge follows good practice in Risk Management as given in the Turnbull Committee guidance, and endeavors to fully comply with HEFCE requirements.

The University's view of acceptable risk is based on a balanced view of all the risks in its operating environment. It aims to ensure an appropriate balance between risk aversion and opportunity and gains.

Risks are prioritized drawing on qualitative and quantitative measures.

The strategy to achieve this is:

- (i) A Risk Steering Committee (RSC) oversees the risk management process as a whole, on behalf of Council.
- (ii) A Risk Policy was approved in 2002 and is reviewed and revised annually.
- (iii) The fundamental risks affecting the University were identified and quantified in 2002 and are reviewed annually ensuring that the full scope of the University's activities is covered.
- (iv) The extent and categories of the risks that the University regards as acceptable have been reviewed.
- (v) Arrangements to manage fundamental risks have been put in place and the effectiveness of those arrangements has been examined. Where risk management is judged weak or limited in effect, controls have been and will be enhanced.
- (vi) Responsibility for the management of risks has been allocated to senior University officers.
- (vii) The review of risks and their management has been and will continue to be carried out at least annually.

(b) Risk Management Policy – the role of the Audit Committee and its auditors

The Audit Committee reports to the Council on internal controls and alerts it to any emerging issues. In addition, the Audit Committee oversees internal audit, external audit, and management as required in its review of internal controls. The Audit Committee provides advice to the Council on the effectiveness of the Risk Steering Committee and on the internal control system, including the University's system for the management of risk.

(i) Internal Audit Programme

The internal audit process is responsible for aspects of the annual review of the effectiveness of the internal control system within the University. The internal audit strategy will be developed around the University's objectives and use the assessment of the fundamental risks. The work programme includes an assessment of the effectiveness of the risk management process.

(ii) External Audit

The external audit informs the Audit Committee on the operation of the internal financial controls reviewed as part of the annual audit.

(c) The Audit Committee's Role – 2010–11

(i) Risk Steering Committee

At its second meeting of the year (November) the Audit Committee received copies of the annual report of the Risk Steering Committee and an up-to-date version of the University's key risk register.

The Chair of the Risk Steering Committee is the Senior Pro-Vice-Chancellor who is in attendance at Audit Committee meetings.

Furthermore, the Chair of the Audit Committee is now one of three University Council representatives on the Risk Management Committee. This has served to strengthen the link between audit and risk management.

(ii) *Risk Register*

At its meeting on 12 May 2011 the Audit Committee received the minutes of the Risk Steering Committee and a summary copy of the interim revised key risk register.

Members of the Audit Committee are invited to bring their copies of the key risk register to all meetings, to help inform discussions of audit reports and the impact on risk management.

(iii) *Internal Audit*

The internal auditor now considers risk management arrangements as a standard and continuing aspect of all departmental audits.

8.4 Other work

The Audit Committee has a number of standing agenda items: Value for Money, Fraud, Risk Management, and HEFCE. For each of these items it asks for updates from senior University officers and also seeks assurance from the internal auditors.

(a) *Value For Money (VFM)*

Following recommendations made by the Senior Pro-Vice-Chancellor (Planning and Resources) and supported by the Audit Committee, the University's Value for Money Committee was dissolved in June 2010. The University's Resource Management Committee (RMC) now oversees VFM reporting for the University. The Senior Pro-Vice-Chancellor attends Audit Committee meetings and provides statements on behalf of the RMC.

The internal auditors consider VFM as a standard item in institution or system audits as well as conducting specific VFM audits as part of the annual plan.

(b) *Fraud*

No cases of fraud were brought to the Committee's attention during the financial year under review.

(c) *HEFCE*

(i) Model Financial Memorandum between HEFCE and Institutions

The Committee received a copy of the Memorandum and welcomed the changes that had been made following consultation on the draft document earlier in 2010.

(ii) Audit of Higher Education Students Early Statistics Survey 2009–10 (HESES10)

The Committee received a copy of a letter from HEFCE confirming that this audit was now closed following a review of the University's response to recommendations.

(iii) HEFCE's Assessment of institutional risk

The Committee received a copy of the letter from HEFCE stating its opinion that the University is 'not at higher risk'. This was the first year of new accountability requirements under the Charities Act 2006.

(iv) Annual accountability exchange

Following the Quinquennial Review of 30 June 2008, HEFCE had been convinced, to a considerable degree, that the University of Cambridge was an institution without significant risk. However, due to the differences of the University's governance systems compared with the usual HEFCE approved model, the Council had requested an annual assurance visit for a period of three years. The second visit took place in March 2011.

It has been agreed that the programme of visits will end as planned in 2012, at which point the University will participate in assurance arrangements which apply to all Higher Education Institutions. (See Appendix E.)

(v) Assurance on Colleges' use of HEFCE funds

In order to discuss the proper use and value for money aspects relating to the Colleges' use of HEFCE funds, there is an annual meeting between the Chairman of the Audit Committee, the Chairman of the Colleges' Committee, the Registry, and the Chairman of the Bursars' Committee. An agreed note of the meeting is submitted to the Audit Committee. The annual report of the Resources Sub-Committee of the Bursars' Committee on Value for Money will also be submitted to the Audit Committee.

The first such report and submission was made to the Audit Committee at its meeting in March 2011. The Committee affirmed that it was content that the notes of the meeting provided it with sufficient assurance on the transfer of the monies when considered alongside the established practice of the receipt of audit certificates from each College. It was also noted that there was an agreed protocol for investigation in the event that any such certificate did not provide assurance that the monies transferred had been used entirely for educational purposes. (See Appendices F(i) and F(ii)).

(d) *Non-standard items*

In addition to these standing agenda items, the Audit Committee has considered the following items as part of its business during the 2010–11 financial year:

(i) Review of subsidiary company governance

At the request of the Audit Committee, important work to review the assurance arrangements for the University's nine wholly-owned subsidiary companies was undertaken by a review sub-committee. The review found that governance was generally sound, with examples of best practice, but that a watching brief was needed and some strengthening of the relationship between the University and some of its subsidiaries. Recommendations were submitted to the Audit Committee, Finance Committee, and the Council and will be followed up by the review committee after six months with a report back to the Audit Committee.

(ii) Review of provisions against bribery and corruption

The Committee commissioned a review to assess the robustness of the University's policies against bribery and corruption in response to the new Bribery Act, July 2011.

(e) Workshops

Audit Committee workshops are opportunities to discuss strategic issues in more depth, often based around an expert presentation. These workshops operate in part as professional development opportunities for the Committee's members. During the financial year 2010–11 three workshops were held and the following issues discussed.

- (i) Data Integrity: a senior officer in the University's Planning Office gave a presentation.
- (ii) Accounting treatment of income from Cambridge University Endowment Fund: the University's Director of Finance gave a presentation.
- (iii) Sponsor assurance: Simon Jeffreys, COO, Wellcome Trust gave a presentation.

9 Opinion**9.1 Risk Management, Control, and Governance**

The Audit Committee has monitored the effectiveness of the University's risk management, control, and governance arrangements and financial controls throughout the period and has noted that there have been continuous improvements across the University's activities: the University, individual institutions, and subsidiary companies are making transparent and sustained efforts to understand and incorporate best practice in risk management, governance, and internal controls. The Committee places value on the importance of clear and assessable arrangements for the Governance of the University. These must be appropriate, dynamic, and beneficial to a responsible, self-governing higher education, research, and collegiate institution. The Committee is satisfied that progress in this regard is consistent and incremental.

9.2 Economy, Efficiency, and Effectiveness

The Committee has monitored the effectiveness of the University's financial controls throughout the period. It is satisfied that there is good evidence of the continuing adoption and improvement of arrangements throughout the University for promoting economy, efficiency, and effectiveness.

9.3 Data Integrity

The Audit Committee has monitored the effectiveness of the University's management and quality assurance of data submitted to HESA, to HEFCE and other finding bodies. Internal audit reviews of various aspects of data management have been conducted in the year, for which substantial assurance was given. The Committee is satisfied that the management control and quality assurance of data submitted are effective.

APPENDIX B**AUDIT COMMITTEE**

Amended by Grace 1 of 15 December 2010

1. There shall be a standing committee of the Council, called the Audit Committee, which shall consist of:

- (a) a member of the Council in class (e) appointed by the Council to serve as Chairman of the Committee,
- (b) two members of the Council appointed by the Council from among its members who are members of the Regent House, provided that neither the Vice-Chancellor, a Pro-Vice-Chancellor, nor the Chairman of a Council of a School shall be eligible to serve
- (c) four persons, not being members of the Regent House or employees of the University, appointed by the Council with regard to their professional expertise and experience in comparable roles in corporate life, including at least two members with experience of finance, accounting, or auditing,
- (d) not more than three persons co-opted by the Committee, of whom
 - (i) the first person co-opted shall be a member of the Regent House, such person not being a member of the Council,
 - (ii) not more than two co-opted persons shall be members of the Regent House, such persons not being members of the Council,
 - (iii) not more than two co-opted persons shall be external members, one but not more than one of whom may be a member of the Council in class (e),

provided that it shall not be obligatory for the Committee to co-opt any person or persons.

For the purpose of these regulations, external members are defined as the following members of the Audit Committee:

- (i) persons who are members of the Council in class (e);
- (ii) persons who are not employees of the University or any of its companies or of a College, and who do not hold College Fellowships which qualify them for membership of the Regent House.

2. Members in classes (a), (b), and (c) shall be appointed in the Michaelmas Term to serve for three years from 1 January next following their appointment. No member in class (a), (b), and (c) may serve for more than eight consecutive years. Co-opted members shall serve until 31 December of the year in which they are co-opted or of the following year, as the Committee shall decide at the time of their co-optation.

3. No person may be a member of the Audit Committee who is a member of the Finance Committee of the Council. If a member of the Audit Committee becomes a member of the Finance Committee, his or her place shall thereupon become vacant.

4. The Audit Committee shall meet at least twice in each financial year. It shall be the duty of the Committee:

- (a) to keep under review the effectiveness of the University's internal systems of financial and other control;
- (b) to advise the Council on matters relating to the external and internal auditors, including their appointment, the provision by the auditors of any additional services outside the scope of their regular responsibilities, the remuneration of the auditors, and any questions relating to the resignation or dismissal of auditors;

- (c) to ensure that sufficient resources are made available for internal audit;
- (d) to approve proposals for internal audit put forward by the internal auditors;
- (e) to review annually with the external auditors the nature and scope of the external audit;
- (f) to consider any reports submitted by the auditors, both external and internal;
- (g) to monitor the implementation of any recommendations made by the internal auditors;
- (h) to satisfy themselves that satisfactory arrangements are adopted throughout the University for promoting economy, efficiency, effectiveness, and risk management;
- (i) to establish appropriate performance measures and to monitor annually the performance and effectiveness of the external and internal auditors;
- (j) to consider, in consultation with the external auditors, (i) any financial statements annexed to the abstract of accounts, including the auditors' report, and (ii) any statement provided by the Council on the governance of the University;
- (k) to ensure that all significant losses are properly investigated and that the internal and external auditors, and where appropriate the Higher Education Funding Council for England, are informed;
- (l) to oversee the University's policy on fraud and irregularity, and to ensure that they are informed of any action taken under that policy;
- (m) to make an annual report to the Council, the Vice-Chancellor, and the Higher Education Funding Council for England;
- (n) to receive reports from the National Audit Office and the Higher Education Funding Council for England, and to advise the Council thereon;
- (o) to forward minutes of their meetings to the Council.

5. No decision of the Audit Committee shall have any binding effect unless there are at least five members, three at least of these being external members, present at a meeting of the Audit Committee. If a decision is the subject of a vote and there is an equality of votes cast, the Chairman, or Acting Chairman, as the case may be, shall be entitled to give a second or casting vote.

6. In the absence of the Chairman of the Committee, the Audit Committee shall elect an acting Chairman from the external members present.

(Reproduced from the *Statutes and Ordinances of the University of Cambridge*: <http://www.admin.cam.ac.uk/univ/so/2011/chapter13-section1.html#heading2-2>)

APPENDIX C

Deloitte LLP – fees for internal audit work 2010–11

	Number of days	Cost (excluding VAT)	Cost (including VAT)
Completion of 2009–10	154	£83,160.00	£97,848.00
Audit Work in 2010–11	375	£209,550.00	£250,380.00

Deloitte LLP—fees for other work relating to 2010–11

Other Work	Fees (excluding VAT)	Fees (including VAT)
NIL	–	–

APPENDIX D

External audit

(i) PricewaterhouseCoopers LLP and overseas network firms – fees for audit work in relation to 2010–11

<i>Entity and service</i>	<i>Fees (incl. UK VAT – where applicable)</i>
External audit work for the University, Cambridge Assessment, Cambridge University Press, Associated Trusts, and subsidiaries	£737,406
University, Training and Development Agency for Schools (TDA) return	£3,922

(ii) PricewaterhouseCoopers LLP – fees for audit work in relation to 2009–10 agreed following November 2010 Audit Committee

<i>Entity and service</i>	<i>Fees (incl. UK VAT – where applicable)</i>
External audit work for Cambridge University Press	£76,375
External audit work for Little U subsidiaries – JBS Executive Education Ltd	£1,440
External audit work for Little U subsidiaries – Cambridge Investment Management Ltd	£2,400

(iii) PricewaterhouseCoopers LLP and overseas network firms – fees for non-audit services 2010–11

<i>Entity and service</i>	<i>Fees (incl. UK VAT – where applicable)</i>
Cambridge University Press, Mexico – tax audit	£19,000
Cambridge University Press, Mexico and Japan – Transfer pricing review and advice on restructuring of Japanese business	£25,000
Cambridge University Press, Australia – Objective assessment of a business case to review and comment on proposal for further investment	£32,000
Cambridge University Press, South Africa – Agreed upon procedures to recalculate trademark licence fees	£21,000
Cambridge Enterprise Ltd, Corporation tax compliance	£3,231
Cambridge University Technical Services Ltd, Corporation tax compliance	£1,469
IFM Education & Consultancy Service Ltd, Corporation tax compliance	£1,763
The Challenge Fund Trading Company, Corporation tax compliance	£1,763
Judge Business School Executive Education Ltd, Corporation tax compliance	£3,370

(iv) PricewaterhouseCoopers LLP – fees in respect of participation in external projects/events administered by departments

Work in respect of ClimateWise, which is administered by the Programme for Sustainability Leadership	£50,000
Fees in relation to speaking engagements at events run by various University departments	£18,700

(v) PricewaterhouseCoopers LLP – fees for non-audit services billed since 31 July 2011

<i>Entity and service</i>	<i>Fees (incl. UK VAT – where applicable)</i>
Cambridge University Press, UK – Provision of a secondee to assist management in the compilation and preparation of disclosure notes for the CUP group financial statements	£21,000

APPENDIX E

26 July 2011

Professor Sir Leszek Borysiewicz
The Vice-Chancellor
University of Cambridge
The Old Schools
Trinity Lane
CAMBRIDGE
CB2 1TT

Direct Line: 0117 9317423
Email: j.knight@hefce.ac.uk

Dear Sir Leszek,

ANNUAL ACCOUNTABILITY EXCHANGE

An action arising from the HEFCE Assurance Review which was undertaken at the University of Cambridge in June 2008 was that there should be an Annual Accountability Exchange. I undertook the second Exchange on 27 March 2011. Please accept my apologies for my delay in reporting the outcome.

The Exchange comprised meetings with the incoming and outgoing Chairs of Council's Audit Committee, the Registry and the Director of Finance. I prepared for these meetings by reading the University's Annual Accountability Returns for 2009/10 and minutes from March 2010 to January 2011 of Council, Audit Committee, Finance Committee (and its Business Sub-Committee) and the Board of Scrutiny.

My overall conclusion is the same as that from the original HEFCE Assurance Review in June 2008: that HEFCE is able to place reliance on the University of Cambridge's accountability information. The report of the HEFCE Assurance Review in June 2008 described certain differences between the University's model of corporate governance and that recommended by the Committee of University Chairs in its 'Guide for Members of Higher Education Governing Bodies in the UK'. These points of difference remained at the date of the Exchange.

I have recorded in the Annex to this letter some observations arising from the Exchange. It would be helpful if you would arrange for a University response to these matters to be entered on the Annex and returned to me so that they can be readily followed up at the time of the next Exchange.

I am most grateful to the University representatives who met me for their helpfulness and to Alison Heyn for excellent administrative arrangements.

Yours sincerely,

Julian Knight
Assurance Consultant (East of England Region)

ANNEX

Matters Arising from HEFCE's Annual Accountability Exchange with the University of Cambridge on 27 March 2011

	HEFCE observation	University response
1	The annual TRAC return for 2009/10 was signed by the Senior Pro-Vice-Chancellor. This should, strictly, be signed by the Vice-Chancellor as Accountable Officer under the Financial Memorandum with HEFCE.	In order to meet the deadline, the submission was signed by the Senior Pro-Vice-Chancellor in the Vice-Chancellor's absence. The Senior Pro-Vice-Chancellor was nominated by the Vice-Chancellor as his deputy for the period of his absence. The Vice-Chancellor also signed the return retrospectively on his return and that was forwarded to the HEFCE in April 2011. We recognize that the Vice-Chancellor is the Accountable Officer. In future, we will use our best endeavours to ensure that he is able to sign the TRAC return.
2	The Committee of University Chairs (CUC) recommends that a governing body's Statement of Primary Responsibilities should be published widely, including on the internet and in the annual report. It would be potentially helpful to stakeholders to publish the Statement on the University's open web site and in annual reports with effect from 2011.	We will publish the Statement on the publicly-available University website with effect from 2011. We will also publish the Statement of Primary Responsibilities in the Annual Report from the same year.
3	<p>Under the Financial Memorandum with HEFCE the University's Council is responsible for ensuring that the University:</p> <ul style="list-style-type: none"> has a robust and comprehensive system of risk management, control and corporate governance; strives to achieve good value for money from public funds; and has effective arrangements for the management and quality assurance of data submitted to HESA, HEFCE and other funding bodies. <p>Council naturally looks to its Audit Committee to provide independent opinions on the adequacy and effectiveness of these three matters and HEFCE also seeks to rely on these opinions. In the Audit Committee's annual report for 2009/10 there is a clear and prominent section containing the Committee's opinion on the three matters and the opinion on the arrangements for the management and quality assurance of data includes a helpful judgement on their effectiveness. It would be helpful to Council (and to HEFCE) to receive a judgement about adequacy and effectiveness within all three of the above mentioned opinions in annual reports with effect from 2010–11.</p>	The annual report of the Audit Committee for 2010–11 will comment on the adequacy and effectiveness of each of these three matters.

4	<p>2009–10 was the first year in which HEIs which are exempt charities were required to make disclosures in audited financial statements to meet HEFCE’s new needs as Principal Regulator of exempt higher education charities. We were pleased to see that the University’s audited financial statements included most of the required material. The disclosures could be further improved from 2010–11 by including:</p> <ul style="list-style-type: none"> • a clear statement of the names of all trustees who served at any time during the financial year and up to the date the financial statements were formally approved; and • information about related party transactions involving trustees. 	<p>A clearer statement will be made in the Accounts with effect from this year. A list of Council members who served at any time during the period of the last Financial Year was provided (page 52 of the published Financial Statements). We will ensure that in future a similar list will state explicitly that they were also Trustees (although that point is made in paragraph 3 of the Corporate Governance statement). We disclose the employee status of Council members, but will be explicit about whether there were any related party transactions involving the Trustees.</p>
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APPENDIX F(i)

Assurance on Colleges’ use of HEFCE funds

Note of a meeting on 15 February 2011 in the Registry’s Office

Present: Chairman of the Audit Committee, John Shakeshaft
 Chairman of the Colleges’ Committee, Professor Martin Daunton
 Chairman of the Bursars’ Committee, Dr Susan Lintott
 Registry and Secretary of the Audit Committee, Dr Jonathan Nicholls

In attendance: Assistant Secretary to the Audit Committee, Tamsin Mann

1. The meeting was called in response to arrangements set out under Appendix H (3i) of the Audit Committee’s annual report 2009–10:
 - (i) The aim of the meeting is to provide additional assurance to the HEFCE on the engagement between the University and Colleges, regarding the Colleges’ receipt of HEFCE funding and their use for educational purposes, adhering to Value for Money (VfM) principles.
 - (ii) The annual report of the Resources Sub-Committee of the Bursars’ Committee on Value for Money was circulated to those present.
2. Brief background to, and explanation of, the current arrangements for distribution of HEFCE funding to the Colleges was provided. Distribution is on a per capita basis by College, regardless of a College’s individual wealth, using an agreed formula which takes into account inflation. It was further noted that:
 - (i) The formula for distribution of funding is to be revisited. Negotiations will begin in May 2011.
 - (ii) Dr Lintott reported that the Colleges have recently carried out an exercise to determine the direct and indirect cost of educating students, which is twice that income received from the University. This ‘match funding’ could be considered a form of VfM in itself.
3. The Registry drew attention to current work led by the Senior Tutors’ Committee to analyse the number of one-to-one supervisions within Collegiate Cambridge with the principal aim of determining the most effective pedagogy for particular subjects and the continued suitability or otherwise of this form of teaching. A secondary aim however would be to provide a more cost effective model. This investigation could therefore also be considered a Value for Money exercise.
4. In response to a question from the Chair of the Audit Committee, Dr Lintott confirmed that in addition to appropriate certification, there was an agreed protocol for an investigation should at any time an audit certificate not provide the required assurance.
5. In conclusion, it was agreed that in addition to 1(ii) above, the Audit Committee’s attention should be drawn to:
 - (i) the impending negotiations between the University of the formula for distributing funding to the Colleges for educational purposes (“the College Fee agreement”);
 - (ii) current discussions about the supervision system, its effectiveness and whether there may be financial efficiencies;
 - (iii) that it was the opinion of the meeting that there was appropriate governance in place to monitor the transfer of funds and assessing that they were being spent for the intended purposes in a way consistent with value for money principles via the intercollegiate bodies and additionally through this annual meeting;
 - (iv) the established system of audit certification and a protocol for investigation in the event that a certificate was unable to provide the required assurance
6. It was agreed that this note of the meeting would be submitted to the Audit Committee for consideration at its next meeting on 10 March 2011.

APPENDIX F(ii)

Report of the Resources Sub-Committee of the Bursars’ Committee On Value for Money 2009–10

In order to promote economy, efficiency, and effectiveness during the year 2009–10, actions undertaken by the Cambridge Colleges include, but are by no means limited to, those set out below. Aggregate expenditure by the Colleges rose by 0.8% over the year. With spending on education rising by 3.2%, the Colleges have exercised strong control of non-education spending in particular.

1 Rating Liability

The assessment of the Colleges for non-domestic rating purposes is a complex and specialised area of rating and valuation practice, and the Colleges' interests are best served by acting together and avoiding a potential "divide and rule" approach by the rating authorities. There are also efficiencies and cost savings in acting collectively. For the 2005 Rating Round, the Colleges collectively hired Gerald Eve as consultant. This enabled savings of £209,036 in rates liability, an average of £7,742 per College (based on the 27 Colleges against which appeals had been lodged). In addition, in many cases the Valuation Office Agency were forced to reduce their draft 2010 rating assessments, which will lead to further savings of some £64,560 over the next five year revaluation period. Taken together, this represents total savings of £273,596.

2 Energy Purchasing

In May 2010 the Colleges' energy purchasing consortium reported a saving of 27% overall on the half hourly electricity contract commencing 1 October 2010 for two years. The consortium has achieved savings of £1.5 million in the last three years. The methods for tendering and different approaches to contracts for energy are under review, including variable pricing models. Through the CRC Co-ordinator (see below), there have been many more opportunities to engage in collaborative efforts to reduce consumption through the use of new technology, improvements in data capture and monitoring, and seeking best practice in terms of persuading people to change their behaviour. A website is being set up which will include a best practice area for Colleges to post information. Energy Management Software has been purchased and is being implemented across the Colleges with the intention of providing better information to College finance and maintenance staff, providing comparable data across the Colleges, providing bulk bill checking and facilitating bulk downloads of consumption data from the energy suppliers, saving administrative time in the Colleges.

3 Food Purchasing

The Food Purchasing Consortium saved 13.2% in food costs in 2009 and 17.4% in January 2010, compared with January 2009. The merger of TUCO and SNUPI, two higher education purchasing consortia, should yield further savings. This is in the context of an average spend on food per College of around £450,000.

4 Insurance

The Bursars' Committee agreed to appoint NW Brown to renegotiate the annual Colleges' insurance premium. Savings are estimated at £150,000 this year, with the potential to rise to £375,000 in year 4, subject to claims experience.

5 Carbon Reduction Commitment

Collective registration achieved savings of £29,450 in upfront registration costs and £39,990 in annual fees. The appointment of a shared CRC Co-ordinator with energy management responsibilities across the Colleges has brought further efficiency savings.

6 Shared Facilities

Colleges are working hard to share infrastructure and facilities. Robinson, King's, Queens', and Selwyn merged their sports grounds to save the cost of one senior groundsman post and were this year able to build on a joint basis four hard tennis courts. Many other Colleges share sports facilities and boathouses. Further discussions are underway in relation to the sharing of gym facilities with the University in the proposed West Cambridge Sports Centre.

7 Shared Legal Services

A collective approach co-ordinated by the Office of Intercollegiate Services has saved at least £10,000 in legal fees as all Colleges registered with the Charity Commission. The negotiation of a common registration template saved individual Colleges considerable amounts of time. Shared legal consultation on other matters such as Council Tax, salary sacrifice, and competition law has brought further savings.

8 Training

A number of Colleges are combining to purchase training from external providers. Selwyn is for example sharing Health and Safety training with Newnham and Wolfson, and is also working with the University's Health and Safety team, as are a number of other Colleges. Churchill has organized English language classes for several Colleges. The College Catering Managers have organised training programmes to improve skills and to build business.

9 Conference Cambridge

Colleges' conference marketing activity is co-ordinated by Conference Cambridge, where turnover has increased by 5% in real terms for each of the last three years. A multisite protocol has been agreed between the Colleges (and with West Road) to facilitate an increase in the scale of residential conferences through the sharing of sites. The first effects of this will occur in 2011–2012, with an estimated increase in conference turnover of £0.3 million.

10 Ebooks and eJournals

College libraries are working with the various departments and libraries of the University to co-ordinate access to ebooks and electronic subscriptions. Cost savings are as yet unquantified.

11 Review of Best Practice: Key Performance Indicators

Many significant savings result from local initiatives developed as Colleges react to financial challenge by reviewing the cost-effectiveness of their processes in the search for further improvement. An extensive review of key performance indicators has recently been completed across Colleges as a means of spreading understanding of successful initiatives. The review focuses primarily on staff costs and quantifies the outlying performances. It is intended to hold follow-up workshops to share areas of best practice and identify potential cost savings. These may well be substantial.

12 Pensions

The Colleges' Federated Pension Scheme renegotiated the permanent disability and other insurance premia during the year for a saving of £219,000. In addition, an initial group of six Colleges combined to establish a new staff pension scheme, sharing set-up and annual running costs, and more importantly, providing an opportunity for a substantial derisking of the business.

13 Joint College Action

The Colleges continue to support centralised student services such as the Cambridge Admissions Office and the Counselling Service.

This list is by no means comprehensive as a number of individual Colleges pursue their own initiatives. Girton for example collaborated with Pembroke and others to procure a new accounting system. Savings were achieved in the procurement and implementation processes. Girton also shares a workplace nursery with Churchill, St John's, and Trinity. In addition, there are a number of shared CTO posts between the Colleges and in at least one case with a University department. The Resources Sub-Committee is satisfied that there is good evidence across the Colleges of continuing adoption and improvement of arrangements for promoting economy, efficiency and effectiveness.

N. J. A. Downer
Chairman
20 January 2011

Annual Reports: Notice

The following Annual Reports have been received by the Council and the General Board during the Michaelmas Term 2011 and are available on the websites indicated:

Annual Report of the Kettle's Yard Committee for the year 2010–11	http://www.kettleyard.cam.ac.uk/information/annual_reports/
Annual Report of the Press Syndicate for the year 2010–11	http://www.cambridge.org/about/annualreport/downloads/annual_report_2011.pdf
Annual Report of the Centre for Research in the Arts, Social Sciences, and Humanities for the year 2010–11 (Review)	http://www.crassh.cam.ac.uk/uploads/documents/annual_reports/crassh-ar-web.pdf

Responses to national consultations: Notice

The response to the recent consultation by the Office of the Independent Adjudicator (OIA) has been made on behalf of the University (Response to OIA Pathway 3 Consultation (December 2011)) and is available to download for members of the University on the Education Section website (http://www.admin.cam.ac.uk/cam-only/offices/education/consultations/oia_pathway3.pdf).

VACANCIES, APPOINTMENTS, ETC.**Electors to the Dyson Professorship of Fluid Mechanics: Notice**

The Council has appointed members of the *ad hoc* Board of Electors to the Dyson Professorship of Fluid Mechanics as follows:

The Vice-Chancellor, in the Chair

(a) *on the nomination of the Council*

Professor Ian Castro, University of Southampton
Professor Paul Linden, *DOW*

(b) *on the nomination of the General Board*

Professor Dame Ann Dowling, *SID*
Professor Howard Chase, *M*
Professor Cameron Tropea, Darmstadt University of Technology

(c) *on the nomination of the Faculty Board of Engineering*

Professor Holger Babinsky, *M*
Professor Nick Collings, *R*
Professor Ellen Longmire, University of Minnesota

Vacancies in the University

A full list of current vacancies can be found at <http://www.admin.cam.ac.uk/offices/hr/jobs/>.

Professorship of Education; preference given to Psychology in Education; closing date: 2 February 2012; informal enquiries: Professor Peter Gronn, Head of the Faculty of Education (tel. 01223 767517, email pg348@cam.ac.uk) or Professor Neil Mercer (tel. 01223 767592, email nmm31@cam.ac.uk); further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/>

Professorship of Medical Genetics and Genomic Medicine; closing date: 6 February 2012; informal enquiries: Professor Sir Patrick Sissons, Regius Professor of Physic (tel. 01223 336738, email regius@medschl.cam.ac.uk); further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/>

Professorship of Paediatrics; closing date: 6 February 2012; informal enquiries: Professor Sir Patrick Sissons, Regius Professor of Physic (tel. 01223 336738, email regius@medschl.cam.ac.uk); further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/>

University Lecturer in Chinese Studies (post-Han and pre-1800); salary: £36,862–£46,696 a year; closing date: 1 February 2012; further particulars: http://www.ames.cam.ac.uk/general_info/jobs/; quote reference: GU08971

Hogan Lovells University Lecturer in Corporate Law; salary: £36,862–£46,696 a year; closing date: 3 February 2012; further particulars: <http://www.jobs.cam.ac.uk/job/-11502/>; quote reference: K11502

Clinical Lecturers in Surgery, Oncology, and Neuroscience (three posts); salary: £30,992–£53,663 a year; tenure: four years in the first instance; closing date: 13 January 2012; further particulars: <http://www.medschl.cam.ac.uk/jobs/?p=934>; quote reference: RA00025

Procurement – Category Manager (part-time) in the Finance Division; salary: £25,854–£29,972 a year, *pro rata*; closing date: 18 January 2012; further particulars: <http://www.jobs.cam.ac.uk/job/-11152/>; quote reference: AG11152

Any job application submitted with a *curriculum vitae* should be accompanied by a Cover Sheet for Employment (form CHRIS/6) which can be downloaded from <http://www.admin.cam.ac.uk/offices/hr/forms/chris6/>, or may be obtained in hard copy from the advertising Department or Faculty.

The University values diversity and is committed to equality of opportunity.

The University has a responsibility to ensure that all employees are eligible to live and work in the UK.

EVENTS, COURSES, ETC.

Announcement of lectures, seminars, etc.

The University offers a large number of lectures, seminars, and other events, many of which are free of charge, to members of the University and others who are interested. Details can be found on Faculty and Departmental websites, and in the following resources.

The What's On website (<http://www.admin.cam.ac.uk/whatson/>) carries details of exhibitions, music, theatre and film, courses, and workshops, and is searchable by category and date. Both an RSS feed and a subscription email service are available.

Talks.cam (<http://www.talks.cam.ac.uk/>) is a fully searchable talks listing service, and talks can be subscribed to and details downloaded.

Brief details of upcoming events are given below.

<i>Trinity College Clark Lectures</i> <i>Fitzwilliam Museum</i>	Shakespearean invention	http://www.trin.cam.ac.uk/clarks
	Grey matters: graphite	http://www.fitzmuseum.cam.ac.uk
	Work, rest, and play: women and children in prints after Chardin	
	England and the Dutch Republic in the age of Vermeer: Coins and medals from the 17th century	
	Triumph, protection, and dreams: the African headrest in context	
<i>Kettle's Yard</i>	Henri Gaudier-Brzeska: Vorticist!	http://www.kettlesyard.co.uk/exhibitions/2012/gaudier/index.php

REGULATIONS FOR EXAMINATIONS

The General Board give notice that, on the recommendation of the Faculty Board or other authority concerned, the regulations for certain University examinations have been amended as follows:

Examination in Economic and Social History for the M.Phil. Degree

(*Statutes and Ordinances*, p. 492)

With immediate effect

The list of subjects for the one-year course of study in Economic and Social History for the degree of Master of Philosophy has been amended. The subjects will be examined by written exercises only. Regulation 1(c) has been amended so as to read:

- (c) two written exercises, to be undertaken under conditions specified by the Degree Committee, on each of two subjects chosen by the candidate, subject to the approval of the Degree Committee, from the following list:
1. Institutions and development
 2. Topics in the history of economic and social thought
 3. British industrialization in the 18th and 19th centuries
 4. The origins and spread of financial capitalism
 5. The economic policies of right-wing dictatorships in the era of mass politics
 6. Health, politics, and economic growth since 1750
 7. Language and society
 8. Institutions and long-distance trade, 1000–1800
 9. Family, identity, and social change since 1750

Examination in Environment, Society, and Development for the M.Phil. Degree

(*Statutes and Ordinances*, p. 496)

With effect from 1 October 2012

Regulation 1.

The scheme of the examination has been amended by (i) replacing the words ‘four essays or other exercises’ by the words ‘three essays or other exercises’ in paragraph (a) and by (ii) renaming paragraph (b) as paragraph (d) and inserting new paragraphs (b) and (c) so as to read:

- (b) two book reviews, each not exceeding 2,000 words in length;
 (c) an oral presentation;

Examination in Industrial Systems, Manufacturing, and Management for the M.Phil. Degree

(*Statutes and Ordinances*, p. 500)

With immediate effect

The scheme of examination for the one-year course of study in Industrial Systems, Manufacturing, and Management for the degree of Master of Philosophy has been amended by amending the requirements for an oral examination and by removing the requirement for a separate report on a design project. The regulations have been amended so as to read:

1. The scheme of examination for the one-year course of study in Industrial Systems, Manufacturing, and Management for the degree of Master of Philosophy shall consist of:

- (a) reports on such course-work undertaken by the candidate as shall be prescribed from time to time by the Degree Committee for the Faculty of Engineering. The reports shall be of such number, and shall be presented in such form and assessed in such manner, as the Degree Committee may determine;
and
 (b) a thesis of not more than 15,000 words in length including footnotes, appendices, and bibliography, on a subject approved by the Degree Committee.

2. The course-work shall include industrial investigations in one or more institutions approved by the Degree Committee, the nature and duration of the investigations being determined by the Degree Committee.

3. The examination may include, at the discretion of the Examiners, an oral examination on the work submitted under (a) above on the general field of industrial systems, manufacture, and management; the examination may also include, at the discretion of the Examiners, an oral examination on the work submitted under (b) above.

NOTICES BY FACULTY BOARDS, ETC.

Politics, Psychology, and Sociology Tripos, Parts IIA and IIB, 2012–13: Notice

The Faculty Board of Human, Social, and Political Science give notice of an amendment to the papers offered in Parts IIA and IIB of the Politics, Psychology, and Sociology Tripos in 2012–13, announced in their Notice of 19 May 2011 (*Reporter*, 2010–11, p. 759).

Paper Int 7, ‘Society, politics, and culture in Latin America’ will **not** be offered.

The Faculty Board are satisfied that no candidate’s preparation for the exam will be affected by the change.

Examination for the degree of Master of Business Administration, Michaelmas Term 2011–12: Correction

Further to their notice of 12 October 2011 (*Reporter*, 2011–12, p. 60), the Faculty Board of Business and Management give notice of the following correction:

One-year course

Written papers

MBA5	Financial reporting	Assessed by a one-hour written examination
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FORM AND CONDUCT OF EXAMINATIONS, 2011–12

Notices by Faculty Boards, or other bodies concerned, of changes to the form and conduct of certain examinations to be held in 2011–12, by comparison with those examinations in 2011, are published below. Complete details of the form and conduct of all examinations are available from the Faculties or Departments concerned.

Chemical Engineering Tripos, 2012

The Chemical Engineering and Biotechnology Syndicate give notice that, with effect from the examinations to be held in 2012, the conduct of the examination for all written papers within Part I, Part IIA, and Part IIB of the Chemical Engineering Tripos will be changed as follows:

Candidates will be admitted to the examination room 15 minutes before the scheduled start time of the examinations and will be given 10 minutes of ‘reading time’ before being allowed to commence writing.

The form of the examinations is otherwise unchanged.

Engineering Tripos, 2012

PART IA

Lecture course

Mechanical engineering

Thermofluid mechanics and heat transfer (24L)

Mechanics and mechanical vibrations (28L)

Structures and materials

Structures (24L)

Materials (20L)

Electrical and information engineering

Linear circuits and devices (22L)

Digital circuits and information processing (16L)

Electromagnetics (12L)

Paper

Paper 1

Section A (4 short questions and 2 long questions)

Section B (4 short questions and 2 long questions)

Paper 2

Section A (4 short questions and 2 long questions)

Section B (4 short questions and 2 long questions)

Paper 3

Section A (3 short questions and 2 long questions)

Section B (3 short questions and 1 long question)

Section C (2 short questions and 1 long question)

Mathematical methods

Michaelmas Term material (24L)
Lent/Easter Term material (16L)
Computing

Paper 4

Section A (3 short questions and 2 long questions)
Section B (3 short questions and 2 long questions)
Section C (2 short questions)

Candidates will be admitted to the examination room 15 minutes before the scheduled time of the examinations and will be given 10 minutes' reading time before being allowed to start writing.

PART IB

<i>Examination</i>	<i>Number of questions</i>
<i>Paper 1</i> – Mechanics	6
<i>Paper 2</i> – Structures	6
<i>Paper 3</i> – Materials	6
<i>Paper 4</i> – Thermofluid mechanics	6
<i>Paper 5</i> – Electrical engineering	
Linear circuits and devices	2
Electrical machines	3
Electromagnetic fields and waves	2
<i>Paper 6</i> – Information engineering	
Linear systems and control	3
Communications, and signal and data analysis	3
<i>Paper 7</i> – Mathematical methods	
Vector calculus	3
Linear algebra and probability	3
<i>Paper 8</i> – Selected topics	
Paper 8 is divided into eight sections.	
<i>Section A:</i> Introductory business economics	2
Candidates are required to answer one question only.	
<i>Sections B–H:</i>	
(B) Civil and structural engineering	3
(C) Mechanics, materials, and design	3
(D) Aerothermal engineering	3
(E) Electrical engineering	3
(F) Information engineering	3
(G) Engineering for the life sciences	3
(H) Manufacturing, management, and design	3

Candidates will be admitted to the examination room 15 minutes before the scheduled time of the examinations and will be given 10 minutes' reading time before being allowed to start writing.

For Papers 2–3: Candidates are required to answer not more than four questions, which may be taken from either section.

For Papers 1, 4, 6, and 7: Candidates are required to answer not more than four questions. The questions should be from two sections only and not more than two questions should be answered from either section.

For Paper 5: Candidates are required to answer not more than four questions and must answer at least one question from each section.

For Paper 8: Candidates who are not offering a foreign language as an option are required to answer four questions, taken from only two of sections B–H. Not more than two questions from each section may be answered. Candidates who are offering a foreign language as an option are required to answer not more than two questions from one of sections B–H.

Paper 8 will be of two and a half hours' duration, or of one and a half hours' duration in the case of candidates who are offering a foreign language.

PART IIA

	<i>Module title</i>	<i>Written paper (p); course-work (c)</i>	<i>Number of questions on the paper</i>	<i>Number of questions to be attempted</i>
3A1	Fluid mechanics I (double module)	p	8	5
3A3	Fluid mechanics II (double module)	p	8	5
3A5	Thermodynamics and power generation	p	4	3
3A6	Heat and mass transfer	p	4	3
3B1	Radio frequency electronics	p	4	3
3B2	Integrated digital electronics	p	4	3
3B4	Electric drive systems	p	4	3
3B5	Semiconductor engineering	p	4	3
3B6	Photonic technology	p	4	3
3B7	Present and future energy systems	p	4	3
3C1	Materials processing and design	p	4	3

3C5	Dynamics	p	4	3
3C6	Vibration	p	4	3
3C7	Mechanics of solids	p	4	3
3C8	Machine design	p	4	3
3C9	Fracture mechanics of materials and structures	p	4	3
3D1	Geotechnical engineering I	p	4	3
3D2	Geotechnical engineering II	p	4	3
3D3	Structural materials and design	p	4	3
3D4	Structural analysis and stability	p	4	3
3D5	Water engineering	p	4	3
3D8	Building physics and environmental geotechnics	p	4	3
3D7	Finite element methods	p	4	3
3E1	Business economics	p	4	2
3E2	Marketing	p	4	2
3E3	Modelling risk	p	4	2
3E5	Human resource management	p	4	2
3E6	Organizational behaviour	p	4	2
3E10	Operations management for engineers	p	4	2
3F1	Signals and systems	p	4	3
3F2	Systems and control	p	4	3
3F3	Signal and pattern processing	p	4	3
3F4	Data transmission	p	4	3
3F5	Computer and network systems	p	4	3
3F6	Software engineering and design	p	4	3
3G1	Introduction to molecular bioengineering	p	4	3
3G2	Mathematical physiology	p	4	3
3G3	Intoduction to neuroscience	p	4	3
3G4	Medical imaging and 3-D computer graphics	p	Section A: 2 Section B: 2 Section C: 2	1 1 1
3G5	Biomaterials	p	4	3
3I1	Data structures and algorithms (CST)	p	Section A: 1 Section B: 3	1 2
3M1	Mathematical methods	p	4	3
4C4	Design methods	p	4	3
4D8	Pre-stressed concrete†	p and c	Section A: 2 Section B: 3	1 2
4M12	Partial differential equations and variational methods	p	4	3
4M16	Nuclear power engineering	p	4	3

† The written paper for module 4D8 will be divided into sections as follows:

4D8	Section A questions have a weighting of 50%
	Section B questions have a weighting of 25%
	Both sections may contain questions on any relevant topic

Single module examinations will last one hour and 30 minutes. Double module examinations (3A1 and 3A3) will last three hours. There will be ten minutes of 'reading time' before each module (including double modules). Candidates should present themselves in the examination room 15 minutes before the advertised start time of each paper. Late arrivals disturb other candidates: please arrive in plenty of time.

The style of new module papers will be similar to those of any 'sample papers' issued to students during the year.

The Examiners will take into account course-work produced by candidates according to the scheme published by the Faculty Board.

Standard databooks will be available at all examinations. Where additional data sheets or databooks were provided for a particular course they will be attached to the relevant examination paper.

Candidates will be allowed to take into the Examination Hall only officially marked calculators as set out in the notice concerning calculators published by the Faculty Board (July 2011).

In the working of all questions and in the evaluation of numerical quantities candidates should show a sufficient number of steps to allow the Examiners to make a proper assessment of their answers.

Candidates are reminded that illegible writing may result in loss of marks.

Examination for the degree of Master of Business Administration, Lent Term 2012

The Faculty Board of Business and Management give notice that in the Lent Term 2012 of academical year 2011–12 the subjects for examination for the M.B.A. Degree will be as listed below. The method of examination is shown for each subject.

4. (a) One-year course

6. (b) Course-work (compulsory subjects)

MBA5. Financial reporting	one-hour written examination
MBA14. Managing innovation strategically	(assessed by individual assignment (65%), group assignment and group presentation (35%))
MBA15. Operations management	(assessed by individual assignment (100%))
MBA16. Financial management	(assessed by individual assignment (100%))
MBA33. Negotiation skills	(attendance only)
MBA34. Global consulting project	(assessed by group assignment and presentation (80%) and peer review (20%))

6. (b) Course-work (elective subjects)

MBA77. Accounting and working capital for start up firms	(assessed by individual assignment (50%), group assignment (30%), and class participation (20%))
MBA78. Advanced financial reporting	(assessed by individual assignment (100%))
MBA18. Advanced data analysis for management	(assessed by individual assignment (45%), group assignment (45%), and class participation (10%))
MBA70. Cases in corporate finance I	(assessed by individual assignment (40%), group assignment (40%), and class participation (20%))
MBA20. Climate leadership	(assessed by individual assignment (100%))
MBA39. Corporate social responsibility	(assessed by individual assignment (100%))
MBA79. Digital marketing	(assessed by individual assignment (80%) and class participation (20%))
MBA80. Entrepreneurship: launching new ventures	(assessed by individual assignment (100%))
MBA24. Globalization and international business	(assessed by individual assignment (100%))
MBA25. Lean Six Sigma process improvement	(assessed by individual assignment (100%))
MBA27. Philosophy in business	(assessed by individual assignment (100%))
MBA28. Private equity (<i>MGM12 Paper MFIN19</i>)	(assessed by individual assignment (35%) and group assignment (65%))
MBA81. Project management	(assessed by individual assignment (100%))
MBA29. Service design and innovation	(assessed by individual assignment (55%) and group assignment (45%))
MBA30. Strategic human resources management	(assessed by individual assignment (60%) and group assignment (40%))
MBA22. Strategic performance management	(assessed by individual assignment (70%) and group presentation (30%))
MBA31. Topics in financial history (<i>MGM12 Paper MFIN21</i>)	(assessed by individual assignment (100%))
MBA32. Topics in investment management (<i>MGM12 Paper MFIN16</i>)	(assessed by individual assignment (70%) and group assignment (30%))

4. (c) Executive M.B.A. course

2010–12 class

6. (a) Course-work (compulsory subjects)

EMBA4. Management practice	(assessed by individual assignment (100%))
EMBA14. Corporate governance and ethics	(individual assignment (100%))
EMBA15. Elective I	(see below)
EMBA16. Elective II	(see below)
EMBA17. Leadership in action	(not formally assessed, attendance required at dinners)
EMBA18. Individual project	
EMBA19. Personal and professional development	(not formally assessed)

6. (b) Course-work (elective subjects)**Elective I list**

EMBA24.	Fast strategy, intrapreneurship, and business instinct	(assessed by individual assignment (100%) and two non-graded exercises to also be undertaken in class)
EMBA31.	Global energy security	(assessed by individual assignment (100%), max. 2500 words)
EMBA32.	Macro economics	(assessed by individual assignment ((75%), max. 2500 words) and group assignment (25%))
EMBA23.	Strategic performance management	(assessed by individual assignment (70%) and group presentation (30%))
EMBA22.	Venture capital, private equity, and acquisitions	(assessed by group assignment (40%) and individual assignment (60%))

Elective II list

EMBA28.	Advanced strategy	(assessed by individual assignment (60%) and group assignment (40%))
EMBA33.	Consumer behaviour	(assessed by one group assignment (50%) and individual assignment (50%))
EMBA25.	ETech projects	(assessed by group presentation (40%) and individual report (60%))
EMBA21.	How to start companies	(assessed by individual assignment (100%))
EMBA29.	International real estate	(assessed by individual assignment (100%))
EMBA26.	Philosophy in business	(assessed by individual assignment (100%))

Any elective from the following published M.B.A. and M.Fin. courses:

EMBA34.	(MBA77.) Accounting and working capital for start up firms	(assessed by individual assignment (50%), group assignment (30%), and class participation (20%))
EMBA35.	(MBA18.) Advanced data analysis for management	(assessed by individual assignment (45%), group assignment (45%), and class participation (10%))
EMBA36.	(MBA78.) Advanced financial reporting	(assessed by individual assignment (100%))
EMBA37.	(MBA70.) Cases in corporate finance I	(assessed by individual assignment (40%), group assignment (40%), and class participation (20%))
EMBA38.	(MBA79.) Digital marketing	(assessed by individual assignment (80%) and class participation (20%))
EMBA39.	(MBA80.) Entrepreneurship: launching new ventures	(assessed by individual assignment (100%))
EMBA40.	(MBA24.) Globalization and international business	(assessed by individual assignment (100%))
EMBA41.	(MBA25.) Lean Six Sigma process improvement	(assessed by individual assignment (100%))
EMBA42.	(MBA81.) Project management	(assessed by individual assignment (100%))
EMBA43.	(MBA30.) Strategic human resources management	(assessed by individual assignment (60%) and group assignment (40%))
EMBA44.	(MFIN21.) Topics in financial history	(assessed by individual assignment (100%))
EMBA45.	(MFIN16.) Topics in investment management	(assessed by individual assignment (70%) and group assignment (30%))

2011–13 class**6. (a) Written papers**

EMBA 1.	Analysis of financial reports (Accounting)	(1.5-hour written examination (100%))
EMBA 5.	Management science	(1.5-hour written examination (50%) and one group assignment (50%))
EMBA 2.	Corporate finance	(one group project (analysis of case studies) (40%) and 1.5-hour written examination (60%))
EMBA 6.	Organizational behaviour	(1.5-hour written examination (70%) and group project (30%))

6. (b) Course-work

EMBA4.	Management practice	(one individual assignment (100%))
EMBA7.	Operations management	(two individual written assignments (80% total) and class participation (20%))
EMBA17.	Leadership in action	(not formally assessed, attendance required at dinners)
EMBA19.	Personal and professional development	(not formally assessed)

OBITUARIES

JOHN ANTONY (TONY) WEIR, M.A., Reader in Law Emeritus, Fellow of Trinity College, died on 14 December 2011, aged 75 years.

ACTA**Sealing**

15 December 2011

Her Majesty The Queen having approved the designation of the Professorship of Engineering established by Grace 14 of 13 July 2011 as a Regius Professorship, the Common Seal of the University, under the authority of that Grace, was affixed in the presence of M. MILLARD, on behalf of the Pro-Vice-Chancellor (Planning and Resources) and I. HUNTER, on behalf of the Registry, to an Amending Statute containing amendments of Statute D, XIV, I.

Approval of Graces submitted to the Regent House on 7 December 2011

All the Graces submitted to the Regent House on 7 December 2011 (*Reporter*, 2011–12, p. 325) were approved at 4 p.m. on Friday, 16 December 2011.

Approval of Graces submitted to the Regent House on 14 December 2011

All the Graces submitted to the Regent House on 14 December 2011 (*Reporter*, 2011–12, p. 355) were approved at 4 p.m. on Friday, 23 December 2011.

J. W. NICHOLLS, *Registry*

END OF THE OFFICIAL PART OF THE ‘REPORTER’

COLLEGE NOTICES**Vacancies**

King’s College: Zukerman Junior Research Fellowship in Global Food Security; tenure: four years, as from 1 October 2012; closing date: 15 January 2012; further particulars: <http://www.kings.cam.ac.uk/research/junior-research-fellowships.html>

Wolfson College: College Teaching Officer in Law; closing date: 30 January 2012; further particulars: http://www.wolfson.cam.ac.uk/jobs/Law_CTO.pdf

Henslow Research Fellowship; closing date: 20 February 2012; further particulars: http://www.wolfson.cam.ac.uk/jobs/Henslow_Fellowship_2011.pdf

Other Notices**Churchill College****MEMORIAL SERVICE**

A Memorial Service for the late Sir William Hawthorne, former Master of Churchill College, Honorary Fellow of Trinity College, and former Head of the Department of Engineering, who died on 16 September 2011, will take place in Great St Mary’s, the University Church, Senate House Hill, on Friday, 24 February 2012, at 2 p.m.

Tea will be served at Churchill College after the Service. This will be followed by a magic show in the Wolfson Hall at 5.30 p.m. Anyone wishing to come to the tea and/or the magic show should notify the Registrar, Mrs Paula Halson (tel. 01223 336221 or email Registrar@chu.cam.ac.uk).

A Memorial Service will also be taking place in the USA at 2 p.m. on 24 March 2012 at the Massachusetts Institute of Technology.

Gonville and Caius College**MEMORIAL SERVICE**

A Memorial Service for Dr W. J. (‘Iain’) Macpherson will be held in Great St Mary’s Church, Cambridge, on Saturday, 21 January 2012, at 2.30 p.m.

Refreshments will be served in the Senior Combination Room, Gonville and Caius College, after the service.

Hughes Hall**MEMORIAL SERVICE**

A Memorial Service for the late Professor Peter Richards, President of Hughes Hall 1998–2006, Honorary Fellow of Hughes Hall 2006–11 and of Emmanuel College 2002–11, will be held at Great St Mary’s Church, Cambridge, on Saturday, 28 January 2012, at 2.30 p.m.

Tea will be served in the Peter Richards Room at Hughes Hall after the Service and a memorial concert will be held in the Pavilion Room at 5.15 p.m. For enquiries, email kh343@cam.ac.uk.

Trinity College
MASTERSHIP

The Queen has approved that Sir Gregory Winter CBE, FRS, be appointed Master of Trinity College, Cambridge, in succession to Lord Rees of Ludlow who retires on 30 June 2012.

Merton College: Finance Bursar; closing date: 2 February 2012; further particulars: <http://www.merton.ox.ac.uk/vacancies/index.shtml>

St Anne's College: Academic Administrator and Registrar; salary: £35,000 a year; closing date: 23 January 2012; further particulars: <http://www.st-annes.ox.ac.uk/about/job-opportunities.html>

Wolfson College: Stipendiary Junior Research Fellowship 2012 in Risk and resilience: youth in a changing world; tenure: three years as from 1 October 2012; stipend: £15,757 a year, plus basic single accommodation in College free of charge; closing date: 4 p.m. on 10 February 2012; further particulars: <http://www.wolfson.ox.ac.uk/fellowships/>

University College: Research and Database Officer; salary: £22,971–£27,428 a year with additional benefits; closing date: 23 January 2012; further particulars: http://www.univ.ox.ac.uk/news_and_announcements/vacancies/

Communications Officer (part-time); salary: £29,099–£35,788 a year with additional benefits; closing date: 23 January 2012; further particulars: http://www.univ.ox.ac.uk/news_and_announcements/vacancies/

EXTERNAL NOTICES

Oxford Notices

Exeter College: Bennett Boskey Career Development Fellowship in International Relations; salary: £29,099–£35,788 a year, inclusive of housing allowance; closing date: noon on 1 February 2012; further particulars: <http://www.exeter.ox.ac.uk/college/vacancies>

Hertford College in association with the Faculty of History: Tutorial Fellowship in Early Modern History with Titular University Lectureship (CUF); salary: £42,563–£57,201 a year; closing date: 27 January 2012; further particulars: <http://www.hertford.ox.ac.uk/advertised-posts>

Notices for publication in the *Reporter* should be sent to the Editor, Cambridge University Reporter, Registry's Office, The Old Schools, Cambridge, CB2 1TN (tel. 01223 332305, fax 01223 332332, email reporter.editor@admin.cam.ac.uk). Copy should be sent as early as possible in the week before publication; short notices will be accepted up to **4 p.m. on Wednesday** for publication the following Wednesday. Inclusion is subject to availability of space.

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