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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

19 March, *Wednesday*. Last ordinary number of the *Reporter* in the Lent Term.

22 March, *Saturday*. Congregation of the Regent House at 11 a.m. (see p. 454).

25 March, *Tuesday*. Lent Term ends.

29 March, *Saturday*. Congregation of the Regent House at 11 a.m. (see p. 455).

17 April, *Thursday*. Easter Term begins.

20 April, *Sunday*. Easter Day. Scarlet Day.

22 April, *Tuesday*. Full Term begins. Mere's Commemoration. Sermon in St Bene't's Church. Preacher, The Reverend Jeremy Davies, CC, Canon Emeritus of Salisbury Cathedral, 11.45 a.m.

24 April, *Thursday*. First ordinary number of the *Reporter* in the Easter Term.

Notice of a Discussion on Tuesday, 29 April 2014

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, 29 April 2014, at 2 p.m. for the discussion of:

1. Report of the Council, dated 17 March 2014, on the governance and management arrangements for sport within the University (see p. 452).

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) a benefaction of £2m from the Wolfson Foundation, payable over two years, to support the construction of laboratories for high specification imaging in the new building for the Department of Chemical Engineering and Biotechnology (*Reporter*, 2012–13; 6294, p. 325; and 6299, p. 384);
- (ii) a bequest of £300,000 under the will of Dr Brigitte Askonas to fund awards, to be known as the Ita Askonas Bursaries, to postdoctoral researchers in the fields of infection and immunology at the University, in order to enable those researchers to pursue specific research projects or networking opportunities at another institution;
- (iii) a benefaction of £26,500 from the Walters Kundert Charitable Trust to support the Chemistry Open Day at the 2014 Cambridge Science Festival, bringing to a total of £186,300 the Trust's support for the Cambridge Science Festival since 2004;
- (iv) a benefaction of £6,000 from Mr Howard Covington to support the Isaac Newton Institute, bringing Mr Covington's donations to the Institute since 2007 to a total of £152,981 under the Gift Aid Scheme.

Council and Board of Scrutiny: Notice of a Bye-election

19 March 2014

This Notice provides information on bye-elections for members of both the Council and the Board of Scrutiny.

Council

The Vice-Chancellor gives notice of an election of a member of the Council in class (b) (Professors and Readers) in place of Professor Athene Donald, to serve from 1 October 2014 until 31 December 2016 (see Special Ordinance A (ii)).

The Council is the principal executive and policy-making body of the University. It has general responsibility for the administration of the University, for defining its mission, for the planning of its work, and for the management of its resources. The Council deals with relations between the University and the Colleges, and conducts negotiations with outside bodies on many matters (other than those relating directly to the educational and research programmes of the University, which are dealt with on its behalf by the General Board of the Faculties). It is responsible for the appointment or nomination of certain members of internal and external bodies, and for many student matters (excluding the selection of entrants, which is a College concern). Further information about the Council can be found in Statute A IV and is available to members of the University on the Council website (<http://www.admin.cam.ac.uk/committee/council/>) and questions about its work can be addressed to the Registry by emailing registry@admin.cam.ac.uk.

Board of Scrutiny

The Vice-Chancellor gives notice of an election of members of the Board of Scrutiny as follows, in place of Dr Brian Sloan and Mr Paul Warren, to serve from 1 October 2014 until 30 September 2015:

- (i) one member in class (c)(i): a person who has been a member of the Regent House for not more than ten years on 1 October 2014;
- (ii) one member in class (c)(ii): a member of the Regent House.

The Board of Scrutiny scrutinizes on behalf of the Regent House the Annual Report of the Council, the abstract of the accounts of the University, the allocations Report of the Council required by Statute F I 1(b), and any other Report of the

Council proposing allocations from the Chest. Further information about the Board of Scrutiny can be found in Statute A VII, on the Board's website (<http://www.scrutiny.cam.ac.uk/>), and obtained from Dr Ruth Charles (email rc118@cam.ac.uk), Chair of the Board until 1 October 2014.

Under the provisions of Statute A VII 4 no person may be a member of the Board of Scrutiny who is a member of the Council, the General Board, or the Finance Committee of the Council, or who holds any of the University offices of Chancellor, Vice-Chancellor, Pro-Vice-Chancellor, University Advocate, Deputy University Advocate, Registry, Assistant Registry, or Secretary of a School. The Ordinances for the Board (*Statutes and Ordinances*, p. 113) further exclude Directors and Deputy Directors in the University Offices (Unified Administrative Service) and Assistant Treasurers.

Nomination and ballot timetable

The nomination and ballot timetable for both elections is governed by Regulations 1–7 and 15 of the regulations for the election of members of the Council (*Statutes and Ordinances*, p. 110).

In order to be eligible, a candidate 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, 9 May 2014**. 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 submit a *curriculum vitae* by the same date (see below).

The Vice-Chancellor would be obliged if nominations could be delivered to the Registry in the Old Schools during office hours. Envelopes should be clearly marked as Nomination papers. Nomination papers may also be faxed to 01223 332332 or scanned (showing signatures) and sent by email to registry@admin.cam.ac.uk. Nominations will be published as they are received. The complete list of nominations will be published in the *Reporter* on Wednesday, 14 May.

Each person nominated for election is required to send to the Registry, not later than noon on Friday, 9 May, 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 an election, it will be conducted by postal ballot under the Single Transferable Vote regulations, and voting papers will be distributed, together with the statements provided by candidates, not later than Monday, 19 May. The last date for the return of voting papers will be 5 p.m. on Monday, 2 June.

Regulation 2 for the election of members of the Board of Scrutiny (*Statutes and Ordinances*, p. 113) provides that, if at any election insufficient nominations are received to fill the vacant places in either class (c)(i) or class (c)(ii), the Council shall appoint as many members as may be necessary.

Annual Reports

The following Annual Reports have been received by the Council or the General Board during the Lent Term 2014 and are available on the websites indicated:

Institute of Continuing Education Annual Report 2012–13	http://www.ice.cam.ac.uk/who-we-are/institute-publications
Annual Report of the Kettle's Yard Committee for the year 2012–13	http://www.kettlesyard.cam.ac.uk/information/annual_reports/
Cambridge University Library Annual Report 2012–13	http://www.lib.cam.ac.uk/About/annual_report_2012-2013.pdf
Annual Report 2012–13 of the Isaac Newton Institute for Mathematical Sciences	http://www.newton.ac.uk/reports/annrep1213.pdf

VACANCIES, APPOINTMENTS, ETC.

Electors to the Professorship of Histopathology

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

Professor Jeremy Sanders, *SE*, in the Chair, as the Vice-Chancellor's deputy

(a) on the nomination of the Council

Professor Joanne Martin, *Queen Mary, University of London*
Professor Patrick Maxwell, *T*

(b) on the nomination of the General Board

Professor Ming Du
Professor Duncan Maskell, *W*
Professor Gordon Stamp, *Imperial College London*

(c) on the nomination of the Faculty Board of Biology

Professor Adrienne Flanagan, *University College London*
 Professor Anthony Green
 Professor Geoffrey Smith, *EM*

Electors to the Lucasian Professorship of Mathematics

The Council has appointed members of the *ad hoc* Board of Electors to the Lucasian Professorship of Mathematics as follows:

The Vice-Chancellor in the Chair

(a) on the nomination of the Council

Professor Raymond Goldstein, *CHU*
 Professor Paul Townsend, *Q*

(b) on the nomination of the General Board

Professor Athene Donald, *R*
 Professor John Ellis, *King's College London*
 Professor Leslie Greengard, *New York University*

(c) on the nomination of the Faculty Board of Mathematics

Professor Peter Constantin, *Princeton University*
 Professor Anne-Christine Davis, *K*
 Professor Peter Haynes, *Q*

Electors to the Sinyi Professorship of Chinese Management: Amendment

An amendment has been made to the membership of the *ad hoc* Board of Electors to the Sinyi Professorship of Chinese Management, announced on 24 April 2013 (*Reporter*, 6304, 2012–13, p. 468). Professor Howard Chase has been replaced by Professor Richard Prager.

Vacancies in the University

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

Professorship of Respiratory Biology in the Department of Medicine; tenure: from 1 August 2014 or as soon as possible thereafter; informal enquiries: contact Professor Patrick Maxwell (email: regius@medschl.cam.ac.uk) or Professor Edwin Chilvers (email: erc24@cam.ac.uk); further particulars: <http://www.admin.cam.ac.uk/offices/academic/secretary/professorships/> or contact the Academic Secretary (email: ibise@admin.cam.ac.uk); closing date: 15 April 2014; quote reference: RC02935

University Lectureship in Early Ottoman History, c. 1300–c.1800 in the Faculty of History; salary: £37,756–£47,787; closing date: 2 April 2014; further particulars: <http://www.jobs.cam.ac.uk/job/2390/>; quote reference: JJ02030

Research Assistant (fixed-term) in the Cancer Research UK Cambridge Insitute; tenure: one year in the first instance; salary: £24,289–£27,318; closing date: 26 March 2014; further particulars: <http://www.jobs.cam.ac.uk/job/3439/>; quote reference: SW02932

Assistant Esquire Bedell (University Ceremonial officer); £30 per hour, 20–30 hours per year; closing date: 14 April 2014; further particulars: <http://www.admin.cam.ac.uk/offices/secretariat/jobs/>

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.

Election, appointments, and grants of title

The following election, appointments, and grants of title have been made:

ELECTION

Professor Simon David Goldhill, M.A., Ph.D., *K*, Professor of Greek (2002), elected John Harvard Professor in the Arts, Humanities, and Social Sciences from 1 September 2014 until 31 August 2019 and assigned to the Faculty of Classics.

APPOINTMENTS

University Senior Lecturer

Law. Dr Okeoghene Odudu, M.A., *EM*, M.A., *Keele*, D.Phil., *Oxford*, appointed from 1 February 2014 until the retiring age and subject to a probationary period of five years.

Associate Lecturer

Pathology. Dr Matthew Jonathan Murray, M.A., M.B., B.Chir., Ph.D., *PEM*, Pg.Cert.Med.Ed., *Bedfordshire*, FRCPCH, FHEA, appointed from 12 November 2013 until 11 November 2018.

Clinical Lecturer

Obstetrics and Gynaecology. Dr Catherine Elizabeth Margaret Aiken, M.B.Chir., M.A., Ph.D., *MUR*, MRCP, MRCOG, appointed from 1 March 2014 until 28 February 2018 and subject to a probationary period of twelve months.

Head of Department

Plant Sciences. Professor David Charles Baulcombe, *T*, appointed from 1 October 2014 to 30 September 2019.

Assistant Director

University Offices (Academic Division). Mrs Alice Margaret Benton, M.A., *W*, appointed from 1 January 2014 until the retiring age.

Principal Assistant Registrar

University Offices (Management Information Services Division). Dr Nicholas Mattin, B.Sc., *Essex*, M.Sc., Ph.D., *Leicester*, appointed from 1 February 2014 until the retiring age.

Assistant Registrar

University Offices (Academic Division). Mr Anthony Peter Dangerfield, B.A., *Leicester*, CIM, appointed from 10 March 2014 until the retiring age and subject to a probationary period of nine months.

Administrative Officer

University Offices (Human Resources Division). Mrs Julie Irene Sales, SCoR, HCPC, BAMRR, appointed from 3 March 2014 until the retiring age and subject to a probationary period of nine months and assigned to the Occupational Health and Safety Service.

GRANTS OF TITLE

Affiliated Lecturers

Asian and Middle Eastern Studies. Dr Esther Miriam Wagner, *JN*, and Dr Shana Cohen have been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015.

English. Dr Simon Timothy Meecham Jones has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Dr Helen Thaventhiran, *R*, has been granted the title of Affiliated Lecturer from 1 January 2014 until 31 December 2015.

French. Dr Georgina Louise Evans, *JN*, Dr Elizabeth Marion Guild, *R*, Dr Jean Khalfa, *T*, and Dr Isabelle McNeill, *TH*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

German and Dutch. Dr John David Guthrie, *MUR*, and Dr Lucia Ruprecht, *EM*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years. Dr Charlotte Woodford, *SE*, has been granted the title of Affiliated Lecturer from 1 October 2013 for a further year.

Haematology. Dr Rebecca Cardigan has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015.

History. Dr David Anthony Woodman, *R*, has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Dr Benjamin John Griffin, *G*, and Dr Andrew Clague Thompson, *Q*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Italian. Dr Ambrogio Camozzi Pistoja, *PEM*, has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Mrs Julie Rosalind Dashwood, *LC*, and Ms Claudia Peverini have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Law. Ms Alysia Paige Blackham, Professor Sir Arthur Alan Dashwood, KCMG, CBE, QC, *SID*, Dr Amy Claire Ludlow, *CAI*, Dr Philip Murray, *JN*, Dr Katherine Louise Miles, *CAI*, Mrs Federica Isabella Paddeu, *Q*, Mr Gavin Robert, and Dr Findlay George Ferguson Stark, *JE*, have been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2014.

Modern and Medieval Languages. Dr Philip Russell Hardie, *T*, has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Professor Georgina Emma Mary Born, *G*, Dr Regine Karousou-Fokas, Dr Sophie Rachel Mayer, *MUR*, Dr David Kenyon Money, *W*, and Dr Oliver Tonneau, *G*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Politics and International Studies. Dr Joanna Jane Depledge, *LC*, has been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Slavonic Studies. Dr Galina Nikiporets-Takigawa has been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Mrs Iwona Krasodomska-Jones, and Dr Rachel Anne Polonsky, *MUR*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Spanish and Portuguese. Miss Ester Aparici, Dr Rocio Diaz-Bravo, Miss Eva Aymami Rene, and Miss Ines Ruiz Navarro have been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Dr Maria Luisa Astruc Aguilera, Dr Rosemary Corrie Clark, *CHR*, Dr Stuart Davis, *G*, Dr Elizabeth Anne Drayson, *MUR*, Ms Silva Gonzalez-Jove, Dr Maria del Carmen Olmedilla Herrero, Ms Erica Monica Simona Segre, *T*, and Dr Andreea Weisl-Shaw, *CC*, have been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

Theoretical and Applied Linguistics. Professor Ronald Allan Carter, Dr Margaret Deuchar, and Dr Diana McCarthy have been granted the title of Affiliated Lecturer from 1 October 2013 until 30 September 2015. Dr Edward Keith Brown, *PEM*, has been granted the title of Affiliated Lecturer from 1 October 2013 for a further two years.

NOTICES BY THE GENERAL BOARD

Change of name for the University of Cambridge Programme for Sustainability Leadership

The General Board, on the recommendation of the Council of the School of Technology and the Cambridge Programme for Sustainability Leadership Management Board, have agreed to retitle the Programme (CPSL) as the University of Cambridge Institute for Sustainability Leadership (CISL) with effect from 4 April 2014. The term ‘Institute’ provides a clear differentiation from the individual educational programmes delivered by CPSL, and gives reassurance to the organizations with whom it works that it is a well-established University institution. The change of name also recognizes the role that CPSL plays as a long-standing part of the University’s mission in education and research in an analogous way to the Institute of Continuing Education for lifelong learning.

The references to the Programme in the following regulations have been replaced with references to the University of Cambridge Institute for Sustainability Leadership with effect from 4 April 2014:

- Diplomas and Certificates open to non-members of the University (*Statutes and Ordinances*, p. 579)
- Postgraduate Certificate in Sustainable Business (*Statutes and Ordinances*, p. 583)
- Postgraduate Certificate in Sustainable Value Chains (*Statutes and Ordinances*, p. 583)
- University of Cambridge Programme for Sustainability Leadership (*Statutes and Ordinances*, p. 641)

The Council is submitting a Grace (Grace 1, p. 454) for the approval of consequential amendments to the regulations for the School of Technology.

REGULATIONS FOR EXAMINATIONS

Classical Tripos, Part II

(*Statutes and Ordinances*, p. 296)

With effect from 1 October 2014

The Schedule of Optional Papers (see *Reporter*, 6322, 2013–14, p. 40) has been amended as follows:

The title of Paper O11 has been changed from ‘Science before 1650’ to ‘Ancients and Moderns’.

The Faculty Board of Classics have confirmed that no candidate’s preparation for the examination in 2015 will be affected.

Psychological and Behavioural Sciences Tripos, Parts IIA and IIB

(*Statutes and Ordinances*, p. 425)

With effect from 1 October 2014

The General Board, on the recommendation of the Faculty Board of Biology, have approved amendments to the regulations for Parts IIA and IIB of the Tripos so as to rename papers, introduce two new papers, and correct typographical errors. The restrictions on some combinations of papers in Part IIB have also been amended.

Regulation 16.

By correcting the title of Paper PBS 2 so as to read:

PBS 2. Psychological enquiry and methods (Paper PBS 2 from Part I of the Tripos)

Regulation 17.

By amending the text of the final part of subparagraph (b) so as to read:

subject to Regulation 4, and provided that any candidate who has not previously completed Part I of the Tripos must, except with the permission of the Committee of Management, offer PBS 1 and PBS 2 if he or she has not previously offered either paper within another Tripos.

Regulation 21.

By amending the titles of Paper PBS 9 from 'Experimental psychology 1' to 'Cognitive psychology (Paper 2 for the subject Psychology in Part II of the Natural Sciences Tripos)', PBS 10 from 'Experimental psychology 2' to 'Behavioural and clinical neuroscience (Paper 3 for the subject Psychology in Part II of the Natural Sciences Tripos)', PBS 11 from 'A paper in psychology 1' to 'Social and developmental psychology, and individual differences (Paper 4 for the subject Psychology in Part II of the Natural Sciences Tripos)', and PBS 12 from 'A paper in psychology 2' to 'A paper in psychology 1'.

By introducing two new papers:

PBS 13. A paper in psychology 2

PBS 14. A paper in psychology 3

Regulation 22.

By removing the current regulation and replacing it with a new regulation so as to read:

A candidate for honours in Part IIB shall be required to offer PBS 7, the research dissertation, and three further papers, provided that no candidate shall offer more than two papers out of PBS 9, PBS 10, and PBS 11.

Regulation 24.

By amending the first sentence of subparagraph (c) so as to read:

The research dissertation shall be submitted in electronic or printed form to the Secretary of the Committee of Management not later than the end of the second week of the Full Easter Term in which the examination is to be held.

Theological and Religious Studies Tripos, Parts I, IIA, and IIB

(*Statutes and Ordinances*, p. 426)

With effect from 1 October 2014

The General Board, on the recommendation of the Faculty Board of Divinity, have made the following changes to papers for the Tripos.

Regulation 18.

GROUP A

By removing the current Paper A2 'One God? Hearing the Old Testament' and replacing it with a new paper entitled 'David: Israel's greatest hero?'

GROUP B

By removing Paper B7 'Reform and renewal in Christian history', and replacing it with a new paper entitled 'Themes in world christianities: context, theology, and power'.

By continuing to suspend Paper B9 'God and the *imago Dei*', to 1 October 2015.

By removing Paper B13(a) 'Christian culture in the western world' and the distinction between (a) and (b) for this paper, and thus re-designating Paper B13(b) as Paper B13 so as to read:

Paper B13. Religious themes in literature

GROUP C

By introducing a footnote to Paper C4 ‘Topic in the history of Christianity’, to indicate that the paper is suspended in 2014–15.

The Faculty Board of Divinity are satisfied that no candidate’s preparation for the examination in 2015 will be affected.

SUPPLEMENTARY REGULATIONS

(*Statutes and Ordinances*, p. 431)

Paper A.2 One God? Hearing the Old Testament

By amending the title of Paper A.2 from ‘One God? Hearing the Old Testament’ to ‘David: Israel’s greatest hero?’ and by replacing the current text with the following so as to read:

This paper will provide an introduction to the critical study of the Old Testament literature, history, and religion, focussing on the figure of David. Texts for special study will be prescribed by the Faculty Board.

Prescribed texts

1 Samuel 16–19; 21–23; 28; 2 Samuel 1–2; 5–7; 9; 11–12; 21–24

Paper D1.

By amending the title of Paper D1.(f) from ‘Religion: evolution, brain, and cognition’ to ‘Jews, Christians, and Muslims before and after Muhammad’ and by replacing the current text with the following so as to read:

This paper proposes a new historical framework for the study of the history and interaction of rabbinic Judaism, patristic Christianity, and early Islam.

Examination in Social and Developmental Psychology for the degree of Master of Philosophy

(*Statutes and Ordinances*, p. 537)

With effect from 1 October 2014

The General Board, on the recommendation of the Faculty Board of Biology, have approved amendments to the special regulations for the M.Phil. Degree in Social and Developmental Psychology so as to reduce the number of essays required to two, to reduce the word length of one of these essays to 4,000 words, and to require both the critical appraisal exercise and the course-work to be completed. The thesis component is unchanged.

Regulation 1.

By amending the current regulation so as to read:

1. The scheme of examination for the one-year course of study in Social and Developmental Psychology for the degree of Master of Philosophy shall consist of:

- (a) two essays, one of not more than 5,000 words and one of not more than 4,000 words in length, on topics falling within areas of study to be prescribed by the Degree Committee for the Faculty of Biology;
- (b) an exercise of not more than 3,000 words in length, consisting of a critical appraisal of a research paper specified by the Degree Committee;
- (c) course-work as prescribed by the Degree Committee on subjects falling within the fields of statistical methods, survey methods, and ethnographic research methods;
- (d) a thesis, of not more than 15,000 words in length, on a subject approved by the Degree Committee.

The Degree Committee shall publish, not later than the end of the Easter Term in the year preceding the examination, a list of topics for the essays to be submitted under (a) above.

NOTICES BY THE FACULTY BOARDS, ETC.

Asian and Middle Eastern Studies Tripos, Part II, 2015: Amendment

With immediate effect

The Faculty Board of Asian and Middle Eastern Studies give notice of amendments to the list of papers published under Regulation 8 for Part II of the Asian and Middle Eastern Studies Tripos examination in 2014–15 (*Reporter*, 6316, 2012–13, p. 744; see *Statutes and Ordinances*, p. 277).

Middle Eastern Studies

MES.39. Special subject in the pre-modern Middle East: The Qur'an and its History

This paper will no longer be available for examination in 2015. An additional paper, as noted below, will be made available.

SUPPLEMENTARY REGULATIONS

(*Statutes and Ordinances*, p. 283)

By inserting Paper X.14 and the following accompanying text in the list of papers that may be offered in Part II of the Tripos:

X.14. The Jewish presence in medieval society (Paper 9 of Part II of the Historical Tripos)

This paper consists of a three-hour examination. Candidates answer three questions out of a choice of at least eleven questions.

The Faculty Board of Asian and Middle Eastern Studies are satisfied that no candidate's preparation for the examination in 2015 will be adversely affected.

Examination for the degree of Master of Business Administration, Easter Term 2014

The Faculty Board of Business and Management give notice that in the Easter Term 2014 of academical year 2013–14, the subjects for examination for the M.B.A. Degree will be as listed below. The method of examination is shown for each subject.

4. (a) One-year course**6. (a) Compulsory modules****Easter Term 2014:**

MBA12.	Corporate governance	Class participation (40%), individual assignment (60%)
MBA54.	Macroeconomics	Group assessment (25%), individual assignment (75%)
MBA35.	Capstone project	
	1. Cultural arts and media management	Class participation (20%), group presentation (50%), individual assignment (30%)
	2. Energy and environment	Class participation (20%), presentation (40%), individual assignment (40%)
	3. Entrepreneurship	Presentation (60%), individual assignment (40%)
	4. Finance	Presentation (60%), class participation (20%), individual assignment (20%)
	5. Global business	Group presentation (20%), class participation (20%)
	6. Health strategy	Presentation (50%), individual assignment (30%), class participation (20%)
	7. Social innovation	Presentation (40%), class participation (20%), individual assignment (40%)
	8. Strategy and marketing	Group presentation (70%), individual assignment (30%)
MBA36.	Summer activity	Intensive course Dissertation Work placement Individual project

6. (b) Elective modules**Easter Term 2014:**

MBA98.	Advanced strategy	Class participation (20%), group assignments (30%), individual assignments (50%)
MBA71.	Asian capital markets	Individual assignment (100%)
MBA83.	Behavioural finance	Class participation (40%), individual assignment (60%)
MBA84.	Cases in corporate finance II	Group assignments (60%), individual assignment (40%)
MBA38.	Consumer behaviour	Group assignment (40%), individual assignment (60%)
MBA106.	Creativity and innovation management	Group assignment (100%)
MBA53.	Customer relationship management	Group assignment (80%), class participation (20%)
MBA41.	Energy and emissions markets and policies	Individual assignment (100%)
MBA42.	Entrepreneurship: emerging technologies (E TECH)	Group assignment (20%), individual assignment (80%)

MBA43.	Entrepreneurship: how to start a technology company	Group assignment (100%)
MBA95.	Financial market trading simulation	Class participation (40%), individual assignment (60%)
MBA46.	Fundraising	Group assignment (60%), individual assignment (30%), class participation (10%)
MBA23.	Global marketing	Group assignment (60%), individual assignment (40%)
MBA105.	Growing your start-up	Individual assignment (100%)
MBA48.	Hedge funds	Individual assignment (80%), class participation (20%)
MBA75.	Infrastructure finance	Individual assignment (100%)
MBA85.	Introduction to options, futures, and other derivatives	Class participation (40%), individual assignment (60%)
MBA50.	International business and Chinese firms	Individual assignment (50%), group assignment (50%)
MBA25.	Lean Six Sigma	Individual assignment (100%)
MBA58.	New venture finance	Class participation (30%), group assignment (20%), individual assignment (50%)
MBA59.	Numerical information and environmental policy	Individual assignments (100%)
MBA60.	Pharmaceuticals and biotechnology	Individual assignment (80%), class participation (20%)
MBA28.	Private equity	Individual assignments (60%), group assignments (40%)
MBA81.	Project management	Class participation (20%), individual assignments (80%)
MBA94.	Real estate finance and investments	Class participation (20%), individual assignments (80%)
MBA40.	Special topics for cultural arts and media management	Class participation (20%), group assignment (40%), individual assignment (40%)
MBA64.	Strategic brand management	Group assignment (50%), individual assignment (50%)
MBA97.	Supply chain strategy	Individual assignment (100%)
MBA31.	The coming of modern capital markets	Individual assignments (100%)
MBA66.	The liberalization and regulation of international financial markets	Individual assignment (100%)
MBA44.	Venture capital and the entrepreneurial world	Class participation (20%), individual assignment (80%)

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

2013–15 class

6. (a) Compulsory modules

Easter Term 2014:

EMBA10.	Marketing management	Three-hour written examination (60%), group assignment (40%)
EMBA32.	Macroeconomics	Group assessment (25%), individual assignment (75%)
EMBA20.	Negotiation skills	Attendance only
EMBA17.	Leadership in action (this course runs throughout the programme)	Attendance only
EMBA19.	Personal and professional development (this course runs throughout the programme)	Attendance only

(b) Elective modules

Easter Term 2014:

None

Examination for the degree of Master of Finance, Easter Term 2014

The Faculty Board of Business and Management give notice that in the Easter Term 2014 the subjects for examination for the Master of Finance Degree will be as listed below. The method of examination is shown for each subject.

Group 1 – core subjects

MFIN5.	Finance and organizations	Seminar, assessed by attendance
MFIN23.	City speaker series	Seminar, assessed by attendance

Group 2 – specialist subjects

MFIN20.	Risk management and hedging	Individual assignment (100%)
MFIN21.	The coming of modern capital markets (open to MBA)	In-class test (70%), individual assignment (30%)
MFIN30.	International macroeconomics and finance	Group case study (50%), individual assignment (50%)
MFIN31.	Infrastructure finance (open to MBA)	Individual assignment (30%), in-class test (70%)
MFIN33.	Asian capital markets (open to MBA)	100% individual assignment
MFIN35.	Further econometrics	In-class test – mid course (40%), in-class test – end of course (60%)
MFIN40.	Overview of financial regulation	In-class test (100%)
MFIN41.	Advanced derivatives	In-class test (100%)
MBA44.	Venture capital and the entrepreneurial world	Individual business plan (80%), class participation (20%)
MBA83.	Behavioural finance	Class participation (40%), individual assignment (60%)
MBA94.	Real estate finance and investments	Class participation (20%), individual case briefs x 2 (20%), formal assessment (60%)

Projects

MFIN37.	Individual project (optional)	Can be marked by an academic supervisor, but mark will not contribute towards overall grade
---------	-------------------------------	---

REPORTS**Report of the Council on the governance and management arrangements for sport within the University**

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

1. In November 2012 the Council established a committee to review and make recommendations in relation to the governance, management, and funding of sport in the University. The Review Committee published a consultative report in December 2013 for consideration by the Council and the Regent House, which was discussed on 21 January 2014 (*Reporter*, 2013–14; 6328, p. 139; 6335, p. 343). Following conclusion of the consultation period, the Committee modified its report in light of comments received and that revised report was submitted to the Council at its meeting on 17 March 2014 (attached as Annex A). The Council is very grateful to the members of the Review Committee and to all who contributed to the consultation process.

2. The Council shares the Review Committee's view that sport makes a valuable contribution to life in the Collegiate University, by enhancing health and wellbeing, fostering a sense of community, creating opportunities to develop valuable skills, and enabling levels of sporting excellence to be achieved. The Council endorses the conclusions of the Review Committee's report, which suggest a need for greater oversight of the development of sport within the University and which are summarized below:

- (a) There should be a clearly articulated vision for sport and significant forward planning to ensure that future needs are anticipated and met, and there must be a governance structure in place to foster the development of a strategy and ensure that it is delivered and appropriately funded.
- (b) There should be better co-ordination of sport, to make the most of opportunities to share facilities and services and thereby enhance the experience of sport across the Collegiate University.

(c) The provision of sports facilities should be primarily for students. However, such facilities should also be made available for the benefit of staff and the public, and to generate income, as far as it is possible to do so without compromising availability to students.

3. This Report seeks approval for the principal recommendations made by the Review Committee, namely:

- (a) The Sports Syndicate should be reformed as a committee, to be known as the University Sports Committee, with responsibility for establishing a vision and strategy for sport. The new Committee should make the case to the University for funding that strategy, and also provide direction for fundraising priorities and oversee use of the University brand in sports sponsorship. There should also be an underpinning sub-committee structure to oversee, *inter alia*, the registration and management of clubs, and health and safety in sport.
- (b) The Department of Physical Education should be retitled the University Sports Service, with responsibility for the delivery of University sports strategy as defined by the new Committee, and become part of the Unified Administrative Service (UAS), with the Director of the Sports Service reporting to a senior officer in the UAS, to be determined after further consultation, who in the first instance would be the Registry.
- (c) The Director of the University Sports Service should liaise with the Colleges, and with the managers of other University-related facilities and partner organizations, to identify and facilitate a

mutually beneficial use of all sports facilities and services for all students and staff of the Collegiate University and the wider community. One such amenity might be the provision of a transport service.

4. Some of those who commented on the consultation report were of the opinion that the body with oversight of University sport should continue to be a Syndicate with a chair appointed by the Vice-Chancellor, reporting directly to the Regent House. Concerns were also raised about the Sports Service becoming part of the UAS.

The Council has given consideration to these views, but has agreed that it is of primary importance for the body to have a direct line of accountability to the Council and the General Board, rather than an indirect reporting line, to provide better oversight of the Sports Service, and for the Director of the Sports Service to report to a senior officer in the UAS, rather than the Chair of the Syndicate, to provide more effective line management of and support to the Director.

5. The Council recommends:

I. That the Sports Syndicate be suppressed and replaced by a University Sports Committee, reporting jointly to the Council and the General Board, and that regulations for the University Sports Committee as set out in Annex B to this Report be approved.

II. That the Department of Physical Education be retitled the University Sports Service and be constituted as part of the Unified Administrative Service under the arrangements set out in paragraph 3 above.

17 March 2014

L. K. BORYSIEWICZ, *Vice-Chancellor*
N. BAMPOS
JEREMY CADDICK
I. M. LE M. DU QUESNAY
DAVID GOOD
ANDY HOPPER
RICHARD JONES

FIONA KARET
MARK LEWISOHN
REBECCA LINGWOOD
MAVIS McDONALD
ROSALYN OLD
SUSAN OOSTHUIZEN
FLICK OSBORN

RACHAEL PADMAN
SHIRLEY PEARCE
JOHN SHAKESHAF
JEAN THOMAS
I. H. WHITE
A. D. YATES

ANNEX A

The revised report of the Review Committee is available online at <http://www.admin.cam.ac.uk/reporter/2013-14/weekly/6343/SportReviewRevisedReport.pdf> and appended to the back of the pdf of this *Reporter* issue.

ANNEX B

UNIVERSITY SPORTS COMMITTEE

1. There shall be a University Sports Committee, which shall be a joint committee of the Council and the General Board, and shall consist of:

- (a) the Pro-Vice-Chancellor (Education) as Chair;
- (b) three persons appointed by the Council at least one of whom shall be a member of the Council, one shall be a member of University staff nominated by the Human Resources Committee, and one shall be a Senior Treasurer of a University sports club;
- (c) two persons appointed by the General Board at least one of whom shall be a member of the General Board;
- (d) a person appointed by the College Bursars' Committee;
- (e) a person appointed by the College Senior Tutors' Committee;
- (f) a student member nominated by the Education Committee and appointed by the General Board;
- (g) a student member appointed by the Clubs Sub-committee;
- (h) no more than three members co-opted by the Committee at least one of whom shall be a person with expertise in sports medicine and/or public health or wellbeing.

For the purpose of this regulation, a student member shall mean a person *in statu pupillari*, a Graduate Student, or an elected officer of the Cambridge University Students Union or the Graduate Union.

2. Members in classes (b), (c), (d), and (e) shall be appointed in the Michaelmas Term to serve for four years from 1 January next following their appointment. Co-opted members shall serve until 31 December of

the year in which they are co-opted or of the following year as the Committee shall determine at the time of their co-optation. Members in classes (f) and (g) shall be appointed in the Michaelmas Term to serve for the remainder of the current academical year.

3. The Director of the University Sports Service shall attend meetings of the Committee and shall act as its Secretary.

4. It shall be the duty of the Committee to:

- (a) set a strategy for University sport;
- (b) secure and allocate resources to deliver that strategy;
- (c) oversee the delivery of that strategy by the University Sports Service;
- (d) oversee the registration of sports clubs;
- (e) manage risks relating to sport in the University, in consultation with other bodies as appropriate;
- (f) make an Annual Report to the Council and the General Board and such other reports as the Council or General Board may require.

5. The Committee shall meet at least once each term.

6. The provisions of Special Ordinance A (vii) 5 concerning reserved business shall apply to the Committee.

7. The University Sports Committee shall have authority to establish such sub-committees reporting to the Committee as it sees fit, including a Clubs Sub-committee to approve the registration of and allocation of funds to sports clubs. There shall be a right of appeal to the Committee against a decision of the Clubs Sub-committee concerning the registration of a sports club.

OBITUARIES

Obituary Notices

HOWARD HENRY ERSKINE-HILL, M.A., Litt.D., FBA, Fellow of Pembroke College 1980–2003, formerly University Lecturer in English, Reader in Literary History, and Professor of Literary History, died 26 February 2014, aged 77 years (see p. 456).

Ambassador FULGENCE MICHAEL KAZAURA, M.A., Honorary Fellow of St John's College since 2007, Chancellor of the University of Dar es Salaam, died on 22 February 2014, aged 73 years.

GRACES

Grace submitted to the Regent House on 19 March 2014

The Council submits the following Grace to the Regent House. This Grace, unless it is withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 103), will be deemed to have been approved at 4 p.m. on Friday, 28 March 2014.

1. That, on the recommendation of the General Board and with effect from 4 April 2014, Regulations 1 and 2(a) for the School of Technology (*Statutes and Ordinances*, p. 588) be amended by replacing in each case the reference to the University of Cambridge Programme for Sustainability Leadership by reference to the University of Cambridge Institute for Sustainability Leadership.¹

¹ See the General Board's Notice on p. 447.

Graces to be submitted to the Regent House at a Congregation on 22 March 2014

The Council has sanctioned the submission of the following Graces to the Regent House at a Congregation to be held on 22 March 2014:

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

1. JEREMY NIGEL MORRIS, Fellow of King's College, Doctor of Philosophy of the University of Oxford (1986).

That the following person be admitted to the degree of Master of Arts by incorporation:

2. DAVID GEORGE CORNICK, Fellow of Robinson College, Master of Arts of the University of Oxford (1981).

That the following persons be admitted to the degree of Master of Arts under the provisions of Statute B II 2:

3. GEMINI CARO BEVAN, Senior Technical Officer in the Faculty of Clinical Medicine.
4. ROBERT CHARLES FRANKLIN, Senior Computer Officer in the University Computing Service.
5. ANTHONY STEPHEN, Baron GRABINER, Master-elect of Clare College.
6. KAREN KENT, Administrative Officer in the Estate Management and Building Service of the University Offices.
7. ROGER LING, Advisory Officer in the Estate Management and Building Service of the University Offices.
8. SHARON JAYNE PEACOCK, Fellow of St John's College and Professor of Clinical Microbiology in the Department of Medicine.

Graces to be submitted to the Regent House at a Congregation on 29 March 2014

The Council has sanctioned the submission of the following Graces to the Regent House at a Congregation to be held on 29 March 2014:

That the following persons be admitted to the degree of Master of Arts under the provisions of Statute B II 2:

1. SARAH COVSHOFF, Fellow of Lucy Cavendish College.
2. MONICA GONZALEZ-RUBIÑOS, Computer Officer in the University Computing Service.
3. JANE SUZETTE GREATOREX, Fellow of Lucy Cavendish College.
4. RICHARD LESLIE HEY, Principal Computer Officer in the University Computing Service.
5. DEAN JOHNSON, Computer Officer in the Management Information Services Division of the University Offices.
6. ANDREW TAYLOR JUDD, Computer Officer in the University Computing Service.
7. KUSAM LEAL, Assistant Registry in the Academic Division of the University Offices.
8. KIRSTIN JANE PREEST-WILSON, Fellow of Murray Edwards College.
9. STYLIANOS CHARALAMBOS ZYGLIDOPOULOS, Fellow of Homerton College and University Lecturer in Judge Business School.

J. W. NICHOLLS, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

COLLEGE NOTICES**Vacancies**

Clare College: College Teaching Officer in Mathematics; tenure: from 1 October 2014, for nine months; stipend: £23,046, being nine months of the annual salary of £30,728; closing date: 14 April 2014; further particulars: <http://www.clare.cam.ac.uk/College-Teaching-Officer-in-Mathematics/>

Other Notices

Newnham College: The Jane Harrison Memorial Lecture, *The past ahead: academic expertise and public understandings of the past*, will be delivered by Professor Lin Foxhall MBE, Professor of Greek Archaeology and History, University of Leicester, at 5.30 p.m. on Friday, 25 April 2014 in the Law Faculty. Admission free, all welcome. Further information: <http://www.newn.cam.ac.uk/after-newnham/events/forthcoming-events/events/jane-harrison-memorial-lecture>.

Pembroke College: A Memorial Service for Howard Henry Erskine-Hill, M.A., Litt.D., FBA (see p. 454), Emeritus Professor of Literary History and Emeritus Fellow of Pembroke College, will be held in the College Chapel on Saturday, 26 April 2014 at 2.30 p.m. Guests are invited to refreshments afterwards in the Old Library.

EXTERNAL NOTICES**University of Oxford**

Faculty of Medieval and Modern Languages: Professor of German Medieval and Linguistic Studies; closing date: 28 April 2014; further particulars: http://www.ox.ac.uk/about_the_university/jobs/fp/

Nuffield Department of Orthopaedics, Rheumatology, and Musculoskeletal Sciences: Professorship of Musculoskeletal Sciences and Directorship of the Kennedy Institute of Rheumatology; closing date: 22 April 2014; further particulars: http://www.ox.ac.uk/about_the_university/jobs/fp/

Lincoln College: Stipendiary Lecturership in Economics (six hours); tenure: one year, fixed-term; salary: £12,507–£14,066; closing date: 7 April 2014; further particulars: <http://www.lincoln.ox.ac.uk/Lecturership-in-Economics>

The Queen's College: Stipendiary Lecturership in German; closing date: 23 April 2014 at 12 noon; further particulars: <http://www.queens.ox.ac.uk/about-queens/vacancies/>

College Career Development Fellowship in English; closing date: 25 April 2014 at 12 noon; further particulars: <http://www.queens.ox.ac.uk/about-queens/vacancies/>

Junior Research Fellowship in the History of the Great War; closing date: 28 April 2014 at 12 noon; further particulars: <http://www.queens.ox.ac.uk/about-queens/vacancies/>

St Anne's College: The Clayman Junior Research Fellowship in Politics and Political Ideas; salary: £21,150; closing date: 17 April 2014 at 12 noon; further particulars: <http://www.st-annes.ox.ac.uk/about/job-opportunities>

Stipendiary Lecturer in Classics; salary: £19,319; closing date: 22 April 2014 at 12 noon; further particulars: <http://www.st-annes.ox.ac.uk/about/job-opportunities>

St Hilda's College: Stipendiary Lecturer in Economics; tenure: one year from 1 October 2014; salary: £12,506–£14,066; closing date: 14 April 2014 at 12 noon; further particulars: <http://www.st-hildas.ox.ac.uk/news-events-and-vacancies/vacancies>

University College: Academic Registrar; salary: £29,837–£36,661, plus benefits; closing date: 18 April 2014 at 12 noon; further particulars: <http://www.univ.ox.ac.uk/content/academic-registrar>

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). 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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**A REVIEW OF THE GOVERNANCE AND MANAGEMENT ARRANGEMENTS
FOR SPORT WITHIN THE UNIVERSITY**

February 2014

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EXECUTIVE SUMMARY

In November 2012 the Council established a committee to review and make recommendations in relation to the governance, management and funding of sport in the University. The committee published a consultative report in December 2013 for consideration by the Council and the Regent House. The report has been modified in light of comments received through the consultation process.

Responsibility for the governance of sport in the University, and for the provision of advice currently rests with the Sports Syndicate. However, there is neither a clearly articulated vision nor a strategy for sport nor evidence of forward planning, except for the construction of the West Cambridge Sports Centre. There is no significant institutional relationship between the Syndicate and the broader Collegiate University.

The Department of Physical Education is also structurally and administratively disconnected from the governance and decision-making structures of the University. The Syndicate does not oversee the budget of the Department, nor does it provide an effective bridge between the Department and the rest of the University. The apparent independence of the Syndicate and the Department from key decision-making bodies has had a negative impact on relationships between University and sport.

The review committee believes that the provision of high quality sporting facilities benefits students, staff and the Collegiate University as an institution as well as the local community. The Committee presents a draft vision for the role of sport in the University and a governance structure for sport which it recommends the University should adopt.

The review committee recommends that the Sports Syndicate should become a joint committee of the Council and General Board, and it should be called the University Sports Committee. It further recommends that the Department of Physical Education should be renamed the University of Cambridge Sports Service and become part of the Unified Administrative Service.

The principal terms of reference of the University Sports Committee should be to:

1. Set a strategy for sport
2. Secure and allocate resources to deliver that strategy
3. Oversee the delivery of that strategy by the Sports Service
4. Oversee the registration of sports clubs
5. Manage risks relating to sport in the University
6. Make an Annual Report to the Council and the General Board and such other reports as the Council or General Board may require.

The Sports Committee should make the case to the University for sport, and be responsible for managing funding for sport in the University, including sponsorship and philanthropic giving.

The current management of sports facilities and services is fragmented. The Director of the Sports Service, the new post that is proposed to replace that of the current Director of Physical Education, should co-ordinate the use of those facilities and services throughout the University.

The provision of sports services should be primarily for students. However, such services should also be made available for the benefit of staff and the public, and to generate income, as far as it is possible to do so without compromising availability to students.

The report makes fifteen recommendations and two suggestions. These are a combination of structural recommendations for the University, and recommendations for action by the new bodies

that will be created. If the recommendations of this review are approved, University Ordinances will need be revised accordingly. In addition, the report highlights a number of matters for priority attention by the proposed Sports Service and Sports Committee.

INTRODUCTION

At its meeting on 26 November 2012, the Council accepted a recommendation from the Chair of the Sports Syndicate and the Registry that there was a need for an independent review of the governance and management arrangements for sport within the University. The paper which the Council received is attached at Appendix A.

Membership of the Review Committee

The membership of the review committee was agreed as follows:

Professor Jeremy Sanders, Pro-Vice-Chancellor for Institutional Affairs (Chair)
Dr Bill Nolan, Senior Tutor at Robinson College
Professor Shirley Pearce, external member of the University Council and former Vice-Chancellor of Loughborough University
Mr Christopher Pratt, Bursar of Jesus College and member of the Sports Syndicate
Dr Christina Skott, the Junior Proctor (2012–13)
Mr John Walker, Representative of the Graduate Union
Mr Dom Weldon, Representative of Cambridge University Students' Union
Mr Keith Zimmerman, Director of Student Administration and Services in the University of Oxford until September 2013 and then Director, Students at The Open University
Mr Rob Needle, the Registry's Office (Secretary)

Terms of reference

The Council approved the following terms of reference for the review:

1. To consider the current governance and oversight arrangements for sport in the University and to make recommendations to the Council.
2. To consider the current arrangements for the management and funding of sport in the University and to make recommendations to the Council.

The background and context to the review

The University of Cambridge lists as one of its core values the provision of 'opportunities for broadening the experience of students and staff through participation in sport, music, drama, the visual arts, and other cultural activities'. (<http://www.admin.cam.ac.uk/univ/mission.html>)

The value of sport to the University is endorsed by the Vice-Chancellor: 'Through its impact on the individual, sport helps the University achieve its mission of pursuing education, learning and research at the highest levels of international excellence'.

(<http://www.sport.cam.ac.uk/CambridgeSportsCentre/index.html>)

There has not been a significant review of sport in the University since the 1981 McCrum Report reported to the Athletics Syndicate, to the Council and to the University. The University reviewed the Athletics Syndicate in the Michaelmas Term 1992 replacing it with the Sports Syndicate.

The McCrum report focused on sites and buildings. It recognised that there was a range of different roles for sport in students' lives, and also incidentally mentioned the potential value of making

facilities available to staff as a source of income for the University. However, there was no in-depth analysis of these matters nor any attempt to establish the most effective governance or management arrangements. There has also apparently been no revision of the relevant Ordinances for many years.

The Sports Syndicate is currently the body responsible for overseeing sport in the university. In April 2012, Dr Pat Marsh undertook a review of sport in the University on a voluntary basis. Dr Marsh presented a draft interim report on her findings to the Sports Syndicate in October 2012. That report highlighted the need for substantial changes in the governance and management of sport in the University.

As a result of that report, the Chair of the Sports Syndicate and the Registry presented a joint paper to the Council, asking for an independent review to be established by the University. Dr Marsh's draft interim report was made available to the review committee and provided valuable material that usefully informed its thinking.

In the course of the review, the committee considered eight documents (listed at Appendix B). Submissions of written evidence were invited by advertisement in the Reporter and by emails inviting evidence from key individuals and groups (listed at Appendix C). The committee received forty written submissions of evidence (listed at Appendix D) and heard verbal evidence from twenty witnesses (listed at Appendix E).

The organisation and financing of sport within colleges is a central feature of sport in Cambridge which is clearly outside the remit of the review committee. Nevertheless the relationships between University and College sport are important, and we refer to them where appropriate in this review.

A vision for sport in the University of Cambridge

In accordance with the University's published core values, the committee believes that the provision of high quality sporting facilities benefits students, staff and the University as an institution. Students can benefit from engaging in physical activity. This important aspect of the student experience complements the academic component of their time at Cambridge, whilst simultaneously providing motivation and developing transferable skills (such as teamwork, leadership, time-management), which will enhance their future employability and effectiveness. Staff also benefit from being healthier, happier and having fewer days sickness as a result of opportunities to keep fit, sport being a good means of relieving stress. Participation in sport also creates opportunities for students and staff of different backgrounds, ages, disciplines to come together, and it helps to create a sense of community. In addition, sport can also create opportunities for the University to engage with, and enhance the life of, the local community.

Sport can enhance the reputation of the University nationally and internationally. Major sporting occasions are opportunities for students of high academic achievement to display a correspondingly high level of sporting talent. The University's profile in the sports domain can be an effective means of maintaining beneficial links with alumni who have positive memories of the time they spent playing sport at the University and in forging links with friends and supporters of the University.

The University currently has no articulated vision or strategy for sport, and there is no evidence of forward planning or target setting, except for the construction of the West Cambridge Sports Centre.

The review committee felt that there was need for a working definition of the University's ambition for sport and agreed the following working statement, which informed its enquiries and thinking:

Through its wide-ranging benefits, sport will help the collegiate University to achieve and sustain excellence in teaching and research by:

- *Providing for the health and wellbeing of the University community through encouraging widespread involvement in sport;*
- *Encouraging and enabling the success of College and University Sports Clubs in delivering competitive opportunities to their members;*
- *Supporting student elite athletes to achieve their full potential.*

This will be achieved by delivering outstanding facilities and services and managing them effectively and responsively for the benefit of students, staff and the wider community.

GOVERNANCE AND OVERSIGHT ARRANGEMENTS FOR SPORT IN THE UNIVERSITY

The current role and membership of the Sports Syndicate

The University of Cambridge Ordinances relating to the Sports Syndicate state that its membership should be as follows;

- '(a) the Vice-Chancellor or a duly appointed deputy as Chairman;
- (b) five members of the Senate appointed by the Council;
- (c) one member of the Finance Committee of the Council, appointed by the Council on the nomination of the Committee;
- (d) the Chairman of the Committee of Senior Treasurers of College Amalgamated Clubs or a representative appointed by the Chairman;
- (e) the Director of Physical Education;
- (f) two Senior Treasurers of University sports clubs co-opted by the Syndicate;
- (g) not more than two other persons co-opted by the Syndicate;
- (h) one person *in statu pupillari* appointed by a special meeting of delegates of the Colleges, each College deciding for itself how its delegate shall be appointed;
- (i) six persons *in statu pupillari*, four appointed by the Blues Committee and two appointed by the Women's Blues Committee.' (<http://www.admin.cam.ac.uk/univ/so/2012/chapter01-section9.html#heading2-32>)

The Sports Syndicate met five times during the 2012–13 academic year.

It is the view of the review committee that it does not provide an effective bridge between the Department of Physical Education and the strategic decision-making structure of the University. Of the eleven senior members, six are current or retired Bursars. This is not necessarily unhelpful, since much of the current business of the Syndicate is about the management of resources, budgets and facilities. Whilst they bring a good understanding of the needs of Colleges with regard to sport, they do not link directly into the strategic committees of the University. The current membership of the Syndicate complies with the requirements of Ordinances but it includes no senior members who could ensure that the needs of sport are effectively brought to the attention of the University's

strategic decision-making bodies. As a consequence of this distance from the strategic management of the University, senior figures in both the Department of Physical Education and the Sports Syndicate have come to believe that the University does not value sport.

The Ordinances state that the "Syndicate shall advise the Council and the University about the policy, facilities, and arrangements for sport in the University."

(<http://www.admin.cam.ac.uk/univ/so/2012/chapter01-section9.html#heading2-32>) However, the only vehicle for this advice appears to be the Annual Report which contains little more than a dry list of facts and the Minutes of the syndicate meetings, which are circulated to members of the Council. It is not clear if the Syndicate has offered advice, or — if it has — whether that advice has been accepted and acted on.

The review committee is strongly of the view that the apparent independence from the University's strategic decision-making structures of both the Sports Syndicate and the Department of Physical Education has had a negative impact on the University's capacity to deliver on its aspirations for sport. In order for the University to provide sporting facilities and support of the highest standard, the governance and management arrangements for its delivery need to be strongly tied into the committee and administrative structures of the University. In the modern University, where there is fierce competition for financial and human resources, including those that support philanthropic fundraising, sport has to be able to compete from within the structure, not from outside it.

Sporting activity represents a number of potential risks to the University: finance, health and safety, governance and management of the sports clubs all pose reputational and real risks. The current Sports Syndicate is not an effective mechanism for the management of these risks. The Sports Syndicate should become a committee, reporting jointly to the Council and the General Board and it should be called the University Sports Committee.

Recommendation 1: The Sports Syndicate should be reformed into a committee and renamed the University Sports Committee.

To complement reform of the Sports Syndicate into the Sports Committee, the existing Department of Physical Education should be replaced by the University Sports Service. The rationale for this change is set out in the section on 'The delivery of sport in the University', below (page 12).

The proposed role and membership of the Sports Committee

The principal terms of reference for the Sports Committee should be to:

1. Set a strategy for sport
2. Secure and allocate resources to deliver that strategy
3. Oversee the delivery of that strategy by the Sports Service
4. Oversee the registration of sports clubs
5. Manage risks relating to sport in the University
6. Make an Annual Report to the Council and the General Board and such other reports as the Council or General Board may require.

The Sports Committee should be a joint committee, reporting to both the Council and the General Board. It is anticipated that, once fully established, the committee will meet five times each year.

The Chair of the Sports Committee should be a senior academic figure who can act as an advocate for sport at the highest level of decision-making within the University. The Pro-Vice-Chancellor (PVC) for Education would be appropriate, reflecting the fact that the sports service is run primarily for the

benefit of students, whilst allowing staff to make use of the facilities as well. The committee should have broad representation including sports clubs but also University staff. It should provide the essential link between the Colleges and the University in relation to the provision of sporting facilities.

In addition to the PVC (Education) as Chair, the membership of the Sports Committee should include the following;

- Three members appointed by the Council, at least one of whom will be a Council member, one shall be a member of University staff nominated by the Human Resources Committee and one shall be a Senior Treasurer of a University sports club and that person shall normally chair the Clubs sub-committee;
- Two members appointed by the General Board at least one of whom will be a member of the Board;
- One member appointed by the College Bursars' Committee;
- One member appointed by the College Senior Tutors' Committee;
- A student member nominated by the Education Committee and appointed by the General Board;
- A student representative appointed by the Clubs' sub-committee;
- The committee shall also be able to co-opt no more than three additional members to include a person with expertise in sports medicine and/or public health or wellbeing and to ensure that the gender balance of the members of the committee gives equal representation to women's sport.

The Director of the Sports Service will be in attendance and will act as secretary to the Committee.

The student representative from the Clubs sub-committee should represent primarily the interests of sports clubs. The student member nominated by the Education Committee should represent the wider student body in relation to sport.

An early task for the new Sports Committee will be to consider and, if necessary modify the proposed vision for sport in the University on page 7, devise a strategy to deliver it and then hold the Sports Service to account for the progress it makes in delivering that strategy. Several respondents to the consultation were concerned that the University's historic role in encouraging elite sport is being downgraded; a different perspective was offered by the Undergraduate Admissions Committee, which expressed concern that the elite image of Cambridge sport might be damaging to access and widening participation efforts. This will be a key policy area for the Sports Committee to explore and articulate in conjunction with those bodies responsible for admissions to the University.

Recommendation 2: The University Sports Committee should devise a vision and strategy for sport in the University of Cambridge and then hold the University of Cambridge Sports Service to account for delivering it.

The importance of health and safety in relation to sport is such that it necessitates a designated body to oversee the activities of the University Sports Service and University Sports Clubs. The Sports Committee should provide the overarching governance for the University Sports Service and its facilities, and also oversee registration of clubs and the allocation of funds through a Clubs' sub-committee, a Health and Safety sub-committee and any other sub-committees it sees fit to create.

The Clubs' sub-committee would be responsible for overseeing the registration of all sports clubs, establishing and ensuring compliance with the conditions of registration, allocating available funds to clubs and overseeing the use of those funds.

The Health and Safety sub-committee would ensure that all sports clubs have up-to-date and published safety codes of conduct and risk assessments, and that these are in compliance with any guidance and codes of practice from the national governing body of any sport. The sub-committee would also oversee compliance with protocols governing issues such as travel by student athletes (including overseas travel), insurance and event management.

The current Sports Syndicate has sub-committees to oversee the operation of the various sports facilities run by the Department of Physical Education. It is likely that the new Sports Committee will have a similar set of sub-committees.

Recommendation 3: The Sports Committee should establish sub-committees responsible for overseeing the registration and management of clubs and health and safety issues relating to sport, plus any other sub-committees it sees fit to create.

Recommendation 4: The Director of Health and Safety should work with the Sports Service to establish a regime of audits to ensure that sports clubs comply with health and safety requirements and codes of practice from the national governing body of any sport. These audits should start with those clubs whose members engage in activities that pose the highest risk to themselves or to the reputation of the University in terms of compliance with regulatory requirements. This work is to be overseen by the Health and Safety sub-committee of the Sports Committee.

Some of the larger sports clubs directly employ their own staff but it is not clear if all staff employed in such a way enjoy the same standard of terms and conditions as those employed by the University directly. At least some staff employed in this manner have a line management structure leading to an undergraduate member of the sports club concerned, raising concerns about the level of knowledge and experience that a student has on employment law and good practice. Although these are not University staff, their association with University sports clubs represents a clear reputational risk.

Recommendation 5: The Sports Service should conduct an urgent review of the terms, conditions, line management and health and safety arrangements for all staff employed by University sports clubs.

Ordinances relating to sport

The existing Ordinances relating to sport in the University contain references to long-defunct bodies and are in urgent need of revision. The Ordinances further state that the "Syndicate shall seek to ensure that the University's needs in the field of sport are properly provided for by the University sports clubs..." (<http://www.admin.cam.ac.uk/univ/so/2012/chapter01-section9.html#heading2-32>). Since many clubs do not allow staff to become members, this might appear to restrict the Syndicate's ability to provide for or oversee sports facilities for staff.

Recommendation 6: The Ordinances relevant to the management and governance of sport, the Department of Physical Education and the Sports Syndicate should be revised to remove references to defunct bodies and to incorporate those recommendations from this report that are approved by the Council.

Senior Members of Sports Clubs

The role of the Senior Members, who will always include the key role of Treasurer and who will normally be the charity trustees, is crucial in ensuring that the activities of registered sports clubs are compliant with the standards and principles of the University. Some clubs have reported difficulties in recruiting a senior member of the University willing to take on this key role. This situation could be improved by reducing the bureaucratic burden of the role through the provision of more easily-accessible advice and support from the Sports Service, for example on issues relating to budgets, registration, charitable status and regulatory compliance.

Recommendation 7: The Sports Service should proactively offer specialist advice and support to Senior Members and Senior Treasurers of sports clubs.

The relationship between the Sports Syndicate and the Societies Syndicate

There is currently some lack of clarity over which clubs should be registered with the Sports Syndicate and which with the Societies Syndicate. Several student clubs, such as those involved in competitive dance, mountaineering and caving could legitimately be described as sports but are not allowed to be registered with the Sports Syndicate. This is because the Sports Syndicate considers that its annual budget is already fully committed to giving grants to those clubs currently registered with it. Hence it does not allow any more clubs to be registered as sports clubs, whatever the merits of their claim to be classified as a sport. As a further example, members of Cambridge University Ultimate [Frisbee] Club compete against clubs which are recognised at other universities, but the fact they are not registered with the Sports Syndicate means that they are not able to advertise their club on the University Sport website or be invited to talks or briefings run by the Department of Physical Education.

This distinction between those clubs which are registered with the Sports Syndicate and those registered with the Societies Syndicate is illogical and unhelpful. This is an anomaly that needs addressing urgently, but the Sports Committee will not be able to resolve it without involving the Societies Syndicate.

The need to ensure proper financial governance, legislative and regulatory compliance and insurance is common to all student clubs whether supervised by the Sports or Societies Syndicates. A combined syndicate or committee could provide appropriate oversight and registration of all student clubs and societies engaged in extra-curricular activities. Moving to such a single body would require the agreement of the Societies Syndicate and the Regent House. If the broad recommendations of this review are accepted, the review committee suggests that further work should be undertaken to examine the possibility of merging the Sports Committee with the Societies Syndicate to create a single body to oversee all student clubs and societies.

Suggestion 1: The review committee suggests that further work should be undertaken to examine the possibility of merging the Sports Committee with the Societies Syndicate to create a single body to oversee all student clubs and societies.

Irrespective of whether or not the Sports Committee and Societies Syndicate are eventually merged, there is a need for a more rational means of establishing whether or not the activities of any particular club should be recognised as a sports club. Becoming registered as a sports club will bring with it requirements relating to risk assessments, insurance requirements and Codes of Conduct that would not apply to societies not engaged in sporting activity. The presumption should be that any

club wishing to become registered as a University sports club is that the sport in question is recognised by, or very closely associated with, the list of registered Sport England clubs. In exceptional cases, where this is not possible there should be a right of appeal to the Sports Committee.

Recommendation 8: Any club wishing to become registered as a University sports club should be recognised by, or very closely associated with, the list of registered Sport England clubs. In exceptional cases, where this is not possible, there should be a right of appeal to the Sports Committee.

The role of the Proctors

The Junior Proctor has historically had a role in registering student clubs and societies. This can cause problems for the holders of that post, who hold office for one year only, and usually take on this role to in addition to a full time position elsewhere in the University. The establishment of a new sports committee, with the Clubs' sub-committee having specific responsibility for the registration of clubs and ensuring compliance with the conditions of that registration, presents an opportunity to relieve the Proctors of that burden in relation to sports clubs.

Recommendation 9: The Junior Proctor no longer needs to be involved in the registration of sports clubs and therefore they will not be required to be a member of the Sports Committee. Ordinances should be updated to reflect these changes.

The delivery of sport in the University

Given the degree of relative disconnection from the mainstream business of the University, it is a tribute to the staff of the Department of Physical Education that they have managed over a period to provide a series of significant new facilities: the athletics track, the indoor cricket school, the University hockey pitch and most recently, the first phase of the new West Cambridge Sports Centre.

Like the Sports Syndicate, the Department of Physical Education is structurally and administratively disconnected from the governance and decision-making structures of the University. There is no prescribed line management route for the Director of Physical Education, other than through the Sports Syndicate, and hence there is no effective process for staff review and development of the holder of that post.

The professional sports staff provide a service to students and others that is conceptually similar to those provided by the Health Service (e.g. access to specialist advice and facilities). We therefore propose that the title "Department of Physical Education", which might imply an academic function, be changed to the "University of Cambridge Sports Service".

In the same way that the Sports Committee needs to be keyed more closely into the strategic decision-making bodies, the Sports Service should be more closely integrated into the core structures for delivering services to students and staff across the University. The current degree of isolation from the central administrative services has resulted in the Department of Physical Education missing out on opportunities to develop its services in tandem with other departments (e.g. Occupational Health and Welfare services) or in line with the general strategic direction of the University. This could be achieved more easily if the Department of Physical Education were to become part of the Unified Administrative Service (UAS). This would also be in line with the general trend of coordinating the work and focus of support services through the UAS.

We propose that, for the first two years or so, the Director of the Sports Service should report directly to the Registry. This will give time to decide the appropriate location for the Sports Service within the UAS structure, and also allow a detailed assessment of the resource and structure implications of that decision.

Recommendation 10: The Sports Service should become part of the Unified Administrative Service (UAS) and the Director of the Sports Service report to a senior officer in the UAS, to be determined after further consultation, who in the first instance shall be the Registry.

The provision and management of sport facilities and services across the University are currently fragmented. 'Blue Fitness' at the University Centre is a fitness suite run by Estate Management, in effect in competition with the Department of Physical Education's facility and with no common membership. It has over 350 members, including students, current staff and retired staff. Its location on Mill Lane makes it a useful part of the provision of fitness facilities across the City Centre and this has become more significant now that the Department of Physical Education's fitness centre has moved from Fenners to the West Cambridge Sports Centre. It is, however, not financially and structurally appropriate to have different departments of the University running competing fitness facilities when there is surely much to be gained from coherent complementary offerings under a single management. The review committee is of the view that significant benefits (financial, administrative and in terms of sharing best practice) would be derived from bringing all of the University's sports facilities, including those being created at North West Cambridge, under the auspices of the Sports Service.

Cambridge University Press (CUP) also provides good sports facilities. CUP, as a wholly owned subsidiary, is part of the wider University and it is clearly desirable that the best possible use is made of the facilities available across the whole University Estate, to the benefit of students, staff and the wider community. Staff working at Cambridge Assessment, by contrast, have no access to dedicated sports facilities. University staff and students based at the Addenbrookes site can join the Frank Lee Leisure and Fitness Centre. This centre is self-funding and runs on a 'not for profit' basis. Membership is open to anyone who works on the Addenbrookes campus

There are many examples of sport being organised informally e.g. the Inter-Departmental cricket league. These tend to be self-funding, occasionally with additional support from their department but could potentially benefit from expert advice from the staff of the Sports Service or assistance in finding venues for their events to take place.

Sports facilities run by Colleges are clearly outside the control of the Department of Physical Education or the University. In addition, some of the larger and more historic sports clubs have been operating with a large degree of autonomy, without effective oversight by the Sports Syndicate or the Department of Physical Education. This could represent a considerable reputational and financial risk to the University.

The guiding principle for sport provision in future should be to offer services and facilities to students and staff at locations close, where possible, to where they work or study. A key role of the Director of the Sports Service should be to coordinate the optimal use of sports facilities and services across the whole University estate, whether they are run directly by the University or by Colleges, other University institutions or even by partner organisations.

Recommendation 11: The Director of the Sports Service should liaise with Colleges, managers of other University-related facilities and partner organisations, to identify and facilitate a mutually

beneficial use of all sports facilities and services for all students and staff of the Collegiate University and the wider community.

The committee believes that the Sports Service should provide services that provide value for money to students and staff participating in sport whilst simultaneously ensuring that appropriate levels of health, safety and regulatory compliance are met. An example of this is the transport service run by Oxford University Sports Department. The Department runs an online booking scheme for sports clubs, offering cheaper hire rates, avoiding duplication of booking of transport to the same venue, whilst also ensuring the vehicles are insured and the drivers are appropriately qualified.

Recommendation 12: The Sports Service should consider developing a transport service similar to that run by Oxford University Sports Department, thereby delivering good value for those wishing to take part in sport, avoiding duplication of costs and protecting the University by ensuring transport is only hired from reputable sources and driven by approved and registered drivers.

Access of staff and the wider Cambridge community to University sports facilities

The committee believes that sport services should be primarily student-centred. It is not obvious that the University, in aspiring to be a good employer for its staff, should place a higher priority on capital investment in sports facilities than, for example, nurseries. However, the financial return on sports investment, and potential wellbeing benefits should be optimised. Therefore the sports facilities that are provided to students should be made available for the benefit of staff and the public, as far as it is possible to do so without compromising the availability of those facilities and services to students. Public access to the new Sports Centre is a commitment in the University's planning agreement for the North West Cambridge Development. Providing access to staff and the public has the additional benefit of generating a vital income stream.

Furthermore, making facilities available to staff and the local community helps to make some of the less popular sports viable, generating income and improving positive relationships with members of the local community. Within certain sports and in respect to some facilities this is happening already, but it appears to be on a piecemeal basis and should be adopted as a working principle. If the proposals in this report are implemented effectively, University staff will have better access to sports facilities than they have had previously.

Suggestion 2: The review committee suggests that the Sports Service adopts the below statement of prioritisation in the management and promotion of its facilities and services:

Prioritisation of access to University Sporting facilities and services;

1. Students
2. Staff (if not compromising access for students)
3. Members of the wider community (as a means of income generation and to make some less popular sports viable, as long as they do not compromise accessibility of facilities to students or staff).

THE FUNDING OF SPORT IN THE UNIVERSITY

It has not been possible to identify a precise figure for the total amount that the Collegiate University spends on sport because of the complexity of the landscape. In addition to those facilities

provided by the Department of Physical Education or the Sports Syndicate there are those provided by Colleges or by other departments (e.g. Blue Fitness). The level of income generation achieved by these facilities is an additional complicating factor.

The combined annual expenditure of the four highest spending sports clubs equals that of the Department of Physical Education and the Sports Syndicate combined. We note also that the Sports Syndicate has not had any involvement in the decision to build a new University boathouse at Ely.

The combined expenditure of the thirty one Cambridge Colleges on sport is estimated to be far greater than the sum spent by the University. Some Colleges cooperate in sharing facilities such as sports grounds and boathouses but more could be done to achieve the most cost-effective use of sports facilities across the whole University estate. The committee believes that the Director of the Sports Service should have a responsibility, in liaison with College Bursars, to identify and facilitate a mutually beneficial use of all facilities for all students and staff of the Collegiate University (see Recommendation 11).

The diverse provision of sporting facilities across the University is also apparent in that several of the major sports fields used by the University are owned by trusts or limited companies which are independent of the University. The freehold of the Grange Road Rugby Union ground is owned by the Cambridge University Rugby Union and Association Football Trust Ltd. The freehold of Fenners Tennis Club is owned by Cambridge University Lawn Tennis Club. The freehold of Fenners Cricket Ground is owned by Cambridge University Cricket and Athletic Club Ltd. The Freehold of the Ely Boat House will be owned by a newly-formed company made up of Cambridge University Boat Club and Cambridge University Women's Boat Club. The freehold for the Wilberforce Road Athletics ground and hockey pitches is owned by St John's College.

West Cambridge Sports Centre

The original business case for the West Cambridge Sports Centre has been subject to a separate review which reported to the Planning and Resources Committee in March 2013 and it continues to be monitored by a sub-committee of the Sports Syndicate.

Budgetary management by the Sports Syndicate

The Sports Syndicate reviews and reports only on its own budget: it has had no oversight of the budget for the Department of Physical Education, which is submitted directly into the University planning round. The Sports Syndicate budget represents only a little over 13% of the total overall revenue spending on sport by the central University. Sports Syndicate expenditure for 2011/12 was £124,918, of which £73,164 was paid by Colleges via a capitation fee (http://www.admin.cam.ac.uk/reporter/2012-13/weekly/6296/SportsSyndicate2011_12.pdf), whereas the total expenditure on Sports Syndicate and Physical Education for the same period was £958,000 (<http://www.admin.cam.ac.uk/reporter/2012-13/special/06/06-FMI-2012-SectionC.pdf>). The review committee does not see how the financial separation between the Syndicate and Department of Physical Education can be justified.

There is an immediate shortfall of funding for sports clubs that has been historically allocated through the Sports Syndicate. In recent years the Sports Syndicate income has been a little over £120,000. It has used this funding to cover the University's membership of British Universities and

Colleges Sport (BUCS) the national governing body for Higher Education sport in the UK, and for grants to University sports clubs. Historically, this income had been provided by Colleges paying a levy for each of their students. This aggregated amount from all the Colleges was originally intended to be matched by an equal amount from the University. With the growth in student numbers in recent years, however, the proportion paid by the University has reduced. In recent years the income of the Sports Syndicate has been made up as follows;

2010/11: £128,160 (University £55,460, Colleges £72,700)

2011/12: £127,516 (University £54,352, Colleges £73,164)

2012/13: £135,269 (University £54,896, Colleges £80,373)

[Source: Planning and Resources Committee]

The capitation fee contribution to the Sports Syndicate income was levied at a rate of £4.40 per student for 2012/13. From 2013/14 onwards the Colleges had agreed to raise the capitation fee to £10.00 per student but also that this would cover student membership of the West Cambridge Sports Centre. This capitation fee is now an essential component of the business case for the West Cambridge Sports Centre. However, it creates an annual shortfall in the funds for the Sports Syndicate of over £80,000, which will exhaust the Syndicate's reserves very soon. This system of funding for the Sports Syndicate is unsustainable. Major opportunities to secure better funding for sport have been missed because of the lack of an advocate for sport in the strategic decision-making bodies of the University.

In the longer-term, the Sports Committee should make a planning round submission for the totality of University funding for sport. In the interim, the University and the Sport Syndicate need to identify a short-term solution to the current situation. Inclusion in the annual planning round has the added benefit of establishing a regular review of the strategy for sport and operational delivery against that strategy.

Recommendation 13: The Sports Committee should determine what funding is needed to deliver its strategy for sport across the whole of the University and should bid to the University through the planning round, and to Colleges, to raise those funds.

Stewardship and Philanthropic Funding

It should be the responsibility of the Sports Committee to publish an annual report, to include records of those who have competed for the University and in what role, and to make those records available to the Cambridge University Development Office (CUDO).

Currently the Department of Physical Education, Colleges and individual sports clubs all aspire to raise funds through philanthropy. To date this has been done in competition with each other, with limited success and on the basis of inadequate data records. Up to now, there has been no constructive relationship with CUDO in relation to raising funds for sport. One of the roles of the Sports Committee should be to explore how such appeals for philanthropic funding can be better managed. A coordinated approach, preferably involving the Colleges, has the potential to be more successful than the current model. It will be the role of the Sports Committee to make the case for philanthropic fundraising for sport to the University and to CUDO but it is of course for others to decide CUDO's priorities for fundraising.

Recommendation 14: The Sports Committee should take overall responsibility for making the case for funding for sport and for the appropriate prioritisation of fundraising for sport by Cambridge University Development Office.

Sponsorship and Branding

Sponsorship is potentially a lucrative source of funding for University sport. Closely related to this is the University's trademark and licensing programme. The main licensing programme generates around £100k per year. The University Licensing Office plans to increase that. There are in place some loose arrangements (set up in 1993) covering the use of the trademark and funding; these favour some sports clubs over others.

Only a few clubs have the commercial viability to run a licensing programme in their own right, e.g. polo, rugby, and rowing. Currently, only polo and rugby are running their own programmes, each having registered their own trademarks in a number of countries. If all the clubs operated through the main licensing programme it would be possible to minimise the risk to the University from misuse of the trademarks and potentially to maximise revenue. The Licensing Office is working with the Legal Services Office to draw up a revised licensing agreement to achieve this.

Recommendation 15: The Sports Committee should review the revised licensing agreement covering the use of the University's brand, once completed, to ensure it complements and contributes to the strategy for sport.

LIST OF RECOMMENDATIONS

Recommendation 1: The Sports Syndicate should be reformed into a committee and renamed the University Sports Committee.

Recommendation 2: The University Sports Committee should devise a vision and strategy for sport in the University of Cambridge and then hold the University of Cambridge Sports Service to account for delivering it.

Recommendation 3: The Sports Committee should establish sub-committees responsible for overseeing and the registration and management of clubs and health and safety issues relating to sport, plus any other sub-committees it sees fit to create.

Recommendation 4: The Director of Health and Safety should work with the Sports Service to establish a regime of audits to ensure that sports clubs comply with health and safety requirements and codes of practice from the national governing body of any sport. These audits should start with those clubs whose members engage in activities that pose the highest risk to themselves or to the reputation of the University in terms of compliance with regulatory requirements. This work is to be overseen by the Health and Safety sub-committee of the Sports Committee.

Recommendation 5: The Ordinances relevant to the management and governance of sport, the Department of Physical Education and the Sports Syndicate should be revised to remove references to defunct bodies and to incorporate those recommendations from this report that are approved by the Council.

Recommendation 6: The Sports Service should conduct an urgent review of the terms, conditions, line management and health and safety arrangements for all staff employed by University sports clubs.

Recommendation 7: The Sports Service should proactively offer specialist advice and support to Senior Members and Senior Treasurers of sports clubs.

Recommendation 8: Any club wishing to become registered as a University sports club should be recognised by, or very closely associated with, the list of registered Sport England Clubs. In exceptional cases where this is not possible there should be a right of appeal to the Sports Committee.

Recommendation 9: The Junior Proctor no longer needs to be involved in the registration of sports clubs and therefore they will not be required to be a member of the Sports Committee. Ordinances should be updated to reflect these changes.

Recommendation 10: The Sports Service should become part of the Unified Administrative Service (UAS) and the Director of the Sports Service report to a senior officer in the UAS, to be determined after further consultation, who in the first instance shall be the Registry.

Recommendation 11: The Director of the Sports Service should liaise with College Bursars, managers of other University-related facilities and partner organisations, to identify and facilitate a mutually beneficial use of all sports facilities and services for all students and staff of the Collegiate University and the wider community.

Recommendation 12: The Sports Service should develop a transport service similar to that run by Oxford University Sports Department, thereby delivering good value for those wishing to take part in

sport, avoiding duplication of costs and protecting the University by ensuring transport is only hired from reputable sources and driven by approved and registered drivers.

Recommendation 13: The Sports Committee should determine what funding is needed to deliver its strategy for sport across the whole of the University and should bid to the University through the planning round, and to Colleges, to raise those funds.

Recommendation 14: The Sports Committee should take overall responsibility for making the case for funding for sport and for the appropriate prioritisation of fundraising for sport by Cambridge University Development Office.

Recommendation 15: The Sports Committee should review the revised licensing agreement covering the use of the University's brand, once completed, to ensure it complements and contributes to the strategy for sport.

LIST OF SUGGESTIONS

Suggestion 1: The review committee suggests that further work should be undertaken to examine the possibility of merging the Sports Committee with the Societies Syndicate to create a single body to oversee all extra-curricular activities engaged in through student clubs and societies.

Suggestion 2: The review committee suggests that the Sports Service adopts the below statement of prioritisation in the management and promotion of its facilities and services:

Prioritisation of access to University Sporting facilities and services;

1. Students
2. Staff (if not compromising access for students)
3. Members of the wider community (as a means of income generation and to make some less popular sports viable, as long as they do not compromise accessibility of facilities to students or staff).

PRIORITY ISSUES TO BE ADDRESS BY THE NEW SPORTS SERVICE

The review committee believes that there are a number of the Recommendations that should be prioritised for action by the new Sports Committee and Sports Service. These are listed below.

Recommendation 3: The Director of Health and Safety should work with the Sports Service to establish a regime of audits to ensure that sports clubs comply with health and safety requirements and codes of practice from the national governing body of any sport. These audits should start with those clubs whose members engage in activities that pose the highest risk to themselves or to the reputation of the University in terms of compliance with regulatory requirements. This work is to be overseen by the Health and Safety sub-committee of the Sports Committee.

Recommendation 5: The Sports Service should conduct an urgent review of the terms, conditions, line management and health and safety arrangements for all staff employed by University sports clubs.

Recommendation 13: The Sports Committee should determine what funding is needed to deliver its strategy for sport across the whole of the University and should bid to the University through the planning round, and to Colleges, to raise those funds.

APPENDICES

Appendix A. The paper proposing a review that was approved by the Council at its meeting on 26 November 2012.

Sports Syndicate and Department of Physical Education: Proposed Review

1. In July 2009, following a letter to the Registry by member of the Syndicate, Mr Christopher Pratt, the Chairman of the Sports Syndicate wrote to the Registry supporting Mr Pratt's request for a Review of Sport, to cover:
 - Actual and potential sources of funding
 - Governance arrangements, especially the role of the Syndicate
 - Accountability for access, health and safety, etc.
 - The role of the Colleges
 - The distribution of physical and financial resources
 - The long term needs of the main sports
 - The future of the sports centre project

At its meeting on 13 October 2009, the Syndicate was informed that the Registry had agreed to a Review, and that terms of reference would be proposed to the Council on 6 December 2009 with a view to completion of the review by Easter 2010. Consultation had suggested that the Review might be chaired by a Head of House. However, it proved impossible at that time to find a Head of House willing to chair such a Review.

2. At its meeting on 2 February 2010, the Sports Syndicate approved the establishment of a working party to review its own governance arrangements, to be undertaken with the support of Dr Kirsty Allen.
3. The terms of reference of the review were as follows:

To consider and bring forward proposals for the reform of the governance arrangements for the supervision and organisation of sport and associated University facilities, including the future of both the Sports and Societies Syndicates and the relationship between them or any successor body and the major sports clubs. Any proposals brought forward for improving the current governance arrangements are to include strengthening the current accountability for health and safety and the University's duty with regard to access and diversity.

At its meeting on 12 October 2010, the Syndicate noted that the review had been postponed pending a decision by the University on the future of the West Cambridge Sports Centre project.

In June 2011, the Chairman wrote to Dr Allen asking for the review to re-commence in view of the impending completion of the first phase of the new Sports Centre at West Cambridge and the need to ensure that its business plan (as approved by Planning and Resources Committee) was still sound and capable of delivery, and that the Syndicate itself was

properly constituted to have proper oversight of the implementation of the plan. Following discussion with the Registry, the Chairman and the Director of Physical Education agreed that the next step was for the Director to review the strategy for sport and produce a paper which would inform the review of governance. This has not so far been achieved.

4. In April 2012, the Director recruited, on a voluntary basis, Dr Pat Marsh to assist him. Dr Marsh was Chair of the University's Women's Boat Club from 2003 to 2010 and a founding senior committee member of The Ospreys. Her business background has included a mix of executive and non-executive experience including co-ownership of Ace Coin Equipment Ltd., a non-executive directorship of Yorkshire Water, the Chairmanship of Birmingham Children's Hospital, and co-owner of Philip Treacy Ltd. At its meeting on 29th May 2012, the Syndicate approved the following terms of reference for a review assisted by Dr Marsh:

1. To consider and bring forward proposals for the reform of the governance arrangements for the supervision and organisation of sport and associated University facilities, including the future of the Sports Syndicate, or any successor body, and its relationship with the major sports clubs and the Societies Syndicate. Any proposals brought forward for improving the current governance arrangements are to include strengthening the current accountability for health and safety and the University's duties with regard to access and diversity.
2. To consider the future financial arrangements for sport in the University, including the annual budgets for the Sports Syndicate and the Department of Physical Education, and capital funding of sites and buildings, and the accountability arrangements for these.
3. To propose how a strategy for sport for the collegiate University might be developed and implemented through the proposed reformed governance arrangements.
4. To consider how improvements may be made in the short-term to the more effective use of existing sporting facilities across the collegiate University by improving co-operation and co-ordination for their use as a longer-term strategy for sport is developed.
5. To consider the current arrangements for the funding of sport where done jointly by the University and the colleges and the consequent distribution of resources for particular sports and whether improvements might be made.
6. To consider what arrangements need to be made for the management of the West Cambridge Sports Centre.
7. To consider the future phases of the West Cambridge Sports Centre project, and how these might be funded and delivered as part of a longer-term consideration of the need for sports facilities and the access to them across the collegiate University.
8. To consider the relationships between the Sports Syndicate, the Department of Physical Education, the Cambridge University Development Office and the Alumni Relations Office, and how these can be optimised for the benefit of fundraising for the West Cambridge Sports Centre and the Annual Fund which has been proposed to support the Syndicate's grant-making activity.

5. Dr Marsh interviewed a wide range of interested parties in the University, reviewed previous reports on the arrangements for sport in the University, and submitted an independent interim report to the Syndicate at its meeting on 9th October 2012.

6. In view of the findings made by Dr Marsh and the concerns expressed in her report, a majority of the Syndics came to a view that a wider review was required and one which was independently established by the University. Following the meeting of the Syndicate referred to above, its Chair, Ms Debbie Lowther, wrote to the Vice-Chancellor to inform him of its conclusions about the need for an independent review, having consulted the Registry on the most appropriate way forward.
7. The Council is requested to consider if it is willing to undertake a review as requested by the Syndicate. The Vice-Chancellor has approached Professor Sanders who has indicated that he would be willing to chair a review group if the Council wishes to proceed. It is Professor Sanders' view that the group needs to be inclusive of College interests and include an external member to advise the University on the issues that need addressing. Working from those premises, the Council is requested to consider the composition of the proposed group. Suggested members are:

Professor Jeremy Sanders (chair)
Mr Christopher Pratt (Acting Bursar of Jesus College)
Mr Keith Zimmerman (Director of Student Administration and Services in the University of Oxford – this post has management responsibility for University sport)
The Junior Proctor
A member of the Council
A student member (on the understanding that the group may have reserved business from time to time)

The group should wish to consult Dr Marsh, receive her report to the Sports Syndicate and draw upon her experience and findings in coming to its conclusions. The group will be supported through the Registry's office.

8. The terms of reference for the group would be as follows:

To consider the current governance and oversight arrangements for sport in the University and to make recommendations to the Council

To consider the current arrangements for the management and funding of sport in the University and to make recommendations to the Council

The group will elicit views from the wider University and College and Sports Clubs' communities. The Regent House will be informed of the review and be invited to contribute.

The Chair of the Sports Syndicate has been consulted about the arrangements for the review, the proposed structure of membership and the terms of reference and is content it should proceed on this basis.

9. In order to address the question of the soundness of the business plan for the Sports Centre and to monitor its implementation, a separate group has been established to report back to the Planning and Resources Committee and to provide assurance as part of the annual planning procedures for Physical Education

Ms Debbie Lowther, Chair of the Sports Syndicate
Dr J W Nicholls, Registry

Appendix B. Briefing documents considered by the review committee.

Statutes and Ordinances (pp136/7)

Yale Report (1973)

McCrum Report (1982)

Marsh Draft Report (2012)

Briefing report from Deborah Lowther, Chair of the Sports Syndicate

Briefing report from Tony Lemons, Director of Physical Education

Southern Universities Management Service Report into Sport at Oxford University (2012)

University of Cambridge Sports Yearbook 2013

Appendix C. List of interested parties who were approached to submit evidence to the review committee (in addition to the general invitation published in The Reporter).

Cambridge University Students' Union
Graduate Union
College Bursars
College Heads of House
College Senior Tutors
Sports Clubs
Blues Committee
Women's Blues Committee
Hawks
Ospreys
Societies Syndicate
Careers Syndicate
University Library Syndicate
Fitzwilliam Museum Syndicate
Gillian Luff, Licensing Office
Pat Marsh
Secretaries of Schools, to cascade to Departments and Faculties
'Central Administrators'
Non School Institutions
Deborah Lowther
Tony Lemons
Wilberforce Road committee
Fenners committee
Joanna Cheffins, Legal Services Office
Antoinette Jackson (Chief Executive, Cambridge City Council)
PdOC
UNISON
Unite
UCU
The University Social Club

Appendix D. List of those who provided written evidence to the review committee

Robert Asher
Jim Bellingham
Sarah Botcherby, Human Resources Division
Judith Bunbury
Geoffrey Cass
Gordon Chesterman, Careers Service
Simon Cornish, Department of Physical Education
Cambridge University Students' Union (CUSU)
Jeremy Fairbrother, Real Tennis Club and Sports Syndicate
Maya Ghossaini, PdOC Society
Tejas Guruswami, Ultimate Club
Bill Harris, Ice Hockey
Holly Hedgeland, Cambridge University Combined Boat Clubs
Will Hudson
Julian Hunt
Austin Jessop (and Mark Bailey), Cambridge University Rugby Football Club
Mark Johnston, Cambridge University Polo Club
Chris Kerr
Joan Lasenby
Tony Lemons, Director of Physical Education
LGBT+ (CUSU)
John Little (and Simon Summers), Football Club and Sports Syndicate
Gillian Luff, Licensing Office
Pat Marsh
Duncan McCallum, Academic Division
Dick McConnel
Karen Pearce, Assistant Director of Physical Education
Tom Ridgman, Cruising Club
Mike Rose
Tom Scrase
Kenneth Siddle, Cricket Club
Susan Smith, Mistress, Girton College
Mathias Sorieul
'The Tab' (Chris McKeon)
Liisa Van Vliedt
Tom Walston, Estate Management
Michael Waring
Richard Wheeler
Ian Wilson, Hockey Club
David Yates, Chair of the Careers Syndicate

Appendix E. List of those who provided verbal evidence to the review committee

Kirsty Allen/Ceri Benton – Registry's office

Joanna Cheffins – Legal Services Office

Holly Hedgeland - Cambridge University Combined Boat Clubs

Robert Hunt – Societies Syndicate

Austin Jessop/Ian Peck – Cambridge University Rugby Football Club

Mark Johnston/George Ullmann – Cambridge University Polo Club

Tony Lemons – Director of Physical Education, Cambridge University

Deborah Lowther – Chair of the Sports Syndicate

Gillian Luff - Communications Officer for Brand

Pat Marsh – Author of 2012 draft report to the Sports Syndicate

Duncan McCallum/Alice Benton – Academic Division

Jonathan Nicholls – The Registry

John Rallison – Pro-Vice-Chancellor for Education

Jon Roycroft - Director of Physical Education, University of Oxford

Indi Seehra – Director of Human Resources

Alison Traub/Kate Wilson – Cambridge University Development Office

Keith Zimmerman - Director of Student Administration and Services in the University of Oxford

Appendix F. Proposed wording for a revised Ordinance covering the governance and management of Sport in the University.

That the regulations for the Sports Syndicate (Statutes and Ordinances, p. 135) be rescinded and replaced by the following:

UNIVERSITY SPORTS COMMITTEE

1. There shall be a University Sports Committee, which shall be a joint committee of the Council and the General Board, and shall consist of:

- (a) the Pro-Vice-Chancellor (Education) as Chair;
- (b) three persons appointed by the Council at least one of whom shall be a member of the Council, one shall be a member of University staff nominated by the Human Resources Committee and one shall be a Senior Treasurer of a University sports club;
- (c) two persons appointed by the General Board at least one of whom shall be a member of the General Board;
- (d) a person appointed by the College Bursars' Committee;
- (e) a person appointed by the College Senior Tutors' Committee;
- (f) a student member nominated by the Education Committee and appointed by the General Board;
- (g) a student member appointed by the Clubs Sub-committee;
- (h) no more than three members co-opted by the Committee at least one of whom shall be a person with expertise in sports medicine and/or public health or wellbeing.

For the purpose of this regulation, a student member shall mean a person in statu pupillari, a Graduate Student, or an elected officer of the Cambridge University Students Union or the Graduate Union.

2. Members in classes (b) and (c) shall be appointed in the Michaelmas Term to serve for four years from 1 January next following their appointment. Co-opted members shall serve until 31 December of the year in which they are co-opted or of the following year as the Committee shall determine at the time of their co-optation. Members in classes (f) and (g) shall be appointed in the Michaelmas Term to serve for the remainder of the current academical year.

3. The Head of the University Sports Service shall attend meetings of the Committee and shall act as its Secretary.

4. It shall be the duty of the Committee to:

- (a) set a strategy for University sport;
- (b) secure and allocate resources to deliver that strategy;
- (c) oversee the delivery of that strategy by the University Sports Service;
- (d) oversee the registration of sports clubs;
- (e) manage risks relating to sport in the University, in consultation with other bodies as appropriate;
- (f) make an Annual Report to the Council and the General Board and such other reports as the Council or General Board may require.

5. The Committee shall meet at least once each term.

6. The provisions of Statute K, 20 concerning reserved business shall apply to the Committee.

7. The University Sports Committee shall have authority to establish such sub-committees reporting to the Committee as it sees fit, including a Clubs Sub-committee to approve the registration of and allocation of funds to sports clubs. There shall be a right of appeal to the Committee against a decision of the Clubs Sub-committee concerning the registration of a sports club.

Appendix G. Amendments proposed during the consultation process that have been incorporated into the final report.

Following a period of consultation and a Discussion held on 21 January 2014, account was taken of all the oral and written comments and the report has been modified in light of comments received through the consultation process.

The original Recommendations remain broadly unchanged but the Report does contain some substantive changes including;

- designating the title of the head of the new Sports Service to be the Director,
- adding a requirement that a representative of the Senior Treasurers of sports clubs should be represented on the University Sports Committee and
- ensuring that the gender balance of the members of the committee gives equal representation to women's sport.