

CAMBRIDGE UNIVERSITY REPORTER

No 6274

WEDNESDAY 18 JULY 2012

VOL CXLII No 39

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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

21 July, *Saturday*. Congregation of the Regent House at 10 a.m.

10 September, *Monday*. Library closes.

17 September, *Monday*. Library re-opens.

1 October, *Monday*. Michaelmas Term begins. Congregation of the Regent House at 9.30 a.m.: Vice-Chancellor's Address, and Election and Admission of the Proctors.

2 October, *Tuesday*. Full Term begins.

The ordinary issues of the *Reporter* for the remainder of the 2011–12 academical year will be published on **25 July** and **1 August**.

Notice of a benefaction

16 July 2012

The Vice-Chancellor gives notice that he has received with gratitude a benefaction from Hogan Lovells International LLP of £320,000, payable over five years, of which the capital and the income may be used to support a Lectureship in Corporate Law. In recognition of this gift, the General Board, on the recommendation of the Faculty Board of Law, have agreed to name the Lectureship as the Hogan Lovells Lectureship in Corporate Law for five years.

Offices of Pro-Vice-Chancellor (International Strategy) and Pro-Vice-Chancellor (Research): Notice

16 July 2012

The Council gives notice that, after consultation with the General Board, and on the recommendation of the Nominating Committee for the appointment and reappointment of Pro-Vice-Chancellors (comprising the Vice-Chancellor as Chairman, Professor Frank Kelly, Dr David Good, Dr Rachael Padman (members of the Council), and Professor Howard Chase and Professor Simon Franklin (members of the General Board)), it has reappointed Dr Jennifer Chase Barnes, *MUR*, as Pro-Vice-Chancellor with responsibilities for International Strategy for three years from 1 January 2013, and Professor Lynn Faith Gladden, *T*, as Pro-Vice-Chancellor with responsibilities for Research for three years from 1 January 2013.

Appointment of Members of the University Council in class (e) (External): Notice

16 July 2012

1. Under the regulations for the appointment of members of the Council in class (e) (*Statutes and Ordinances*, p. 116), the Council, on the recommendation of the Proctors and the Deputy Proctors, has appointed Mr John Shakeshaft, *T*, a serving member of the Council in class (e), to chair the Nominating Committee for the current period.

2. The other members of the Nominating Committee are:

The Vice-Chancellor

Dr C. J. Burrow, *CAI*

Professor A. M. Donald, *R*

Dr N. J. Holmes, *T*

Professor F. P. Kelly, *CHR*

Mr J. Lang, *EM*

Dr S. E. Lintott, *DOW*

The Registry and the Head of the Registry's Office support the Nominating Committee.

3. All members of the Council are Trustees of the University as a charity.

4. There are four members of the Council in class (e). External members are appointed for terms of four years. Mr Casserley and Mr Shakeshaft are continuing members. Dr Vanessa Lawrence CB, and Dame Mavis McDonald DCB, were both appointed from 1 January 2009 for four years. Their initial term of office therefore comes to an end on 31 December 2012. One place becomes vacant on 31 December 2012, on the retirement, after distinguished service to the Council, and the University, of Dr Lawrence. The Nominating Committee will consider the reappointment of Dame Mavis McDonald, who has indicated her willingness to undertake a second term if reappointed.

5. One of the four external members in office from 1 January 2013 will be appointed as Deputy Chairman of the Council. The Deputy Chairman chairs the Council if it is not appropriate for the Vice-Chancellor to do so (for example, when the Council is discussing the Vice-Chancellor's annual accountability report and forward plan). He or she will also chair the Remuneration Committee, and may be asked to chair, or serve on, other groups.

6. One of the other three external members will chair the Council's Audit Committee. This Committee meets about six times a year. The Committee's work is of great importance to the University, especially in providing assurance that public funds are properly managed, and that management overall is sound.

7. Reasonable travel expenses are paid to external members, but the role is not remunerated.

8. The Council meets eleven times a year, in Cambridge, and there are two additional strategic meetings, in September

and in the spring. Occasional special meetings are also held. The basic time commitment is therefore of the order of 15–20 days per year.

9. Expressions of interest, and suggestions by members of the University, should be sent by 12 noon on Monday, 10 September 2012, to the Registry, marked ‘private and confidential’. Those making suggestions are asked to state why they believe that the person suggested would be particularly suitable for this role. Those submitting information about themselves are asked to include a *curriculum vitae*, and a letter setting out the contribution they believe they could make to the work of the Council.

10. The Nominating Committee has engaged Perrett Laver as search advisers. If preferred, appointment details can be downloaded from their website at <http://www.perrettlaver.com/candidates>, quoting reference 1098.

11. Any enquiries may be made to the Registry (Jonathan.Nicholls@admin.cam.ac.uk) or to the Head of the Registry’s Office (Kirsty.Allen@admin.cam.ac.uk).

Joint Report of the Council and the General Board on the process for the redress of grievances under Statute U: Notice in reply to Discussion remarks

10 July 2012

The Council has received the remarks made at the Discussion on 15 May 2012 of this Report (*Reporter*, 2011–12, p. 636), and has consulted the General Board in preparing this response.

It has noted the comments of Professor N. Gay, and has agreed that the following sentence be added at the end of paragraph 10 of the proposed Ordinance: ‘Where such an appointment is to be made by the Director of Human Resources, he or she will act in consultation with the Chair of the Human Resources Committee.’

In response to the comments of Professor G. R. Evans:

(a) Professor Evans had commented on procedure being included in Ordinances rather than Statute. The Privy Council has indicated that universities should seek to frame matters so that as little recourse as possible is required to be made to the Privy Council for consent to changes in universities’ legislative documents. Accordingly, the Council considers that detailed procedures of this nature should be promulgated by Ordinance where they are still subject to the approval of the Regent House, but not that of the Privy Council.

(b) Professor Evans is concerned that the wider ambit of the new policy may be used to address ‘systemic’ concerns or matters of alleged mismanagement or maladministration. The University’s ‘Whistleblowing’ policy exists to address such matters; the informal stage of the proposed Grievance Procedure provides an opportunity for alternative processes to be considered and engaged where resolution through the Grievance Procedure is not the most appropriate course.

(c) Although Professor Evans is concerned that fairness is not mentioned in the policy, Statute U, I, 1(c) requires that the proposed Ordinance be construed to give effect to the principles of justice and fairness.

(d) Professor Evans questions the change in the policy from ‘friend or representative’ to ‘fellow employee or TU representative’. The wording used is that suggested in the ACAS Code of Practice, and was considered to be consistent with the creation of a more informal procedure. However, in the light of the suggestion that the rights of officers are being unnecessarily diluted, it is proposed that the words ‘a colleague’ be substituted for the words ‘a University employee’ in paragraph 13, and for the words ‘another University employee’ in paragraph 26 of the proposed policy.

(e) The Council agrees with Professor Evans’s view that the Disciplinary Process should also be reviewed in the light of the proposed changes to the Grievance Procedure, and this is being pursued, particularly with regard to the appeal process.

The Council, with the concurrence of the General Board, is submitting a Grace (Grace 1, p. 822) for the approval of the Report as amended above.

Report of the General Board on the Senior Academic Promotions (SAP) procedure: Notice in reply to Discussion remarks

11 July 2012

The General Board have now considered the remarks made at the Discussion of this Report on 29 May 2012 (*Reporter*, 2011–12, p. 696), and respond as follows:

Professor Gay commented on three matters:

(a) *The budget for promotions.* The budget is set annually by the Resource Management Committee, and is indicative. The Board point to the very high priority that has been given to protecting this budget notwithstanding the difficult financial position, and allowing the Senior Academic Promotions Committee some flexibility to exceed the indicative budget in relation to their assessment of the strength of the cases presented.

(b) *Status of the SAP.* Professor Gay is incorrect in stating that the current procedure is informal; it is not, the procedure was subject to the approval of the Regent House which, however, authorized the General Board to make changes from time to time in the interests of the efficient management of the process.

(c) *The appeal process.* The Board consider that the current arrangement whereby the appeal is limited to review on procedural grounds is appropriate and in accordance with the requirements of natural justice. Allowing unsuccessful candidates the opportunity, on appeal, of a complete re-hearing of the merits of the case would be disproportionate, given the nature of the competition compared to e.g. dismissal or a serious disciplinary matter, and the fact that there is an annual round of applications.

With respect to Professor Evans's remarks, the Board consider that her observation about the 'danger in allowing too much freedom to the General Board to make legislative changes of their own making' is not borne out by the evidence. The Board consider that in this and other matters, they have struck a balance between their determining minor, mainly operational changes, while reserving substantial changes of policy for decision by the University following a Report.

Amendment to payments additional to stipend: Notice

(*Statutes and Ordinances*, p. 659)

The General Board have agreed, in accordance with Regulation 4 of the regulations for Payment Additional to Stipend, to amend the Schedules of such payments as set out below. This is the first review since the schedule of payments was approved in the June 2002 (Joint Report of the Council and General Board on the revision of the regulations governing payments additional to stipend in respect of administrative responsibility, *Reporter*, 2001–02, pp. 650 and 888).

The Schedules indicating the level of pensionable additional payment for administrative responsibility for the Head of each Department have been updated to reflect the latest information about the relative weight of responsibilities across Departments. In particular, the updated Schedules give greater weighting to reflect the administrative responsibility associated with staff and student numbers in the Department. The same methodology will be applied to review the comparable payments to Deputy Heads of Department and Chairmen or Secretaries of Faculty Boards not divided into Departments specified in Schedule X.

The changes will be effective from 1 October 2012. The General Board will review the Schedules periodically to reflect the latest available data.

SCHEDULE 1

Chemistry
Physics

Engineering

SCHEDULE 2

Applied Mathematics and Theoretical Physics
Archaeology and Anthropology
Biochemistry
Chemical Engineering and Biotechnology
Education
History
Judge Business School
Law

Materials Science and Metallurgy
Medicine
Oncology
Pathology
Physiology, Development, and Neuroscience
Public Health and Primary Care
Veterinary Medicine
Zoology

SCHEDULE 3

Astronomy (Institute)
Classics
Clinical Biochemistry
Clinical Neurosciences
Computer Laboratory
Earth Sciences
Economics
English

Experimental Psychology
Genetics
Geography
Land Economy
Pharmacology
Plant Sciences
Pure Mathematics and Mathematical Statistics

SCHEDULE 4

Architecture
Divinity
Haematology
Music

Politics and International Studies
Psychiatry
Social Sciences

SCHEDULE 5

Cambridge Programme for Sustainability Leadership
East Asian Studies
French
German
History of Art
History and Philosophy of Science

Middle Eastern Studies
Paediatrics
Philosophy
Spanish and Portuguese
Surgery
Theoretical and Applied Linguistics

SCHEDULE 6

Anglo-Saxon, Norse, and Celtic
Italian
Medical Genetics

Obstetrics and Gynaecology
Radiology
Slavonic Studies

Notes:

The Institute of Criminology and the Lauterpacht Centre for International Law are included within Law.
The Centre for Business Research is included within Judge Business School.

VACANCIES, APPOINTMENTS, ETC.**Vacancies in the University**

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

Professorship of Nuclear Medicine; informal enquiries: Professor Sir Patrick Sissons (email Regius@medschl.cam.ac.uk, tel. 01223 336738); closing date: 15 August 2012; further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/>; quote reference: RQ18732

Professorship of Politics; informal enquiries: Professor Christopher Hill, Department of Politics and International Studies (email cjh68@cam.ac.uk, tel. 01223 767230); closing date: 31 August 2012; further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/>; quote reference: UE18712

Professorship of Stroke Medicine (the University hopes soon to be in a position to elect this Professorship, subject to approval by the Regent House – see p. 814); informal enquiries: Professor Sir Patrick Sissons (email Regius@medschl.cam.ac.uk, tel. 01223 336738); closing date: 24 August 2012; further particulars: <http://www.jobs.cam.ac.uk/job/-18742/>; quote reference: ZZ18742

University Lectureship in Classics (Classical Archaeology); salary: £37,012–£46,846; closing date: 1 October 2012; further particulars: <http://www.classics.cam.ac.uk/faculty/vacancies/>; quote reference: GE18652

University Lectureship / Honorary Consultant in Psychiatry; salary: £74,504–£100,446; closing date: 20 August 2012, at 5 p.m.; further particulars: <http://www.medschl.cam.ac.uk/jobs/?p=1886>; quote reference: RN00224

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.

NOTICES BY THE GENERAL BOARD**Amendment to Regulations for the Isaac Newton Institute for Mathematical Sciences: Notice**

11 July 2012

The General Board give notice that, on the recommendation of the Management Committee, they have approved amendments to the regulations for the Isaac Newton Institute for Mathematical Sciences (*Statutes and Ordinances*, p. 633), namely those for the Scientific Steering Committee, and the Rothschild Visiting Professorship, as set out below, with effect from 1 August 2012.

The revised regulations reflect the current pattern of funding from Research Councils and the Institute's relationship with multidisciplinary research. The opportunity is also taken to amend the regulations for the Rothschild Visiting Professorships Fund in the light of current advice on the taxation of emoluments.

Scientific Steering Committee

By amending regulations 1 and 2 (*Statutes and Ordinances*, p. 633) so as to read:

1. There shall be a Scientific Steering Committee which, while taking into account its national and international responsibilities and its need for expertise across the mathematical sciences including multidisciplinary applications, shall consist of:

- (a) the Director;
- (b) four persons appointed by the General Board after consultation with the Engineering and Physical Sciences Research Council which will represent the views of other Research Councils in this process;
- (c) two persons appointed by the General Board after consultation with the London Mathematical Society;

(d) six persons appointed by the General Board after consultation with the Councils of the Schools of the Physical Sciences, Technology, the Biological Sciences, Clinical Medicine, and the Humanities and Social Sciences, and those national scientific bodies listed in a Schedule to be approved from time to time by the General Board for this purpose;

(e) one additional person co-opted at the discretion of the Committee.

2. Members in classes (b), (c), and (d) shall serve for four years from 1 January following their appointment. A co-opted member in class (e) shall serve until 31 December of the year in which he or she is co-opted or of the year next following, as the Committee shall determine at the time of co-optation.

Rothschild Visiting Professorships

By amending regulation 1 (*Statutes and Ordinances*, p. 635) so as to read:

1. The sum donated by N.M. Rothschild & Sons shall constitute a fund called the Rothschild Visiting Professorships Fund from which the stipend, travelling expenses, and subsistence allowance of Rothschild Visiting Professors and the travelling expenses and subsistence allowance of Rothschild Distinguished Visiting Fellows shall be paid.

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:

Chemical Engineering Tripos

(*Statutes and Ordinances*, p. 285)

With effect from 1 October 2015

Regulation 7

By amending the current Regulation so as to read:

7. A student who has obtained honours in Part IIA of the Chemical Engineering Tripos may be a candidate for honours in Part IIB of the Chemical Engineering Tripos in the year after so obtaining honours, provided that he or she:

(a) has attained a satisfactory standard, as defined by the Chemical Engineering and Biotechnology Syndicate, in previous Honours Examinations;

(b) has not proceeded to the B.A. Degree;

provided that fifteen complete terms have not passed after the student's first term of residence.

The Chemical Engineering and Biotechnology Syndicate are satisfied that no candidate's preparation for the examination in 2016 will be affected by this change.

Certificate in Humanities Computing for Languages

(*Statutes and Ordinances*, p. 541)

With effect from 1 October 2012

The General Board, on the recommendation of the Faculty Board of Modern and Medieval Languages, have agreed that the examination in the Certificate in Humanities Computing for Languages be suspended until 1 October 2013.

NOTICES BY FACULTY BOARDS, ETC.

Chemical Engineering Tripos, Part IIB: Entry requirement from 1 October 2015

The Chemical Engineering and Biotechnology Syndicate hereby defines the standard required for entry to Part IIB of the Chemical Engineering Tripos with effect from the Part IIB course commencing in the academical year 2015–16.

In order to be a candidate for honours in Part IIB of the Chemical Engineering Tripos, a student should have obtained at least a II.2 in Part IIA of the Chemical Engineering Tripos.

A student who has not met the required standard may request consideration as a special case. A request for special consideration should be forwarded by the student's Director of Studies or Tutor to the Secretary of the Chemical Engineering and Biotechnology Syndicate at the earliest opportunity and, at the latest, within two weeks of the results being announced. The Director of Studies or Tutor should state the reasons for requesting dispensation, confirm that the College supports the request and is able to support the student, and believes that the student will be capable of undertaking the Part IIB course successfully. The Committee nominated by the Syndicate to consider special cases is not expected to consider circumstances of a nature on which the Applications Committee would normally make a judgement.

Linguistics Tripos, Parts IIA and IIB, 2012–13: Notice of variable subjects

The Faculty Board of Modern and Medieval Languages give notice of the following variable subjects to be examined in 2013:

- Paper 14. History of the French language
- Paper 15. First and second language acquisition
- Paper 16. Psychology of language processing and learning
- Paper 17. Language typology
- Paper 18. Computational linguistics

Examinations in Environmental Policy, in Planning, Growth, and Regeneration, in Real Estate Finance, and in Land Economy Research, for the M.Phil. Degree (one-year course), 2012–13: Notice

The Degree Committee for the Department of Land Economy give notice, with the approval of the Board of Graduate Studies and the General Board, that in the academical year 2012–13 the modules for: Environmental Policy; Planning, Growth, and Regeneration; Real Estate Finance; and Land Economy Research, in the examination for the M.Phil. Degree (one-year course), in addition to the compulsory dissertation, will be as follows. Each candidate's course of study will be subject to the approval of the Degree Committee. Modules may be withdrawn if there is not sufficient demand or in the event of exceptional circumstances. Availability of modules will be subject to satisfactory completion of prerequisite modules specified by the Department of Land Economy in the M.Phil. Handbook, and to timetabling constraints.

ENVIRONMENTAL POLICY

Core methodology module

either

RM01 Quantitative research methods I (Michaelmas Term)

or

RM03 Mixed research methods (Michaelmas Term)

Core modules

EP02 Fundamentals of environmental economics (Michaelmas Term)

EP03 Fundamentals of international environmental law (Michaelmas Term)

At least two from

EP01 Environmental values (Michaelmas Term)

EP04 Environmental policy assessment and evaluation (Lent Term)

EP05 Advanced international environmental law (Lent Term)

EP06 Aspects of environmental policy-making (Lent Term)

EP09 Economic development and land use policies (Michaelmas Term)

EP10 Climate change policy and land development (Lent Term)

Optional modules

RM02 Quantitative research methods II (Lent Term)

PGR01 Urban and environmental planning I (Michaelmas Term)

PGR02 Issues in public policy and regeneration I (Michaelmas Term)

PGR05 Housing and regeneration (Lent Term)

PGR07 Spatial economics (Lent Term)

PGR08 Institutions and development I (Michaelmas Term)

PGR09 Institutions and development II (Lent Term)

PGR10 Urban and environmental planning II (Lent Term)

RE01 Introduction to real estate finance (Michaelmas Term)

RE02 Real estate development (Lent Term)

RE03 Real estate securities, securitization, and investment (Lent Term)

RE04 Private real estate investment: risk and return (Lent Term)

RE05 Legal issues in land use and finance (Lent Term)

RE06 The macroeconomy and housing (Michaelmas Term)

PLANNING, GROWTH, AND REGENERATION

Core methodology module

either

RM01 Quantitative research methods I (Michaelmas Term)

or

RM03 Mixed research methods (Michaelmas Term)

Core modules

PGR01 Urban and environmental planning I (Michaelmas Term)
 PGR02 Issues in public policy and regeneration I (Michaelmas Term)
 PGR10 Urban and environmental planning II (Lent Term)
 RE02 Real estate development (Lent Term)

Optional modules

RM02 Quantitative research methods II (Lent Term)
 PGR05 Housing and regeneration (Lent Term)
 PGR07 Spatial economics (Lent Term)
 PGR08 Institutions and development I (Michaelmas Term)
 PGR09 Institutions and development II (Lent Term)
 EP01 Environmental values (Michaelmas Term)
 EP02 Fundamentals of environmental economics (Michaelmas Term)
 EP03 Fundamentals of international environmental law (Michaelmas Term)
 EP04 Environmental policy assessment and evaluation (Lent Term)
 EP05 Advanced international environmental law (Lent Term)
 EP06 Aspects of environmental policy-making (Lent Term)
 EP09 Economic development and land use policies (Michaelmas Term)
 EP10 Climate change policy and land development (Lent Term)
 RE01 Introduction to real estate finance (Michaelmas Term)
 RE03 Real estate securities, securitization, and investment (Lent Term)
 RE04 Private real estate investment: risk and return (Lent Term)
 RE05 Legal issues in land use and finance (Lent Term)
 RE06 The macroeconomy and housing (Michaelmas Term)

REAL ESTATE FINANCE

Core methodology module

RM01 Quantitative research methods I (Michaelmas Term)

Core modules

RE01 Introduction to real estate finance (Michaelmas Term)
 RE03 Real estate securities, securitization, and investment (Lent Term)
 RE04 Private real estate investment: risk and return (Lent Term)

At least one from

RE02 Real estate development (Lent Term)
 RE05 Legal issues in land use and finance (Lent Term)
 RE06 The macroeconomy and housing (Michaelmas Term)
 RE07 Real estate project modelling and decision methods (Michaelmas Term)
 PGR01 Urban and environmental planning I (Michaelmas Term)
 PGR07 Spatial economics (Lent Term)

Optional modules

RM02 Quantitative research methods II (Lent Term)
 EP01 Environmental values (Michaelmas Term)
 EP02 Fundamentals of environmental economics (Michaelmas Term)
 EP03 Fundamentals of international environmental law (Michaelmas Term)
 EP04 Environmental policy assessment and evaluation (Lent Term)
 EP05 Advanced international environmental law (Lent Term)
 EP06 Aspects of environmental policy-making (Lent Term)
 EP09 Economic development and land use policies (Michaelmas Term)
 EP10 Climate change policy and land development (Lent Term)
 PGR02 Issues in public policy and regeneration I (Michaelmas Term)
 PGR05 Housing and regeneration (Lent Term)
 PGR08 Institutions and development I (Michaelmas Term)
 PGR09 Institutions and development II (Lent Term)
 PGR10 Urban and environmental planning II (Lent Term)

LAND ECONOMY RESEARCH

Compulsory module

Six Core modules from the Joint Schools' Social Science Research Methods Course (JSSS) (Michaelmas and Lent Terms)

Choice of two modules to be examined by essay or project in all cases (Michaelmas or Lent)

PGR01 Urban and environmental planning I (Michaelmas Term)
 PGR02 Issues in public policy and regeneration I (Michaelmas Term)
 PGR05 Housing and regeneration (Lent Term)

PGR07 Spatial economics (Lent Term)
 PGR08 Institutions and development I (Michaelmas Term)
 PGR09 Institutions and development II (Lent Term)
 PGR10 Urban and environmental planning II (Lent Term)
 EP01 Environmental values (Michaelmas Term)
 EP02 Fundamentals of environmental economics (Michaelmas Term)
 EP03 Fundamentals of international environmental law (Michaelmas Term)
 EP04 Environmental policy assessment and evaluation (Lent Term)
 EP05 Advanced international environmental law (Lent Term)
 EP06 Aspects of environmental policy-making (Lent Term)
 EP09 Economic development and land use policies (Michaelmas Term)
 EP10 Climate change policy and land development (Lent Term)
 RE01 Introduction to real estate finance (Michaelmas Term)
 RE02 Real estate development (Lent Term)
 RE03 Real estate securities, securitization, and investment (Lent Term)
 RE04 Private real estate investment: risk and return (Lent Term)
 RE05 Legal issues in land use and finance (Lent Term)
 RE06 The macroeconomy and housing (Michaelmas Term)
 RE07 Real estate project modelling and decision methods (Michaelmas Term)

The Degree Committee also give notice that in the examination to be held in 2012–13, in addition to the compulsory dissertation in each M.Phil.:

1. The modules offered in the Michaelmas Term will be examined before the start of Full Lent Term by one or two essays and/or projects not exceeding 4,000 words each, and/or by written examination.
2. The modules offered in the Lent Term will be examined before the start of Full Easter Term by one or two essays and/or projects not exceeding 4,000 words each, and/or by written examination.
3. All written examinations shall be of two or three hours' duration.
4. M.Phil. in Land Economy Research candidates will be examined by essay(s) and/or project(s) and not by written examination. They are also required to complete a 4,000-word research methods essay as part of the JSSS course.

Diplomas and Certificates in Modern Languages, 2012–13: Notice

(*Statutes and Ordinances*, pp. 539 and 541)

The Faculty Board of Modern and Medieval Languages give notice that the following examinations will be available for 2012–13 (subject to the number of Tripos students for paper Du. 5, and the availability of resources):

- Diploma in Modern Greek
- Certificate in Dutch; Certificate in Modern Greek

REPORTS

First-stage Report of the Council on the construction of a Data Centre on the West Cambridge site

The COUNCIL begs leave to report to the University as follows:

1. The West Cambridge Master Plan was approved by the Regent House by Grace 8 of 14 May 1997 and outline planning approval for the Master Plan was obtained in April 1999. The Master Plan incorporates extensive infrastructure support, and a land-use mix including: University teaching and research facilities; research organizations including incubator units for science-based businesses; shared amenities – sports facilities, cafes, shops, and campus centre facilities; residential use – accommodation for University staff and postgraduates including a nursery; and a park and cycle facility.

2. The Council proposes that a Data Centre is constructed on the West Cambridge site. This will include separate data halls for the following three institutions: University Computing Service (UCS), High Performance Computing Service (HPCS) and Cambridge Assessment (CA). A fourth data hall will be constructed, but left as fallow space for future growth. Occupation of the Data Centre will allow UCS and HPCS to relinquish their space in the Arup Building on the New Museums site, allowing its refurbishment and use for other institutions.

3. It is intended that new or replacement data facilities for other University institutions will move into the Data Centre, freeing space for research or other activities. Once the existing rack provision is fully occupied, the fallow data hall will be fitted out. For the present, UCS has agreed to accommodate within its growth space the data facilities of the new Chemical Engineering and Biotechnology Building now being designed for the West Cambridge site. The design options will include a permanent extension, or Phase 2 building, to be constructed to meet future demand from within the University or from other organizations.

4. The building will be constructed as a 'lights out' facility and permanent occupants of the building will be restricted to maintenance and security staff. Power and essential plant will have back-up provision. Security of the site and the building will be an important feature of the design. The initial estimate of cost is £23m, but it is hoped that this will be reduced as the design develops, and will be financed from the University Capital Fund and Cambridge Assessment.

5. The existing data facilities in the Arup Building and elsewhere have inefficient infrastructure leading to high energy wastage. The construction of a new 'green' Data

Centre would result in a significant reduction in carbon emissions. Such a reduction would be amplified across the University if a consolidation / centralization strategy is adopted to accommodate other additional inefficient computing services.

6. During design development, to RIBA Stage D, the design team will offer alternative designs to allow the University to make a decision on the design target carbon reduction. Running costs and carbon emissions of the Data Centre are dependent on the alternative selected, but all

options under consideration offer lower running costs and lower carbon emissions than current arrangements.

7. The new building will be designed to achieve a BREEAM sustainability rating of 'Very Good', which is the minimum required by the University. Attempting to attain a higher rating would not be cost effective and the design will be directed at reducing carbon emissions.

8. Drawings of the proposed scheme are displayed for the information of the University on p. 813, and in the Schools Arcade.

9. The Council recommends:

I. That approval in principle be given for the construction of a new building at West Cambridge for the establishment of a Data Centre.

II. That the Director of Estate Management be authorized to apply for detailed Planning Approval in due course.

16 July 2012 L. K. BORYSIEWICZ, *Vice-Chancellor*
DAVID ABULAFIA
N. BAMPOS
RICHARD BARNES
CHARLES BELL
D. J. A. CASSERLEY
R. J. DOWLING
I. M. LE M. DU QUESNAY

NICHOLAS GAY
DAVID GOOD
ANDY HOPPER
CHRISTOPHER HUM
F. P. KELLY
VANESSA V. LAWRENCE
ROBERT LETHBRIDGE
MAVIS McDONALD

ROSALYN OLD
SUSAN OOSTHUIZEN
RACHAEL PADMAN
JOHN SHAKESHAF
SAM WAKEFORD
A. D. YATES

Report of the General Board on the establishment of a Professorship of Empirical Macroeconomics

The GENERAL BOARD beg leave to report to the University as follows:

1. The continuing economic crisis has placed macroeconomics at centre stage for empirical and policy-related research. Current macroeconomic models, widely adopted by national and international institutions for policy assessment and design, have come under increasing scrutiny concerning whether and to what extent they are able to account for recent events. The ability of macroeconomic models to match or adjust to the empirical evidence is of critical importance for progress in macroeconomic research and consequent robust policy formulation, whether at the national or international level.

2. The Faculty of Economics has been prominent in the development of macroeconomic thought, in particular through the work of John Maynard Keynes and his collaborators. The position of macroeconomics in Cambridge has somewhat diminished since then but in recent years the Faculty Board of Economics has taken a number of initiatives to re-establish Cambridge as a centre for teaching and research in macroeconomics. Empirical macroeconomics and applied policy play a key role in Faculty teaching programmes, and are central to the M.Phil. in Economics, which is aimed at students whose careers are likely to be in government or the private sector. A new M.Phil. in Finance and Economics will be offered for the first time in 2012–13.

3. Empirical macroeconomics is an increasingly popular area for doctoral and post-doctoral research. The Faculty has recently attracted generous research funding through the Keynes Fund for Applied Economics (*Reporter*, 2011–12, pp. 17–18), together with a further substantial pledge from the Institute for New Economic Thinking (INET). In

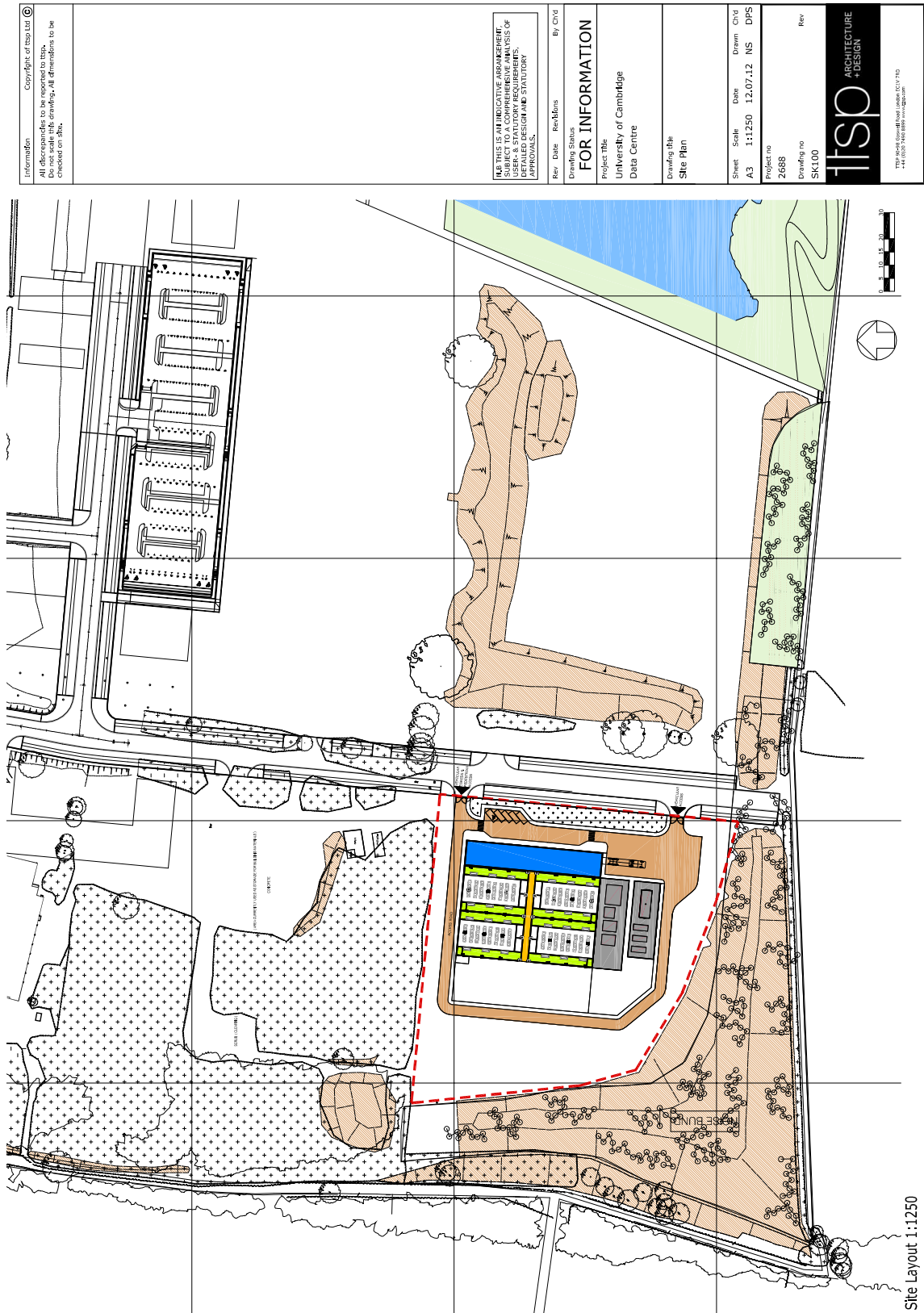
addition to research projects in applied economics and finance, these resources will fund a number of doctoral studentships and post-doctoral fellowships. To ensure that these initiatives are successful, it is essential that the Faculty has an adequate number of senior scholars in macroeconomics to provide research leadership and supervision, especially in the area of empirical macroeconomics.

4. In view of the strategic importance of macroeconomics and the retirement on 31 August 2012 of Professor M. H. Pesaran, who has provided distinguished academic leadership in the area of empirical macroeconomics, the Faculty Board of Economics considers that it would be appropriate to establish a Professorship of Empirical Macroeconomics. This has been endorsed by the Council of the School of the Humanities and Social Sciences.

5. In order to meet the costs of the Professorship, the Faculty Board has proposed that the University Lectureship released from abeyance on the retirement of Professor Pesaran be suppressed. The remaining costs will be met from funds available to the School of the Humanities and Social Sciences. The General Board have accepted the Faculty Board's proposal for the establishment of the Professorship on this basis.

6. The Board are satisfied that an appointment at this level will be likely to attract a strong field of applicants. They are assured that suitable accommodation is available in the Faculty of Economics for the Professor. The Board have agreed to concur in the view of the Faculty Board of Economics that election to the Professorship should be made by an *ad hoc* Board of Electors and that candidature should be open to all persons whose work falls within the title of the Professorship.

Site plan for the proposed University Data Centre



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Rev	Date	Remarks	By
FOR INFORMATION			
Drawing Status			
Project Title University of Cambridge Data Centre			
Drawing file Site Plan			
Sheet	Scale	Date	Drawn
A3	1:1250	12.07.12	NS
Project no		DPS	
2688		SK100	
Drawing no		Rev	
SK100			
tps		ARCHITECTURE + DESIGN	
<small>100 Brook Hill Drive, Cambridge, MA 02142 Tel: +1 617 452 8800 Fax: +1 617 452 8801</small>			

Site Layout 1:1250

7. The General Board recommend:

I. That a Professorship of Empirical Macroeconomics be established in the University for one tenure from 1 September 2013, placed in Schedule B of the Statutes, and assigned to the Faculty of Economics.

11 July 2012 L. K. BORYSIEWICZ, *Vice-Chancellor*
N. BAMPOS
WILLIAM BROWN
H. A. CHASE
SARAH COAKLEY

SIMON FRANKLIN
ANDREW GAMBLE
C. A. GILLIGAN
DAVID GOOD

RACHAEL PADMAN
J. RALLISON
PATRICK SISSONS
AMANDA TALHAT

Report of the General Board on the establishment of a Harold Samuel Professorship of Law and Environmental Policy

The GENERAL BOARD beg leave to report to the University as follows:

1. The intersection of law and environmental policy is a relationship of vital importance. In western democracies, all public policy needs a legal basis, and most policy initiatives ultimately need to take legal form. Policy design and legal design interact in ways that influence both. The legal system also constitutes the principal route through which public policy is implemented, whether through the actions of regulators and courts (who in turn might have their own policy perspectives) or through individuals applying legal rules to their own activities. Environmental policy, important in itself, provides particularly interesting examples of the relationship between law and public policy. These include the UK's innovative attempt in the Climate Change Act 2008 to subject greenhouse gas emissions to legally binding targets and the interaction between common law environmental regulation and statutory intervention. These themes overlap with a wide range of teaching and research activity across the University, in Departments including Architecture, Engineering, Geography, and Land Economy.

2. The Estate Management Development Fund was established in 1956 for the furtherance in the University of research and study in what was then known as estate management. The income from the original gift from Mr Harold Samuel has helped secure the study of land economy through the establishment of offices and posts, including the Professorship of Land Economy. In 2012, the Department of Land Economy celebrates its fiftieth anniversary, and in recognition of that milestone the

5. The General Board recommend:

I. That a Harold Samuel Professorship of Law and Environmental Policy be established in the University for one tenure from 1 October 2012, placed in Schedule B of the Statutes, and assigned to the Department of Land Economy.

11 July 2012 L. K. BORYSIEWICZ, *Vice-Chancellor*
N. BAMPOS
WILLIAM BROWN
H. A. CHASE
SARAH COAKLEY

SIMON FRANKLIN
ANDREW GAMBLE
C. A. GILLIGAN
DAVID GOOD

RACHAEL PADMAN
J. RALLISON
PATRICK SISSONS
AMANDA TALHAT

Report of the General Board on the re-establishment of a Professorship of Stroke Medicine

The GENERAL BOARD beg leave to report to the University as follows:

1. Stroke is one of the most common neurological disorders in the United Kingdom. It already makes a considerable impact on healthcare and the frequency will increase steadily in line with ageing and demographic

Managers of the Estate Management Development Fund, in consultation with the Samuel family and the Board of Land Economy, propose the establishment of the Harold Samuel Professorship of Law and Environmental Policy. This has been endorsed by the Council of the School of the Humanities and Social Sciences. The Professor will bring a new dimension to current and future research activity, with a focus on law and policy around the environment and sustainable development, and will work closely with the Cambridge Conservation Initiative to influence policy and practice. The Professor will contribute to teaching that brings together law and politics across a range of taught postgraduate programmes, including the new M.Phil. in Public Policy.

3. The School of the Humanities and Social Sciences has agreed to release funding equivalent to a University Lectureship towards the costs of the Professorship. The remaining costs will be met from the Estate Management Development Fund. The General Board have accepted the Board of Land Economy's proposal for the establishment of the Professorship on this basis.

4. The Board are satisfied that an appointment at this level will be likely to attract a strong field of applicants. They are assured that suitable accommodation is available in the Department of Land Economy for the Professor. The Board have agreed to concur in the view of the Board of Land Economy that election to the Professorship should be made by an *ad hoc* Board of Electors and that candidature should be open to all persons whose work falls within the title of the Professorship.

changes in the population. The outcome from stroke varies from minor inconvenience to severe disability and total dependence on others for all aspects of daily living. Stroke results from several different disease mechanisms. Although much is now understood concerning their risk factors, with medical and public health measures adopted

that reduce the incidence in particular age groups and reduce the risk of recurrence after an initial episode, stroke will continue to represent a major medical and healthcare problem for the foreseeable future.

2. Clinical neuroscience is identified as a strategic area for further development in the School of Clinical Medicine. As with all aspects of work in clinical neuroscience, the close alignment of clinical services and experimental work provides a special opportunity for research which impacts on common diseases and disorders affecting the brain and spinal cord.

3. A single tenure Professorship of Stroke Medicine was established in the University by Grace 6 of 27 October 1999. The Professorship lapsed following the retirement of Professor J. C. Baron on 30 September 2010, and the Faculty Board of Clinical Medicine have proposed that it

5. The General Board recommend:

I. That the Professorship of Stroke Medicine be re-established from 1 October 2012 for one tenure, placed in Schedule B of the Statutes, and assigned to the Department of Clinical Neurosciences.

11 July 2012 L. K. BORYSIEWICZ, *Vice-Chancellor*
N. BAMPOS
WILLIAM BROWN
H. A. CHASE
SARAH COAKLEY

SIMON FRANKLIN
ANDREW GAMBLE
C. A. GILLIGAN
DAVID GOOD
RACHAEL PADMAN
J. RALLISON
PATRICK SISSONS
AMANDA TALHAT

Seventeenth Report of the Board of Scrutiny

The BOARD OF SCRUTINY begs leave to report as follows:

1. The Board of Scrutiny could be described as the University's 'watchdog body'. It forms part of the official mechanism for ensuring that the University is run in a way that is transparent and is accountable to the governing body of the University, which is the Regent House. It comprises eight directly elected members who serve for a period of four years, and the Proctors and Pro-Proctors (who are nominated by the Colleges and formally elected by the Regent House). Of the members who are directly elected by the Regent House, four retire and four new members are elected every two years. Further information is available on <http://www.scrutiny.cam.ac.uk/>.

2. The Board has a statutory obligation 'to scrutinize on behalf of the Regent House':

- (a) the Annual Report of the Council;
- (b) the Abstract of the Accounts of the University; and
- (c) any Report of the Council proposing allocations from the Chest.

It also has the right to report to the University on any matter falling within the scope of this scrutiny, to examine the policies of the University and the arrangements made for the implementation of those policies, and has the power to inspect any documents that are relevant to any enquiry that it is empowered to make. The Board, with the best interests of the University in mind, aims to carry out its functions in a constructive manner. Since its inception, the Board's practice has been to publish a single Report exploring the themes that emerge from these official documents, rather than a series of separate Reports on Reports. This Seventeenth Report follows this tradition.

3. In discharge of these obligations during the academic year 2011–12 the Board has met fortnightly during each Full Term with two additional meetings in June to finalize this Report. It held formal meetings with the Vice-Chancellor ('VC'), the Senior Pro-Vice-Chancellor ('PVC'), the PVCs for Research, Education, and Institutional Affairs, the Director of Finance, the Registrar, the Academic Secretary, the Project Director and Finance

should be re-established for a further tenure. Cambridge University Hospitals NHS Foundation Trust have agreed to meet the full cost of the Professorship for the first year. Thereafter the costs will be met equally by the Trust and by the School of Clinical Medicine from its existing resources. Cambridge University Hospitals would award an Honorary Consultant contract to the Professor and provide full access to appropriate clinical facilities; appropriate research facilities will be provided within the School through its Department of Clinical Neurosciences.

4. The General Board have accepted the Faculty Board's proposal and have agreed that election to the Professorship should be made by an *ad hoc* Board of Electors and that candidature should be open without limitation or preference to all persons whose work falls within the field of stroke medicine.

Manager of the North West Cambridge Development, and also with the Chair of the Audit Committee. In addition, sub-groups of the Board met with the PVC (Institutional Affairs) and the Director of Human Resources, the Director of Finance, and the Head of the International Strategy Office ('ISO'). The Board is most grateful to all of these individuals for the time and assistance they have given.

4. The Board was provided with part-time administrative assistance this year by Miss Emma Easterbrook. Her help has been invaluable.

5. The Board has provided a summary of the recommendations that it made in its Sixteenth Report together with the Council's responses in Annex A.

North West Cambridge

6. North West Cambridge is the largest project undertaken by the University in its 803-year history. The Board accepts that the project is a strategic necessity if the University is to expand its accommodation facilities in order to support its research capability.

7. The Board commented in its Sixteenth Report on the planning process for the development of North West Cambridge. Much has happened in the intervening period and the current intention is to seek the approval of the Regent House for the first phase of the project in early 2013. The Board is grateful to the Senior PVC, the Registrar, and the Project Director and Finance Manager for providing information and to the Chair of the Audit Committee for his help in exploring the risks involved in the project. In examining the project several points have repeatedly impressed themselves upon the Board.

8. First, the size and complexity of the proposed development is daunting. The Board has received full and robust responses to its questions. It is left feeling that while members of the Regent House may not agree with the answers to all of the questions that they may have, they can have confidence that the project is being managed with enormous care and is drawing on advice and expertise of a very high calibre.

9. Secondly, in asking the Regent House for approval for the project, a crucial question will be what would happen were the University to decide not to proceed.

10. Thirdly, the Board has been made aware of the commercial sensitivity of some aspects of the information to which it has had access. It is clearly true that estimates of property value are integral to financial planning, and publication of such figures could harm the tendering process. However, to those who may be sceptical of the robustness of the planning of the project, a refusal to provide information can easily smack of a cover-up.

11. The Board recommends that the Council makes as much information as possible available to the Regent House before asking for its approval for the North West Cambridge project.

12. This need for information applies particularly to the level of debt that the University will acquire. It has already been widely noted that the project requires the University to borrow significant sums for the first time in its history. Members of the Regent House may be surprised to learn that while the project will provide the University with an enormously valuable asset, the debt may not be paid off for several decades, if at all. In the meantime it is projected that rental income due to the University will be fully absorbed in servicing the debt. Indeed the financial model that was initially presented to the Council indicated that by 2030 the annual interest payments on outstanding debt would exceed rental income and hence, in the initial phases at least, further borrowing will be required to meet interest payments. The Board has been assured that the financial model is currently under review and that the revised model shows a positive interest coverage. The Board looks forward to reviewing the new model and may produce an Extraordinary Report when it has done so.

13. The Board recommends that positive interest coverage throughout the duration of the project is a condition for approval of the North West Cambridge project.

Financial matters

14. The Board would like to congratulate the Senior PVC and the Director of Finance for the transparent manner in which the Financial Statements and the Budget Report have once again been presented. In its Sixteenth Report, the Board recommended ‘that the Council routinely include a section on underlying assumptions, including inflation, pay awards and all other critical inputs in all future Budget Reports’¹ and it is pleased to note that all of the necessary data has been provided in the 2012 Budget Report. It is reassuring that at a time at which many institutions are being accused of lack of transparency in financial reporting, the Council has chosen to enhance significantly the clarity of the Budget Report and the University’s financial reporting process.

15. The Senior PVC and the Council are also to be congratulated for taking measures to ensure that the consolidated University group’s operating result was very close to break-even in the year to July 2011. Had not the Senior PVC recommended strict budgetary disciplines and taken steps to secure new income streams, the reported deficit on continuing operations would have grown substantially. This would have been particularly challenging as research and teaching are already under enormous pressure from Government cuts.

16. The Board notes that the Cambridge University Endowment Fund (‘CUEF’) is managed on a total return basis, and the distributions made reflect the long-term total return policy. Had the income and expenditure statements taken account of the actual distributions made by CUEF, the consolidated University group would have reported a surplus of £38m on continuing operations for the year to July 2011. In the 2010–11 financial year, the University reported positive cash flow after financing of £10m, a £107m (i.e. 12 per cent) increase in the value of endowment assets and a £175m (i.e. 7 per cent) increase in the net assets of the consolidated University group. The consolidated financial results for the 2010–11 year confirm that the University remains in a strong and (in the broader context of higher education in the UK) enviable financial position.

The Budget Report

17. In recent Reports, the Board has commented with some concern that the Council had agreed to budget for a deficit for the period up to 2014–15. Indeed, our Sixteenth Report stated ‘the big news this year is that the magnitude of the deficit through to 2014 is now projected to be bigger than first anticipated’.² Despite the ongoing challenges that the University faces, the recently published Report of the Council on the financial position and budget of the University for 2012–13 forecasts a healthy improvement in the University’s financial position. The 2011 Budget Report forecast a Chest operating deficit of £3.7m for 2010–11, with the deficit budgeted to rise to £9.2m and £12.7m in the two subsequent years and a cumulative Chest operating deficit for the five years to 2014–15 forecast to be £40.1m. The 2012 Budget Report shows a substantial improvement. In fact, in 2010–11 there was a Chest operating surplus of £4.7m, instead of a £3.7m deficit, and the budgeted operating deficits for 2011–12 and 2012–13 are now anticipated to be only £7.9m and £6.8m respectively. Most importantly, the Chest is now expected to be back in surplus in 2014–15, one year earlier than had been expected, and the cumulative deficit over the five years to 2014–15 is now projected to be only £15.4m. While it is fair to say that a £1m or £2m revision in the budget in any one year might be attributed to ‘noise’ given that annual Chest income and expenditure is more than £360m, the improvement in the overall trend, and the fact that the cumulative deficit over the five years to 2014–15 is now forecast to be almost £25m less than was forecast this time last year, is very important indeed.

18. Some members of the Regent House may attribute the improved financial outlook to the fact that initial budgets may have been overly cautious. The Board does not believe this to be the case. In fact, in its Sixteenth Report the Board expressed concern, especially in relation to the inflation assumptions, that inputs used in the budgetary process were overly optimistic. While the general inflation assumptions adopted in the 2011 Budget Report did prove to be optimistic and RPI inflation was higher than had been assumed, the underlying increase in staff costs has been maintained at less than 2.5 per cent per annum, and in the 2012–13 year, Chest expenditure is expected to increase by less than 1.7 per cent. The Board would like to congratulate the Council for its role in ensuring that the operating deficit is eradicated within the timeframe that was set. Measures such as the Voluntary Severance Scheme (‘VSS’) have resulted in a permanent reduction in ongoing expenditure, and have contributed to a significant reduction in the projected deficit.

¹ *Reporter*, 20 July 2011, <http://www.admin.cam.ac.uk/reporter/2010-11/weekly/6232/section6.shtml#heading2-34>

² *Reporter*, 20 July 2011, <http://www.admin.cam.ac.uk/reporter/2010-11/weekly/6232/section6.shtml#heading2-34>

19. The improvement in the cumulative size of the budgeted deficit over the four years to 2014–15 from £36.4m to £20.1m is attributable both to the tight budgetary constraints recommended by the Council and also to actions taken to increase income streams. The 2012 Budget Report indicates that for the three years to 2014–15, grants from funding councils, academic fees, and endowment income will all be higher than was originally projected in the 2011 Budget Report. As a result, in the year 2014–15 total income is budgeted to be £3.6m higher than the projection made in the 2011 Budget Report.

20. The VSS will result in a permanent decrease in Chest-funded posts and a permanent reduction in allocations from the Chest. When the scheme was first proposed in 2010 it was held out as a means by which the University would achieve efficiency improvements and cost savings. The Board has discussed the scheme with the Senior PVC, the Director of Finance, and the Director of Human Resources and is confident that sizeable and permanent financial benefits will accrue from the scheme. Formal applications for severance were submitted by 361 staff. This resulted in 194 leavers. The actual severance cost of £5.4m was significantly less than the originally estimated sum of £10m. With an outlay from the Chest of £4.9m, the ratio of net savings to severance costs for Chest funded posts is expected to be a multiple 2.26 and the total Chest savings over the next three years is expected to be £11m. The VSS has clearly been an important part of the University's strategy to eradicate the deficit by 2014–15.

21. The 2012 Budget Report projects that endowment income will be significantly higher than previously forecast. The 2011 Budget Report forecast that the Chest's endowment income and interest receivable would increase to £18.3m in the year 2011–12 but the most recent Budget Report, that of 2012, now suggests that this figure will increase by a further £3m to £21.3m. In its review of the budget for the current year, the 2012 Budget Report states: 'The most significant change is the increase in endowment income and interest receivable. Cash surpluses from operations in recent years have been invested in CUEF units in anticipation of a superior long-term return to money held on deposit'.³ The Investment Office has managed the CUEF superbly over the last four years and the return of 16.1 per cent which was achieved in 2010–11 was significantly better than the total return objective of 10.2 per cent (i.e. RPI plus 5.25 per cent) for the year in question.

22. Notwithstanding this excellent result, the Board is concerned that cash, previously held on short-term deposit, has now been invested in the CUEF. It is certainly possible to make a case that excess liquid assets should be made available for investment in the CUEF to achieve superior long-term returns, but the University must ensure that cash being invested will not be required for other purposes in the immediate future. Clearly the liquidity and risk profile of cash deposits is very different from that of the CUEF and while it is pleasing that endowment income is higher than anticipated, we must ask whether unnecessary risks are being incurred to achieve this outcome. At a time when interest rates are extraordinarily low, all non-profit institutions are desperately searching for income. We must always guard against the taking of excessive risks.

23. The Board notes that income distributions from the CUEF are based on the underlying investment objectives (i.e. a total return of RPI plus 5.25 per cent). While the Investment Office has exceeded this target for the last two years, it is the Board's opinion that this is a very challenging

target. Meetings have been held with the Director of Finance and staff of the Investment Office and we have been impressed by the strength and depth of the investment professionals working therein. Nevertheless we recommend that the Finance Committee undertake a review of the total return investment objectives that have been established for the management of the CUEF.

24. The long-term performance of the CUEF is measured over rolling ten-year periods, in the most recent of which (i.e. to the end of June 2011), the CUEF outperformed the total return target in five of the ten years and underperformed in the remaining five. Over the last ten years the CUEF achieved an average annual return of 5.87 per cent. This is significantly lower than the average annual total return objective of 8.29 per cent over the period in question. Arguably, evaluation of the long-term return target requires that a period of more than ten years be considered, particularly as the last ten years was an extraordinary period in financial history. However, analysis of investment returns over the period since 1900 confirms that the current investment objectives for the CUEF are demanding.

25. Over the period 1900–2011 the average annual total real return on UK equities and gilts, after adjustment for inflation, was only 5.3 per cent and 1.4 per cent respectively. With interest rates and gilt yields at record low levels, many investment professionals suggest that the equity risk premium will be lower over the next ten years than it has been over the last. In such an environment, setting an unrealistically high total return objective may encourage the Investment Office to adopt an inappropriately high risk profile in the management of the CUEF.

26. The Board recommends that Council, through the Finance Committee, undertakes a comprehensive review of the total return objectives for the Cambridge University Endowment Fund in order to ensure that the targets are realistic and achievable over future rolling ten-year periods.

27. The Board recommends the establishment of a process by which total return objectives for the Cambridge University Endowment Fund will be reviewed at regular intervals in order to ensure that they remain appropriate.

28. In the Sixteenth Report, the Board recommended that the performance results for the CUEF be made more widely available. The Board notes that the University is constrained by Financial Services Authority regulations that restrict the material that an authorized investment manager may publicly distribute to unregulated individuals and organizations. The Board is, however, confident that if the appropriate legal disclaimers are made, the University would be able to publish the year-end CUEF summary report in the *Reporter*.

29. The Board recommends that the annual summary performance report that is distributed to investors in the Cambridge University Endowment Fund be published in the Reporter.

Research strategy

30. The Board was glad to discuss research strategy, policy, and the implementation of both with the PVC (Research). It notes that increasing grant income is critically important. For comparison, in the year to July 2011, Cambridge (£283.7m) was well behind Oxford

³ *Reporter*, 30 May 2012, <http://www.admin.cam.ac.uk/reporter/2011-12/weekly/6268/section6.shtml#heading2-19>

(£376.7m) and Imperial College (£299.2m) in income from research grants. It welcomes the creation of the University Research Office ('URO') and the supplementing of the Research Operations Office (formerly the Research Services Division) with a Research Strategy Office ('RSO'), which can better co-ordinate large cross-institutional grant proposals as well as the Research Excellence Framework submission. It hopes that steps can be taken by the new URO, which is now in the Academic Division, to improve communication (both within the central bodies and between them and Faculties and Departments) and other issues that have in the past reduced the effectiveness of this area.

31. The Board recommends that the University Research Office take steps to create a strong and visible presence in academic Departments, including establishing regular opportunities for direct interaction between URO staff and academics.

International strategy

32. In its Sixteenth Report, the Board recommended that a review of international activities be undertaken, an international strategy articulated, and resources allocated to facilitate implementation of that strategy. The Board is pleased to note a number of developments in this area in the past year. The International Office has been reorganized as the ISO, Dr Toby Wilkinson has been appointed as its Head, the ISO has been co-located with the RSO, proposals for significant overseas funding, based on collaborative models being developed by Principal Investigators in conjunction with the ISO and RSO, have been completed, and an International Engagement Protocol, to standardize approaches to developing international collaborations, has been produced.⁴ In Lent Term 2012 the General Board received the India Strategy,⁵ and a dedicated India Officer, to support the implementation of that strategy, is expected to be in post by autumn 2012. The Research Policy Committee has approved an EU engagement strategy. This is being implemented by a Europe Working Group, which brings together EU-related expertise from the ISO, RSO, Research Operations, and the Schools. A draft paper on International Engagement is currently being developed, the newly constituted International Strategy Committee met for the first time in June 2012, a consultation among the Schools, Colleges and the appropriate committees/bodies which have responsibility for specific aspects of international engagement (such as undergraduate recruitment) will be launched shortly, and a revised paper, incorporating the results of this consultation, will return to the General Board in due course.

33. The Board recommends that continuing priority be given to international engagement to ensure that the University remains internationally competitive. In particular, it recommends that the development of international strategy continue, that sufficient resources be allocated to the implementation of that strategy, and that their effectiveness be monitored.

Graduate student numbers

34. The University is currently committed to an increase in the numbers of graduate students at a rate of 2 per cent per annum until 2020, with a review in 2015. Admission to taught M.Phil. programmes are capped at a level consistent with this figure. This is consistent with the University's

goal of maintaining research excellence in an extremely competitive international environment but it has significant resource implications for Colleges, as well as for Faculties and Departments. While Colleges have a secondary role in the admission of graduate students, their involvement in graduate education is central to the ongoing stability of the collegiate University. A number of comments about graduate education can be made.

35. First, an annual increase of 2 per cent may be perceived as too small for some Faculties and Departments as it may reduce the supply of Ph.D. students and thus reduce the University's longer term research capacity. The M.A.St. in Mathematics (previously the Part III in Mathematics), for example, is a programme of worldwide stature and the University is arguably harmed by limiting recruitment to that programme. On the other hand, the Colleges may have difficulty absorbing annual increases in graduate students, especially in the latter stages of the period covered by the agreement.

36. Secondly, a number of issues remain unresolved. For example, graduate students require not only accommodation but also the support and social structures provided by the Colleges. The North West Cambridge development (if approved) will increase the supply of graduate accommodation but will provide only about half of the total increase that is required.

37. Thirdly, in global terms, graduate education is becoming increasingly important. Relative to our competitors, an increase of 2 per cent per annum seems very modest. Indeed, the current arrangement is the result of negotiation between the University and the Colleges and it may best be described as an unstable compromise. The Board has gained the impression that the University has been unwilling or unable to determine the optimum rate of growth in graduate student numbers and so is relying on a process of trial and error, rather than good planning.

38. Fourthly, it has been assumed that undergraduate numbers are to remain constant. The Board observes that even a small percentage reduction in the number of undergraduate students would facilitate a further increase in graduate student numbers.

39. It is therefore vital that the University maintains, in close consultation with the Colleges, a credible and sensible long-term strategy on graduate student numbers, encompassing such matters as the balance between research and taught programs, the availability of graduate funding at Cambridge and competitor institutions, and the role of the Colleges in graduate education.

40. The Board recommends that the University take steps to review the optimum rate of increase in graduate student numbers and to increase co-ordination with the Colleges in this area.

Cambridge University Development Office

41. The Board notes that with the successful conclusion of the 800th Anniversary Campaign to raise £1 billion and the departure of Peter Agar as the Director of the Cambridge University Development Office ('CUDO'), the University is taking stock of its development activities and seeking advice on the future direction of development strategy. The Board will keep this under review. Meanwhile, the Board notes that the 2012–13 Chest allocation for Cambridge in America ('Cam') is £2.3m. This is a large sum, the size of which supports the case for much greater oversight of Cam by the Council.

⁴ <http://www.admin.cam.ac.uk/offices/international/protocol.pdf>

⁵ <http://www.cambridge-india.org/index.html>

42. The Board recommends that there be greater oversight of Cambridge in America by the Council.

Risk management

43. A theme of the Board's deliberations this year has been risk. It is clear that the world is becoming a riskier place and higher education is not immune. Since 2002 the University has maintained a Key Risk Register.⁶ The interface between the Colleges and the University is recognized as the locus of a number of overlapping risks. These, however, do not include the reputational and operational risks associated with the financial affairs of the Colleges.

44. The Board recommends that the University Risk Register include recognition of the risks to the University, both reputational and direct, consequent upon the actions or financial circumstances of individual Colleges.

Human resources

45. The Board notes that some progress has been made in improving services provided by the Human Resources Division, particularly on the timely issuing of contracts of employment. It will keep this and other aspects of the services provided by the Division under review. The Board does not generally inquire into individual cases but the number and nature of these that continue to be drawn to our attention is a matter of concern.

Pensions

46. The Board notes the efforts made by the University, the unions, and others to modify pension provision. In respect of the Universities Superannuation Scheme ('USS'), the Board

notes that industrial action in the continuing industrial dispute between the University and College Union ('UCU') and the University was suspended in February 2012 to allow negotiations to take place on the future shape of the scheme. In June 2012, UCU's Congress voted to resume industrial action.

47. The University's other principal pension scheme is the Cambridge University Assistants' Contributory Pension Scheme ('CPS'). The Board notes that the assistant staff trade unions and the University administration have negotiated a final set of proposals for CPS that are mutually acceptable. The extent to which the new arrangements will affect the CPS deficit is, however, unclear and the Board awaits the publication of the latest actuarial valuation.

48. Time will tell whether recent efforts will ensure the sustainability of the pension schemes. Given the importance of this issue to the University and its officers and staff, the Board recommends continued vigilance and will continue to monitor developments in this area.

Ballots

49. This year the Board received several retrospective comments on ballots of the Regent House but it is not within our remit to investigate particular cases. We welcome the procedural change made this year whereby the envelopes will remain unopened until after the deadline has passed, and we consider that the Regent House as a whole will be willing to accept a concomitant delay in reporting the results, especially where the ballot involves a transferable vote. We understand that discussions are taking place to move to a system of electronic voting and we look forward to a detailed proposal in due course.

SUMMARY OF RECOMMENDATIONS

1. **The Board recommends that the Council makes as much information as possible available to the Regent House before asking for its approval for the North West Cambridge project.**
2. **The Board recommends that positive interest coverage throughout the duration of the project is a condition for approval of the North West Cambridge project.**
3. **The Board recommends that Council, through the Finance Committee, undertakes a comprehensive review of the total return objectives for the Cambridge University Endowment Fund in order to ensure that the targets are realistic and achievable over future rolling ten-year periods.**
4. **The Board recommends the establishment of a process by which total return objectives for the Cambridge University Endowment Fund will be reviewed at regular intervals in order to ensure that they remain appropriate.**
5. **The Board recommends that the annual summary performance report that is distributed to investors in the Cambridge University Endowment Fund be published in the *Reporter*.**
6. **The Board recommends that the University Research Office take steps to create a strong and visible presence in academic departments, including establishing regular opportunities for direct interaction between URO staff and academics.**
7. **The Board recommends that continuing priority be given to international engagement to ensure that the University remains internationally competitive. In particular, it recommends that the development of international strategy continues, that sufficient resources be allocated to the implementation of that strategy, and that their effectiveness be monitored.**
8. **The Board recommends that the University take steps to review the optimum rate of increase in graduate student numbers and to increase co-ordination with the Colleges in this area.**
9. **The Board recommends that there be greater oversight of Cambridge in America by the Council.**
10. **The Board recommends that the University Risk Register include recognition of the risks to the University, both reputational and direct, consequent upon the actions or financial circumstances of individual Colleges.**

27 June 2012 JEREMY CADDICK (*Chairman*)
BRUCE BECKLES
KEVIN COUTINHO
MARTIN DIXON

DAVID GOODE
CATHERINE MACKENZIE
OWEN SAXTON
OREN SCHERMAN

CHRISTINA SKOTT
BRIAN SLOAN
PAUL WARREN
ALAN WINTER

⁶ <http://www.admin.cam.ac.uk/offices/secretariat/risk/register/>

Annex A. Summary of the Board's recommendations in its Sixteenth Report and of the Council's responses**Recommendation 1**

The Board recommends that the performance results for the Cambridge University Endowment Fund (CUEF) should be made more widely available throughout the University. In particular, the annual summary performance report that is distributed to investors in the Endowment Fund should be published in the *Reporter*.

Response: *The University is constrained in the extent it can promote the CUEF under its regulation by the Financial Services Authority. Annual and quarterly performance summaries are provided to entities related to the University which are investors and to the managers of internal funds investing in the CUEF. An annual investors meeting is held and performance and asset allocation information is published in the University's Financial Statements (with commentary in the Financial Review) and in the Financial Management Information Reporter.*

Recommendation 2

The Board recommends that the Council routinely includes a section on underlying assumptions, including inflation, pay awards and all other critical inputs in all future Budget Reports.

Response: *The guidance that precedes each annual planning round is available at <http://www.admin.cam.ac.uk/cam-only/offices/planning/planround/round/> and gives indicators for pay and non-pay cost inflation. These will, in future, be included in the Budget Report.*

Recommendation 3

The Board recommends that all inflation planning assumptions, together with all other relevant planning inputs be set at realistic levels, consistent with long-term UK averages for the HE sector.

Response: *The Council believes that planning assumptions are realistic, but that contemporary circumstances and not long-term averages are the best guide if forecasts are not to be mere trends.*

A range of indicators are reviewed before the guidance is issued. Estimates of pay costs take account of volume change and other factors such as incremental drift as well as possible future pay awards. Realism and caution are essential. The Council is concerned to ensure that unrealistic assumptions do not lead to unrealistic expectations. The Board is reminded that the forecasts are reviewed annually to maintain a rolling five-year view.

Recommendation 4

The Board recommends that the Council outlines the University's strategy for ensuring that research income meets projected targets.

Recommendation 5

The Board recommends that the Council reconsider the manner in which strategic thinking in financial planning is provided.

Response: *The Finance Committee has three external members who provide a valuable external perspective and specialist skills, including banking experience. A further external member, again with extensive banking experience, has been co-opted by the Committee from October 2011.*

The Finance Committee set up a Financial Strategy Task Force, under the chairmanship of Ms Sherry Coutu, an external member of Council, which met over 2009–10. The group reviewed the financial approaches of the University's international competitors and engaged specialist consultancy advice. Its detailed work was subsequently taken on by the Financial Strategy Steering Committee of the Finance Committee.

Recommendation 6

The Board recommends that steps be taken to reopen the Combination Room or at the very least report to the Regent House on future plans for this important asset.

Response: *The Council notes that the Combination Room has been open to current and retired members of the Regent House and visiting academics since 3 October (Reporter, 2011–12, p. 7). It was also open to all members of the Senate and their families and guests during the Chancellorship election.*

Recommendation 7

The Board recommends that the process of streamlining the contents of the *Reporter* and moving control of the material away from the centre to the Faculties is very carefully monitored.

Response: *The Council notes this comment. The Registry will review the success of this initiative at the end of the academical year.*

Recommendation 8

The Board recommends that the Council outlines the University's response to the trend towards funding larger grants linked to strategic themes rather than individual research.

Response: *Overall, the University's research income grew by 7.5% in 2010–11 compared with 2009–10. Notwithstanding this, the University remains acutely conscious of the potential problems arising from sponsors having very different arrangements for paying indirect overheads. For example, the Research Councils pay 80% of Full Economic Costing; with the charities the University receives partnership QR in the HEFCE block grant but no overheads; the EU pays a flat*

20% of the overall cost while contributions from industry depend on individual negotiation. Meanwhile, in the present difficult economic climate, it is not surprising to learn that sponsors are trying to obtain the same amount of research, or more, for less outlay. The University needs to manage a balanced portfolio of research funding since any significant move away from the present level of Research Councils' support would seriously compromise our ability to recover the full contribution towards centrally-incurred costs.

The General Board and the Research Policy Committee (RPC) have already taken steps to enhance the University's grant-winning capabilities. Researchers are being encouraged to win more and bigger grants through the RPC's formal programme of Strategic Research Initiatives and Networks. These will provide a framework on which the University can build major funding bids, which demonstrate clear academic leadership and goals, broad support from the academic community, and a substantial potential to attract new partnerships and research funding. The RPC are providing modest sums for a period of three years as pump priming for these areas of activity, the first four of which were awarded University Strategic Initiative status in 2010 (Neuroscience, Infectious Diseases, Stem Cells, and Conservation) with a further three in 2011 (Language Sciences, Cancer, and Energy). The University's commitment to this scheme now stands at around £1.5m over a three-year period.

Concurrently, the University is improving its internal structures to achieve a better return on overheads. A more cohesive approach to costing and pricing has been introduced across the University Research Office and with particular attention being paid to strengthening procedures for scrutinizing large grant applications and to reclaiming more in eligible costs on EU grants. Meanwhile the Pro-Vice-Chancellor (Planning and Resources) is leading a project to improve the incentive structure for Departments and individual Principal Investigators while the RPC, recognizing the need for enhanced and comparative management information, has set up a Working Party to be led by the Director of the Management Information Services Division (MISD).

As the Board points out, there is a growing demand for larger, internationally excellent research teams within research calls. The claimed advantage of these substantially higher value grants is that they bring greater efficiencies while incurring lower indirect costs. But the University remains fully committed to the valuable and diverse research arising from single investigator research. The RPC has demonstrated this commitment by providing funding to support two research facilitators in the Schools of Arts and Humanities and the Humanities and Social Sciences. In addition, dedicated funding has been allocated to these same two Schools to compensate for the loss of the British Academy and ESRC small grants schemes and also to protect Ph.D. studentship funding.

Recommendation 9

The Board recommends that the Council provides an account of how the University will seek to maintain flexibility and competitiveness in recruiting from overseas in the light of UKBA restrictions.

Response: *In its Annual Report for 2010–11 the Council commented on its increasing concerns about the Home Office's new and restrictive rules on immigration and the implications for the University's capacity to recruit the brightest and best international academics and students. The University is making strenuous efforts to influence the development of the policy, through representations to Ministers, other politicians, and senior Civil Servants as well as through consultation exercises when changes are proposed. The Council is also grateful for the work of Lord Wilson of Dinton (the Master of Emmanuel College) and Dr G. A. Reid, Head of the Intercollegiate Services Office, on addressing critical issues for the Colleges in this regard with determination and success. Some concessions have been made, for example the introduction of Tier 1 (exceptional talent) but, as should be apparent from recent events, immigration has a high profile politically which is not conducive to achieving further concessions in the short term. The Human Resources Committee is monitoring the situation closely and will consider whether central support for this area will need strengthening.*

An internal review is currently being conducted to assess the level of support given to individuals submitting visa applications. It is likely that this level of support will be increased to reduce the risk of error and the consequential negative impact on the individual and the University. This could include support for an application for a visa alongside other welfare arrangements associated with moving to Cambridge, although it is important to note that the responsibility for the application remains with the individual.

Recommendation 10

The Board recommends that a comprehensive review of the University's international activities be undertaken, that an international strategy be clearly articulated, and that the necessary resources be allocated, and their effectiveness monitored on a regular basis, to facilitate implementation of this strategy.

Response: *The Council agrees that a clearly articulated international strategy for the University is essential and, together with the General Board, has taken steps to improve the support provided by the central administration. During the current year the International Office has been reorganized as the International Strategy Office (with a revised remit). Dr Toby Wilkinson was appointed as Head of the Office from 1 July 2011. In October this year the General Board approved a protocol for international agreements, to ensure best practice, better co-ordination, and support of international partnership agreements across Schools, Faculties, and Departments (<http://www.admin.cam.ac.uk/offices/international/protocol.pdf>) – the Head of the International Strategy Office will be making presentations of the protocol to the Councils of the Schools during the Michaelmas Term 2011 and Lent Term 2012. An International Strategy Committee, chaired by the Pro-Vice-Chancellor for International Strategy, has been established with effect from January 2012.*

In September this year a consultancy project was launched to advise on concrete steps to strengthen the University's strategic engagement with the EU; this is due to report by mid-December 2011. There has been major progress towards the delivery of draft country/regional strategies for India, China, and the EU by January 2012, and major progress towards the delivery of a draft overarching international strategy to the General Board in May 2012.

Annex B. Glossary of Terms

CAM	Cambridge in America
CPS	Contributory Pension Scheme
CUDO	Cambridge University Development Office
CUEF	Cambridge University Endowment Fund
FSA	Financial Services Authority
HEFCE	Higher Education Funding Council for England
ISO	International Strategy Office
PVC	Pro-Vice-Chancellor
RSO	Research Strategy Office
URO	University Research Office
UCU	University and College Union
UKBA	United Kingdom Border Agency
USS	Universities Superannuation Scheme
VC	Vice-Chancellor

GRACES**Graces submitted to the Regent House on 18 July 2012**

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 107), will be deemed to have been approved at 4 p.m. on Friday, 27 July 2012.

1. That the recommendations in paragraph 4 of the Joint Report of the Council and the General Board, dated 23 April and 18 April 2012, on the process for the redress of grievances under Statute U (*Reporter*, 2011–12, p. 552), as amended in the Council's Notice on p. 805, be approved.
2. That the recommendations in paragraph 9 of the Report of the Council and the General Board, dated 18 June and 6 June 2012, on the governance arrangements for the Fitzwilliam Museum and Kettle's Yard (*Reporter*, 2011–12, p. 737) be approved.
3. That the recommendations in paragraph 3 of the Report of the General Board, dated 6 June 2012, on the establishment of an MRC Research Professorship of Mitochondrial Medicine (*Reporter*, 2011–12, p. 740) be approved.
4. That the recommendations in paragraph 11 of the Report of the General Board, dated 15 June 2012, on the constitution of a Department of Psychology (*Reporter*, 2011–12, p. 740) be approved.
5. That, on the recommendation of the General Board, the Professorship of Materials Science (1988) be retitled the Sir Alan Cottrell Professorship of Materials Science.¹
6. That, on the recommendation of the Faculty Board of Biology and with the concurrence of the General Board, the Professorship of Neurobiology be reassigned from the Department of Pharmacology to the Department of Physiology, Development, and Neuroscience with effect from 1 January 2013.²

¹ *Statutes and Ordinances*, p. 681. The proposed change in name reflects the distinguished contribution of Sir Alan Cottrell to the study of the science and technology of materials in the University. The proposed change has the agreement of the Cottrell family.

² *Statutes and Ordinances*, p. 708. The reassignment is proposed to reflect more appropriately the balance of the research interests of Professor A. J. Morton, the holder of the Professorship, and is supported by Professor Morton, the Heads of the two Departments, and the Council of the School of the Biological Sciences.

Graces to be submitted to the Regent House at a Congregation on 21 July 2012

The Council has sanctioned the submission of the following Graces to the Regent House at a Congregation to be held on 21 July 2012:

That the following person be admitted to the degree of Doctor of Philosophy by incorporation:

1. DAVID ROBERT SPRING, Fellow of Trinity College and Reader in Chemistry and Chemical Biology in the Department of Chemistry, Doctor of Philosophy of the University of Oxford (2000).

That the following persons be admitted to the degree of Master of Arts under the provisions of Statute B, III, 6:

2. JANE FRANCES BLOOMFIELD, Departmental Secretary in the Faculty of Education.
3. FRANCESCO BONACCORSO, Fellow of Hughes Hall.
4. EMILY SUI YIN CHALLIS, Administrative Officer in the Finance Division of the University Offices.
5. VICTORIA LOUISE CORNWELL, Administrative Officer in the Human Resources Division of the University Offices.
6. FRANZ FUERST, Reader in Real Estate and Housing Finance in the Department of Land Economy.
7. WILLIAM GAVIN HUGHES, Advisory Officer in the University Farm.
8. KATE EMILY JENKINSON, Senior Manager in the Local Examinations Syndicate.
9. JEFFREY LYNDON JONES, Senior Advisory Officer in the University Farm.
10. FABIO EUGENIO RONDON LAHR, Computer Officer in the Department of Archaeology and Anthropology.
11. MICHAEL PATRICK MILLARD, Assistant Treasurer in the Finance Division of the University Offices.
12. MARIA NIKOLAJEVA, Fellow of Homerton College and Professor of Education in the Faculty of Education.
13. JONATHAN SCOTT ROSE, Administrative Officer in the Finance Division of the University Offices.
14. JONATHAN BURWOOD TAYLOR, Fellow of Hughes Hall.

J. W. NICHOLLS, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

REPORT OF DISCUSSION

Tuesday, 10 July 2012

A Discussion was held in the Senate-House. Pro-Vice-Chancellor Professor Jeremy Sanders was presiding, with the Registrar, the Senior Proctor, a Deputy Proctor, and five other persons present.

The following Reports were discussed:

Joint Report of the Council and the General Board, dated 18 June and 6 June 2012, on the governance arrangements for the Fitzwilliam Museum and Kettle's Yard (*Reporter*, 2011–12, p. 737).

Professor J. M. RALLISON (Pro-Vice-Chancellor for Education): Mr Deputy Vice-Chancellor, this joint Report of the Council and the General Board recommends a transfer of responsibility for both the Fitzwilliam Museum and Kettle's Yard from the Council to the General Board. There are two principal reasons for this proposal. First, the central bodies would like to see closer interaction between these Museums and University departments, not only the Department of History of Art, but also the many other departments that incorporate collections into their teaching and research. Such mutually beneficial interactions already take place, of course, but especially with future Research Excellence Framework submissions in mind, we see scope for further activity. These proposals will facilitate that ambition. Second, the central bodies see an important role for the Museums Committee in seeking external funding for the Cambridge Museums as a group, in administering such funding and reporting on it to sponsors, and in addressing issues (for example conservation and storage) that are common to all. The remaining seven University Museums and collections are all General Board Institutions, so the proposed change will provide a unified line of overall supervision. The Museums Committee has recently been successful in securing a substantial Arts Council bid for the Cambridge Museums. I should like to take the opportunity to pay particular tribute to Dr Kate Pretty for taking forward Museums' governance during her tenure as Chair of the Museums Committee, and for her efforts in winning the funding.

The proposals in this Report have the support of both the Fitzwilliam Museum Syndicate and the Kettle's Yard Committee. I hope they will also be welcomed by the Regent House.

Dr F. E. SALMON (Head of the Department of History of Art, and St John's College):

Mr Deputy Vice-Chancellor, I speak as the Head of the Department of History of Art in order to convey the Department's warm welcome of this Report. Although it is clear that both the Fitzwilliam Museum and Kettle's Yard house materials that are of teaching and research interest to many persons across a range of institutions within the University, my Department is, naturally enough, singled out for particular mention in the Report.

Let me start by saying that the Department of History of Art owes its foundation (in 1970) to the then Director of the Fitzwilliam Museum, Professor Jaffé, and that we have ever since enjoyed good working relations with the Museum, and the Hamilton Kerr Institute, as well as with Kettle's Yard. However, it is fair to say that, as the two museums have been institutions answerable directly to the Council whilst the Department has, of course, been

answerable to the General Board, the relationship has not been as mutually profitable as perhaps it might have been. The Department has made such use of museum staff as their onerous curatorial obligations have allowed; the museums have made occasional use of Departmental staff in the mounting of exhibitions; and there have been research collaborations as and when interests have coalesced (the 'Cambridge Illuminations Project' of 2003–07 being the most recent example of this). But these collaborations have been occasional – the result of individual initiatives. The proposed transference of governance of the Fitzwilliam Museum and Kettle's Yard to the General Board holds out the promise of making such liaisons endemic.

The Department welcomes in particular the recommendation that its Head should sit *ex officio* on the Kettle's Yard Committee, and on the Fitzwilliam Museum Syndicate. This will ensure mutuality, since the Director of the Fitzwilliam Museum already sits *ex officio* on the Faculty Board of Architecture and History of Art, and the Director of Kettle's Yard would now do so formally, rather than by invitation. I should add that the Director of the Hamilton Kerr Institute also sits on the Faculty Board and Degree Committee by convention, since it is through that Degree Committee that the Institute's Postgraduate Diploma is regulated.

As this last point implies, transference of the Fitzwilliam Museum and Kettle's Yard to the governance of the General Board may, at some future time, make possible new types of academic course and qualification within the University in the field of visual culture, as broadly defined. It might also make possible a more integrated form of undergraduate and postgraduate teaching, drawing on curatorial and academic expertise as the collections are exploited. In this regard, I cannot help noticing that the Ashmolean Museum in Oxford has recently announced a University Engagement Programme. Three postdoctoral Teaching Curators will be employed over the next three years to identify and develop teaching opportunities between the Museum's collections and a range of Faculties that extends beyond the obvious ones to encompass medicine, law, and the sciences.

The Ashmolean's initiative is being supported by a £700,000 grant from the Andrew W. Mellon Foundation – and this leads me to an important point about the Report that is under discussion today. It is clear that change of governance alone will not bring about the developments that I hope all would wish to see in Cambridge unless new resources can be found – and in present circumstances, those resources are likely to have to come from outside the University. My Department is very well aware of this – and I am sure that the same is true of the curatorial staff at the Fitzwilliam Museum and Kettle's Yard. They will also not need telling that the Ashmolean has three times the curatorial staff of the Fitzwilliam, or that the long-standing integration of that museum with the University in Oxford means that Keepers there can, and do, hold professorial fellowships at Colleges.

It is clear, then, that if this Report is accepted today, it will create the potential for seismic change in the way this University utilizes the collections and staff of its two world-class art museums. We must all recognize, however, that we would only be at the very start of a process, and that without vision, leadership, commitment, and success in gaining new resources, the change of governance that the Report recommends will merely close the loophole by which the Fitzwilliam Museum and Kettle's Yard currently sit outside of the institutions overseen by the University's Joint Museums Committee.

Report of the General Board, dated 6 June 2012, on the establishment of an MRC Research Professorship of Mitochondrial Medicine (*Reporter*, 2011–12, p. 740).

No remarks were made on this Report.

Report of the General Board dated 15 June 2012, on the constitution of a Department of Psychology (*Reporter*, 2011–12, p. 740).

Dr D. A. GOOD (Division of Social and Developmental Psychology, and King's College):

Mr Deputy Vice-Chancellor, I speak today to welcome this Report, and make two observations about future developments, which I believe will be important if the University is to achieve its potential in this area. My background lies in both sides of the proposed merger, and so I should declare an interest in the proposal. I did my Ph.D. in the Department of Experimental Psychology, and when I was first a UTO, my post was formally assigned to that Department until the establishment of the Faculty of Social and Political Sciences in 1988.

Some might take the view that Cambridge has been slow in developing psychology, but that would be wrong. It should be remembered that the University took a leading role in developing the subject in the 19th century, and that there are benefits in not having a single psychology department until now. Psychologists are to be found, and psychological research has developed, in all Schools across the University. As a result, Psychology in Cambridge has an important presence in related subjects, for example Neuroscience, Philosophy, and Linguistics, as well as in subjects where psychological ideas and methods can be deployed to good effect, for example in Economics, Engineering Design, and Criminology. Collectively, we have clearly been performing well, as shown by the QS World University Rankings, which place Cambridge Psychology second only to Harvard.

This leads me to my first observation about future developments. I believe it is very important for the future of Psychology here, in both education and research, that the dispersed but networked character of the subject be maintained, and that our successors do not try to tidy up the disciplines by moving every piece of Psychology into the new Department. The reorganization proposed in this Report will provide the University with an appropriate disciplinary core, which will provide significant benefits as the Report notes, but the distributed aspect must remain, in my opinion, if the subject is to maintain its vitality here.

My second observation concerns buildings. One does not need to be a psychologist or an architect to know that the buildings we inhabit have a major effect on the creation and maintenance of working relationships. The Report recognizes that for now, the distribution of the new Department across several locations leaves much to be desired. I would urge the relevant authorities to keep this matter under constant review, to seek ways of developing the necessary resources to address this issue, and provide a better home for the new Department.

Professor W. A. BROWN (Head of the School of Humanities and Social Sciences) (read by the Senior Proctor):

Mr Deputy Vice-Chancellor, the School of the Humanities and Social Sciences is delighted that Psychology will be united in a single Department. We are proud of the fact that Social and Developmental Psychology grew up within our School. It permitted teaching and research to locate

psychological understanding in its social context. There have been anxieties about how far this perspective could survive among more experimental and neurological understandings of the mind. I must congratulate all those concerned in allaying these fears. I am reassured by the unanimous enthusiasm of colleagues in Social and Developmental Psychology for the merger with Experimental Psychology.

The associated creation of the Psychological and Behavioural Sciences Tripos will, I have no doubt, offer students a splendidly rounded approach to psychology of international distinction. The implications for new directions of research are exciting. My expectation, and hope, is that, despite moving to another School, access to psychological perspectives on social and political behaviour in our own School's teaching and research will be undiminished. Not least, I hope that links with the Centre for Family Research will remain close and productive.

Professor S. E. GOLOMBOK (Director of the Centre for Family Research) (read by the Senior Proctor):

Mr Deputy Vice-Chancellor, the Centre for Family Research wholeheartedly welcomes the proposal for the merger. Situating the Centre's academic and research staff within the new Psychology department will enhance the Centre's long-standing research in child development, and links with the School of Biological Sciences more generally will increase the opportunity for collaboration on new developments in assisted reproduction, which is a key aspect of the Centre's research profile.

Professor J. L. SCOTT (Head of the Department of Social Sciences) (read by the Senior Proctor):

Mr Deputy Vice-Chancellor, the Department of Social Sciences is very pleased to see the merger of Psychology. This will create a Department which will clearly be world leading. We are pleased that the joint Triposes of Psychological and Behavioural Sciences, and Human, Social, and Political Sciences will allow undergraduates to take courses from across the social sciences including psychology. We also welcome continued research collaboration in the areas where the subjects intersect, such as gender and the family.

COLLEGE NOTICES

Elections

Sidney Sussex College

Elected to a College Lectureship in Classical Archaeology and a Fellowship in Class A, with effect from 1 January 2013:

Ioannis Galanakis, B.A., *Athens*, M.Phil., D.Phil., *Oxford*

Appointed College Chaplain and elected to a Fellowship in Class E, with effect from 1 September 2012:

Paul Earl Philip Brice, B.Sc., *Bath*, B.Th., *Oxford*

Elected to a Fellowship in Class E, with effect from 6 July 2012:

Monojit Chatterji, B.A., *Bombay*, M.A., Ph.D., *CHR*

Elected to an Honorary Fellowship with effect from 6 July 2012:

John Osborn, M.A., *SID*
 António Augusto Cançado Trindade, LL.B., *UFMG*
Brazil, LL.M., Ph.D., *SID*

Elected to a Visiting Fellowship in Class G for the Easter Term 2012:

Colin Barr, B.A., *Stonehill*, M.Phil., Ph.D., *CAI*

Elected to a Visiting Fellowship in Class G for the Michaelmas Term 2012:

G. Neville Greaves, B.Sc., *St Andrews*, Ph.D., Sc.D., *CHU*

Elected to a Visiting Fellowship in Class G for the Lent Term 2013:

Professor Steven Uran, B.A., *Jerusalem*, M.A., Ph.D.,
Wisconsin

Elected to a Visiting Fellowship in Class G for the Easter Term 2013:

Brian Robert Peter Rich, B.Arch., M.Arch., *Witwatersrand*

EXTERNAL NOTICES

Oxford Notices

Corpus Christi College: Development Officer; salary: £29,249–£35,938; closing date: 24 August 2012; further particulars: <http://www.ccc.ox.ac.uk/vacancies>

University College: Schools Liaison and Access Officer; salary: £26,004–£31,020 (with a discretionary range up to £33,884), with additional benefits; closing date: 8 August 2012; further particulars: http://www.univ.ox.ac.uk/news_and_announcements/vacancies/

Worcester College: Fixed-term Lecturer in Physics; salary: £12,260–£13,789; closing date: 6 August 2012; further particulars: 'Notices' section of <http://www.worc.ox.ac.uk>

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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