

# CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF  
CAMBRIDGE

## NOTICES

## Calendar

8 October, *Tuesday*. Full Term begins. Discussion at 2 p.m. in the Senate-House (see below).

20 October, *Sunday*. Preacher before the University at 11.15 a.m., The Reverend Dr N. Sagovsky, *CL*, Canon Emeritus of Westminster Abbey and Whitelands Professorial Fellow, University of Roehampton. End of first quarter of Michaelmas Term.

22 October, *Tuesday*. Discussion at 2 p.m. in the Senate-House.

26 October, *Saturday*. Congregation of the Regent House at 11 a.m.

## Discussions at 2 p.m.

8 October

22 October

5 November

19 November

3 December

## Congregations

26 October, *Saturday at 11 a.m.*

30 November, *Saturday at 2 p.m.*

## Notice of a Discussion on Tuesday, 8 October 2013

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 103) to attend a Discussion in the Senate-House, on Tuesday, 8 October 2013, at 2 p.m., for the discussion of:

1. Second-stage Report of the Council, dated 12 July 2013, on the alteration and refurbishment of the Arup Building on the New Museums site (*Reporter*, 6316, 2012–13, p. 751).
2. Report of the General Board, dated 10 July 2013, on the establishment of two Professorships in the Department of Clinical Neurosciences (*Reporter*, 6316, 2012–13, p. 753).
3. Eighteenth Report of the Board of Scrutiny, dated 5 July 2013 (*Reporter*, 6316, 2012–13, p. 753).

## Notice of benefactions

The Vice-Chancellor gives notice that he has accepted with gratitude the following benefactions, of which both the capital and the income may be used:

- (i) benefactions of £1 million from the Polonsky Foundation and £500,000 from Cambridge in America following a donation from Dr Leonard Polonsky, to support the Digital Library for the 21st Century Project at the University Library;
- (ii) benefactions of £350,000 from the Second J. A. Littman Foundation and £250,000 from the Polonsky Foundation, to be applied towards the purchase of the Lewis-Gibson Genizah Collection jointly by the University Library and by the Bodleian Library, University of Oxford.

## Election to the Council

2 October 2013

## Bye-election of a member in class (a) (Heads of Colleges)

The Vice-Chancellor gives notice that an election is to be held of one person to serve as a member of the Council in class (a) (Heads of Colleges) until 31 December 2014, in place of Professor R. D. Lethbridge, *F*, who has resigned with effect from 26 September 2013.

In order to be eligible a candidate for election must be nominated on a paper sent to the Vice-Chancellor at the Old Schools so as to reach him not later than noon on **Friday, 8 November**. The paper must contain (a) a statement signed by two members of the Regent House, nominating the candidate for election and (b) a statement signed by the candidate certifying that he or she consents to be so nominated. The candidate should also provide a *curriculum vitae* (see below).

The Vice-Chancellor would be obliged if nominations could be delivered to the Registry's Secretary in the Old Schools during office hours. Nominations will be published as they are received; the complete list of nominations will be published in the *Reporter* on Wednesday, 13 November.

In accordance with the regulations governing the election (*Statutes and Ordinances*, p. 110), each person nominated for election is required to send to the Registry, not later than noon on **Friday, 8 November**, a statement of her or his *curriculum vitae* for distribution to members of the Regent House with the voting papers. It is suggested that such a statement should be of not more than 500 words in length, and that it should cover the following points:

- The candidate's present position in the University.
- Previous posts held, whether in Cambridge or in other universities or outside the university system, with dates.
- A note of the candidate's particular interests within the field of University business.

If there is more than one candidate, an election will be conducted by ballot, under the Single Transferable Vote regulations. Online voting will open at 9 a.m. on Monday, 18 November and close at **5 p.m. on Monday, 2 December**. Hard-copy voting papers will be distributed not later than Thursday, 21 November to those who have opted before

6 November 2013 to continue to receive them; the last date for the return of voting papers will be 5 p.m. on Monday, 2 December. Members of the Regent House can opt to continue to receive hard-copy voting papers by emailing their name, CRSid, and the University or College address to which voting papers should be sent from a Cambridge email account to [ballots@admin.cam.ac.uk](mailto:ballots@admin.cam.ac.uk).

## Roll of the Regent House

*1 October 2013*

The draft Roll of the Regent House for the academical year 2013–14 (i.e. the list of names which it is proposed to place on the Roll when it is promulgated in November) was published in the *Reporter*, Special Number 1, on 1 October 2013.

Members of the Regent House are asked to check the list and to make sure that their entries are correct. They should note that the Roll constitutes the list of eligible voters for any elections to the Council or ballots that may be called during the following academical year. Notice of any corrections or amendments should be sent in writing to the Registry at the Old Schools as soon as possible; any corrections received by 22 October will be incorporated in the definitive Roll, which is to be promulgated on 6 November 2013.

## Lecture-list 2013–14

The lecture-list for 2013–14 is available at <https://www.timetable.cam.ac.uk>. Courses are listed in alphabetical order, with a drop-down box for each part providing either a link to a departmental website where the relevant timetable can be accessed, or a calendar version of the timetable.

## University Combination Room

The Combination Room is open for the use of current members and retired members on the Roll of the Regent House. Visiting academics may also be issued with access cards, on nomination by their College or Department. The Combination Room will be open from Monday to Friday, from 10 a.m. to 4 p.m., unless notified in the *Reporter* otherwise.

Details of how to gain access to the University Combination Room can be found at <http://www.admin.cam.ac.uk/univ/combinationroom/>.

## Notice by the Editor of the *Reporter*

The *Cambridge University Reporter* appears each Wednesday during Term. Special Numbers are also published from time to time.

*Editorial*

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, email [reporter.editor@admin.cam.ac.uk](mailto:reporter.editor@admin.cam.ac.uk)). Copy, preferably in electronic form, should be sent as early as possible in the week before publication; short notices will be accepted up to **4 p.m. on Thursday** for publication the following Wednesday. Inclusion is subject to availability of space.

*Internet*

In response to the Data Protection Act 1998, certain material published in the online *Reporter* (<http://www.admin.cam.ac.uk/reporter/>) will be restricted to those with internet access on the University of Cambridge network (i.e. the Cam domain).

## Examination results statistics

Examination results statistics for 2013 are now available at <http://www.admin.cam.ac.uk/cam-only/offices/planning/student/examinations/index.html> (accessible only to those in the Cam domain). Student statistics and related data are available from the Student Statistics Office website at <http://www.admin.cam.ac.uk/offices/planning/sso/>.

## Statutes and Ordinances 2013

The 2013 edition of the University's *Statutes and Ordinances* has now been published online at: <http://www.admin.cam.ac.uk/univ/so/>. Amendments are published termly as a collated list available from the top of the homepage, and editions from previous years, dating back to 2008, are available for reference at the bottom.

## Cambridge Pocket Diary: Correction

In the list of University Officers in the current Cambridge Pocket Diary (p. 300), C. J. EDMONDS (Dr Caroline Edmonds) should be shown as Secretary of the Council of the School of Clinical Medicine.

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

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

**Regius Professorship of History**; informal enquiries: contact Professor David Reynolds, the convenor of the Advisory Committee (email: [chairman@hist.cam.ac.uk](mailto:chairman@hist.cam.ac.uk)); tenure: from 1 October 2014; closing date: 29 November 2013; further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/> or contact the Academic Secretary (email: [ibise@admin.cam.ac.uk](mailto:ibise@admin.cam.ac.uk)); quote reference: JJ31652

**Paul Mellon Professorship of American History**; informal enquiries: contact Professor David Reynolds, the convenor of the Board of Electors (email: [chairman@hist.cam.ac.uk](mailto:chairman@hist.cam.ac.uk)); tenure: from 1 October 2014; closing date: 29 November 2013; further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/> or contact the Academic Secretary (email: [ibise@admin.cam.ac.uk](mailto:ibise@admin.cam.ac.uk)); quote reference: JJ31692

**Assistant Director of Human Resources in the Human Resources Division**; salary: c. £85,000; closing date: 11 October 2013; further particulars: <http://www.jobs.cam.ac.uk/job/2061/>; quote reference: AH0174

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

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

**EVENTS, COURSES, ETC.****Announcement of lectures, seminars, etc.**

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

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

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

Brief details of upcoming events are given below.

<i>Language Centre</i>	CULP's Michaelmas courses, in eleven languages and at different levels, now open for enrolment	<a href="http://www.langcen.cam.ac.uk/culp/">http://www.langcen.cam.ac.uk/culp/</a>
<i>Lauterpacht Centre for International Law</i>	Michaelmas Term lecture programme; first lecture: <i>Research as curiosity</i> , by Professor Jan Klabbers, on 11 October 2013 at 1 p.m.	<a href="http://www.lcil.cam.ac.uk/events">http://www.lcil.cam.ac.uk/events</a>
<i>MRC Mitochondrial Biology Unit</i>	Inaugural Sir John Walker Lecture: <i>A mitochondrial etiology of metabolic and degenerative diseases, cancer, and aging</i> , by Douglas C. Wallace, on 15 October 2013 at 4.30 p.m.	<a href="http://www.mrc-mbu.cam.ac.uk/seminars?ID=398">http://www.mrc-mbu.cam.ac.uk/seminars?ID=398</a>

**NOTICES BY FACULTY BOARDS, ETC.****Electronic calculators in University examinations, 2013–14**

The Faculty Boards and other authorities concerned give notice that in the following examinations in 2013–14 candidates will be permitted to take a designated calculator into the examination room:

- (1) **Archaeological and Anthropological Tripos, Parts IIA and IIB (Biological Anthropology)**
- Architecture Tripos, Parts IA, IB, and II**
- Chemical Engineering Tripos, Parts I, IIA, and IIB**
- Computer Science Tripos, Part IA** (Calculators are **not** permitted in the Mathematics papers borrowed from either the Mathematical Tripos, Part IA, or from the Natural Sciences Tripos, Part IA)
- Computer Science Tripos, Parts IB, II, and III**
- M.Phil. Examination in Advanced Computer Science**
- M.Phil. Examination in Computational Biology**
- Economics Tripos, Parts I, IIA, and IIB**

**Economics Diploma and M.Phil. Examinations**  
**Engineering Tripos, Parts IA, IB, IIA, and IIB**  
**Geography Tripos, Parts IA, IB, and II**  
**M.A.St. in Astrophysics**  
**M.A.St. in Materials Science**  
**M.A.St. in Physics**  
**Management Studies Tripos**  
**M.Phil. Examination in Management**  
**Manufacturing Engineering Tripos, Parts I and II**  
**M.B.A. and Executive M.B.A. Examinations**  
**Master of Corporate Law (Accounting and Finance)**  
**Master of Finance**  
**Second M.B. and Second Veterinary M.B. Examinations**  
**Final M.B. and Final Veterinary M.B. Examinations**  
**M.Phil. Examinations in Epidemiology and in Public Health**  
**Natural Sciences Tripos, Part IA** (Calculators are not permitted in the subject Mathematics)  
**Natural Sciences Tripos, Parts IB, II, and III**  
**Philosophy Tripos, Part IA (Paper 3 only)**  
**Politics, Psychology, and Sociology Tripos, Parts IIA and IIB**  
**Psychological and Behavioural Sciences Tripos, Part I**

For the above examinations the following calculators marked in the approved manner are permitted:

CASIO fx 991 (any version)  
 CASIO fx 115 (any version)  
 CASIO fx 570 (any version)

**(2) Land Economy Tripos and M.Phil. Examinations**

The permitted calculators for use in the Land Economy Tripos and M.Phil. Examinations will be the standard University calculator CASIO fx 991 (any version), CASIO fx 115 (any version), or CASIO fx 570 (any version); or the Hewlett Packard HP 10BII. Candidates may take only one model of calculator into the examination hall.

**(3) Master of Finance – Principles of Finance**

The permitted calculator is the Texas Instruments BA II Plus and the Texas Instruments BA II Plus Professional.

**(4) Preliminary Examination for Part I of the Education Tripos  
Education Tripos, Parts I and II**

Candidates taking papers from the Natural Sciences Tripos will be permitted to use the calculator permitted for that examination (see above).

**(5) Mathematical Tripos**

The use of electronic calculators will NOT be permitted in any papers set for the Mathematical Tripos. Candidates for Part IA of the Mathematical Tripos who offer a paper from the Natural Sciences Tripos will be permitted to use the calculator permitted for that examination (see above).

**(6) Medical and Veterinary Sciences Tripos (MVST), Parts IA and IB**

The permitted calculators for use in the MVST Tripos and 2nd M.B. Examinations will be the standard University calculator CASIO fx 991 (any version), CASIO fx 115 (any version), or CASIO fx 570 (any version); or the CASIO fx 83 (any version), or CASIO fx 85 (any version).

**(7) Other subjects**

Papers from the examinations named above may be taken by those who are candidates for other examinations. The restriction on the use of calculators will apply when any paper or subject is offered from an examination which is the subject of this Notice.

It is the responsibility of each student to equip themselves with a suitable calculator as described.

Each such calculator permitted in an examination must be marked by the Department in the approved fashion so that they are clearly identified as being permitted during the examination.

No other calculator may be brought into the examination.

**Sale of approved calculators**

Approved calculators, marked in the approved fashion, will be on sale from:

Computer Laboratory, William Gates Building (Computer Science Tripos)  
 Department of Chemistry (Natural Sciences Tripos)  
 Faculty of Economics Building  
 Department of Engineering (Engineering Examinations)  
 Department of Land Economy (Land Economy Tripos and M.Phil.) – HP 10BII only  
 Department of Physiology, Development, and Neuroscience (MVST)

Approved calculators bought elsewhere will need to have the approved marking applied by the Department.

## Anglo-Saxon, Norse, and Celtic Tripos, 2013–14: Specified subjects and set texts

The Faculty Board of English give notice that the specified subjects and set texts for the Preliminary Examination Part I, Part I, and Part II of the Anglo-Saxon, Norse, and Celtic Tripos, for 2013–14 have been selected and are listed on the Department's website at <http://www.asnc.cam.ac.uk/currentstudents/undergraduates/tripos/Set%20Texts.html>.

## Music Tripos, 2013–14: Amendment

Further to their Notices on 22 May 2013 (*Reporter*, 6308, 2012–13, p. 554) and 5 June 2013 (*Reporter*, 6311, 2012–13, p. 609), the Faculty Board of Music give notice that the titles of Papers 12 and 14 in Part II of the Music Tripos 2013–14 have been amended as follows:

### PART II

#### OLD REGULATIONS

##### *Papers 8-17. Additional papers*

- 12. The Italian Trecento: music and sources
- 14. Planet rap: global hip hop and postcolonial perspectives

Both papers are examined by a three-hour written examination.

The Faculty Board are satisfied that no candidate's preparation for the examination in 2014 will be adversely affected by this amendment.

## Examination for the degree of Master of Finance, Michaelmas 2013: Correction

The Faculty Board of Business and Management give notice of a correction to the Notice that was published on 17 July 2013 (*Reporter*, 6316, 2012–13, p. 750).

### Group 1. Core subjects

#### Written papers

MFIN10. Economic foundations of finance      1.5-hour written examination (80%), and performance during trading simulation sessions (20%)

## ACTA

## Congregation of the Regent House on 1 October 2013

A congregation of the Regent House was held in the Senate-House. Before the Congregation, the Vice-Chancellor delivered the following address to the University:

### Preface

I begin by celebrating the contributions of those who have finished terms of service to collegiate Cambridge over the past year. Eight senior colleagues have stepped down in the last academical year as Heads of House:

- Professor Richard Bowring as Master of Selwyn
- Professor Barry Everitt as Master of Downing
- Professor Ross Harrison as Provost of King's
- Professor Sir Martin Harris as President of Clare Hall
- Professor Robert Lethbridge as Master of Fitzwilliam
- Professor Ruth Lynden-Bell as Acting President of Murray Edwards

I am particularly grateful for the wise counsel and commitment of Dr Kate Pretty, Principal of Homerton, and Mr Duncan Robinson, Master of Magdalene, who both served tirelessly as Deputy Vice-Chancellors, in tandem with their College offices.

We thank them all warmly for their past service, and wish them and their successors well.

With sadness and respect, we remember Mr Richard Stibbs, recently retired, well-known in this Senate-House as Praelector of Downing College and as Proctor, who died a month ago; and we commemorate nine serving members of University staff who have died during the course of the year. Their loss will be keenly felt, even as their memory will endure.

Dr Daina Economidou  
 Professor Philip Ford  
 Mrs Jeannette Gilbert  
 Dr Istvan Hont  
 Mr Ray Leonard

Mr Glen MacElroy  
 Mr Alan Ray  
 Mr Toby Satchell  
 Ms Zhinong Zhang

## Introduction

Andrew Perne served as Vice-Chancellor of the University five times between 1551 and 1580, a lively period in England's history which saw the Protestant Edward VI succeeded by Mary, who reunited the English Church with Rome, and then by Elizabeth, who cut it loose again. To be an academic leader in Cambridge in those days was to be a religious leader too, and it was a hazardous time. Andrew Perne, though, survived and the University thrived, although his strategy earned him some ridicule. Protestant under Edward, Catholic under Mary, and Anglican under Elizabeth, Perne has been wryly described by modern writers as exhibiting 'ambidexterity' and 'ecumenical latitude'<sup>1</sup>. Certain of his contemporaries more pointedly dubbed him 'Old Andrew Turncoat'.

By such a strategy, Perne acquired advantages for himself – but he was also one of the fiercest promoters and defenders of his University. It was Perne, together with John Whitgift, who wrote new Statutes for the University, restoring much-needed discipline, and who built up the University Library; it was Perne who secured the financial position of the Colleges of Cambridge and Oxford at a time of rampant price inflation, by promoting an Act of Parliament to come to their aid; and it was Perne who devised a plan to bring fresh water into the centre of Cambridge from Trumpington – the plan executed some decades later as what we now call Hobson's Conduit. Although it was Whitgift who rose to be Archbishop of Canterbury and whose portrait looks over my left shoulder as I work, it is arguably Andrew Perne to whom Cambridge now has more reason to be thankful.

In our own time, UK universities have been through a difficult few years, and I am grateful for the efforts of all who have steered us through. Cambridge serves society at large, and society rightly takes an interest in what we do. But it is the members of the University – its staff, students and alumni – who breathe life into this astonishing place, and you can be proud beyond measure of your part in keeping us successful. Meanwhile Andrew Perne reminds us, and reassures us, that however difficult the present environment may seem, Cambridge has come through much worse!

We are fortunate to live in more stable times than Perne: our choices are not about life and death – we do not need to worry literally about saving our own necks. But we still need to make choices, both as individuals and as an institution. And these choices will have a bearing on the long-term future and wellbeing of our University.

My address this morning therefore is about our choices, and about our responsibilities in exercising them – our responsibilities to society, to each other, and to the University that supports us.

I shall speak about the sources of our freedom to exercise choice; the uses which we make of it; and the choices that lie before us.

## Sources of our freedom to choose

That we have the power of choice at all cannot be taken for granted.

We in this University enjoy, after all, more freedom over our own destiny than almost any other university in the world, and it's worth asking why that should be so. It is natural to look to our history. We are a self-governing community of scholars. We write our own Ordinances, and, subject only to the agreement of the Privy Council, we write our own Statutes too, and have exercised these powers since our foundation.

Thanks to this historical framework, and our diligence in the constant activity of tending to our structure and processes of governance, we are a well-run institution. The members of the University Council, both internal and external, share a vision for Cambridge's success; the Regent House takes seriously its responsibility to deliberate, to hold to account those it elects or appoints to represent it, and to vote on important questions; postdocs, students and staff of every department and faculty contribute their ideas and energies. It is a structure, founded on a strong culture of participation, that works: the choices that we collectively make tend to stand the test of time.

However the strength of our historical and contemporary governance processes would count for nothing without resources: freedom but not the means to use it is no freedom at all, like a torch without batteries. The second source of our autonomy then is financial: resources in sufficient quantity and – critically – in sufficient variety that we are not beholden to any one stakeholder, whether government, charities, industry, or indeed students.

Thirdly, we guarantee our freedom by ensuring that we engage positively with society through an honest dialogue, and communicate our strengths and our successes in so doing. As a result, we are trusted.

Our institutional autonomy – sustained by governance, the prudent use of resources, and by a productive relationship with society – serves to underpin our intellectual freedom, which is the real prize.

## Uses of our freedom

The results for which we are renowned stem directly from these freedoms, which to us are not ends: they are means. It is the freedom with which we pursue education, learning and research at the highest international level of excellence that enables us to achieve the end of contributing to society, as encapsulated in our mission statement.

Universities are complex institutions. No single motivational force governs their members. Some will focus on doing good in the world, and see their academic endeavours as a means to that end – Cambridge is full of such people. Others will focus on making brilliant research discoveries, on teaching a course compellingly, or on understanding complex scholarly material, and thereby adding to the richness of academic ideas, out of which societal benefit will spring. Cambridge is full of that sort of motivation too. The important point is that society, to whose benefit all this activity contributes, gives us the freedom to make those choices.

Long experience has taught us that when we make our own choices, the education and research we produce are at their best. Excellence and quality in our contributions to society are the only reasons why freedom of action and thought are important.

<sup>1</sup> Patrick Collinson (1929–2011), Regius Professor of Modern History 1988–96 and a specialist in Elizabethan history, wrote Perne's entry in the Dictionary of National Biography, which also relates that Perne 'was dedicated to building up the university library, and was a predatory observer of the book market and a cultivator of potential donors'.

Nor, by affirming our autonomy, are we resisting accountability. Although the nation's and our University's academics may now be wearied by the Research Excellence Framework, preparations for which have dominated the last months, we accept that it provides necessary accountability for the valuable funding that helps sustain the independence of our research. Accountability within a sensible framework protects autonomy, rather than weakens it.

So to what purpose do we put our valued freedoms of organization and of thought? The answer is simple: it is these twin freedoms that allow us to take the long view. Universities, indeed, are almost the only institutions whose purpose requires a long-term perspective. Very few commercial enterprises have both the will and the ability to look decades into the future; governments may take a long-term view as part of their responsibility as stewards of the nation's interest but this is always tempered by shorter-term political cycles. Universities have a responsibility to look further ahead.

One important example of how we take the long view is evident in our approach to research. We invest in individuals, giving them the freedom to pursue their personal research objectives, while simultaneously enabling the opportunity to work in larger teams addressing major global challenges. Such an approach recognizes that we cannot predict where and how the next great discovery will come. We believe that allowing our world-class individual investigators the choice to pursue their interests ensures that the University is best placed to promote major game-changing discoveries.

And we take the long view too in the choices we make about our own organization. Our careful stewardship of resources and our willingness to take our time have had a profound effect on the shape and structure of our present-day University. Twenty years ago, throughout the UK, the future of university departments of plant sciences, education and veterinary medicine was under threat. At Cambridge we had the resources, the freedom, and the long-term perspective not to follow the trend but to invest in those subjects. As a result we are leaders addressing emerging global challenges of food security, communicable diseases, and educational development.

Our capacity 'not to follow the herd' means that in part our service to society often comes from being uncomfortable with the *status quo*, from questioning, from probing, examining, and cross-examining what is taken for granted. Our long-term view means we are sometimes at odds with the immediate concerns of society – the condition of a scholar is precisely one of restlessness and challenge – and so this special position we occupy requires society's confidence. We are continually thankful that this confidence is placed in us.

### **The choices before us**

We are not, then, a fragile craft tossed by the waves and battered by gales; our course is not dictated by the direction of the winds of fashion. We can steer our own course and decide how quickly we want to get there, under our own power.

We have used that capability wisely in the past, and we are stronger as a result.

Let me give you a single example: during the latter half of the 19th century, prompted by the emerging need to teach students by demonstration of what was still called 'natural philosophy', Cambridge led the way in investing in science laboratories – an astonishingly prescient choice given how recently the chief purpose of the universities had been to educate the clergy and court. The old Cavendish Laboratory on Free School Lane – the first university physics laboratory in the country – stands as testament to the wisdom of that decision.

Our track record, full of pivotal moments and sound choices, means we have a lot to live up to as we face today's big decisions.

Armed with this remarkable capacity to set our own course, what now are the choices before us? What do we want our University to look like in ten or twenty years' time? The possible alternative futures are countless: today I offer three questions which we must address in the coming years, and which I urge the members of this community to consider.

### **Growth**

Arguably the biggest decision before us is about growth – to choose the size and shape of our future institution.

The decision to proceed with the construction of North West Cambridge is already taken, but other developments proceed apace. In the south of the city, the Biomedical Campus around Addenbrooke's Hospital has been a festival of construction for the past decade. The big announcement of the past year has not been ours, but that of AstraZeneca, who are moving their global headquarters here. The projected move of Papworth Hospital to the same site will give the south of the city a gravitational pull to equal the concentration in West Cambridge and a combined investment with AstraZeneca's of half a billion pounds.

These independent developments are a validation of our success, and of the global importance of the University's active engagement with the Cambridge cluster of high-tech industry. This mutual support is essential for the wellbeing of both the University and the Cambridge Phenomenon, but it also ensures that through partnerships the University directly serves society with economic development and jobs as well the conversion of discoveries into products. We continue to develop West Cambridge, with a new £22 million Sports Centre, and a new £41 million home for the Department of Materials Science and Metallurgy, the latter to be opened by the Chancellor this week. The central sites are also being redeveloped – I would especially single out the exciting new Cambridge Conservation Campus on the New Museums site.

This growth is good, and is a vote of confidence in Cambridge. And yet we prize, rightly, Cambridge's human scale – the unplanned conversations, the coming together of a rich diversity of knowledge and experience, the spark that comes from a collision of ideas from different sorts of mind. The first choice facing us, then, is this: how to preserve that distinctiveness – and I promise you, it is distinctive and quite special – as we grow.

### **The provision of education and research**

This growth and development of our estate is motivated in order to grow the Cambridge community. Since we are proud of the quality of our education and we care about extending access to it, growth in student numbers has been the pattern of past decades. Two years ago, the Collegiate University chose to increase graduate student numbers by 2% per annum while maintaining our undergraduate student numbers at current levels. With that choice comes responsibility: we must consider what increased graduate student numbers implies, ensuring a balance in the provision of courses at each level. Each new graduate course we create must provide the international excellence that is the hallmark of our undergraduate provision. The Colleges and University will work seamlessly together in delivering this, but together we need to respond



to the pressing question of how to meet the future social, academic, and pastoral needs of our growing graduate (and postdoctoral) communities.

Yet while we are embarking on these exciting developments, the way education is delivered at university-level is changing. I remain convinced that our unique system based around the individual student both in Departments and through the Colleges is ideally suited to take advantage of developments such as new technologies. Yet I look forward to the choices we will have to make to allow our unique approach to evolve for the benefit of our students.

I have already referred to the University's commitment to support individual investigator-led research but, just as with education, significant choices will need to be made in how we build on our strengths. This is especially so where significant investment in infrastructure (both physical and human!) will be needed to ensure our continued ability to conduct research to 'the highest standards of international excellence'.

There have been considerable successes already: as an example, take our eight strategic research initiatives and seven strategic research networks, initiated and developed by the academic community, working across schools, building research capacity and partnerships. These initiatives have been recognized, nationally and internationally. So far we have obtained major funding for a number of areas, including Obesity and Metabolic Disorders, Stem Cell Research and Graphene-related Research, and also support towards the new Cavendish Laboratory.

However, all of us know that research themes will change and evolve – new ones arriving as others fall away, underlining the need to be open to new ideas. The challenges change, as do our strengths, and we need to make timely choices when they do. Not just about what we create, but who we work with – our partnerships with research funders (both domestic and international), industry and philanthropists.

### **Philanthropy**

And that leads me to the third question I invite you to consider: how we build our partnership with our benefactors.

Philanthropy is important to us because it contributes both to sufficiency of resource and to diversity.

Simply put, without philanthropy our resources are insufficient. The money we earn for research does not cover the full cost – partly because a growing number of funders will not do so. Overall, we earn only 90 pence for every pound we spend on research, giving us a funding gap of around £50 million per year. If we choose to continue to grow our research programme, then this deficit will increase.

Therefore, funding for research and education from our conventional sources must be complemented. Our endowment has been exceptionally successful and well managed by our investment office and our board members – but is in itself insufficient to help us realize the high ambitions we all have for our Collegiate University. The only way to bridge a growing gap while maintaining our institutional and academic freedoms is through attracting benefaction. What we do is inspirational and has already motivated many donors who share our vision and faith in Cambridge. You all know, and thus I do not need to reiterate, the extraordinary success of our 800th Anniversary Campaign. What is less well known is that since that Campaign closed, development teams working in the University Development Office and in the Colleges have continued to bring in more than £215 million in support of the Collegiate University. To put that in perspective – it is more than £2 million per week!

When it comes to creating long-lasting infrastructure for research and teaching alike, the partnership between academic leaders, donors, and the Development Office – newly reconfigured for the growing challenge – will create an exceptional opportunity. We must seek to work with benefactors in partnership, so that they feel an integral part of the family of Collegiate Cambridge. As our need for further support will often be in specific academic areas, it is essential that all in the University engage with this activity. Therefore, I encourage both current academic leaders, and those who see themselves as such in future, to work with the Development Office, as well as supporting their Colleges to engage and enthuse our supporters so that together we realize the unique and permanent benefits of philanthropy. When we receive funds from a donor, freely given, we are benefiting from a partnership which we have helped to shape.

In the coming years we will need such funding for purposes great and small – the Cavendish Laboratory itself, a landmark in the history of its discipline funded by philanthropy in 1874, once more needs a new home; opportunities to support students, particularly through the Colleges, are countless, and critical to achieving student growth in every sense. We will be setting a compelling new agenda in fundraising, shaped by those who are in the front line of research and teaching.

Once more it comes to choices of which priorities to pursue that are academically led but supported by professionals who will advise on opportunities. So again, all in the Collegiate University will need to engage in the development of these ideas as we go forward together. Ultimately, it may be the biggest choice: how do we work together – colleagues, alumni, and partners in philanthropy – in pursuit of this shared agenda? How does this relate to a shared vision for the future, and how do we work together to achieve this?

### **Conclusion: the challenges**

These questions – how we grow without losing our distinctiveness; how we educate increasing numbers of students, especially graduate students; how we develop the research environment of the University and how we engage with those who choose to support us – will face us squarely in the next few years. The answers we choose will shape what the University looks and feels like in twenty years' time.

Therefore I end with a challenge to the Collegiate University and with thanks to the society that sustains us. To our community, I ask that you contribute to these debates. These choices are critical; our responsibility is great. Maintaining our freedom is hard and needs watchfulness. The right to choose has been hard earned – let us embrace it.

And to wider society, I say thank you, for trusting us to choose how best we contribute to the world. Such trust requires a measure of courage, but our record in making good decisions, and the carefulness with which we approach them, are evidence of reliability. Our libraries show how Cambridge contributed to national life through the turbulent reigns of Edward, Mary and Elizabeth, and emerged strong and with the nation's confidence. Cambridge continues to show leadership in national and international society by the active and bold and constant exercise of choice. It is a responsibility we welcome.

**Election of Proctors and Deputy Proctors and admission of Pro-Proctors for 2013–14**

WILLIAM OWEN SAXTON, of Murray Edwards College, and MARIA CHRISTINA SKOTT, of Magdalene College, retired from the office of Proctor, and delivered the insignia of their office to the Vice-Chancellor.

JONATHAN MICHAEL HOLMES, of Queens' College, and RICHARD KEITH TAPLIN, of Downing College, were elected to the office of Proctor for the year 2013–14, were admitted to that office by the Vice-Chancellor, and received from him the insignia of their office.

DAVID ANTHONY WOODMAN, of Robinson College, and HUGH DAVID SHILSON-THOMAS, of Selwyn College, were admitted to the office of Pro-Proctor for the year 2013–14.

WILLIAM OWEN SAXTON, of Murray Edwards College, and MARIA CHRISTINA SKOTT, of Magdalene College, were elected to the office of Deputy Proctor for the year 2013–14, and made their public declaration in accordance with Statute D, VI, 5.

J. W. NICHOLLS, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

**COLLEGE NOTICES****Vacancies**

*Christ's College*: Fixed-term College Lectureship in any field of British or continental European history since 1500, associated with a Fellowship of the College; funded primarily by the Glenfield Trust in 2011 to mark the centenary of Sir John Plumb's birth; applications and references to masters-assistant@christs.cam.ac.uk by 21 October 2013 at 12 noon; further particulars: <http://www.christs.cam.ac.uk/jobs>

Stipendiary Junior Research Fellowship in a specified area of Arts, Humanities, and Social Sciences; tenure: four years; closing date: 31 October 2013 at 12 noon; further particulars: <http://www.christs.cam.ac.uk/jobs>

Non-Stipendiary Junior Research Fellowship in any subject; tenure: at least two years and not more than four years; closing date: 3 January 2014 at 12 noon; further particulars: <http://www.christs.cam.ac.uk/jobs>

*Clare College*: G. R. Elton Postgraduate Scholarship in History; value: covers University and College fees (but not maintenance) for a Home, EU, or overseas Ph.D. student; tenure: usually three years; closing date: 17 February 2014; further particulars: <http://www.clare.cam.ac.uk/The-G-R-Elton-Studentship-Studies-related-to-History/>

*Corpus Christi College*: One Stipendiary Research Fellowship (Epidemiology, Materials Science, Classics, or Enlightenment Studies); to commence on 1 October 2014; closing date: 15 October 2013 at 12 noon; further particulars: <http://www.corpus.cam.ac.uk/fellowship/research-fellowship>

*Newnham College*: Junior Research Fellowship in the Humanities and Social Sciences: stipend: £18,523 pre-Ph.D. Degree, £20,765 post-Ph.D. Degree, plus benefits; tenure: three years; closing date: 1 November 2013; further particulars: <http://www.newn.cam.ac.uk/joining-newnham/research-fellowships>

*Peterhouse*: Research Fellowships; tenure: from 1 October 2014; closing date: 11 November 2013; further particulars: <http://www.pet.cam.ac.uk>

*Wolfson College*: Junior Research Fellowships under Title BI; up to ten, non-stipendiary with dining privileges; without limit of subject; tenure: one year, and may be renewed for a further two years; closing date: 29 October 2013, at midnight; further particulars: <http://www.wolfson.cam.ac.uk/applying/jrf/>

**Elections***Peterhouse*

Elected to an Official Fellowship from 1 October 2013:  
Timothy Keith Dickens, M.A., Ph.D., *Kent*, FRSC

Elected to a Professorial Fellowship from 1 October 2013:  
Richard James Holton, B.A., *Oxford*, Ph.D., *Princeton*

Elected to Research Fellowships from 1 October 2013:  
Susannah Alagband-Zadeh, M.Phys., *TH*  
Jessica Amanda Johnson, B.A., Ph.D., *PEM*  
Samuel Paul Henry Ensor Rose, B.A., *JN*

Elected to Bye-Fellowships from 1 October 2013:  
Antara Haldar, B.A., Ph.D., *T*  
James Alexander Frost, M.A., Ph.D., *T*  
Rebecca Maria Voorhees, B.Sc., *Yale*, Ph.D., *CL*

## Other Notices

*Queens' College:* A memorial service for Professor John Tiley will be held in the Chapel of Queens' College on 9 November 2013 at 2.15 p.m. Refreshments will be served in the Long Gallery of the President's Lodge after the service. It would be helpful if anyone planning to attend could give advance notice by email to presidents.office@queens.cam.ac.uk

*St John's College:* A memorial service for Professor Jonathan Harvey, M.A., Mus.D., Ph.D., *Glasgow*, FRCS, Honorary Fellow of St John's College since 2002, composer, will be held in St John's College Chapel on 19 October 2013, at 12 noon.

## EXTERNAL NOTICES

### University of Oxford

*Magdalen College:* Fellowship by Examination (JRF); salary: from £21,000; closing date: 24 October 2013; further particulars: <http://www.magd.ox.ac.uk/whos-here/job-vacancies>

Visiting Fellowships; non-stipendiary; closing date: 13 December 2013; further particulars: <http://www.magd.ox.ac.uk/whos-here/job-vacancies>

Calleva Postdoctoral Research Associate; salary: from £29,541; closing date: 1 November 2013 at 12 noon; further particulars: <http://www.magd.ox.ac.uk/whos-here/job-vacancies>

*New College:* Astor Junior Research Fellowship in English Literature (stipendiary); tenure: three years from 1 October 2014; closing date: 28 October 2013; further particulars: <http://www.new.ox.ac.uk/news/astor-junior-research-fellowship-english-literature-0>

*St Anne's College:* Global Justice Research Fellowship; salary: £20,282 *pro-rata*; closing date: 23 October 2013; further particulars: <http://www.st-annes.ox.ac.uk/about/job-opportunities.html>

Academic Registrar; salary: £42,000; closing date: 10 October 2013; further particulars: <http://www.st-annes.ox.ac.uk/about/job-opportunities.html>

*St Antony's College:* The Alistair Horne Visiting Fellowship for historians and first authors; modest expenses allowance and generous College benefits, plus full use of College facilities; closing date: 30 November 2013; further particulars: <http://www.sant.ox.ac.uk/people/fellowships.html>

*Wolfson College:* Non-stipendiary Research Fellowships and Junior Research Fellowships in clinical and non-clinical sciences, 2014; closing date: 1 November 2013 at 4 p.m.; further details: <http://www.wolfson.ox.ac.uk/fellowships/>

*University College:* Oxford-Princeton Global Leaders Fellowship; stipend: £35,760; closing date: 18 November 2013; further particulars: <http://glf.univ.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, email [reporter.editor@admin.cam.ac.uk](mailto: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 Thursday** for publication the following Wednesday. Inclusion of notices is at the discretion of the Editor.

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