

Growing Cambridge

Report by the Working Group on a College model for North West Cambridge

Note by the Chairman

1. Colleges are essential to the Cambridge system. The University has admitted fourteen* to full college status in the last sixty-three years, an average of one every four and a half years. Even so, the University's growth has outstripped the collegiate infrastructure which supports it. For the first time in over a century there are no new colleges in the pipeline.
2. The University and the Colleges are broadly in balance at the undergraduate level where numbers have been capped. The imbalance manifests itself, first, at the postgraduate level where the Schools would have liked to admit about 300 more students in 2011 than the Colleges could accept; and, second, at the postdoctoral level where there are close on 3,000 research staff who have no link with collegiate Cambridge although many would like to have one. The situation is exacerbated by a severe housing shortage across the city.
3. Against this background we have been asked to formulate a new College model for North West Cambridge and to report to the July meeting of the Colleges' Committee.

The case for a College in North West Cambridge

4. On any assumption, the development of North West Cambridge will help address the housing shortage. It is based on an Area Action Plan which envisaged 1,500 residential units for University Staff, 1,500 market housing units, 2,000 College places, 100,000 sq.m. of research space (60% for the University and 40 % for private research with University links) and supporting facilities such as shops, schools, a doctors' surgery and a hotel.
5. It would be possible to treat this simply as a dormitory suburb, with housing for postdoctoral workers and students but no College presence. We strongly believe that that would be a wasted opportunity. The College system is a great source of strength to the University, bringing together people of different disciplines at different stages of their careers in communities of a manageable size which support their research and learning. It would be a grave mistake to let that concept decline into halls of residence under the pressure of numbers.
6. We think the University should seize the opportunity to reaffirm and reinvent the collegiate model and make it central to North West Cambridge by planning one or more – probably more – Colleges there. It must of course be an affordable model which matches the University's needs, but it needs to be more visionary than that. Post-doctoral workers and postgraduates are future leaders in their fields. We need to give them a Cambridge

* Dates of achieving full College status: Newnham 1948, Girton 1948, Selwyn 1958, Fitzwilliam 1966, Churchill 1966, New Hall (Murray Edwards) 1972, Darwin 1976, Wolfson 1977, Clare Hall 1984, Robinson 1984, St Edmunds 1996, Lucy Cavendish 1997, Hughes Hall 2007, Homerton 2010.

experience which parallels the impact which Colleges give to undergraduates. It must be intellectually compelling and socially cohesive. It must help develop them at a period in their careers when they are still open to influence. It must be something which they take with them to future jobs, a commitment which they retain wherever they work around the world.

7. Our starting point therefore has been that North West Cambridge should have at its heart a new College. The question is: should this be a College for postgraduates? or for post-doctoral workers? or for a mix of both? In reality the needs of both are pressing and must be addressed in parallel. The new College will have to follow an evolutionary path, starting where it can and building up as rapidly as it can to full strength; but the end-game should be a mix of both. We suggest the following approach.

Post-doctoral workers

8. First, the University should treat post-doctoral researchers as a high priority for this new College. They make a crucial contribution to the research of the University. And they are with us now, in a large number. Apart from the lucky ones who win Research Fellowships, the only contact many of them have with the University is through their departments. They – and their families – deserve more support than that. They have the intellectual potential to be a powerhouse for Cambridge. For a University intent on developing its position as a top world university in research, they are a resource worth nurturing.
9. We see a powerful case for making post-doctoral workers the first members of the new College. Our conception of the College is set out in the attached paper. It would have a Principal from the outset to spearhead its creation, with a small nucleus of supporters, and might choose to acquire distinguished Fellows from elsewhere, for instance from among academics in established posts with no College connection. But it would not be a conventional college with a High Table or a Senior Common Room. The aim would be to create a strong intellectual and social community, family-friendly, based around collegiate key-worker housing (which the University would own and rent out) and communal buildings (for which it would have to raise money) centrally located in North West Cambridge.
10. We would expect the College to play the leading role in its own evolution. It would start as an Approved Society and progress to full college status as rapidly as it could, as other colleges have done. It would decide for itself such issues as what services it should provide to its residential Members, and whether it should offer some form of Membership to the wider post-doctoral community. It would provide support to its Members, for instance with advice on how to supervise and lecture, how to set up a research project and how to develop a career in research.
11. The College must be tied into the College system and affiliated with it. We suggest that two or three existing Colleges might be identified to act as sponsors of the new College, perhaps with involvement in its governance. We hope that a wider circle of Colleges would identify opportunities to share their facilities (eg. sporting, dining) with the new College when not needed for their own purposes. We also hope that Members of the new

College would offer themselves to other Colleges for teaching purposes, either by lecturing or supervising. Teaching and supervisions are a vital part of the collegiate system and post-doctoral workers should be part of it.

12. The aim would be to start with a College which was lightweight in administration. The absence initially of postgraduates requiring educational and welfare services would make this easier to achieve. When the College felt sufficiently strong to admit postgraduates, it would be free to do so as a self-governing academic institution subject to the necessary University approvals. We think it would greatly enrich the intellectual life of the College.
13. We believe that such a College would be warmly welcomed by post-doctoral workers themselves, and would acquire impetus from their enthusiasm. It would be even more likely to succeed if it had the sustained enthusiasm of the existing Colleges as well as their practical support in the way described.

Postgraduates

14. In parallel the University's plans need to include the place of postgraduates in North West Cambridge. We believe that this should be based on an agreed policy designed to enhance the University's excellence in research. It should address the growth in numbers at a level which the collegiate system can accommodate, the mix of first-year and PhD students within those numbers and the importance of striving for high quality in those admitted for every course.
15. We recommend that if housing for postgraduates is included in Phase 1 of the project – and it is highly desirable that it should – this should be on the basis that they will be Members of existing Colleges. It has been put to us that location close to a parent College is important to foster a sense of community. Equally we note that there are many successful examples of Colleges which have formed colonies of postgraduates away from their main site (eg. close to Addenbrookes, and in Storey's Way not far from North West Cambridge). It would be entirely practicable for a group of Colleges which wished to expand their postgraduate accommodation to form a colony of postgraduates next to the new College, and to provide them with the administrative, pastoral and educational support which they need from existing resources at their home base.
16. If such a colony is formed it could evolve in a number of different directions. It could develop into a new postgraduate College, as later phases of North West Cambridge are built. Or it could remain an extension of the existing Colleges. Or it could develop closer relations, and then merge, with the new post-doctoral College.

Finance

17. It has not been within our scope to deal in detail with finance, but we are conscious of its obvious importance. There are four main potential sources of finance for the new College: fees, or an endowment, or income from commercial activities, or grants, perhaps from the University. We see the first two as the most promising. An important advantage of the lightweight administration required for a postdoctoral college is that it should be more affordable. An early

task for the new Principal and his nucleus of associates should be the drawing up of a financial model – and tackling fundraising.

Conclusion

18. The development of North West Cambridge must have a new College at its heart. It probably needs more than one new College, but one would be a good start. We recommend that the University should proceed on the basis initially of a new College for post-doctoral researchers, as described in the attached paper. This would address a long-felt need across Cambridge. It would foster excellence in research and help to develop future leaders in their fields.

19. The new College would be master of its own destiny from the start, shaping its own character and scope. We would like to see it progress to full College status as soon as it could. We would also hope that it would admit postgraduates when it was strong enough to do so. In the meantime the housing needs of postgraduates must be addressed. A colony of postgraduates in North West Cambridge based on Membership of existing Colleges appears a good way forward.

20. The development of North West Cambridge is not only exciting but essential and urgent for the University's continued success as one of the world's leading research universities. We see no reason why the nucleus of a new College should not be launched this autumn.

Emmanuel College

Richard Wilson

Chancellor's Hall: Sketch for a college

Names

1. Names matter a great deal; *nomen est omen*. To describe our vision we shall call the new college in North West Cambridge Chancellor's Hall, although that is a temporary title only, likely to be changed as plans develop. In a similar way we will use other names in relation to the new college, for it is convenient to do so; but they too are simply place-holders, for use for the time being.

Our task

2. We were appointed in February to formulate a new College model for North West Cambridge and to report to the July meeting of the Colleges' Committee. To that end, we have gathered evidence, examined need and mapped out a plan. It is a beginning only, guided by principle but light on details. We entered the process uncertainly, but emerge from it with conviction. It is that outline plan, and our vision for the way ahead, that we must now impart.

The need: postdocs

3. Cambridge relies—the Colleges especially—on a sense of timelessness. Alumni return to reunions and meet their contemporaries, now grown much older, and the dons that they knew, seeming somehow much the same. Their eye passes over the superficial changes (the new Library, the central heating, the *en suiting* in the rooms) and they see again a College unaltered, which is as it ought to be.
4. Yet in reality everything in Colleges and in the University is in constant flux. Without change the Collegiate University would lose its edge. Gently, but inexorably, its international pre-eminence would seep away. Yet whilst change is all around us, some things get overlooked, and, in this ever-changing world, may grow and develop unattended into large and intractable issues. Thus, although the Colleges have always made a significant contribution to research—especially through the Research Fellowships that they award to those at the beginning of their academic careers—that contribution has not adapted and kept up with the burgeoning of research in the University.
5. There are now very nearly 3,000 researchers employed in the University, most of whom have neither Fellowship nor College affiliation. That is an issue, in a Collegiate University, which must be addressed.

The need: postgrads

6. Cambridge has grown at the rate of about 1% a year in its undergraduate population over the past half-century. Over the same period the annual rate of growth in the population of graduate students has been roughly 3%. That latter growth has been of great benefit in all

sorts of ways to the Collegiate University, which responded to meet it through the creation, from the mid-1960s, of the Graduate Colleges.

7. Happily the development of an excluded class has not been able to take place for postgrads in the way that it has for postdocs, since no student for a Cambridge degree may be without membership of a College. However, the effect of that is merely to transfer the problem. Graduate education in the University needs room for development, and the protection of a College experience for postgrads carries with it the potential and effect to act as a constraint in that regard.
8. The student number policy of the Collegiate University is currently under review and it is not our place to pre-empt that review or prejudice its conclusions. Suffice it to draw attention to the second of the primary objectives of the North West Cambridge Project as identified by the Council, namely to
 - (i) provide additional housing for University and College staff – that would help to ease difficulties of new recruits, particularly post-doctoral research workers from outside of Cambridge, in finding accommodation;
 - (ii) assist with the provision of postgraduate student accommodation, the scarcity of which is inhibiting academic developments; and
 - (iii) provide a medium- to long-term land bank of sites which can be used for the University's academic development and to attract private research facilities which have University links.

The need: the North West Cambridge site

9. It is difficult to overstress the importance of the manner of development of the North West Cambridge site. For the University it presents a special opportunity and responsibility. The challenge is to plan and deliver a development that meets the Council's three objectives in a fashion that establishes an enduring high quality of environment for those living, working and visiting there; that builds a community; and that captures the sense of timelessness that typifies the ever-changing University. Collegiate Cambridge must play its part in that development.

The vision

10. We see the development of North West Cambridge from the outset as built around a new college. In the fullness of time there may well be two or three new colleges—for the need and capacity for such exist, at least in the longer term. We see Chancellor's Hall rising from the ground along with the first houses; though not driven by convention in its appearance or form. We see the precincts of the new college as being the North West Cambridge site as a whole and its resident membership drawn from the postdocs in the key-worker housing there. We see the academic and intellectual foundations of Chancellor's Hall being laid straight away, without delay, through the collective help and good will of the Colleges. We see the work of proper and detailed planning being put in hand as soon as practicable with the key aim of progress towards the self-governance of

the new college. But we see a slower path for the admission of postgraduate students; if indeed that path commends itself to Chancellor's Hall. The balance of considerations relating to postgrads is discussed further below.

11. Finally, we see the funding to create Chancellor's Hall as a vital challenge. If our sense of the new college is correct, then it will have significance in the development of Cambridge for the centuries ahead well capable of inspiring a benefactor. A substantial gift for its foundation would enable the college not only to aspire, as it anyway will, to research excellence, but to lead all of the Colleges in that regard. Yet the Collegiate University cannot afford to wait around, hopeful but passive; we must plan now for the best version of the college that can be devised. We must go forward with confidence and resolve.

The nature and principles of a college

12. Chancellor's Hall needs to have its own character and mission and must be of its time. In order to avoid conventional assumptions in formulating that character, we have begun by returning to first principles.
13. The essence of a college is that it is a self-governing academic community; nothing more, and nothing less. Everything else—buildings, funding, the structure of its governance—is secondary and merely a facet of that primary nature. Some features, however, as we describe below, are essential to any college.

A college is an academic community

14. It is its academic and intellectual objective that distinguishes a college from a hall of residence or a members' club. Everything done in the life of a college must have at its heart the fulfilment of the college's academic purpose. Of course the relationship of any particular activity to that purpose may be indirect, as will often be the case with social activities that are nevertheless essential to the wellbeing of the institution. Yet the college must always have at its core both the purposes of learning and scholarship and the spirit of enquiry and exchange of ideas. It will be especially important for Chancellor's Hall to make its academic mark with speed and confidence. The construction of a framework for lectures and seminars and a programme for intellectual exchange will form a crucial first step.

A college is a community

15. A college is composed of members. Its purpose is a social one, because learning and knowledge are shared and social experiences. A college is a club; its membership may in principle be open to all, yet not all will qualify for, or be admitted to, membership. A successful college generates the loyalty of its members. It should comprise a body of people with a common objective, sufficiently compact to enable its social as well as its academic objectives to be achieved. The challenge for Chancellor's Hall will be to secure clarity of identity and cohesion of purpose while being potentially large in size.

A college is self-governing

16. Every college must have a Head; it must have College Officers to fulfil its purpose; and it must have a body of charity trustees. It should have Fellows and perhaps other senior members, and it may have student members. The ultimate voice in the governance of the College should be the Head and Fellows, for, as expressed in the words of the Universities of Oxford and Cambridge Act 1923,

“The Governing Body” of a College means, as regards the Colleges in the University of Cambridge, ... the head and all actual fellows of the College, bye-fellows excepted, being graduates,

Colleges are academic democracies. For Chancellor’s Hall a body of Fellows is proposed, but a smaller group of charity trustees.

The purposes of Chancellor’s Hall

17. Chancellor’s Hall will be a College in the University of Cambridge, with two special purposes: to provide a collegiate experience for post-doctoral workers; and to enhance and provide a focus for the development of North West Cambridge. The college may also decide to admit postgraduate students, with the consequent need to make proper provision for their education and welfare. In what follows a model with students is first described, after which the dispensable elements, should only postdocs be admitted, are discussed.

The membership of the new college; the College Officers

18. The membership should comprise a Head, called here the Principal of the College; College Officers; Fellows; Members; Associates; and Students. The first Principal will occupy a uniquely important position in the foundation of the College and he or she must be selected with the greatest care. The College Officers will occupy a key place in the administration of the College. In the early days at least, a minimalist approach, creating offices to meet essential needs, would be a prudent course. Tenure of a College Office will carry with it a Fellowship. The College will need a Bursar and, if it admits Students, will need officers to provide for their education and welfare. There should be two further key officers—called here the College President and the Academic President—whose duties will be to plan and develop, respectively, the social and academic life of the College. Their rôles will be crucial.

The Fellows

19. We do not specify a blueprint for the election of Fellows. That would be for the development and management team, which we propose below, to draw up in the first instance and for the new college to determine for itself as soon as that authority can properly be devolved. Instead we suggest some guiding principles:

- the College will need a stable core of Fellows, including persons in senior academic positions in the University, in order to provide a range and continuity of experience;
- the benefit that the Fellow is likely to provide to the College will be an important consideration in his or her selection; for, as in Colleges generally, Fellowship will entail obligations of loyalty and commitment, as well as privileges and benefits;
- the Fellowship should be constructed with regard to the two special purposes of the college, of providing for post-doctoral workers and enhancing the development of North West Cambridge;
- selection based on competition and academic criteria should have a proper place, for Chancellor's Hall has to establish its research excellence from the very start; and
- the establishment of a Council, as we suggest below, facilitates the creation of a relatively large Fellowship, constrained only by the need to maintain their cohesion and social interaction.

The Members and Associates

20. The Members would be persons appointed to membership according to criteria determined by the college. We envisage that there will be a category of Resident Members comprising, as of right, the postdocs resident on the North West Cambridge site. Non-resident Members might include former Fellows and former Resident Members, and other categories. Members would have an academic and social relationship with the college, and Resident Members would have a limited voice in its governance, as explained below. The category of Associate might extend a looser relationship to a wider group if it were judged to be in the interests of the college to do so.

The Students

21. The Area Action Plan for the North West Cambridge site includes the construction in due course of an appreciable amount of student housing. Two principles should be recognised:
 - the first priority for such housing should be the Students of the college, and
 - the Students of the college should be offered housing.
22. Chancellor's Hall would create, from the time of its first admissions, an international community of Students with a mix characteristic of that of postgraduate students within the University as a whole.

The charity trustees of the College

23. Chancellor's Hall would have a Governing Body of all the Fellows, who would meet, say, once a term. However, the general control and management of the administration of the college would lie with a Council, the members of which would therefore constitute the

charity trustees of the college. The composition of the Council would be for the college to develop as it saw fit. It might include several classes, comprising perhaps (i) the Principal, who would chair it; (ii) the Bursar and the Social and Academic Presidents; (iii) a specified number of Fellows, elected by the Governing Body; (iv) a specified number of Resident Members, elected by the Resident Members; (v) once postgraduates have been admitted, a specified number of Students, elected by the Students; and perhaps, at least in the early days, (vi) persons nominated by the lead sponsor Colleges, to which we refer below. The usual categories of reserved business would apply to the Student members in the expectation that a minimalist view would be taken of what ought to be reserved.

Families

24. Chancellor's Hall presents a splendid opportunity to create a college that welcomes families, both through the nature of its membership and its location. It is essential that facilities for young families should be provided on the North West Cambridge site. It is also essential that the new college is planned from its inception with family life in mind. The opportunities are very great. Some ideas are outlined further below, but again this sketch does not seek to provide a detailed blueprint for what should be done. That will be for the college to develop.

Commensality

25. Eating, and drinking, together is a natural social function that lies at the heart of the nature of a college. Through such social interaction many fruitful academic collaborations have grown. A Hall—that term will be used in this sketch, though conventional assumptions should not be made about the nature, physical structure and layout of the Hall—has always been central to a college. However, dinner time across the centuries has been something of a movable feast. Nowadays colleges sit down to dine at about half past seven, though lunch at midday has become the principal social college meal for senior members, that change having evolved during the latter part of the twentieth Century. Timing represents a unique problem for, and the unique advantage of, the new college. The problem is that of distance from the laboratory; for many it will be too far to go back for a midday meal. The advantage is that Chancellor's Hall can become, by drawing on its postdoc Resident Members living on the North West Cambridge site, in a true but entirely modern sense of the word, a residential college. Dinner in Hall should have the place that it once had for the traditional Colleges. Weekday evenings can provide a particular focus for the academic and social life of the college. Weekends would be a family time, in relation to which the college might also have a valuable part to play.
26. There is another way in which the special circumstances of Chancellor's Hall offer an advantage in adapting the conventional nature of Hall. A catering facility for the site as a whole is probably desirable as part of the overall planning for the North West Cambridge Project. Such a facility might operate for public use during the daytime and be reserved for college use in the evenings.

Buildings

27. All colleges need buildings. The great strength of Chancellor's Hall is that the residential buildings will come through the development of the land. What else is required? We have referred already to the Hall. To that should be added the Combination Room (meaning a college space for drinking and socialising, reading the newspapers, etc). Meetings rooms are essential if the sort of academic programme that is envisaged is to be possible, and that need should be coupled with the need for a space to hold events, such as concerts, receptions, indoor sport, fitness classes, children's Christmas parties, and other collectively-organised activities that bring the college socially together. The college needs an Events Buildings of some sort. There is a need for administrative offices, and for a suitable, and suitably grand, room for the Principal. What can be achieved will depend on the resources available. However, following the cautious and minimalist approach described earlier, it may be necessary to plan, at the outset at least, to make do with what can be got and to design the buildings to be as flexible, adaptable and economical as is reasonably possible.

Essentials and inessentials

28. A Principal's Lodge is dispensable. A Lodge may be a valuable asset, and it may be decided that one should be built, but it does not go to the heart of the new college. It is inessential. So too—which may sound more strange—is a Library; however, a quiet room for work and study, if affordable, would be a valuable facility (but it should be in the modern idiom, without shelves of books and runs of journals). So too is a Chapel; provision will be made for interfaith facilities on the North West Cambridge site. So too is a Computer Room, for nowadays everyone has their own PC; though good broadband access on the site is essential.
29. Sporting activity is essential: *orandum est ut sit mens sana in corpore sano*. Sport is not itself a form of academic engagement, yet the social activity of sport within a College is central to shaping the community in which intellectual pursuit prospers. However, a Playing Field is inessential and the negotiation of sharing arrangements with some other nearby College or Colleges should be both practicable and sufficient. Boat House sharing should be similarly contemplated. Yet team sport is only part of the picture. Family sport will be of equal importance for Chancellor's Hall. For that (and indeed for team sports too), use should be made of the open space facilities that will be provided as part of the North West Cambridge development.
30. Music, drama, the arts and cultural life are important. They must be woven into the social programme and there must be space for them too. The Events Building, as we have loosely called it, must be designed with cultural needs in mind.

Funding: a postdoc college

31. It is beyond our scope to deal in detail with funding issues, but we have discussed the matter in an initial way and offer some general observations.

32. Chancellor's Hall will start its life as a postdoc college. Its members will thus all be wage-earners, though probably not at a stage of their careers to have any appreciable level of surplus household income. It would be ideal—and should represent a high priority for the nascent college—if resources could be found to avoid substantial costs of membership arising. Charges at too high a level run the danger of acting as a deterrent to membership; moreover existing Colleges do not impose a recurrent membership fee. Charges for services received are another matter, provided that they are indeed to pay for the services received and not for the generation of general income for college purposes at large.
33. This presents a real problem. Costs can be pared back appreciably in the absence of students, but they cannot be eliminated altogether. With a small body of College Officers, perhaps comprising only the Principal, the College President, the Academic President and the Bursar, most, if not all, of whom would have a prime stipend from elsewhere and be remunerated by the college modestly on a part-time basis only, staffing costs can be minimised. However some buildings (the Combination Room and the Events Building; the Hall might look after itself as described above) are indispensable and present the need for significant capital outlay. It would be possible to convert that to a rental charge, but how would such a charge be paid? There are four possible sources: the members and associates of the new college; commercial activities; endowment resources; or grant income. The initial lack of any endowment presents a serious challenge to the foundation of the college and fundraising is the only sensible answer.

Funding: students

34. Students require a heavier and more expensive infrastructure than postdocs, in order to make provision both for their residential accommodation and for their education and welfare. However they present a less difficult funding problem. Student residential accommodation might be funded from rental income (despite risk of the existing Colleges undercutting the economic rent levels needed to achieve that). Moreover there is an income stream from College fees to apply towards the costs associated with the care of graduate students. Again, the importance of benefactions cannot be overstated, especially to enable the creation of the thriving international student community of the Chancellor's Hall of our vision. However, the minimalist path for students is less immediately challenging than that for postdocs.

Students, or postdocs alone?

35. Students enrich a college. No Cambridge College is without students. Both of those observations make us hope that Chancellor's Hall will be able to achieve a postdoc/postgrad mix. Yet the priority that we have identified is for what is initially to be a postdoc college alone.
36. That priority is based on our sense of the urgency and degree of the postdoc need. It is also based on our sense of the real educational and developmental mission that Chancellor's Hall can fulfil in relation to the lives of its postdoc members. At that stage of their career, young researchers need guidance on the supervision of students; on lecturing; on constructing research grant applications; on when to move on; on the merits

of working in a larger group, or setting out on their own. They can benefit greatly from mentoring by senior colleagues. Above all they can be brought into Collegiate Cambridge with their own sense of identity.

37. As we have noted, the admission of postdocs alone simplifies the College Officer structure and no doubt other staffing needs can be simplified. It perhaps also raises a question of the need for, and nature of, the distinction that we have proposed between Fellows, Members and, it may be, Associates. In due course the matter would be one for the college itself to resolve, but it seems natural to recognise now that there may be more than one category of participant in the college, with both the group of Fellows, joining in the governance of the college and having defined responsibilities towards its development, and a more peripheral group of participants who are less immediately involved.
38. We have referred above to the University's review of its student number policy. For the reasons that we have explained, we have focused on the needs of postdocs. But we hope that the means will be created for Chancellor's Hall to develop as a mixed college from an early stage, if it chooses to, and to that end we hope that it may be possible to include student housing within Phase 1 of development. Moreover such housing may be attractive to existing Colleges, recognising that, while proximity to the main College site is seen as important by some, others have successfully created colonies which are able to develop their own special ethos and character within the context of the whole College.

From here to there

39. We believe that every effort should be made to found the new college at once, meaning, in realistic terms, by the start of the academic year 2012-13. That is a challenging—even daunting—ambition, which can only be achieved with the good will of, and much help from, the Colleges and University working together to a common purpose.
40. We adumbrate below, however speculatively, a route map to that goal:
 1. Long Vacation 2011: A Principal-designate, a College President and an Academic President are selected. So too is a carefully chosen development management team, to work under their leadership, who would be picked for their experience, their willingness to commit to the project, their ability to command the confidence of the key stakeholders (the University, the Colleges and the postdocs), and their skill in getting things done. The new institution would be created as a registered charity in an appropriate corporate form.
 2. Michaelmas Term 2011: First plans for an academic and a social programme would be formulated, focusing initially on content, rather than place of delivery. A methodology for the selection of the first members of the new institution would be developed. Lines of communication would be identified and secured to enable effective consultation and planning to be carried forward. The University would be asked to investigate the scope for the dedicated provision of social space in the University Centre.

3. Lent Term 2012: Discussions would take place with each of the Colleges and with the University to secure facilities for the delivery of the academic and social programmes. Consultation would take place on the programme contents and on the selection method for members.
 4. Easter Term 2012: The selection of the first members of the Society would begin. Coordinated proposals for assistance, based on the earlier discussions, would be put to the University and to Colleges. The Council would be asked to report to the University proposing the recognition of Chancellor's Hall Collegiate Society as an Approved Society under Statute H, IV.
 5. Long Vacation 2012: Arrangements would be finalised, including the designation of members to take their places from 1 October 2012. The work focus would shift to securing the continuation of the programme into 2013-14, to (further) planning for fundraising, and to planning for the new college in North West Cambridge
41. The rôle of the existing Colleges is crucial in providing venues for the academic and social programmes. College A may be able to offer use of its Hall for dinners of the new Society on a number of Saturdays when it is not otherwise occupied. College B may be able to offer shared use of its Sports Field. Colleges C, D and E may be able to devise a scheme for shared use of their Boat Houses, so that Chancellor's Society can try and get a boat on the river for the Mays in 2013. College F has a room that it can provide for family coffee mornings organised by the Society. The University, as well as finding space that the Society can temporarily "own" in the University Centre, might have lecture rooms that it can offer for the purposes of delivery of the academic programme of the Society.
 42. We suggest that some common principles should be agreed. Chancellor's Society will begin with no resources. Working funding will have to be found from somewhere, but the main thrust of College benefaction at this initial stage should be through gifts in kind. To the extent that consumable resources are used by members of the Society, they should pay for them; but to the extent that sharing of facilities takes place, Colleges should be willing to allow their use at marginal cost only. Some Colleges may be in a position to offer greater help, especially in modest levels of start-up funding, and a College, or a group of Colleges, might be willing to take up the rôle of lead sponsors. But the main fundraising effort of the new Society, which we hope will be assisted by the University Development Office, should be directed to benefactors from without.

Society to College

43. A distinction has been drawn, both in name and in character, between Chancellor's Society, with its physically precarious existence, and Chancellor's Hall, which is to be built on the North West Cambridge site. The Society will consist of an undifferentiated group of members (perhaps designated Associates, having in view the transition from Society to Hall), whereas our model for Chancellor's Hall comprises Fellows, Resident Members (being the postdocs in key-worker housing on the site, forming a significant residential nucleus for the new college), Non-resident Members and a possible, less closely associated, class of Associates. The distinction in composition reflects a special problem of

transition from Society to Hall. Size matters, and while there are equally successful small, medium-sized and large Colleges, there is a limit to the number of current members that a college can accommodate without loss of social cohesion, common identity and purpose. Maybe new models can be developed that will allow the conventional college limits of today to be exceeded, but in any event we see the model that we have proposed as self-limiting through the physical presence of the college on the North West Cambridge site.

44. Membership issues will have to be addressed by the newly-formed development and management team at an early stage: can the membership of the Society be constructed and constrained in some way so that it can flow from Society to Hall in an automatic way when Phase 1 of the building work in North West Cambridge is complete; or should the Society expand to serve the likely large demand for association, recognising that a new approach will be needed when Chancellor's Hall is formed?
45. We should add a word about the distinction between "society" and "college". It is plain from all that we have said that Chancellor's Hall will develop into a full College in the University. It will begin life as an Approved Society and the sooner that that transition can take place the better; but its timing will depend crucially on the college
 - having attained stability and permanence of operation, and
 - having acquired sufficient resources to be financially secure.

Although neither of those things is a formal requirement for recognition, either as an Approved Foundation or as a full College, the University is unlikely to be willing to grant either status (and thus access to the College Fund) without financial security having been achieved, by reason of the risks to the University of conferring permanence of status in such circumstances and the needs of the currently under-endowed Colleges.

Continuing relationships

46. It is impossible to judge how the community of Colleges will help the new foundation in the longer term. We have outlined above the special contribution that is possible through generously shared facilities in the early, Society, days. We hope that some of those may continue, perhaps mainly through the lead sponsor Colleges which we have mentioned above. Moreover the traffic of benefit should not be simply one-way; Chancellor's Hall, with its strength of teaching resource, can be a source of undergraduate supervisors and well-organised arrangements would facilitate the matching of teaching supply and demand.
47. We imagine that the new college is likely to have a science bias, reflecting the bias of roughly 9 to 1, sciences to arts, amongst postdocs. We see that as a matter for thought, as the college develops, but not as a matter for concern. The important thing is that, in the selection of individual members from its constituencies, subject-bias is generally avoided. Interdisciplinary interactions are a special strength of the College system.

Conclusion

48. There is a goal of great value, which we have sketched out above, that we believe can be achieved by the Collegiate University in North West Cambridge.
49. Our work has been brief and preliminary only and great labours lie ahead for the development and management team that we have proposed to carry the plan forward. Indeed, for their recruitment it may suffice simply to reprint in the *Reporter* Ernest Shackleton's famous advertisement:

Men wanted for hazardous journey. Low wages, bitter cold, long hours of complete darkness. Safe return doubtful. Honour and recognition in event of success.

15 June 2010

Richard Wilson
Christopher Dobson
David Jarvis
Rory Landman
Jonathan Nicholls
John Rallison
Jeremy Sanders
Kerry Sykes

The Working Group

The Working Group

The Working Group on a College model for North West Cambridge were constituted by Minute CC.11.5(iii) of the Colleges' Committee of 19 February 2011 with terms of reference

to formulate a new College model for North West Cambridge and to report to the July meeting of the Committee,

and with joint University/College membership as follows:

<i>for the Colleges:</i>	Lord Wilson of Dinton	Master of Emmanuel College	Chairman
	Professor Christopher Dobson	Master of St John's	
	Dr David Jarvis	Senior Tutor of Murray Edwards	
	Dr Rory Landman	Senior Bursar of Trinity	
<i>for the University:</i>	Professor Jeremy Sanders	Head of the School of Physical Sciences	
	Professor John Rallison	Pro-Vice-Chancellor (Education)	
	Dr Jonathan Nicholls	Registry	
	Mr Kerry Sykes	Deputy Treasurer	

and with the Head of the Office of Intercollegiate Services as Secretary.

Meetings

The Working Group have met on 8 occasions.

Evidence

The sources of evidence received by the Working Group are listed below. The views expressed were generally very supportive of the line of policy developed in the body of the report and in particular of the need to bring postdoctoral workers into the collegiate system. In addition two witnesses stressed the need for good transport links to the site. The principal area of concern expressed to the Working Group related to funding for the proposed new college and the real and pressing financial needs of the existing Graduate Colleges, which depend on the continuation unimpaired of the funding streams that they currently receive.

Oral evidence

The following attended meetings Working Group for discussion:

Professor Willy Brown	Master of Darwin College
Dr Maya Ghossaini	President of Postdocs of Cambridge
Sir Martin Harris	President of Clare Hall
Professor Paul Luzio	Master of St Edmund's College
Mrs Sarah Squire	President of Hughes Hall
Mr Roger Taylor	Director of the North West Cambridge Project
Mrs Lesley Thompson	Bursar of Lucy Cavendish College

In addition the Chairman had meetings with Professor David Ford following his paper, and separately with the Revd Peter Haylor of Great St Mary's and Ms Jenny Kartuplelis of the East of England Faiths Council about the needs of interfaith communities in North West Cambridge.

Written evidence

The following submitted papers to the Working Group:

Mr Peter Agar and Dr Toby Wilkinson	University Director of Development and Alumni Relations Chairman of the College Development Directors' Committee
Professor David Ford	Regius Professor of Divinity
Dame Patricia Hodgson	Principal of Newnham College
Mrs Sarah Squire	President of Hughes Hall
Mr Roger Taylor	Director of the North West Cambridge Project
Professor Jan Todd	President of Lucy Cavendish College

In addition to internally-generated papers, the Working Group have also considered reports of the University Council on the development of North West Cambridge and Minutes of the Colleges' Committee and of the Colleges' Standing Committee relating to postdoctoral workers and to collegiate development in North West Cambridge.

Thanks

The Working Group express their warm gratitude to all of those who have taken the time and trouble to help them in their deliberations. They propose that the Collegiate University should embark on a quite new path and should found in North West Cambridge a College with the primary purpose of meeting the needs of postdoctoral workers. In that proposal, the Working Group have been much heartened by the manifest success of the similarly novel programme initiated half a century ago, leading to the foundation of the Graduate Colleges.

North West Cambridge: planning background

The North West Cambridge Area Action Plan

1. Much has been published concerning development in North West Cambridge and we set out below the principal references in the *Reporter* to the subject.
2. Rather than seek to summarise and replicate what is said there, we return to the primary source material, which is currently the North West Cambridge Area Action Plan. The plan itself can be found with a variety of related documents at www.cambridge.gov.uk/ccm/content/planning-and-building-control/planning-policy/local-development-framework/north-west-cambridge-area-action-plan.en.
3. This is the setting against which the development must be planned and the basis of the outline planning application that the University is to make.
4. The objectives of the Area Action Plan are as follows:
 - a) to contribute to meeting the long-term development needs of Cambridge University;
 - b) to create a sustainable community;
 - c) to make the best use of energy and other natural resources, to be built as an exemplar of sustainable living with low carbon and greenhouse gas emissions and be able to accommodate the impacts of climate change;
 - d) to create a satisfactory mix of uses, taking into account:
 - i. identified University development needs
 - ii. the need for affordable housing for University and College staff;
 - e) to secure a wide range of housing types and tenures;
 - f) to secure high quality development of both built form and open spaces;
 - g) to create a community which respects and links with adjoining communities;
 - h) to achieve a modal split of no more than 40% of trips to work by car (excluding car passengers) and to maximise walking, cycling and public transport use;
 - i) to maintain the purposes of the Green Belt;
 - j) to provide an appropriate landscape setting and high quality edge treatment for Cambridge;
 - k) to provide appropriate separation between Cambridge and the village of Girton to maintain village character and identity;
 - l) to provide standards for infrastructure provision including renewable energy, open space, car and cycle parking, sewerage and surface water drainage;
 - m) to provide an appropriate level of community services and facilities to serve the development satisfactorily;
 - n) to determine appropriate phasing of development taking into account that development should only proceed when the University can prove the need for it;
 - o) to secure the infrastructure needs of the development, including green infrastructure; and
 - p) to protect special geological interest, existing wildlife and wildlife corridors and secure a net increase in biodiversity.

5. The Area Action Plan specified 31 Planning Policies, the headings of which are listed below, including such extracts of the policies themselves which bear especially on the matters that were discussed by the Working Group:

Policy NW1: Vision

North West Cambridge will create a new University quarter, which will contribute to meeting the needs of the wider city community, and which will embody best practice in environmental sustainability. Development will be of the highest quality and support the further development of the University, Cambridge and the Sub-Region as a centre of excellence and a world leader within the fields of higher education and research, and will address the University's long-term development needs to 2021 and beyond. ...

Policy NW2: Development Principles

Policy NW3: Implementing the Area Action Plan

Policy NW4: Site and Setting

Policy NW5: Housing Supply

1. Approximately 3,000 dwellings will be provided (about 1,050 by 2016), with a priority on providing for University needs. An average net housing density of at least 50 dwellings per hectare will be achieved across the development as a whole. A range of densities will be provided following a design-led approach, including higher densities in and around the local centre and close to public transport stops, and with development of an appropriate scale and form where it adjoins existing housing;
2. Approximately 2,000 units of student accommodation will also be provided.

Policy NW6: Affordable Housing

Housing developments will only be permitted if they provide 50% affordable housing to meet the needs of Cambridge University and College key workers (as distinct from units of student accommodation), but account will be taken of any particular costs associated with the development (e.g. infrastructure provision) and other viability considerations, whether there are other planning objectives that need to be given priority, and the need to ensure balanced and sustainable communities. The occupation of such housing will be limited to Cambridge University and College key workers in housing need. It must be available over the long-term. Contributions for off-site provision will not be appropriate.

Policy NW7: Balanced and Sustainable Communities

Policy NW8: Employment Uses

1. North West Cambridge will provide employment land for:
 - a) Predominantly D1 educational uses, associated sui generis research establishments and academic research institutes where it is in the national interest or where they can show a special need to be located close to the University in order to share staff, equipment or data, and to undertake joint collaborative working;
 - b) A mix of commercial research uses within Use Class B1(b) that can demonstrate a special need to be located close to the University.

...

Policy NW9: Employment Uses in the Local Centre

Policy NW10: Mix of Uses

Employment and academic development at North West Cambridge will constitute 100,000m² of floorspace as follows:

- a. Approximately 60,000m² of higher education uses, including academic faculty development and a University Conference Centre within Use Class D1; and
- b. Up to 40,000m² of University-related sui generis research institutes and commercial research uses within Use Class B1(b).

Policy NW11: Sustainable Travel

Policy NW12: Highway Infrastructure

Policy NW13: Vehicular Access

Policy NW14: Madingley Road to Huntingdon Road Link

Policy NW15: Highway Provision

Policy NW16: Public Transport Provision

High quality public transport provision will be provided to support development, including:

- a) Providing segregated bus priority routes through the development, along internal routes;
- b) Linkage of bus routes within the development to the wider bus network, including enhanced bus services along Huntingdon Road and the proposed Madingley Road to Huntingdon Road link route;
- c) Provision of bus stops, shelters and real time passenger information, with the majority of development being within 400m easy walking distance of a bus stop; and
- d) Support for residential travel plans and employee travel plans, including measures to encourage bus use, funded by development.

Policy NW17: Cycling Provision

New and improved cycle links will be provided as part of the development, including:

- a) Giving priority to cycling links between Huntingdon Road and Madingley Road and to the City Centre;
- b) Giving priority to cycling within the development, including connections to key destinations, including the local centre, bus stops, the primary schools, employment, and adjacent development; and
- c) Linking the development with the surrounding walking and cycling network and orbital routes including links to nearby villages and open countryside.

Policy NW18: Walking Provision

Policy NW19: Parking Standards

Policy NW20: Provision of Community Services and Facilities, Arts and Culture

Policy NW21: A Local Centre

Policy NW22: Public Art

Policy NW23: Open Space and Recreation Provision

Policy NW24: Climate Change & Sustainable Design and Construction

Policy NW25: Surface Water Drainage

Policy NW26: Foul Drainage and Sewage Disposal

Policy NW27: Management and Maintenance of Surface Water Drainage Systems

Policy NW28: Construction Process

Policy NW29: Strategic Landscaping

Policy NW30: Phasing & Need

1. A Needs Statement must be submitted with any planning application to demonstrate that the University has a need for the land to be released for the specific development the subject of the application;
2. Phasing of the development will be determined through masterplanning and as the needs of the University are proven.

Policy NW31: Infrastructure Provision

The development of the University's plan

6. The University's planning for North West Cambridge, and the development of that planning, is carefully and extensively documented in the following reports, notices and green paper:

Report of the Council on the development of the University's land in North West Cambridge
Reporter, 1999-2000, p. 724

Second Report of the Council on the development of the University's land in North West Cambridge
Reporter, 2003-04, p. 149

Third Report of the Council on the development of the University's land in North West Cambridge
Reporter, 2004-05, p. 513

Notice of 7 January 2008 on the development of the University's land in North West Cambridge
Reporter, 2007-08, p. 392

Fourth Report of the Council on the development of the University's land in North West Cambridge
Reporter, 2007-08, p. 613

Notice of 26 October 2009 on the development of the University's land in North West Cambridge
Reporter, 2009-10, p. 1010

North West Cambridge Project: A Green Paper
Reporter, 2009-10, p. 91

Report of the Council on external financing for the development of its land holdings in North West Cambridge and other building projects
Reporter, 2010-11, p. 403

Research staff in the University

Headcount of Research Staff as at 24 May 2011

	Female	Male	Total
School of Arts and Humanities	38	56	94
School of the Biological Sciences	359	401	760
School of Clinical Medicine	539	333	872
School of the Humanities and Social Sciences	138	91	229
School of the Physical Sciences	161	440	601
School of Technology	81	288	369
Other Institutions (General Board)	21	18	39
Other Institutions (Council)	10	2	12
Unified Administrative Service	2	5	7
Total	1349	1634	2,983

Age Profile of Research Staff as at 24 May 2011

age 20 to 25	47
age 25 to 30	526
age 30 to 35	1,033
age 35 to 40	572
age 40 to 45	328
age 45 to 50	196
age 50 to 55	109
age 55 to 60	76
age 60 to 65	53
age over 65	43
Total	2,983

Length of Service Bands for Research Staff who left during the year 1 October 2009 to 30 September 2010

under 1 year	260
1 to 2 years	221
2 to 3 years	149
3 to 5 years	142
5 to 7 years	40
7 to 9 years	21
9 to 15 years	29
Over 15 years	12
Total	874

Length of Service Bands for Research Staff in position as at 1 October 2011

The length of service bands below were evaluated against the following dates, in order of preference:

- Occupancy end date
- Expected occupancy end date

- Expected position end date

under 1 year	152
1 to 2 years	341
2 to 3 years	549
3 to 5 years	875
5 to 7 years	394
7 to 9 years	200
9 to 15 years	302
Over 15 years	149
Total	2,962

62 staff were removed from this data set owing to no end dates.

The source of data was the Human Resources Division of the University.

Student numbers over the last half-century

The figures in this Annex show undergraduate and postgraduate student numbers for the years 1959-60 to 2009-10 inclusive. Also shown are

7. the annual percentage increase in those figures;
8. the rate of annual growth in those figures over 5-year periods;
9. the rate of annual growth in those figures over 10-year periods;
10. the rate of annual growth in those figures over 20-year periods;
11. the rate of annual growth in those figures over 40-year periods.

The rate of annual growth over a period is the percentage increase which, if applied to the whole period, would produce the actual growth shown.

The rate of annual growth in those figures over the whole 50-year period is as follows:

Undergraduates	0.80%
Postgraduates	2.81%
Total	1.26%

Graphs are shown on the final page of

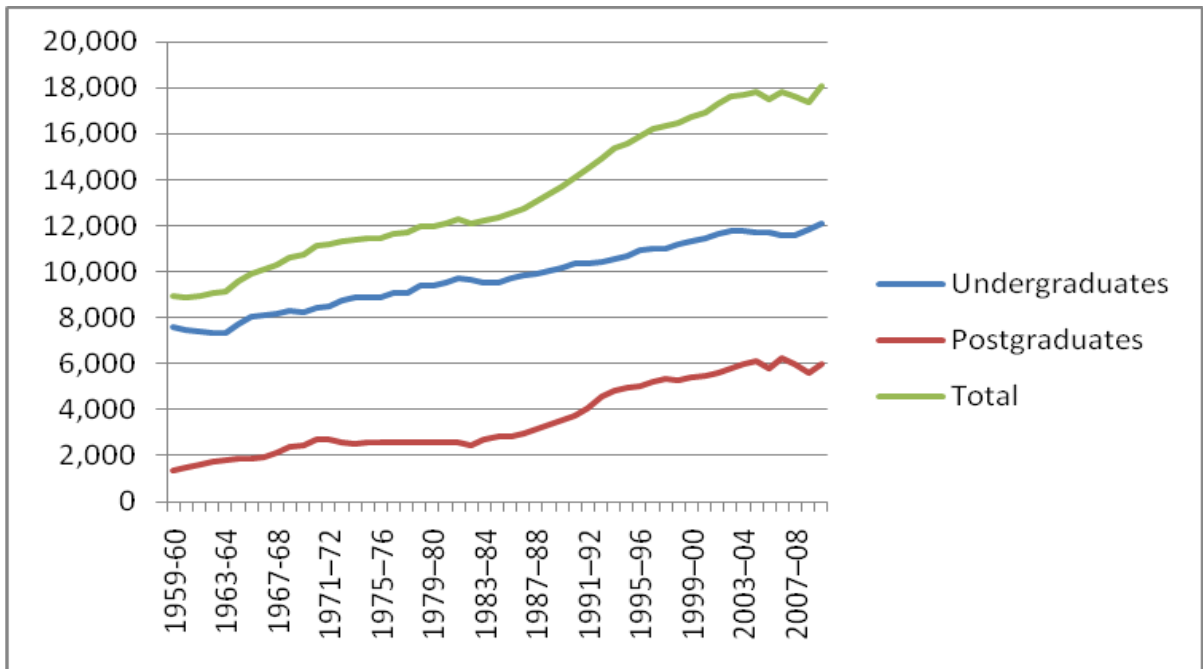
- (a) the movement in the size of each category over the half-century; and
- (b) the movement of each category over the half-century from a common base in 1959-60.

The source of the data was the Student Numbers edition of the Reporter for the years from and including 1968-69 and Statistical Data published by the University for earlier years.

Year	u.g.	p.g.	Total	Annual %age growth			5-year %age growth		
1959-60	7,579	1,346	8,925						
1960-61	7,444	1,453	8,897	-1.78%	7.95%	-0.31%			
1961-62	7,378	1,585	8,963	-0.89%	9.08%	0.74%			
1962-63	7,324	1,723	9,047	-0.73%	8.71%	0.94%			
1963-64	7,348	1,810	9,158	0.33%	5.05%	1.23%			
1964-65	7,721	1,841	9,562	5.08%	1.71%	4.41%	0.37%	6.46%	1.39%
1965-66	8,055	1,871	9,926	4.33%	1.63%	3.81%	1.59%	5.19%	2.21%
1966-67	8,135	1,952	10,087	0.99%	4.33%	1.62%	1.97%	4.25%	2.39%
1967-68	8,166	2,122	10,288	0.38%	8.71%	1.99%	2.20%	4.25%	2.60%
1968-69	8,271	2,376	10,647	1.29%	11.97%	3.49%	2.39%	5.59%	3.06%
1969-70	8,246	2,469	10,715	-0.30%	3.91%	0.64%	1.32%	6.05%	2.30%
1970-71	8,437	2,676	11,113	2.32%	8.38%	3.71%	0.93%	7.42%	2.28%
1971-72	8,497	2,679	11,176	0.71%	0.11%	0.57%	0.87%	6.54%	2.07%
1972-73	8,754	2,548	11,302	3.02%	-4.89%	1.13%	1.40%	3.73%	1.90%
1973-74	8,855	2,513	11,368	1.15%	-1.37%	0.58%	1.37%	1.13%	1.32%
1974-75	8,892	2,581	11,473	0.42%	2.71%	0.92%	1.52%	0.89%	1.38%
1975-76	8,859	2,604	11,463	-0.37%	0.89%	-0.09%	0.98%	-0.54%	0.62%
1976-77	9,080	2,553	11,633	2.49%	-1.96%	1.48%	1.34%	-0.96%	0.80%
1977-78	9,101	2,581	11,682	0.23%	1.10%	0.42%	0.78%	0.26%	0.66%
1978-79	9,378	2,590	11,968	3.04%	0.35%	2.45%	1.15%	0.61%	1.03%
1979-80	9,410	2,577	11,987	0.34%	-0.50%	0.16%	1.14%	-0.03%	0.88%
1980-81	9,520	2,598	12,118	1.17%	0.81%	1.09%	1.45%	-0.05%	1.12%
1981-82	9,728	2,556	12,284	2.18%	-1.62%	1.37%	1.39%	0.02%	1.09%
1982-83	9,627	2,458	12,085	-1.04%	-3.83%	-1.62%	1.13%	-0.97%	0.68%
1983-84	9,530	2,687	12,217	-1.01%	9.32%	1.09%	0.32%	0.74%	0.41%
1984-85	9,503	2,839	12,342	-0.28%	5.66%	1.02%	0.20%	1.96%	0.59%
1985-86	9,720	2,844	12,564	2.28%	0.18%	1.80%	0.42%	1.83%	0.73%
1986-87	9,828	2,941	12,769	1.11%	3.41%	1.63%	0.20%	2.85%	0.78%
1987-88	9,899	3,185	13,084	0.72%	8.30%	2.47%	0.56%	5.32%	1.60%
1988-89	10,035	3,375	13,410	1.37%	5.97%	2.49%	1.04%	4.66%	1.88%
1989-90	10,190	3,533	13,723	1.54%	4.68%	2.33%	1.41%	4.47%	2.14%
1990-91	10,327	3,756	14,083	1.34%	6.31%	2.62%	1.22%	5.72%	2.31%
1991-92	10,389	4,061	14,450	0.60%	8.12%	2.61%	1.12%	6.67%	2.50%
1992-93	10,408	4,549	14,957	0.18%	12.02%	3.51%	1.01%	7.39%	2.71%
1993-94	10,544	4,821	15,365	1.31%	5.98%	2.73%	0.99%	7.39%	2.76%
1994-95	10,662	4,935	15,597	1.12%	2.36%	1.51%	0.91%	6.91%	2.59%
1995-96	10,910	5,009	15,919	2.33%	1.50%	2.06%	1.10%	5.93%	2.48%
1996-97	11,023	5,209	16,232	1.04%	3.99%	1.97%	1.19%	5.11%	2.35%
1997-98	10,983	5,351	16,334	-0.36%	2.73%	0.63%	1.08%	3.30%	1.78%
1998-99	11,181	5,295	16,476	1.80%	-1.05%	0.87%	1.18%	1.89%	1.41%
1999-00	11,312	5,387	16,699	1.17%	1.74%	1.35%	1.19%	1.77%	1.37%
2000-01	11,439	5,473	16,912	1.12%	1.60%	1.28%	0.95%	1.79%	1.22%
2001-02	11,661	5,621	17,282	1.94%	2.70%	2.19%	1.13%	1.53%	1.26%
2002-03	11,781	5,821	17,602	1.03%	3.56%	1.85%	1.41%	1.70%	1.51%
2003-04	11,751	5,967	17,718	-0.25%	2.51%	0.66%	1.00%	2.42%	1.46%
2004-05	11,713	6,111	17,824	-0.32%	2.41%	0.60%	0.70%	2.55%	1.31%
2005-06	11,731	5,800	17,531	0.15%	-5.09%	-1.64%	0.51%	1.17%	0.72%
2006-07	11,582	6,263	17,845	-1.27%	7.98%	1.79%	-0.14%	2.19%	0.64%
2007-08	11,608	6,003	17,611	0.22%	-4.15%	-1.31%	-0.30%	0.62%	0.01%
2008-09	11,816	5,582	17,398	1.79%	-7.01%	-1.21%	0.11%	-1.33%	-0.36%
2009-10	12,102	5,969	18,071	2.42%	6.93%	3.87%	0.66%	-0.47%	0.28%

Year	10-year %age growth			20-year %age growth			40-year %age growth		
1959-60									
1960-61									
1961-62									
1962-63									
1963-64									
1964-65									
1965-66									
1966-67									
1967-68									
1968-69									
1969-70	0.85%	6.25%	1.84%						
1970-71	1.26%	6.30%	2.25%						
1971-72	1.42%	5.39%	2.23%						
1972-73	1.80%	3.99%	2.25%						
1973-74	1.88%	3.34%	2.19%						
1974-75	1.42%	3.44%	1.84%						
1975-76	0.96%	3.36%	1.45%						
1976-77	1.11%	2.72%	1.44%						
1977-78	1.09%	1.98%	1.28%						
1978-79	1.26%	0.87%	1.18%						
1979-80	1.33%	0.43%	1.13%	1.09%	3.30%	1.49%			
1980-81	1.22%	-0.30%	0.87%	1.24%	2.95%	1.56%			
1981-82	1.36%	-0.47%	0.95%	1.39%	2.42%	1.59%			
1982-83	0.96%	-0.36%	0.67%	1.38%	1.79%	1.46%			
1983-84	0.74%	0.67%	0.72%	1.31%	2.00%	1.45%			
1984-85	0.67%	0.96%	0.73%	1.04%	2.19%	1.28%			
1985-86	0.93%	0.89%	0.92%	0.94%	2.12%	1.19%			
1986-87	0.79%	1.42%	0.94%	0.95%	2.07%	1.19%			
1987-88	0.84%	2.13%	1.14%	0.97%	2.05%	1.21%			
1988-89	0.68%	2.68%	1.14%	0.97%	1.77%	1.16%			
1989-90	0.80%	3.21%	1.36%	1.06%	1.81%	1.24%			
1990-91	0.82%	3.75%	1.51%	1.02%	1.71%	1.19%			
1991-92	0.66%	4.74%	1.64%	1.01%	2.10%	1.29%			
1992-93	0.78%	6.35%	2.16%	0.87%	2.94%	1.41%			
1993-94	1.02%	6.02%	2.32%	0.88%	3.31%	1.52%			
1994-95	1.16%	5.68%	2.37%	0.91%	3.29%	1.55%			
1995-96	1.16%	5.82%	2.40%	1.05%	3.33%	1.66%			
1996-97	1.15%	5.88%	2.43%	0.97%	3.63%	1.68%			
1997-98	1.04%	5.33%	2.24%	0.94%	3.71%	1.69%			
1998-99	1.09%	4.61%	2.08%	0.88%	3.64%	1.61%			
1999-00	1.05%	4.31%	1.98%	0.92%	3.76%	1.67%	1.01%	3.53%	1.58%
2000-01	1.03%	3.84%	1.85%	0.92%	3.80%	1.68%	1.08%	3.37%	1.62%
2001-02	1.16%	3.30%	1.81%	0.91%	4.02%	1.72%	1.15%	3.22%	1.65%
2002-03	1.25%	2.50%	1.64%	1.01%	4.40%	1.90%	1.20%	3.09%	1.68%
2003-04	1.09%	2.16%	1.44%	1.05%	4.07%	1.88%	1.18%	3.03%	1.66%
2004-05	0.94%	2.16%	1.34%	1.05%	3.91%	1.85%	1.05%	3.04%	1.57%
2005-06	0.73%	1.48%	0.97%	0.94%	3.63%	1.68%	0.94%	2.87%	1.43%
2006-07	0.50%	1.86%	0.95%	0.82%	3.85%	1.69%	0.89%	2.96%	1.44%
2007-08	0.55%	1.16%	0.76%	0.80%	3.22%	1.50%	0.88%	2.63%	1.35%
2008-09	0.55%	0.53%	0.55%	0.82%	2.55%	1.31%	0.90%	2.16%	1.24%
2009-10	0.68%	1.03%	0.79%	0.86%	2.66%	1.39%	0.96%	2.23%	1.32%

Student numbers from 1959-60 to 2009-10



Student number movement from a common base from 1959-60 to 2009-10

