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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

15 October, *Sunday*. Preacher before the University at 11.15 a.m., Ms Janet Morley, of Murray Edwards College and Wesley House, writer and liturgist, formerly a Director of Christian Aid and sometime Secretary for Adult Learning in the Methodist Church.

20 October, *Friday*. End of first quarter of Michaelmas Term.

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

24 October, *Tuesday*. Discussion in the Senate-House at 2 p.m. (see below).

Discussions (at 2 p.m.)

24 October

7 November

21 November

5 December

Congregations

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

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

Discussion on Tuesday, 10 October 2017: Cancellation

The Vice-Chancellor gives notice that the Discussion announced for Tuesday, 10 October 2017 will not take place as there are no Reports ready for discussion.

Discussion on Tuesday, 24 October 2017

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, 2017, p. 105) to attend a Discussion in the Senate-House on Tuesday, 24 October 2017, at 2 p.m., for the discussion of:

1. The twenty-second Report of the Board of Scrutiny, dated 19 September 2017 (see p. 24).

Further information on Discussions, including details on format and attendance, is provided at <https://www.governance.cam.ac.uk/governance/decision-making/discussions/>.

Election to the Board of Scrutiny

3 October 2017

Further to its Notice dated 20 June 2017 (*Reporter*, 6471, 2016–17, p. 687), the Council has asked the Vice-Chancellor to arrange a further election to fill three casual vacancies on the Board of Scrutiny. The Vice-Chancellor therefore gives notice of an election to fill the following vacancies under Statute A VII:

- 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 2018), to serve with immediate effect until 30 September 2021;
- two members in class (c)(ii) (members of the Regent House), to serve with immediate effect until 30 September 2021.

The Board of Scrutiny consists of:

- (a) the Proctors;
- (b) the two Pro-Proctors nominated by the Colleges;
- (c) eight members of the Regent House elected by the Regent House.

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, Registrar, Assistant Registrar, or Secretary of a School. The Statute further prohibits from membership holders of offices with primarily administrative duties designated by Ordinance: Directors and Deputy Directors in the Unified Administrative Service and Assistant Treasurers have been designated as such prohibited offices. A retiring member of the Board who has served for four or more consecutive years is not eligible to serve again as a member in class (c) until one year has elapsed after the end of her or his previous period of service.

If no nominations are received in either case in accordance with the timetable below, the Council shall be asked whether it wishes to appoint a member to any vacant place or for another election to be held, in accordance with Regulation 3 of the regulations for the election of members of the Board (*Statutes and Ordinances*, 2017, p. 114).

Further information about the Board of Scrutiny can be found in the *Statutes and Ordinances* as noted above, on the Board's website (<http://www.scrutiny.cam.ac.uk/>), and obtained from Mr Tim Milner (email tnm22@cam.ac.uk), Senior Proctor and Member of the Board.

Nomination procedure and election timetable

In order to be eligible, a candidate for election must be nominated on a paper sent to the Vice-Chancellor at the Old Schools so as to be received not later than **12 noon on Friday, 10 November 2017**. The nomination paper must contain (a) a statement signed by two members of the Regent House, nominating the candidate for election and specifying the class in which he or she is nominated, and (b) a statement signed by the candidate certifying that he or she consents to be so nominated. Forms to facilitate the nomination process are available on the governance website (see <https://www.governance.cam.ac.uk/ballots/rh/Pages/Nomination-forms.aspx>). The candidate is also required to provide a statement of her or his *curriculum vitae* by the same date (see below). No one may be nominated for election in more than one class.

The Vice-Chancellor would be obliged if nominations could be delivered to the Registry in the Old Schools during office hours. Nominations will be published on the Senate-House Noticeboard as they are received; the complete list of nominations will be published in the *Reporter* on Wednesday, 15 November 2017.

In accordance with the regulations governing the election (*Statutes and Ordinances*, 2017, p. 114), each person nominated for election is required to send to the Registry, not later than 12 noon on Friday, 10 November 2017, 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;
- the candidate's reasons for standing for election, and the experience and skills they would bring to the role;
- a note of the candidate's particular interests within the field of University business.

The election will be conducted by ballot under the Single Transferable Vote regulations. Online voting will open at 10 a.m. on Monday, 20 November 2017 and close at 5 p.m. on Thursday, 30 November 2017. Hard-copy voting papers and supporting materials will be distributed not later than Monday, 20 November 2017 to those who opted by 2 November 2017 to vote on paper; the last date for the return of voting papers will be **5 p.m. on Thursday, 30 November 2017**.

People Strategy

The Council and the General Board have approved a People Strategy and Action Plan to guide the work of the Human Resources Division over the period 2016–21. Further information about the Strategy, including an annual review for 2016–17, is available at <https://www.hr.admin.cam.ac.uk/people-strategy>.

Regent House membership: 26 October deadline for corrections to the Roll

2 October 2017

The draft Roll of the Regent House for the academical year 2017–18 (i.e. the list of names which it is proposed to place on the Roll when it is promulgated in November) was published in the *Reporter*, as Special No. 1, on 2 October 2017 (see <http://www.admin.cam.ac.uk/reporter/2017-18/special/01/>).

Members of the Regent House are asked to check the list and to make sure that their entries are correct. They should note that the Roll constitutes the list of eligible voters for any elections to the Council or ballots that may be called during the following academical year. Notice of any corrections or amendments should be sent in writing to the Registry at the Old Schools (email: roll.enquiries@admin.cam.ac.uk) as soon as possible; any corrections received by **Thursday, 26 October 2017** will be incorporated in the definitive Roll, which is to be promulgated on 6 November 2017.

Ballots of the Regent House

2 October 2017

Members of the Regent House are reminded that online voting is the default voting method in ballots of the Regent House. On the occasion of a ballot, those on the Roll of the Regent House (see above) will receive an email alert shortly after voting opens.

If members wish to receive, or to continue to receive, hardcopy voting papers and supporting materials, they should submit a request to opt out of online voting by **5 p.m. on Thursday, 2 November 2017**. Members already receiving hardcopy voting papers have been contacted to ask whether they wish to continue to opt out of online voting. New requests to receive hardcopy voting materials should be sent to ballots@admin.cam.ac.uk or to the University Draftsman, in the Old Schools, and include confirmation of the voter's CRSid and the College or Departmental postal address to which voting materials should be sent. Requests to opt out received by 2 November 2017 will be effective until the promulgation of the Roll in November 2018. Further information on ballots of the Regent House is available on the University governance website at <https://www.governance.cam.ac.uk/ballots/rh/>.

Publication of *Statutes and Ordinances*, 2017

The 2017 edition of the University's *Statutes and Ordinances* has now been published online at <http://www.admin.cam.ac.uk/univ/so/>.

The Reprographics Centre in the Old Schools has agreed to produce copies for the University at a cost of £15 for a thermal-bound, two-volume copy. Orders may be placed for hard copies of the *Statutes and Ordinances*, which, up until the end of October, are being collated by the Registry's Office. Orders should be sent – clearly stating the contact name, Department or College, number of copies required, and delivery address – by email to University.Draftsman@admin.cam.ac.uk by 31 October 2017. Copies required after the end of October should be placed directly with Reprographics by emailing the above information to reprographics.enquiries@admin.cam.ac.uk.

Lecture-list, 2017–18

The lecture-list for 2017–18 is available at <https://www.timetable.cam.ac.uk>. Queries regarding lecture-lists and their availability should be directed to the Department concerned.

Notice by the Editor of the *Reporter*

The *Cambridge University Reporter* is published weekly, usually on Wednesdays, during the Term. Special issues, including the preliminary and promulgated Rolls of the Regent House, the list of University officers, members of the Faculties, Fellows of the Colleges, and members of University bodies (committees, boards, syndicates, etc.) are also published during the academical year.

Editorial

Notices for publication in the *Reporter* should be sent, preferably by email (reporter.editor@admin.cam.ac.uk), to the Editor, Cambridge University Reporter, The Old Schools, Cambridge, CB2 1TN (tel. 01223 332305). Items for publication should be sent as early as possible in the week before publication; short notices will be accepted up to 4 p.m. on Friday for publication the following Wednesday. Information on format and submissions is available at <http://www.reporter.admin.cam.ac.uk/content-and-submissions>. Inclusion is at the discretion of the Editor.

Mailing list

An email alert notifying subscribers of the weekly publication of the *Reporter* is available. The email contains web links to individual sections of the issue as well as a link to the pdf version. To subscribe, please visit the *Reporter* homepage (<http://www.admin.cam.ac.uk/reporter>) and click on the blue 'Join the mailing list' button.

Restricted information

Certain material published in the *Reporter* will be restricted to those with access to the University of Cambridge network (i.e. the Cam domain) and holders of Raven accounts. Separate pdf versions are provided as appropriate.

UAS Bulletin subscription

The UAS Bulletin is a monthly e-newsletter featuring a round-up of news and activities from the Unified Administrative Service and central offices, as well as key issues and policies from within the higher education sector. A link to sign up to the bulletin, which is available to all members of the University, can be found on the right-hand side of the University staff webpages (<http://www.staff.admin.cam.ac.uk/>).

University Combination Room

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

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

University governance website

An online resource on the governance of the University is available at <http://www.governance.cam.ac.uk> (log in via Raven to access restricted content). With detailed information on the University's governance structure, decision-making bodies, processes, and instruments of governance, the site is designed to help University members understand and engage with the governance processes of the University. The site also contains papers, core documents, and membership information for the University Council, the General Board, the Audit Committee, the Finance Committee, and various other University committees.

Comments and queries about the site, including from University committee secretaries interested in joining it, should be sent to the *Reporter* team by email to governance@admin.cam.ac.uk.

VACANCIES, APPOINTMENTS, ETC.**Electors to the BP Professorship of Chemistry (1968)**

The Council has appointed members of the *ad hoc* Board of Electors to the Professorship of Chemistry (1968) as follows:

Professor Dame Anne Dowling, *SID*, in the Chair, as the Vice-Chancellor's deputy

(a) on the nomination of the Council

Professor Clare Grey, *PEM*

Professor David Wales, *DOW*

(b) on the nomination of the General Board

Professor Lindsay Greer, *SID*

Professor Teresa Head-Gordon, *University of California, Berkeley*

Professor Thomas McLeish, *University of Durham*

(c) on the nomination of the Faculty of Physics and Chemistry

Professor Dame Athene Donald, *CHU*

Professor Yuko Okamoto, *Nagoya University*

Professor John Pyle, *CTH*

Electors to the Lady Margaret Professorship of Divinity

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

Professor Simon Franklin, *CL*, in the Chair, as the Vice-Chancellor's deputy

(a) on the nomination of the Council

Professor Helen Bond, *University of Edinburgh*

Professor Martin Millett, *F*

(b) on the nomination of the General Board

Dr James Aitken, *F*

Professor Markus Bockmuehl, *University of Oxford*

Professor Beverly Gaventa, *Baylor University*

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

Dr James Carleton Paget, *PET*

Professor Amy-Jill Levine, *Vanderbilt University*

Professor Ian McFarland, *SE*

Electors to the Slade Professorship of Fine Art

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

Professor Martin Millett, *F*, in the Chair, as the Vice-Chancellor's deputy

(a) on the nomination of the Council

Dr Polly Blakesley, *PEM*

Dr Nicholas Cullinan, *National Portrait Gallery*

(b) on the nomination of the General Board

Professor Finbar Barry Flood, *New York University*

Professor François Penz, *DAR*

(c) on the nomination of the Faculty Board of Architecture and History of Art

Professor Caroline Van Eck, *K*

Professor Shearer West, *University of Sheffield*

Electors to the Professorship of the History of Political Thought

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

Professor David Yates, *R*, in the Chair, as the Vice-Chancellor's deputy

(a) *on the nomination of the Council*

Professor Philip Allmendinger, *CL*
Professor David Runciman, *TH*

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

Professor Timothy Harper, *M*
Sir Noel Malcolm, *University of Oxford*
Professor Jennifer Pitts, *University of Chicago*

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

Professor Saul Dubow, *M*
Professor Melissa Lane, *Princeton University*
Dr Magnus Ryan, *PET*

Vacancies in the University

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

Group Chief Executive, Cambridge Assessment; closing date: 3 November 2017; further details: <http://www.odgersberndtson.com/en-gb/opportunities#AssignDetail.aspx?guid=63871&j=e>; quote reference: 63871

Lecturer in Integrated Electronics of Graphene and Related Materials (fixed-term) in the Cambridge Graphene Centre; salary: £39,992–£50,618; the funds for this post are available for five years in the first instance; closing date: 1 November 2017; further details: <http://www.jobs.cam.ac.uk/job/14102>; quote reference: NM12525

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

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

EVENTS, COURSES, ETC.

Announcement of lectures, seminars, etc.

The University offers a large number of lectures, seminars, and other events, many of which are free of charge, to members of the University and others who are interested. Details can be found on individual Faculty, Department, and institution websites, on the What's On website (<http://www.admin.cam.ac.uk/whatson/>), and on Talks.cam (<http://www.talks.cam.ac.uk/>).

Brief details of upcoming events are given below.

<i>University of Cambridge</i>	Cambridge Festival of Ideas, 2017: Various locations from 16 – 29 October 2017; hundreds of free events over two weeks on the theme of <i>Truth</i> , and marking the UK–India Year of Culture, including debates, workshops, talks, exhibitions, and performances	http://www.festivalofideas.cam.ac.uk/
<i>Lauterpacht Centre for International Law</i>	Friday Lunchtime lecture series, 1 p.m.–2 p.m. in term-time. First lecture: <i>Recent developments in international law and in the ILC: in sync?</i> by Professor George Nolte of Humboldt University Berlin, on Friday, 6 October 2017	http://www.lcil.cam.ac.uk/events/ term-lectures
<i>Endellion String Quartet</i>	Beethoven, Adès, and Brahms; at West Road Concert Hall at 7.30 p.m. on Wednesday, 18 October 2017	http://www.westroad.org/event-info/ endellion-string-quartet-8/

NOTICES BY FACULTY BOARDS, ETC.**Annual meetings of the Faculties***Biology*

The Chair of the Faculty Board of Biology gives notice that the Annual Meeting of the Faculty will be held at 2.30 p.m. on Wednesday, 15 November 2017, in the Faculty Office, 17 Mill Lane. The main business is to elect four members of the Faculty Board in class (c) in accordance with Regulation 1 of the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, 2017, p. 603) via a procedure approved by the Faculty by which one of those elected is nominated by each of the Departments of Genetics, Physiology, Development and Neuroscience, Psychology, and Zoology to serve from 1 January 2018 to 31 December 2021.

Nominations, for which the consent of the candidate must be obtained, signed by the proposer and seconder, together with notice of any other business, should be sent to the Secretary, Dr Fiona Russell, Faculty of Biology, 17 Mill Lane, Cambridge, CB2 1RX, to arrive not later than 12 noon on Monday, 6 November 2017.

Clinical Medicine

The Chair of the Faculty Board of Clinical Medicine gives notice that the Annual Meeting of the Faculty will be held at 2 p.m. on Monday, 13 November 2017, in the Committee Room, School of Clinical Medicine.

The business of the meeting will include a report by the Chair and the election of members of the Faculty Board of Clinical Medicine in class (c) in accordance with Regulation 6 of the General Regulations for the Faculties (*Statutes and Ordinances*, 2017, p. 602) and Regulation 1 of the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, 2017, p. 603) to fill four vacancies to 31 December 2021. One will be filled by a holder of an NHS appointment at Consultant level, who is certified by the Faculty Board to give instruction to clinical medical students; one will be filled by a junior doctor who is certified by the Faculty Board to give instruction to clinical medical students; and two will be filled by University Officers in the Faculty who are not a Professor or Associate Lecturer.

Nominations for these elections, signed by the proposer, who must be a member of the relevant constituency mentioned above, and by the nominee indicating willingness to serve if elected, and notice of any other business, should be sent to The Secretary of the Faculty Board of Clinical Medicine, School of Clinical Medicine, Box 111, Cambridge Biomedical Campus, Cambridge, CB2 0SP (or by email to: FacultySec@medschl.cam.ac.uk), to arrive no later than 12 noon on Wednesday, 25 October 2017.

Electronic calculators in University examinations, 2017–18

The Faculty Boards and other authorities concerned give notice that in the following examinations in 2017–18 candidates will be permitted to take a designated calculator into the examination room:

Tripes and qualifying examinations

- Architecture Tripos, Parts IA, IB, and II
- Chemical Engineering Tripos, Parts I, IIA, and IIB
- Computer Science Tripos, Parts IA, IB, II, and III (Calculators are not permitted in the Mathematics papers borrowed from either the Mathematical Tripos, Part IA, or from the Natural Sciences Tripos, Part IA)
- Economics Tripos, Parts I, IIA, and IIB
- Engineering Tripos, Parts IA, IB, IIA, and IIB
- Geography Tripos, Parts IA, IB, and II
- Human, Social, and Political Sciences Tripos, Parts IIA and IIB
- Land Economy Tripos, Parts IA, IB, and II
- Management Studies Tripos
- Manufacturing Engineering Tripos, Parts IIA and IIB
- Medical and Veterinary Sciences Tripos, 2nd M.B. and 2nd Vet. M.B. Examinations
- Final M.B. and Final Vet. M.B. Examinations
- Natural Sciences Tripos, Part IA (Calculators are not permitted in the subject Mathematics)
- Natural Sciences Tripos, Parts IB, II, and III (Calculators are not permitted in the Mathematics papers borrowed from the Mathematical Tripos, Part III)
- Philosophy Tripos, Part IA (Paper 3 only)
- Psychological and Behavioural Sciences Tripos, Part I (Paper PBS2 only)

Master's and other examinations

- Diploma in Economics
- M.A.St. in Astrophysics (Calculators are not permitted in the Mathematics papers borrowed from the Mathematical Tripos, Part III)
- M.A.St. in Materials Science
- M.A.St. in Physics (Calculators are not permitted in the Mathematics papers borrowed from the Mathematical Tripos, Part III)
- Master of Corporate Law (Accounting and Finance)
- Master of Finance
- M.B.A. and Executive M.B.A. Examinations
- M.Phil. in Advanced Computer Science

M.Phil. in Clinical Science (Experimental Medicine)
 M.Phil. in Clinical Science (Rare Diseases)
 M.Phil. in Computational Biology
 M.Phil. in Economics
 M.Phil. in Epidemiology and in Public Health
 M.Phil. in Land Economy
 M.Phil. in Management
 M.Phil. in Scientific Computing (Paper 6 only)

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

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

(1) Education Tripos, Parts I and II

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

(2) Geography Tripos, Parts IA, IB, and II

The permitted calculators for use in the Geography Tripos will be the standard University calculator CASIO fx 991 (any version), CASIO fx 115 (any version), or CASIO fx 570 (any version); or the CASIO fx 83S or CASIO fx 85S.

(3) Land Economy Tripos

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

(4) Mathematical Tripos

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

(5) Medical and Veterinary Sciences Tripos (MVST) Parts IA and IB, 2nd M.B., and 2nd Vet. M.B. Examinations

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

(6) Master of Corporate Law (Financial Management paper) – *in abeyance for 2017–18*

(7) Master of Finance Examinations

The permitted calculators for use in the Master of Finance Examinations will be the standard University calculator CASIO fx 991 (any version), CASIO fx 115 (any version), or CASIO fx 570 (any version); or the Texas Instruments BA II Plus or the Texas Instruments BA II Plus Professional. Candidates may take only one model of calculator into the examination hall.

(8) M.Phil. Examinations in Land Economy

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

(9) Other subjects

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

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

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

No other calculator may be brought into the examination venue.

Sale of approved calculators

Approved calculators, marked in the approved fashion, can be purchased from:

Computer Laboratory, William Gates Building (Computer Science Tripos)
 Department of Chemistry (Natural Sciences Tripos)
 Faculty of Economics
 Department of Engineering (Engineering Examinations)
 Department of Land Economy (Land Economy Tripos and M.Phil.)
 Department of Physiology, Development, and Neuroscience (MVST)
 Department of Physics, Bragg Building, Cavendish Laboratory (Natural Sciences Tripos)

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

Chancellor's Medal for English Law, 2018: Eligible papers: Amendment

Further to its Notice of 26 July 2017 (*Reporter*, 6475, 2016–17, p. 799), the Faculty Board of Law gives notice of an additional paper prescribed for the LL.M. Examination, 2018, which is deemed to be a paper in English Law and Legal History for the purpose of the award of the Chancellor's Medal for English Law (*Statutes and Ordinances*, 2017, p. 802):

41. Advanced private law

FORM AND CONDUCT OF EXAMINATIONS, 2017–18

Notices by Faculty Boards, or other bodies concerned, of changes to the form and conduct of certain examinations to be held in 2017–18, by comparison with those examinations in 2016–17, are published below. Complete details of the form and conduct of all examinations are available from the Faculties or Departments concerned.

Examinations in Environmental Policy; in Planning, Growth, and Regeneration; in Real Estate Finance; and in Land Economy Research, for the M.Phil. Degree, 2017–18: Amendment

Following on from its Notice of 14 June 2017 (*Reporter*, 6469, 2016–17, p. 602), the Degree Committee of Land Economy gives notice that, for the examinations to be held in 2017–18, the form of examination for the following module will be amended as follows:

EP07 National, comparative, and European environmental law and policy

The module will be examined by a 4,000-word project.

REPORTS

Twenty-second Report of the Board of Scrutiny

Introduction

1. The Board of Scrutiny provides independent analysis and oversight and, on behalf of the Regent House, it examines the Annual Report of the Council (including that of the General Board); the Abstract of the Accounts; and any Report of the Council proposing allocations from the Chest. It also has the right to comment on related matters that it believes should be drawn to the attention of the University, including issues of policy. Further information about the Board can be found at <http://www.scrutiny.cam.ac.uk/> and in the *Statutes and Ordinances*.^{1,2} The Board has the right of reporting to the University and this is its Twenty-second Report.

2. By offering this scrutiny and certain recommendations, the Board aims to assist Regents to engage in governance, and this is intended to be complementary to, not in contention with, the Council and General Board. Nevertheless, the Board was set up following the recommendations of the Wass Syndicate to provide an additional mechanism for holding the Council to account for the increased powers it acquired, particularly in relation to the items that the Board is required to examine.³ The Board hopes both to assist the Council and to help Regents to engage and make decisions about business; which may, for example, involve them commenting at Discussions; opposing, supporting, or proposing amendments to Graces; or promoting Graces. From its perspective, the Board may be in a position to comment more freely than the Council or to give greater attention to certain areas of business and although it has some capacity to act on its own account, it cannot supplant the responsibilities of members of the Regent House collectively as the governing body, any more than it can substitute the work of the Council. We hope that this Report encourages discussion and collaborative thinking across the University.

Activity of the Board in 2016–17

3. During this academic year the Board held meetings with the Director of the Human Resources Division, Ms Emma Stone; the Director of Estates Strategy, Dr Jason Matthews; the Director of University Information Systems, Dr Martin Bellamy; the Chief Executive of Cambridge Assessment, Mr Simon Lebus; the Director of Admissions for the Cambridge Colleges, Dr Sam Lucy; the Director of Undergraduate Recruitment, Mr Jon Beard; the Vice-Chancellor, Professor Sir Leszek Borysiewicz; the Senior Pro-Vice-Chancellor, Professor Duncan Maskell; the Pro-Vice-Chancellor for Education, Professor Graham Virgo; the Acting Registrar, Ms Emma Rampton; the Director of Finance, Mr Andrew Reid; and the Chair of the School of Humanities and Social Sciences, Professor Phil Allmendinger. Additional information and assistance was provided by the Head of the Registry's Office, Dr Kirsty Allen; by the University Draftsman, Ms Ceri Benton; and by Ms Suzanne Fowler, on behalf of the Human Resources Division. The Board is duly grateful to all of these individuals for their time and records its thanks.

¹ *Statutes and Ordinances of the University of Cambridge*. Cambridge, 2017. Available from: http://www.admin.cam.ac.uk/univ/so/2016/statute_a-section7.html#heading2-7.

² *Statutes and Ordinances of the University of Cambridge*, 2017. Available from: <http://www.admin.cam.ac.uk/univ/so/2016/chapter01-section6.html>.

³ Report of the Wass Syndicate. *The Cambridge University Reporter*. 1988–89.

4. Additionally, the Board wishes to acknowledge and commend the considerable help given during the year by Ms Rachel Rowe and Ms Gwyneth Barton (parental-leave cover for Ms Rowe) in preparing working notes and minutes. Dr David Secher and Dr Mike Franklin were members of the Board during part of the academical year and the Board thanks them warmly for their contribution.

Summary

5. Cambridge continues to perform outstandingly as a Higher Education Institution, both nationally and internationally, but the sector is increasingly competitive and the outlook unsettled. This presents the University with significant challenges, particularly in maintaining strategic vision while operating at a high level. Competing successfully will require resolution to protect and resource our core purposes of scholarship and innovation, and the staff who deliver them, while maintaining and evolving our facilities for the future. Understanding and managing conflicting demands for our resources will be a crucial test for the University.

Work of the Chancellor and Vice-Chancellor

6. The Board notes the Council's report of the work of the Chancellor, The Lord Sainsbury of Turville. Given the constitutional position of the Chancellorship, and recognizing other duties beyond the ceremonial and formal are likely to be ambassadorial or advisory and difficult to acknowledge in a report, this work should not go unrecognized.

7. The Vice-Chancellor, Professor Sir Leszek Borysiewicz, has been a repeated and forthright advocate of the University's international engagement and social agency, as exemplified by his response to the result of the 2016 referendum on membership of the European Union. There are now challenges that have to be navigated in conditions of poor visibility and potentially sudden changes of direction in public policy, but the Vice-Chancellor was outstanding in identifying the possible consequences and challenges before the vote and for working to achieve a concerted institutional response in the aftermath.

Education

The Teaching Excellence Framework

8. In league tables and comparative data, the University performs well in educating first degree and taught Masters students. A rigorous admissions process, tutorial and teaching support through the Colleges, and a demanding approach to learning all help to ensure that the University's graduates are sought after by employers and by other universities for further study in the United Kingdom (UK) and overseas.⁴ That said, there are areas where the University's position may be jeopardized, some of which are beyond its immediate control. To that end the Board notes with appreciation the University's engagement with national government and the efforts of the Vice-Chancellor and the Pro-Vice-Chancellor for Education to inform the near-constant process of change in the sector.

9. The University secured a Gold rating in the Teaching and Excellence Framework (TEF), but the Board shares the concerns that were expressed during the consultations in relation to the metrics and linkage of TEF performance and permitted fee increases. The nature of a Cambridge education with its substantial provision of personal teaching provides a particular student experience that is costly to deliver. Although there has been an overall decline in applications to UK universities,⁵ Cambridge has seen an increase, but there is little room for complacency. We note that some courses have seen a perceptible decline in applications over a five-year period from 2011, according to data produced by the Admissions Office.⁶

Access and participation

10. Despite the University's opposition in principle, the TEF has given some universities the opportunity to charge higher fees. Consequently, a university education is increasingly an investment with a price from which applicants and their families expect a return. Many Cambridge courses, however academically strong, are traditionally less vocational than some in other universities. Although Cambridge graduates enjoy excellent prospects, competition from well-established universities abroad may begin to attract UK-based applicants and there are already pressures on school-leavers to contemplate alternatives to university. The 'earn and learn' option through apprenticeships and more vocational courses is growing in popularity and employers are now offering training as an alternative to university, with the incentive of reaching 'graduate-level' employment faster and without accumulated debt.

11. The General Board has successfully negotiated a new access agreement for 2017–18 with the Office for Fair Access (OFFA). Concerns about cost and perceived benefit amongst potential applicants could impact adversely on access initiatives, particularly if the prestige associated with a Cambridge degree in the employment market weakens. In the interests of pursuing their own equal-opportunities and widening participation agendas, some employers are now ceasing to require applicants to state where they have graduated or what class of degree they obtained.⁷ If this continues, the effort required to present predominantly non-vocational tertiary education as an attractive option to the most able will increase.

⁴ HESA. Experts in UK higher education data and analysis 2017. Available from: <https://www.hesa.ac.uk/>.

⁵ UCAS. UCAS 30 June deadline for UK higher education shows UK applicants down 4% and EU applicants down 5%. Available from: <https://www.ucas.com/corporate/news-and-key-documents/news/ucas-30-june-deadline-uk-higher-education-shows-uk-applicants-down-4-and-eu-applicants-down-5>.

⁶ Undergraduate Study: Application statistics: Interactive graph generator [Internet]. 2017. Available from: <http://www.undergraduate.study.cam.ac.uk/apply/statistics>.

⁷ Rodionova Z. EY's 'blind CV' policy for all trainee applications has inspired surge in workforce diversity. Independent [Internet]. 2017. Available from: <http://www.independent.co.uk/news/business/news/ey-blind-cv-policy-diversity-workforce-ernst-and-young-trainee-job-applications-academic-education-a7558696.html>.

International Higher Education sector and student satisfaction

12. The Board recognizes that it is a challenge to form and sustain a long-term admissions and teaching strategy that can withstand a fluid international situation and the requirements of national access and admissions objectives. Internationally the sector is unsettled. Even if national policy on student migration were to become more accommodating, the University's competitive position would still be determined by the interaction between the growth in global demand for educational services and the sustained investment in tertiary education in some other countries. In this situation, the General Board is justified in paying close attention to our students' experience under the Learning and Teaching Strategy. Whilst the actual student experience is more important than comparative survey scores, these cannot be ignored. Therefore the work being done by the Pro-Vice-Chancellor for Education and the Education Committee to address areas that can be improved seems appropriate. The establishment of the Centre for Teaching and Learning is welcomed. Additionally, a Council-led review of the Careers Service has just taken place, and the Board looks forward to the Service, the General Board, and the wider University, working together to address its recommendations and those from the Examinations Review Working Group.

Research

13. The result of the Referendum and future action around the UK and its departure from the European Union (EU) are of concern with regards to research funding (For example, Cambridge is the Leading Horizon 2020 recipient amongst all EU Universities.⁸) While the University continues to secure significant funding from UK Research Councils and charities, the potential impending loss of EU funding highlights the need to identify other sources. In this context, the Board notes the development of the Pro-Vice-Chancellor roles, and specifically the appointment this year of Professor Andy Neely as Pro-Vice-Chancellor for Enterprise and Business Relations. Given the encouragement by the Research Councils for partnerships with industry, the potential loss of access to EU funding, and the continued efforts by the University to secure research funding at 100% or greater level of Full Economic Costing (FEC), a key task will be to establish clear links and communication across the University around partnership with industry. This, along with the University's engagement with major funding agencies, suggests the need for the Pro-Vice-Chancellor for Research and the Pro-Vice-Chancellor for Enterprise and Business Relations to promote clear, two-way communication across the research community in order to share research objectives with potential funders and disseminate knowledge of funding opportunities when they arise.

Governance*Governance review*

14. In its Annual Report the Council announced that a review of governance would commence in accordance with a timetable agreed with the Vice-Chancellor Elect, concentrating on three areas: the Regent House, the Council, and Discussions. A Notice in early May⁹ announced the membership of the review group and invited initial comments by late July 2017, indicating that these would be solicited from Heads of Schools and Departments, Chairs of Faculty Boards, and Heads of Colleges. In earlier Reports, the Board has made recommendations pertinent to these areas and so submitted some suggestions of principle that the review might consider. In brief these were as follows:

15. *The Regent House*: this lies at the heart of the University's democratic self-government and it has expanded in size in recent times, as has the University. The deliberative and legislative functions beyond its electoral duties do, however, make the composition of the Regent House significant as well as its size. Fairness around inclusion and recognition of accumulated experience in post and commitment to the institution are principles that are important in a complex collegiate University. Certain qualifications for membership currently in operation appear to act inequitably and may need review. As a matter of policy, the Board is aware of the 'fifty-member' Grace seeking to remove the current age-limit on membership, but hopes that any change would follow the principle of fair treatment rather than, for example, privileging some Fellows of Colleges inequitably.

16. *The Council*: in its response to the review, the Board advocated caution before proposing changes to Council membership, noting that beyond the Council's own composition and internal operations, its wider structural relationship with the Regent House is also significant.

17. *Discussions*: the Board had already noted poor participation, except when particular items of business attract higher levels of interest, so it welcomes the proposed review. Wide access to Discussions is an important principle, as is the constitutional safeguard whereby Regents or the Board can insist that particular matters are discussed. The Board would be inclined to support proposals to revise the conduct of Discussions, including if necessary changes to the format, chairing arrangements, or location, but it would be concerned by a move to an online only forum as the nature of contributions and their impact might be very different. Some form of Discussion conducted on a 'Question and Answer' (Q&A) model might be considered, allowing members of the University, with notice, to raise concerns directly with senior officers and with some opportunity for debate around the responses.

⁸ Annual Report of the General Board to the Council for the academic year 2015–16, *The Cambridge University Reporter* [Internet], 2017. Available from: <http://www.admin.cam.ac.uk/reporter/2016-17/weekly/6448/section3.shtml>.

⁹ Review of three areas of governance: Regent House membership, Council membership, and Discussions. *The Cambridge University Reporter* [Internet], 2017. Available from: <https://www.admin.cam.ac.uk/reporter/2016-17/weekly/6464/section1.shtml#heading2-7>.

18. As an example of how this might work, the Board notes the method adopted for the discussion of the Wass Syndicate's Report in 1989, i.e. holding a more informal Discussion (of the Senate rather than of the Regent House at that time) in the University Centre, at which the Vice-Chancellor, the Chair of the Syndicate, Sir Douglas Wass, and other Syndics were present to take questions and respond to comments. Some one hundred and thirty Senior members attended, as well as some Junior members and Assistant Staff. A summary of remarks made was published instead of a verbatim report.^{10, 11}

Engaging Regents in governance

19. Informed participation in governance is a valuable right and although much good work in explaining the University's governance arrangements and engaging members of the Regent House has already been done through the Registry's Office (work by the Draftsman and the *Reporter* team which should be applauded), the Board suspects that some Regents, particularly newcomers or those who are purely College-based, may still benefit from further outreach.

20. Understanding the respective duties and powers of the Council and of the Regent House is important. The Council is diligent in reporting on its responsibilities and operation (including reference to Council members as charity trustees) and Annex B of the Council's Report¹² is an extended statement of these responsibilities and of actions taken in pursuance of them. Whilst well-informed about the Council's operation in its Annual Report, Regents may not always appreciate the nature or potential of their engagement in return and the statement that the Council 'informs and advises the Regent House through Reports, Notices, and Graces, and through considering remarks made at Discussions' is somewhat opaque. Reports and Notices notwithstanding, Graces are matters for decision by the Regent House rather than information (unless balloted and accompanied by Fly-sheets) and ideally comments at Discussions should inform and advise the Council (and also the wider Regent House).

21. The Board accepts problems with potential 'information overload' and ensuring effective communication with a larger, more diverse, and more transient membership of the Regent House. It is aware that these considerations apply just as much to the Board of Scrutiny's engagement with Regents. The utility of the Board's reports diminishes if it does not connect, so the Board hopes to work collaboratively to identify and discuss any further initiatives that might be taken in this area.

22. The Council should give further attention to the communication of business with the Regent House and to the proactive engagement of Regents in governance. Major reports, such as the annual reports of the Council and the General Board, and the chief financial reports, could be presented to Regents by additional means beyond publication in the *Reporter*, leading to, for example, a more 'open' form of Discussion, with a question and answer format, to permit actual debate.

Finance

23. The 2016 financial statements for the University (including Cambridge University Press (CUP) and Cambridge Assessment (CA) are considered within the context of the last seven years:¹³

£m	2010	2011	2012	2013	2014	2015	2016	6-yr growth
Turnover	1,193	1,251	1,322	1,438	1,504	1,643	1,799	+50.8%
Surplus / (deficit)	20	3	48	73	44	339	112	
Net assets	2,415	2,590	2,641	3,074	3,177	4,243	4,355	+80.3%

The outcome in 2016 followed the pattern of previous years: turnover and net assets grew significantly and the University returned a modest surplus on its operating activities. This is consistent with a well-established pattern of steady growth in the University's operations over several decades, coupled with a balanced operating result. The same pattern of growth is true of the academic University (i.e., excluding activities such as CUP, CA, the Trusts, and other subsidiary undertakings) as well as the consolidated University. The relative strength of the University's current financial position is underlined by the modest level of net debt (i.e., debt balances less cash in the bank) on the balance sheet (~£50m) compared with its asset base (> £4bn). The most significant financial risk at present is long-term pension liability, reflecting the difficulties faced by various defined benefit pension schemes, including the Cambridge University Assistants Contributory Pension Scheme (CPS) and the Universities Superannuation Scheme (USS). An accounting liability for these schemes of £756m has been recognized, although this figure probably fails to reflect the full liabilities associated with the USS. The ongoing difficulties faced by these pensions schemes continues to cause concern, particularly in the context of the 'last-man-standing' structure of the USS, which could expose the University to the liabilities of other member institutions. The overall USS has recently indicated a significant further growth in the size of the scheme deficit from £10bn (end March 2016) to around £12.6bn (end March 2017) based on the actuarial assumptions previously used; it is 83% funded based on those assumptions.

¹⁰ Notices, 1 May: Informal Discussion of the Wass Report. Page 538. The *Cambridge University Reporter*, 1988–89.

¹¹ Reports of Discussions: Discussion of the Wass Report. Page 778. The *Cambridge University Reporter*, 1988–89.

¹² Annex B: Statement of Primary Responsibilities. Annual Report of the Council [Internet], 2017. Available from: <http://www.admin.cam.ac.uk/reporter/2016-17/weekly/6448/section2.shtml#heading4-44>.

¹³ The new FRS102 accounting standards were introduced in 2016 which affects comparability with previous years. The data series has used the accounting standards applicable at the time the relevant annual report was published. Whilst this means that the level of precision for year on year comparisons is limited, the overall trends identified in the table are still accurate.

24. The Board accepts that the situation with the USS is complex and subject to changes in the wider economic situation nationally and internationally, but notes that pensions are accorded only a medium priority in the People Strategy Action Plan. The Board addressed the issue of the USS in two recommendations in the 20th Report and we encourage further exploration of avenues that might protect both the University's financial position and the interests of staff.

Allocations Report

25. The Chest is essentially the sub-set of income and expenditure streams of the academic University that the Council categorizes as unrestricted, i.e., funds that the central administration can apply more or less as it sees fit. This contrasts with items such as funding income for specific research projects. It is mostly out of the Chest that the core permanent academic staff of the University and the core infrastructure of the Departments are funded. A seven-year summary of Chest allocations is as follows:

£m	2010	2011	2012	2013	2014	2015	2016	6-yr growth
<i>Total Chest income</i>	342.8	350.9	367.2	366.3	387.9	402.8	430.7	
Less College fee	(41.5)	(40.8)	(41.6)	(43.3)	(44.9)	(45.3)	(64.1)	
Net Chest income	301.3	310.1	325.6	323.0	343.0	357.5	366.6	+21.7%
<i>Chest expenditure:</i>								
Academic departments	(158.8)	(162.5)	(161.9)	(168.5)	(172.6)	(175.1)	(180.2)	+13.5%
Academic institutions and services	(28.0)	(26.1)	(27.3)	(27.9)	(31.9)	(35.3)	(42.1)	+50.4%
UAS	(31.1)	(31.7)	(32.1)	(32.0)	(32.6)	(33.5)	(30.0)	-3.5%
Estates-related	(40.0)	(35.6)	(39.0)	(39.3)	(42.2)	(43.9)	(50.9)	+27.3%
Other	(44.7)	(49.5)	(70.7)	(60.3)	(62.2)	(53.6)	(65.5)	+46.5%
<i>Surplus / (deficit)</i>	(1.3)	4.7	(0.4)	(5.0)	1.5	16.1	(2.1)	

The Board notes the restraint in spend on the Unified Administrative Service (UAS) over the period, but also that the growth in expenditure on academic departments over the last seven years has barely kept pace with inflation; rising just 13.5% compared to CPI growth of 12.4% over the period 2010–16. Chest expenditure has also failed to keep pace with the growth in overall Chest income (+21.7% over the period, even after adjusting for the amounts paid to Colleges for the College fee). Whilst the Chest is not the only source of income flowing into academic departments, it is nonetheless critical in sustaining the core academic purpose of the University, especially in subjects where additional income streams are harder to establish. This contrasts with the more significant growth in the overall extent and complexity of the University's activities. *Inter alia*, these include the number of post-doctoral researchers and the number of post-graduate courses offered, both of which are directly associated with the overall workload of academic staff. In the absence of significant growth in academic staff numbers, it seems likely that the workload for the average academic, including administration, has therefore increased. By contrast, more significant growth in Chest expenditure on institutions and services has been observed (+50.4% over the period under consideration). Of note is that expenditure on Cambridge University Development and Alumni Relations (CUDAR) and Cambridge in America (CAm) has doubled since 2010 and now accounts for about £14m per annum; accounting for 50% of the increased expenditure observed in institutions and services over this same period. Estates-related expenditure has risen by 27.3%; although that is understandable in the context of the University's capital plan. The Board is concerned that expenditure on support activities (however important in their own right) may distract from financial support for the University's core purpose, i.e. academic achievement. A policy of prolonged austerity for academic departments against expansion of the overall level of activity in the University may undermine the quality of provision that has been at the heart of Cambridge's competitive advantage in the Higher Education sector.

26. The University should consider the balance between Chest expenditure on academic departments and on other activities and review whether departments will be adversely affected by the extrapolation of current trends over the next 10–20 years.

Capital expenditure

27. The University's significant investment in CUDAR/CAm and Estates Management should be interpreted in light of the dramatic growth in capital expenditure in recent years:

£m	2010	2011	2012	2013	2014	2015	2016	6-yr growth
<i>North-West Cambridge</i>	2	4	5	14	24	61	147	
<i>Other additions to intangible assets, fixed assets, heritage assets, and investment property</i>	85	72	69	100	134	172	198	
<i>Total</i>	87	76	74	114	158	233	345	+303%

The University has identified approximately £4.6bn of potential building projects over approximately 20 years. North-West Cambridge has featured in earlier reports of the Board, but £198m of capital expenditure in 2016 relates to other projects. Realization of these projects implies an average spend of about £200m per annum on buildings alone, and a doubling of the current net asset-base over this period. Of this expenditure, approximately £80m is funded by internally generated resources. A very significant proportion will therefore need to be raised by a combination of government grants and charitable donations. Capital investment on this scale is unprecedented and the University faces significant challenges in managing and financing this level of construction. While it may be essential to maintaining Cambridge's position in the future, the case for such expenditure is not always fully understood and the evolution of decision-making on such substantial and lengthy capital projects needs to be transparent.

28. The Board highlights the need for a detailed timeline of proposed capital projects, their critical dependencies, and their funding timescales, including a risk-benefit analysis projected over 20, 30, and 40 years.

Human Resources: financial aspects

29. Chest expenditure on academic departments supports the salaries of most academic Staff in the University. Cost of Living increments over the period 2010–16 have amounted to about 6.25% or approximately 1% per annum. This is about half the growth in Chest expenditure on academic departments over the equivalent period (13.5%). The Board doubts whether continuing to offer sub-inflationary pay increases to core academic and academic-related staff for the next seven years is sustainable. It is understood from the Allocations Report that the budgeted pay growth for the planning period concerned remains at 1% per annum. At the same time, the Board notes a sharp rise in the number of staff paid in excess of £100,000 per annum.¹⁴

	2010	2011	2012	2013	2014	2015	2016	6-yr growth
<i>employees paid >£100,000 per annum</i>	190	198	204	228	254	279	332	+74.7%
<i>employees paid >£250,000 per annum</i>	2	3	5	6	6	6	9	+450%

The Board accepts that there may be good reasons for this, but nonetheless feels that the rise in employees within this category sits uncomfortably with the sub-inflationary increases offered to the vast majority. The University should be prepared to invest more in the much larger number of employees earning less than £100,000 to help maintain the high standards that our staff deliver.

Human Resources

30. The University has developed an ambitious Human Resources (HR) portfolio to address known concerns. There has been significant progress in some areas, such as developing University-wide policies and holding well-being seminars, but there are a number of important issues that still require attention.

Promotions

31. Staff surveys across institutions and Schools indicate that the promotion processes are regarded as unfair by 65% – 73% of those responding. While promotion statistics provide no evidence of bias by gender, rank of post applied for, number of applications made, or years of service, approximately one-third of academics who apply for promotion are unsuccessful. Almost all of those applying meet absolute criteria for promotion, leaving the decision to be based on criteria that lack transparency to the applicants.

Pay and reward

32. Pay and reward is of great concern to staff, with less than half of those responding to surveys agreeing that pay is fair. The Board is pleased that the University has established the Remunerations Working Group; however, there is significant concern about the lack of academic and academic-related representation, including both lower and higher ranks. Additionally, while the Board welcomes the publication of the People Strategy 2016–2021¹⁵ we note with some concern that, in the underpinning People Strategy Action Plan,¹⁶ some of the objectives under Reward have not been given a high priority commensurate with concerns raised in staff surveys. For example, the development of a 'reward strategy underpinned by sound reward principles which support the delivery of the University mission' has been given medium priority; the development of an 'attractive range of benefits which help to differentiate the University as an employer of choice', also has medium priority; and 'effective reward mechanisms in place to retain high performing staff' has been given low priority. The Board suggests that a reappraisal with University staff of the priority list within the People Strategy Action Plan is warranted.

¹⁴ These figures relate to the academic University (i.e. excluding CUP, CA, trusts, and other subsidiaries).

¹⁵ The University of Cambridge: People Strategy, 2017. Available from: <https://www.hr.admin.cam.ac.uk/files/peoplestrategy2.pdf>.

¹⁶ Resources UoCH. People Strategy Action Plan, 2017. Available from: https://www.hr.admin.cam.ac.uk/files/action_plan.pdf.

33. The University has tried to address staff concerns about low pay through reviews of other Russell Group Universities, and while the latest comparisons suggest that pay at Cambridge is on a par with the four other institutions that have responded, some caution is recommended. The University should benchmark pay across both national and international institutions, and data for most high-ranking universities are publicly available. While mechanisms exist to augment salaries above standard scales, either via market pay or advanced contribution supplements, there is a consistent bias towards higher supplements for men, independent of grade or School that raises concern. Men on average receive 31% more in market pay supplements. There exists lack of transparency of how these supplements are awarded. Pay incentives are most often provided at the time of employment, suggesting a need to investigate a gender bias in hiring and negotiating. As mentioned already in this report, the effective deterioration in pay relative to cost of living urgently requires addressing.

34. The University needs to address pay relative to cost of living and prolonged constraints on annual uplifts. It should review the balance of resources being invested in higher-paid staff particularly in relation to the retention of staff at all levels and the equitable use of supplementary payments.

Morale and Dignity at Work

35. Whilst the vast majority of staff surveyed feel proud to work for the University, only 58% of those surveyed report that they are valued by the University and morale appears highly variable across Schools and institutions. This asymmetry not only compromises the working environment but will undermine the ability of the University to retain staff.

36. There is a Dignity at Work Policy, under which all members of the University community are expected to treat each other with respect, courtesy, and consideration. Nevertheless, in surveys one in every ten respondents reports having experienced bullying or harassment in the past year, and about half of these considered that reporting this would have a negative impact on them. As there should be no tolerance of bullying or harassment, further action is indicated to bridge the gap between policy and what actually occurs.

Estates

Capital Plan and related governance

37. The Board recognizes that Estate Management is experiencing a period of significant change, including expansion of its strategic and developmental functions in pursuance of the Capital Plan, at the same time as maintaining the existing estate. Whilst the University has appointed a new Director of Estates Strategy with the significant and relevant experience necessary to meet the challenge, the University needs to support this appointment through the continued recruitment and retention of key staff; a process that we understand is proceeding more slowly than anticipated.

38. The processes by which large projects are governed continue to cause some concern. Communication will be critical as our capital projects move forward. The Board welcomes the approach of the Director of Estates Strategy in increasing the availability of clear, easily accessible information about related activities and projects; and two-way communication is essential. The Board also appreciates a proposal to produce an annual report from the Estate Management Division. It would help the University to understand the needs and issues and also the decisions taken by those charged with managing particular areas of its activities if annual reports to the Council and the General Board were made more widely available, and for those already available, if greater notice could be provided to Regents rather than just a weblink in the *Reporter*.

39. The Board recommends that communication is further improved by continuing to develop informative online content about estates activity across the University, including comprehensive master plans of key sites which are updated regularly. In pursuance of transparency and understanding of University operations, the Board also suggests that in general annual reports made to the Council and the General Board, should be made available via the governance hub, as well as by a weblink in the *Reporter*.

Greater Cambridge Partnership (formerly The City Deal)

40. The Board welcomes the appointment of Professor Phillip Allmendinger as the University's representative on the Executive Board of the Greater Cambridge Partnership and supports the separation of this role from the portfolio of a single Pro-Vice-Chancellor. It is important to engage productively with local political processes and this requires both expertise and ideally some continuity. The Board suggests that progress is periodically reviewed and discussed through the Regent House.

SUMMARY OF RECOMMENDATIONS

1. **The Council should give further attention to the communication of business with the Regent House and to the proactive engagement of Regents in governance. Major reports, such as the annual reports of the Council and the General Board, and the chief financial reports, could be presented to Regents by additional means beyond publication in the *Reporter*, leading to, for example, a more 'open' form of Discussion, with a question and answer format, to permit actual debate.**
2. **The University should consider the balance between Chest expenditure on academic departments and on other activities and review whether departments will be adversely affected by the extrapolation of current trends over the next 10–20 years.**
3. **The Board highlights the need for a detailed timeline of proposed capital projects, their critical dependencies, and their funding timescales, including a risk-benefit analysis projected over 20, 30, and 40 years.**
4. **The University needs to address pay relative to cost of living and prolonged constraints on annual uplifts. It should review the balance of resources being invested in higher-paid staff particularly in relation to the retention of staff at all levels and the equitable use of supplementary payments.**

- 5. The Board recommends that communication is further improved by continuing to develop informative online content about estates activity across the University, including comprehensive master plans of key sites which are updated regularly. In pursuance of transparency and understanding of University operations, the Board also suggests that, in general, annual reports made to the Council and the General Board, should be made available via the governance hub, as well as by a weblink in the *Reporter*.**

<i>19 September 2017</i>	LYDIA DRUMRIGHT (Chair)	SIMON FROST	TIMOTHY MILNER
	SABA ALA'I	D. J. GOODE	ELSPETH MORFOOT
	GEMMA BURGESS	STEPHEN KELL	CRISTIANO RISTUCCIA
	GORDON CHESTERMAN	CARMEL McENIERY	IAN WRIGHT

Glossary of abbreviations

CA	Cambridge Assessment
CAM	Cambridge in America
CPS	Contributory Pension Scheme
CUDAR	Cambridge University Development and Alumni Relations
CUP	Cambridge University Press
EU	European Union
FEC	Full economic costing
HR	Human resources
TEF	Teaching Excellence Framework
UK	United Kingdom
USS	Universities Superannuation Scheme

GRACES

Graces submitted to the Regent House on 4 October 2017

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, 2017, p. 105) will be deemed to have been approved at 4 p.m. on Friday, 13 October 2017.

1. That Regulation 3(c) of the regulations for the Joint Committee on Development (*Statutes and Ordinances*, 2017, p. 134) be rescinded and the remaining sub-paragraphs renumbered.¹
2. That sub-paragraphs (i) and (j) of Regulation 1 of the regulations for the Military Education Committee (*Statutes and Ordinances*, 2017, p. 138) be amended so as to read:²
 - (i) two persons appointed by the University of East Anglia, one by Anglia Ruskin University, one by the University of Essex, and one by the University of Northampton;
 - (j) not more than four persons co-opted by the Committee, provided that it shall not be obligatory for the Committee to co-opt any person or persons.
3. By amending Regulation 1(h) of the regulations for the University Sports Committee (*Statutes and Ordinances*, 2017, p. 142) so as to read:³
 - (h) two student members, one appointed by the Men's Blues Committee and one by the Women's Blues Committee;

¹ The Council, on the recommendation of the Joint Committee on Development (JCD), proposes this amendment to reflect a change in the procedure for the approval of new members to be added to the Guild of Benefactors and the Vice-Chancellor's Circle, in which the Advisory Committee on Benefactions and External and Legal Affairs continues to carry out due diligence checks on donors, but on a rolling rather than an annual basis, and the JCD continues to agree the thresholds for membership of those groups.

² The Council, on the recommendation of the Military Education Committee, proposes these amendments to enable the University of Northampton to appoint a member of the Committee, and to increase the number of co-opted members from two to four.

³ The General Board and the Council, on the recommendation of the University Sports Committee, are proposing this amendment to increase the student membership by one, so that both the Blues Committees appoint members to the Committee annually, instead of each making an appointment in alternate years.

4. That Regulation 3 of the regulations for Clubs and Societies (*Statutes and Ordinances*, 2017, p. 196) be amended so as to read:⁴

3. By 31 December each year every registered club or society shall deposit with the Junior Proctor a copy of its accounts for the previous academical year approved and signed by the Senior Treasurer who shall be a member of the Regent House or if not shall be a member of the Senate approved for the purpose by the Junior Proctor. A club or society that has been permitted by the Junior Proctor to amend its constitution under Regulation 4 so as to remove the requirement to have a Senior Treasurer may be required by the Junior Proctor to submit its accounts in such manner as may be determined by the Junior Proctor in each case.

⁴ The Council, on the recommendation of the Societies Syndicate and the Junior Proctor, proposes these amendments which revise the eligibility criteria for those who may serve as Senior Treasurer of a registered club or society, and make provision for the approval and signature of the accounts of clubs and societies which have no Senior Treasurer.

ACTA

Congregations of the Regent House on 2 October 2017: Valedictory remarks by the immediate Vice-Chancellor Emeritus; admission of and address by the Vice-Chancellor; and election and admission of the Proctors

A Congregation of the Regent House was held in the Senate-House at 9.30 a.m. Before the Congregation, the Proctors invited the Vice-Chancellor Emeritus to make some valedictory remarks.

VALEDICTORY REMARKS BY THE VICE-CHANCELLOR EMERITUS

Seven years ago I stood before you, excited and awed by the challenges and the responsibility of stepping into the role of Vice-Chancellor. In that inaugural address about our shared values and visions, I described the University's aspiration to serve society as fundamental to our mission – and a beacon for all our future achievements. I spoke about excellence as the byword for all that Cambridge does now, and will continue to do in the future. This excellence, I said, must be measured by the international standards that we should always expect to be held to. Service to society, and excellence in education, learning and research, have been the guiding principles of my time in office.

Today I step down with a mixture of satisfaction at things achieved, and sadness at leaving behind what has been – without question – the most fulfilling job I have ever done. To have served as Vice-Chancellor has not only been a tremendous privilege, but also a source of great pride and, most of the time, a great pleasure. And if it has been a privilege and a pleasure, it is entirely because of the people I have found myself working with.

Cambridge is an extraordinary community – sometimes almost a commune (that's in the Parisian sense, not in the Stalinist sense) – of academics and administrators coming together for the greater benefit of the whole. We are certainly a broad church, in which different views and varying opinions are richly represented. But it has always been gratifying to see the constructive way in which discussions are conducted among the collegiate University's constituent parts – and how, when the interest of the wider community is at stake, all constituent parts have risen to the challenge.

So in this short address as Vice-Chancellor Emeritus, allow me to register my huge debt of gratitude to all members of the collegiate University – students; teaching, research, and support staff; and alumni. Thank you – to each and every one – for making my job not only rewarding, but indeed possible. In thanking people, there is one person I am especially indebted to: I hope it does not seem inappropriate in this context to single out my wife Gwen. Nothing has been quite as vital in allowing me to do my job properly over the past seven years as the support of my wife and my family.

The constraints of time do not allow me to name individually all the people I would like to, but there is one group I wish to mention – the Heads of House, on whose advice and friendship I so often relied. Having handed over the office to my excellent successor, Stephen Toope, I ask you – the Masters, Mistresses, Provosts, Principals, Presidents, and Wardens of our 31 colleges – that you together with the whole University continue to support him as you have supported me. Under his leadership, and with your full support, I am confident that this University will continue to achieve the excellence in the service of society that I spoke of seven years ago.

Professionally, these have truly been the best years of my life – I am sure they will be Stephen's, too. I wish him and you all every possible success for the future of this wonderful University of ours.

And so, to all of you, farewell – and thank you.

The Congregation was called by the Proctors. The Senior Proctor administered the oath to STEPHEN JOHN TOOPE, of Trinity College, and admitted him to the office of Vice-Chancellor. The Registrar then invited the Vice-Chancellor to sign the book of admission to office. The Junior Proctor delivered the insignia and requested that the Esquire Bedells install the Vice-Chancellor in the Chancellor's throne, after which the Congregation was dissolved.

The Proctors then invited the Vice-Chancellor to address the University, after which a second Congregation was held at 10 a.m. for the election and admission of the Proctors for 2017–18.

VICE-CHANCELLOR'S INAUGURAL ADDRESS

Preface

It is my responsibility to begin the yearly address to the University by celebrating the contributions of those who have finished terms of service to collegiate Cambridge over the past year.

One Head of House, Professor Sir Richard Evans, of Wolfson College, stepped down at the end of the last academic year.

Two senior colleagues in the Old Schools also stepped down: Professor Nigel Slater as Pro-Vice-Chancellor for Enterprise and Regional Affairs; and Dr Jonathan Nicholls as Registry.

Although not employed by the University, I should make an exception by mentioning that the Rev'd Dr John Binns retires as Vicar of Great St Mary's, our University Church across the road, after 23 years.

We thank them, and wish them and their successors well.

With sadness and respect, we commemorate six members of staff who died during the course of the year: Mr Dean Bond, Mr Stuart Dickerson, Professor Michael Gordon, Miss Negar Miralaei, Mr Matthew Neale, and Miss Felicity Webster. Their loss will be keenly felt even as their memory will endure.

Introduction

I continue this address by expressing my thanks to you all for being here as we honour, together, the history of our University and our Colleges. And what a magnificent history it is. For hundreds of years, Cambridge has nurtured generation after generation of leaders in areas ranging from philosophy and classics to economics and geography; from medicine and biology to mathematics and engineering; from theatre and comedy to politics and business – indeed in every field of human endeavour. Cambridge graduates and researchers have contributed in disproportionate manner to human knowledge and to fundamental shifts in how we understand the world: from Newton to Conway to Hawking in physics; Hardy, Ramanujan, and Cartwright in mathematics; Babbage, Turing, and Wilkes in computing; Darwin, Watson-Crick-Franklin, Hodgkin, and Sanger in biology; Trevelyan, Elton, and Judt in history. Cambridge alumni have also turned science and engineering discoveries into widespread economic and social benefit. Consider Whittle in engineering and Hauser in computing. For all of us, building on that legacy is an awe-inspiring gift and challenge.

Many of you will be aware of the saying about the difference between North America and Britain: 'In Britain,' it goes, 'people think that 100 miles is a long distance; in North America, people think that 100 years is a long time.' Indeed, when I became President and Vice-Chancellor of the University of British Columbia in 2006, I was only the 12th person to take on the role. So the task of becoming this University's 346th Vice-Chancellor is one that fills me with wonder – and one that I undertake with humility.

In many ways, though, this day feels like a return to familiar ground: my time as a Ph.D. student at Cambridge, under the inspired supervision of Sir Derek Bowett, was personally rewarding and career-defining. It is unfortunate that, decades after Sir Derek first articulated some of his ideas on international dispute settlement and disarmament, we are now living in a world in which the use of weapons of mass destruction by nuclear powers has once again become a real threat.

My student days at Cambridge offered me the precious opportunity to challenge and deepen my understanding of international law. But they also provided the space and the time to broaden my intellectual horizons, allowing me to read voraciously and widely, and to interact with one of the most stimulating and diverse groups of people I had ever met – staff and students from around the globe. What I learned then has served me well ever since. So I am thrilled in turn to serve an institution from which I have gained so much.

And I am most grateful for the trust that you have placed in me, and the warm welcome you have given to my wife Paula and me. In mentioning Paula, I must add my thanks to her, for yet again uprooting her life and career and joining me on this adventure. Although, happily, there is no tradition of 'first ladies' or 'first spouses' in the university world, her support and concrete help has been instrumental in everything I have done, and I am sure that will be true here at Cambridge as well.

How the world sees Cambridge

I hope I am not sidestepping protocol if I spend part of the time I have today sharing with you some of the reactions that my appointment as Vice-Chancellor has provoked among family, friends, well-wishers – and even a few sceptics. Not because I want to dwell on what is, without question, a signal honour in my academic career. No: it is simply that doing so gives me an excuse to reflect on how I think the world sees Cambridge now – which in turn will allow me, later on, to say a few words about how I would like the world to see Cambridge in the future.

Upon hearing that I had been offered the post, the most common response among people who know me was: 'Wow!' This, to be honest, was also my own reaction: Wow! After all, this is a University that has shared over eight centuries of scholarship and learning. Wow... A University whose world-leading research is linked to almost four times as many Nobel laureates as the country of my birth. Wow... A University that has responded to the challenges faced by previous generations through the discovery and creation of new and world-changing ideas and technologies – from IVF to embryonic stem cells, from the world's first computer game to a standardized method to measure national accounts. A University expanding at an unprecedented rate, in its biomedical campus to the South and in its newest development in North West Cambridge, and investing more in local infrastructure than at any moment in its history. A University admitting a higher proportion of state-educated students, and those from the hardest to reach communities, than it has in decades. A University on the cusp of raising £1 billion in its most ambitious fundraising campaign ever. Again: wow.

This audience does not need me to tell it what makes the University of Cambridge the thriving institution it is today. And yet, it is good to be reminded every now and then of the elements that make this place unique. Surely one of them is, as my predecessor indicated, the deep-rooted sense of community that binds the collegiate University together. We are bound by our shared purposes and our willingness to share resources and talents. Another Cambridge trait is the uncompromising commitment to excellence in education, learning, and research, enshrined in the University's mission statement, and lived out in practice each and every day in our lecture theatres and supervision rooms, in our libraries and labs, in our rehearsal halls and on sports fields.

Yet another Cambridge asset – and this one is essential – is strong leadership over the generations. I must pay tribute to my predecessors. In particular to the late Professor Sir David Williams who pioneered the role of full-time Vice-Chancellor, and Professor Lord Broers, Dame Alison Richard, and Sir Leszek Borysiweicz, whose ambitions and wise stewardship over the past two decades have helped transform a world-famous university into a truly world-leading university. Alec, Alison, Borys – all of us here are deeply indebted to you for your many contributions to the University, and I hope to build on your outstanding legacy in the years ahead.

Coping with complexity

The second reaction to news of my appointment was decidedly more... nuanced. Following the often-repeated exclamation 'Wow!' came a follow-up question: 'Why now?' Asked, generally, by those who wish me well, the question is an acknowledgement of the fact that, on both sides of the Atlantic, my appointment coincided with the beginning of a period of profound unease. I have described it before as a new age of anxiety, marked by a widespread distrust in institutions, in experts, and in business-as-usual politics. Nobel laureate Toni Morrison offered a sobering assessment over a decade ago, but her words resonate powerfully today:

I don't think we can any longer rely on separation of powers, free speech, religious tolerance, or unchallengeable civil liberties as a matter of course. That is, not while finite humans in the flux of time make decisions of infinite damage. Not while finite humans make infinite claims of virtue and unassailable power that are beyond their competence, if not their reach.

Our era's anxiety is fuelled by the erosion of ties that once bound people and peoples together, by the loss of a wider sense of community. Another novelist closer to home – our very own alumna Zadie Smith – argues that even in our individuality 'we are always communal. There is always a point where a hand reaches out to another.' But what if that sentiment is lost? What if there is no more faith that a hand will ever reach out? As individuals and societies become increasingly inward looking, they also become increasingly susceptible to extremism in all its forms.

Historian Eric Hobsbawm got it right when, in *The Age of Extremes*, he remarked: 'The world of the third millennium will... almost certainly continue to be one of violent politics and violent political changes. The only thing uncertain about them is where they will lead.' Hobsbawm also warned that inequality would be one of the main issues to contend with: 'Social distribution and not growth', he said, 'would dominate the politics of the new millennium.' In this, too, that distinguished Cambridge alumnus was prescient. His words challenge us to ask how a collegiate University that is bound by voluntary ties of shared purpose can help to point the way towards similar shared purpose in the wider world.

So, as Zadie Smith suggests, we must reach our hands outward; and as we do so, we must also welcome in an ever more diverse group of students and scholars who have the desire and ability to inspire and to produce new insights that shift our understanding of the world around us. That is a Cambridge tradition we must uphold.

More or less since the dawn of humanity, every generation has believed that it faces unprecedented difficulties, enduring perils that its forebears could not have imagined. I would never assert that our generation faces challenges greater than at any time before – that would be ahistorical in the extreme – but I am convinced that the challenges today are more complex – and certainly affect all of us more immediately.

Take, for instance, the urgent dilemmas posed by new information technologies. Yes, information technology has helped us to be more widely connected; but it has also, paradoxically, reinforced what Cambridge anthropologist Ernest Crawley once called (in a phrase later made famous by Sigmund Freud) 'the narcissism of minor differences'. Yes, technology has helped to make our societies more affluent, and better informed; but it has also encroached on our personal lives in ways that few could have anticipated, has eroded public trust, and left us more exposed to many forms of extremist, hateful views. How do we begin to understand and address these issues? Or consider the problems of global food security. Tackling them requires the combined efforts of engineers, geographers, and mathematicians collaboratively developing tools to predict future demands for energy, land, and water. It requires plant scientists and veterinary scientists collaborating with colleagues across the world to improve crop yields and livestock resilience to disease. It requires researchers in the humanities and social sciences analysing the political economy of food supply, and evaluating the role of political structures in the production and distribution of food. It requires greater understanding of the regulatory frameworks of land ownership, or the economics of changes in land-use. For the University of Cambridge, which sees it as part of its mission to actively confront issues like these, one of the greatest difficulties is that we must constantly be prepared to deal with newly emerging questions that we did not know had to be answered.

There is unprecedented complexity, too, in the landscape of higher education in which we operate – both in the United Kingdom and around the world. In his latest book, *Speaking of Universities*, Professor Stefan Collini of our Faculty of English offers a sobering assessment of the vertiginous pace of change universities have endured over the past few decades. Reading him, I learned that when I was finishing my Ph.D. in Cambridge (that is, in the second half of the 1980s), there were forty-six universities in the UK educating approximately 350,000 students. Today, there are more than 140 universities educating over two million students. And this is before even considering global university expansion – in the past two decades, Collini reminds us, somewhere in the region of 1,200 universities or higher education colleges have been established in China.

Over the past five years alone UK universities have seen an unparalleled shakeup in the way they are funded, governed, and evaluated. ‘The pace and scale of change,’ Collini says, ‘have produced a sense of disorientation, an uneasy feeling that, as a society, we may be losing our once-familiar understanding of the nature and role of universities.’ I agree with Professor Collini’s diagnosis about this uneasiness, though I remain more upbeat about the direction in which universities are moving. One reason for optimism is that universities, including this great University, are used to being battered by external forces of change. Cambridge has survived, and then thrived, through the Reformation, civil war, world wars, depressions and recessions, economic bubbles, and more.

Our current worries are not unique. I remain resolutely confident in universities’ ability to endure and contribute despite – perhaps even because of – the fast pace of change. Universities – and in particular universities with a global reach, like Cambridge – are uniquely positioned not only to cope with, but indeed to embrace complexity. Addressing most of the big issues facing humanity requires that we work across the borders of nations and across the boundaries of academic disciplines. No single country or discipline can have exclusive purchase on how we attack today’s fundamental problems – nor can a single institution, no matter how high in the league tables. With its breadth and depth of expertise, with its history of truly disruptive discovery, Cambridge must take a global lead as the place where barriers between areas of knowledge are broken down, the place where global collaborations are seeded and nurtured. In a fragmented world, what Cambridge can do better than most other institutions of any type is find answers to what another great alumnus, Salman Rushdie, once called ‘the great question of how the world joins up’.

How we want the world to see Cambridge

Allow me, if I may, to return to the reactions elicited by my appointment as Vice-Chancellor. Having gone through the excitement of that initial ‘Wow!’, and then withstood the barrage of ‘Why now?’, I was then confronted with the next obvious query: ‘How?’ As in – ‘How are you going to do this difficult job?’ Since my appointment, almost a year ago, this has become for me the burning question: how? How can I work with you to build on this University’s outstanding record of service and contribution locally and to the wider world? How do we cultivate a shared sense of purpose – across the collegiate University and beyond – while recognizing that, in the words of Canadian philosopher Charles Taylor, ‘each of our voices has something unique to say’? How do we ensure the University is prepared to engage with, invest in, and learn from complexity? How do we collectively balance the need to take risks in pursuit of our objectives with the requirement to ensure appropriate and sustainable stewardship of our institution? How do we balance the requirement to measure and evaluate concrete outputs and effects with the less easily quantifiable aims of making significant societal and cultural contributions? How do we offer students the best experience that a university can offer, and instil in them the sense that the greatest advantage of a Cambridge education is not its impact on what they will earn – but on what they will learn? How do we make sure that our world-leading research addresses not only the questions we are faced with today, but is positioned to explore questions that have yet to arise? How do we best deploy new technologies to enhance the experience of teaching, learning, and communicating? How do we pursue full engagement with the world at a time when disengagement and fragmentation seem to be ascendant? How do we guarantee that we are a fully inclusive university, as open as possible to talented people, no matter their geographic origins or their background? How do we facilitate robust but respectful debate – even on issues that we find deeply uncomfortable – preserving what John Milton called ‘the liberty to know, to utter, and to argue freely according to conscience, above all liberties.’

These are some of the big questions that we will need to focus upon in the years ahead. I adopt, as inspiration for my trusteeship as Vice-Chancellor, physicist Niels Bohr’s memorable phrase: ‘Every sentence I utter must be understood not as an affirmation, but as a question.’ The answers we find to these questions will determine how the rest of the world sees us. Going beyond the ‘wow’ to a view of Cambridge as a basic building block not only in UK society, but in global society as well.

Concluding remarks

Ladies and gentlemen, I finish by returning to our colleague Stefan Collini, who has memorably described a university as a ‘collective but intangible enterprise sustained across time, both past and future, which is not the property of any one individual or group or institution or even generation.’ It is a definition I fully embrace. We are working not only for the benefit of students and scholars who are here today; in effect we are all trustees, nurturing the University on behalf of new generations that will be producing ideas and tackling problems that we cannot even begin to imagine.

My father was a Minister in the Anglican Church; my mother was, for a time, a Parish secretary. One of the many things I inherited from them was a deeply ingrained sense of service to a wider community. I also inherited a clear set of principles – an obligation to offer one’s best, a refusal to accept the easy or the expedient path, a duty to truth, even if it is but seen through a glass darkly. I have found these principles to be a source of great strength. They underpin the work of our best academic institutions. They demand that we are steadfast in speaking out, in refusing to accept curbs on academic freedom, and in resisting attempts to undermine knowledge, expertise, and research.

Our own Pro-Vice-Chancellor, Professor Graham Virgo, has talked of the fundamental role of universities as ‘a critic and conscience of society’ – that seems to me exactly right. I am mindful of the fact that a single individual cannot possibly determine the success of an institution – especially one as multifaceted and deeply grounded as Cambridge. In setting directions for the University, I must rely heavily on the collective wisdom of the people who make Cambridge such an astonishing place to learn, work, teach, and research. Let us ensure, together, that our extraordinary history does not define our future potential: we are not an excellent university because we are an ancient university; we have become ancient because of our continued excellence. So we must strive always to do more for learning itself and for the world we serve, and to do this in new ways that respond energetically to the social, political, and economic conditions we face in our generation. And therein lies the means to achieving what I believe should be our ultimate ambition: to ensure that, in an increasingly complex and anxious world, the University of Cambridge remains an unstoppable, unapologetic force for knowledge and understanding, for more inclusive community, and for the betterment of our shared world.

Election of the Proctors and Deputy Proctors and admission of the Pro-Proctors for 2017–18

GORDON CHESTERMAN, of St Edmund’s College, and CRISTIANO ANDREA RISTUCCIA, of Trinity Hall, retired from the office of Proctor and delivered the insignia of their office to the Vice-Chancellor.

TIMOTHY NICHOLAS MILNER, of Darwin College, and GEMMA LOUISE BURGESS, of Newnham College, were elected to the office of Proctor for the year 2017–18, were admitted to that office by the Vice-Chancellor, and received from him the insignia of their office.

JOHN HENRY XUEREB, of St Catharine’s College, and KAREN OTTEWELL, of Lucy Cavendish College, were admitted to the office of Pro-Proctor for the year 2017–18.

GORDON CHESTERMAN, of St Edmund’s College, and CRISTIANO ANDREA RISTUCCIA, of Trinity Hall, were elected as Deputy Proctors for the year 2017–18, and made their public declaration in accordance with Statute C IV 3.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE ‘REPORTER’

COLLEGE NOTICES**Elections***Darwin College*

Elected into a Fellowship under Title A from 1 October 2017:

Dr Paolo Campana, Ph.D., *Turin*

Newnham College

Elected into a Fellowship in Category A from 1 October 2017:

Maria Ubiali, B.Sc., M.Sc., *Milan*, Ph.D., *Edinburgh*, Ph.D., *Louvain*

Elected into a Visiting Bye-Fellowship from 1 October to 31 December 2017:

Julia Camps Herrero, M.D., *Valencia*

Queens' College

Elected into an Official Fellowship in Mathematics from 1 October 2017:

Claude Miles Warnick, M.A., Ph.D., *Q*

Elected into an Official Fellowship in Computer Science from 1 September 2017:

Alastair Richard Beresford, M.A., Ph.D., *R*

Elected into an Official Fellowship in Asian and Middle Eastern Studies from 1 October 2017:

Andrew David Marsham, B.A., M.Phil., D.Phil., *Oxford*

Elected into an Official Fellowship in History from 1 October 2017:

Gareth William Atkins, B.A., *Durham*, M.Phil., Ph.D., *M*

Elected into an Official Fellowship in Natural Sciences from 1 October 2017:

Jamie Rees Blundell, M.A., M.Sci., Ph.D., *SID*

Elected into a Research Fellowship in Veterinary Medicine from 1 October 2017:

Freya Louise Jephcott, B.A., *Sydney*, Ph.D., *Q*

Elected into a Research Fellowship in Applied Mathematics from 1 October 2017:

Stephen Michale Kissler, M.S., *Colorado*

Trinity Hall

The Governing Body has elected the following into Fellowships with effect from 1 October 2017:

Elected into a Research Fellowship (Class A):

Mr Guillermo Burgos Barragan, B.Sc., *Seville*, Ph.D., *CAI*
Dr Nicola Kozicharow, B.A., *Brown*, M.A., *UCL*,
M.Phil., Ph.D., *PEM*

Elected into a Staff Fellowship (Class B):

Dr Koen Jochmans, M.Sc., Ph.D., *Leuven*
Dr Ronald Reid-Edwards, M.Phys., *Oxford*, M.A.St., *CAI*,
Ph.D., *Queen Mary*, *London*
Dr Gonçalo Bernardes, M.Sci., *Lisbon*, D.Phil., *Oxford*
Dr Daniel Tyler, B.A., M.St., D.Phil., *Oxford*
Dr Jane Partner, M.A., *N*, M.Phil., Ph.D., *K*

Elected into a Fellow-Commonership:

Professor James Ritter, M.A., D.Phil., B.M. B.Ch., *Oxford*
Mr Jai Chitnavis, B.Chir., M.B., M.A., M.Chir., *CHR*
Dr Aled Davies, B.A., *Exeter*, M.Sc., D.Phil., *Oxford*

Elected into an Honorary Fellowship:

The Rt Hon Sir David Bean, M.A., *TH*
Mr Andrew Marr, B.A., *TH*

Elected into a College Teaching Associateship in Theology, Religion, and Philosophy of Religion:

Dr Alastair Lockhart, M.A., Ph.D., *M*, M.Sc., *Birkbeck*,
M.A., *Heythrop College*, *London*

Vacancies

Christ's College: Stipendiary Junior Research Fellowship in a specified area of Arts, Humanities, and Social Sciences; tenure: four years; closing date: 26 October 2017 at 12 noon; further details: <http://www.christs.cam.ac.uk/jrf>

Non-Stipendiary Junior Research Fellowship in any subject; tenure: at least two years and not more than four years; closing date: 10 January 2018 at 12 noon; further details: <http://www.christs.cam.ac.uk/jobs>

Clare Hall: Non-Stipendiary Research Fellowships in the Sciences, 2018; closing date: 31 October 2017; further details: <https://www.clarehall.cam.ac.uk/research-fellows> or email college.registrar@clarehall.cam.ac.uk

Corpus Christi College: Development Officer (Fundraising); salary: according to experience; closing date: 27 October 2017; further details: <https://www.corpus.cam.ac.uk/further-information/non-academic-staff-vacancies>

Magdalene College: Two stipendiary (Junior) Research Fellowships; tenure: three years from 1 October 2018; the Neville Fellowship, endowed through the generosity of Trinity College, Cambridge, will be in the Sciences; the Lumley Fellowship, endowed through the generosity of H. R. L. Lumley, will be in the Humanities; current gross stipend: £22,500 (subject to annual cost of living award); closing date: 7 November 2017 at 12 noon; further details: <http://www.magd.cam.ac.uk/vacancies>

Murray Edwards College: Early Career Research Fellowship in Arts, Social Sciences, and Humanities; non-stipendiary; tenure: normally three years, from 1 January 2018 or sooner if desirable; closing date: 27 October 2017 at 12 noon; further details: <http://www.murrayedwards.cam.ac.uk/about/work-us>

Murray Edwards College and Department of Pure Mathematics and Mathematical Statistics: College Lectureship and Fellowship in Mathematics, held in association with a Senior Research Associate post in the Department of Pure Mathematics and Mathematical Statistics (fixed-term); tenure: from 1 September 2018, for six years; salary: £39,992–£50,618, depending on experience, at current rates; closing date: 8 December 2017; further details: <http://www.murrayedwards.cam.ac.uk/about/work-us>

Newnham College: Junior Research Fellowship in the Arts, Humanities, and Social Sciences; stipend: £19,850 pre-Ph.D., £22,214 post-Ph.D., plus benefits; tenure: three years; closing date: 27 October 2017; further details: <http://www.newn.cam.ac.uk/research/research-fellowships/>

Junior Research Fellowship in Science, Mathematics, Engineering, or Psychology; stipend: £19,850 pre-Ph.D., £22,214 post-Ph.D., plus benefits; tenure: three years; closing date: 20 October 2017; further details: <http://www.newn.cam.ac.uk/research/research-fellowships/>

Postdoctoral Affiliates; benefits: SCR membership, dining rights, possibility of undergraduate teaching, and/or graduate mentoring; tenure: from January 2018, renewable annually for up to three years; closing date: 31 October 2017; further details: <http://www.newn.cam.ac.uk/vacancy/postdoctoral-affiliates-3/>

Sidney Sussex College: Two Stipendiary Research Fellowships in specified areas of Sciences, Humanities, and Social/Political Sciences; tenure: three years; closing date: 3 November 2017; online application only; further details: <https://www.sid.cam.ac.uk/aboutus/personnel/apply/>

Other Notices

King's College

Memorial Service for Professor Sir Patrick Bateson

A Memorial Service for Professor Sir Patrick Bateson, FRS, Provost of King's College 1988–2003, will be held in the College Chapel on Saturday, 18 November 2017, at 2.30 p.m. (doors open at 2 p.m.). Those wishing to attend are invited to contact the Vice-Provost's PA (email: jenny.malpass@kings.cam.ac.uk) for further information.

Robinson College

Memorial Service for Mr John Grieve Smith

A Memorial Service for Mr John Grieve Smith, Emeritus Fellow and former Senior Bursar of Robinson College, member of Clare College (see *Reporter*, 6456, 2016–17, p. 376) will be held on Saturday, 28 October 2017 in Robinson College Chapel at 2 p.m. All are welcome to attend.

Members of the University who are attending are requested to wear their gowns (black gowns without hood). The service will be followed by refreshments in the Dining Hall. Those intending to stay for the refreshments should contact Mrs Elizabeth Pettit (email: mep32@cam.ac.uk) not later than Thursday, 26 October 2017.

SOCIETIES, ETC.

Cambridge Philosophical Society

The Society's first talk of the Michaelmas Term will take place at 6 p.m. on Monday, 9 October 2017, in the Bristol-Myers Squibb Lecture Theatre, Department of Chemistry, Lensfield Road. Professor Didier Queloz will give the Larmor Lecture, entitled *Exoplanets, on the hunt of universal life*. Further details are available at <http://www.cambridgephilosophicalsociety.org/lectures.shtml>.

EXTERNAL NOTICES

Oxford Notices

Exeter College: Stipendiary Lecturer in French (fixed-term); salary: £8,684–£9,767; closing date: 20 October 2017 at 12 noon; further details: <http://www.exeter.ox.ac.uk/vacancies/stipendiary-lecturer-modern-languages-french/>

Magdalen College: Fellowship by Examination (JRF); salary: from £22,091; closing date: 12 October 2017; further details: <http://www.magd.ox.ac.uk/job-vacancies/>

Visiting Fellowships; non stipendiary; closing date: 8 December 2017; further details: <http://www.magd.ox.ac.uk/job-vacancies/>

New College: Home Bursar (full-time); salary: c. £85,000; closing date: 22 October 2017; further details: <http://www.new.ox.ac.uk/home-bursar>

St Catherine's College: Academic Officer (Admissions); salary: £22,214–£24,285; closing date: 23 October 2017; further details: <https://www.stcatz.ox.ac.uk/academicofficer>

St Cross Centre for the History and Philosophy of

Physics: One-day conference entitled *Astronomy across the medieval world*, on Saturday, 18 November 2017, at St Cross College, Oxford; the conference will draw together the different strands of medieval astronomy from across the world and examine how they interfaced and paved the way for the scientific developments later in the Renaissance; registration and attendance is free; further details: <https://www.stx.ox.ac.uk/happ/events/astronomy-across-medieval-world-one-day-conference>

University College: Stipendiary Lectureship in Applied Mathematics; salary: £13,248–£14,900 plus benefits; closing date: 30 October 2017 at 12 noon; further details: <https://www.univ.ox.ac.uk/content/stipendiary-lectureship-applied-mathematics>

Stipendiary Lectureship in Classical Languages and Literature; salary: £18,753–£20,986 plus benefits; closing date: 31 October 2017 at 12 noon; further details: <https://www.univ.ox.ac.uk/content/stipendiary-lectureship-classical-languages-and-literature>

Wolfson College: Non-Stipendiary Junior Research Fellowships in Clinical and Non-Clinical Sciences 2018 and Non-Stipendiary Research Fellowships in Clinical and Non-Clinical Sciences 2018; closing date: 27 October 2017; further details: <http://www.wolfson.ox.ac.uk/fellowships/>