

CAMBRIDGE UNIVERSITY REPORTER

No 6616

WEDNESDAY 12 MAY 2021

VOL CLI No 28

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UNIVERSITY OF
CAMBRIDGE

NOTICES**Calendar**

13 May, *Thursday*. Ascension day. Scarlet day.

21 May, *Friday*. Easter Term divides.

22 May, *Saturday*. Congregation of the Regent House at 11 a.m. (degrees in absence only).

23 May, *Sunday*. Whitsunday. Scarlet day. Preacher before the University at 10.30 a.m., The Most Revd and Rt Hon. Justin Welby, Honorary Fellow of Trinity College, Lord Archbishop of Canterbury (Ramsden Preacher).

30 May, *Sunday*. Trinity Sunday. Scarlet day.

1 June, *Tuesday*. Discussion via videoconference at 2 p.m.

Joint Report of the Council and the General Board on the introduction of an academic (teaching and scholarship) career path: Notice in response to Discussion remarks

6 May 2021

The Council has received the remarks made at the Discussion on 20 April 2021 concerning the above Report (*Reporter*, 2020–21: 6612, p. 454 and 6614, p. 527).

The Council notes and welcomes the numerous statements of support for the Report, not only from teaching-focused staff who would be offered the appropriate status, job titles and career path for the first time, but also from Heads of institution and other senior academic colleagues including Professor Ferran, Professor Virgo, Professor Colledge, Professor Durkan, Professor Osborne, Dr Keeler and Professor Sanders. The Council recognises the depth of feeling expressed by Mr Basso, Dr Chalfen, Dr Khalil, Ms Mentchen and Dr Radić who reflect on how ‘long-awaited’ and ‘long overdue’ these proposals are, and that this sentiment is also expressed by several other contributors.

The Council agrees with Professor Evans that academics require both expertise and job security and this Report aims to enhance the employment and career status of staff who have to date been overlooked. Professor Evans further links academic expertise solely to the conduct of research, but the Council believes that teaching-focused staff demonstrate their expertise through their research-informed and scholarly teaching and that the career path outlined in the Report provides an opportunity for recognition of that expertise. Professor Evans suggests that the Report’s restriction of automatic sabbatical rights to research and teaching academics will not provide academic teaching and scholarship staff with the ability to engage effectively in independent pursuit of knowledge. And yet, as Professor Colledge remarks, teaching-focused staff in his Department have produced considerable scholarly outputs ‘although they have less time available for their primary research than other academics due to their high teaching loads’. This reflection of the existing outputs of teaching-focused staff is further reiterated by Professor Sanders and Professor Osborne and the Council therefore believes that the provisions set out in the Report to enable scholarship to take place are appropriate.

Professor Evans expresses concern about how other universities may have persuaded academic staff to become ‘teaching-only’ or face redundancy, in relation to the opportunity provided in the Report for staff to change career path. The Council wishes to remind the Regent House that established officers are afforded protections within Statutes and Ordinances and reiterates the wording of the Report in paragraph 20 that ‘no member of staff may be constrained to change pathways against their will or against the best interests of their career development’. This commitment is reiterated by Ms Wyburd. Professor Ferran recognises the risk of unintended consequences, but suggests that ‘the way to deal with this risk is to monitor and manage it’.

The Council agrees with Professor Evans that, in comparison with the 2014 proposals, this Report does more than a ‘mere tidying up’ of the positions of a small number of staff. Indeed, it was because the 2014 proposals were not sufficiently inclusive, as Ms Wyburd remarks, of all teaching-focused staff, that it was not pursued.

Mr Allen raises concerns expressed previously by the Board of Scrutiny about the ‘growing practice’ of filling posts on an unestablished basis, in relation to the duality of established and unestablished titles set out in paragraph 30 of the Report. As the Report indicates, there may be good reasons of business efficiency for needing on occasion to appoint to unestablished academic teaching and scholarship roles. The recent DfE White Paper on freedom of speech states that as well as strengthening the legislative framework and enforcement mechanisms in relation to both free speech and academic freedom, the government is also exploring ways to ensure that academic staff have robust contractual protections in place that secure their right to academic freedom. The Council will look at parity of protection between established and unestablished academics in the context of the measures proposed to implement the suggestions in the White Paper.

The Council is submitting a Grace (Grace 1, p. 559) for approval of the recommendations of this Report.

VACANCIES, APPOINTMENTS, ETC.

Vacancies in the University

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

Clinical Lecturer in General Psychiatry in the Department of Psychiatry; tenure: four years (or until CCT); salary: £35,155–£62,179 or £34,563–£59,845 or £39,467–£53,077; closing date: 13 June 2021; further details: <https://www.jobs.cam.ac.uk/job/28880/>; quote reference: RN25855

Clinical Lecturer in Neurology (Dementia) in the Department of Clinical Neurosciences; tenure: four years (or until CCT); salary: £35,155–£62,179 or £34,563–£59,845 or £39,467–£53,077; closing date: 13 June 2021; further details: <https://www.jobs.cam.ac.uk/job/29223/>; quote reference: ZE26155

Clinical Lecturer in Neurology (Multiple Sclerosis Research) in the Department of Clinical Neurosciences; tenure: four years (or until CCT); salary: £35,155–£62,179 or £34,563–£59,845 or £39,467–£53,077; closing date: 13 June 2021; further details: <https://www.jobs.cam.ac.uk/job/29222/>; quote reference: ZE26154

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.

REGULATIONS FOR EXAMINATIONS

Computer Science Tripos

(Statutes and Ordinances, p. 301)

With effect from 1 October 2020

The General Board, on the recommendation of the Faculty Board of Computer Science and Technology, has approved the amendment of the regulations for the Computer Science Tripos so as to introduce a new regulation permitting students to proceed to Part III from another Tripos, and to introduce two new regulations to support the diversification of assessment.

By adding new Regulations 9 and 10 and new text at the end of Regulation 19 to read as follows and renumbering the existing regulations accordingly:

9. The Head of the Department shall announce by Notice, not later than the end of the Easter Term preceding the examination, the mode of examination for each paper.

10. For papers to be examined wholly or partly by coursework and the units of assessment, the Head of the Department shall announce by Notice, not later than the start of the Michaelmas Term next preceding the examination, the nature of the work to be undertaken and the dates by which, and the manner in which, the results of such work are to be presented.

[19.] A student who has obtained honours in any other Tripos may be a candidate for honours in Part III in the year after so obtaining honours, provided that the student:

- (a) meets all requirements listed above; and
- (b) satisfies the Faculty Board that he or she has sufficient background knowledge to attempt the examination.

The General Board is satisfied that no candidate's preparation for the examination in 2021 has been affected.

Engineering Tripos, Part Ib

(Statutes and Ordinances, p. 321)

With immediate effect

The General Board, on the recommendation of the Faculty Board of Engineering, has given permission for an amendment to the Schedule appended to the regulations for the Engineering Tripos. The amendment reflects the changed name of an institution approved for the purpose of Regulation 23 (Exchange Programmes), by replacing 'École Centrale Paris' with 'CentraleSupélec'.

English Tripos (Old Regulations), Part I

(*Statutes and Ordinances*, p. 326)

With effect from 1 October 2021

The General Board, on the recommendation of the Faculty Board of English, has approved an amendment to the regulations for Part I of the English Tripos (Old Regulations) to add a borrowed paper from the Asian and Middle Eastern Studies Tripos. The amendment is as follows:

Regulation 14.

By inserting the following in the list of papers:

Paper 10Q. Japanese literature (Paper J.8 of Part Ib of the Asian and Middle Eastern Studies Tripos)

English Tripos (New Regulations), Part Ib

(*Statutes and Ordinances*, p. 335)

With effect from 1 October 2021

The General Board, on the recommendation of the Faculty Board of English, has approved an amendment to the regulations for Part Ib of the English Tripos (New Regulations) to add a borrowed paper from the Asian and Middle Eastern Studies Tripos. The amendment is as follows:

Regulation 18.

By inserting the following in the list of papers:

Paper 10Q. Japanese literature (Paper J.8 of Part Ib of the Asian and Middle Eastern Studies Tripos)

History and Modern Languages Tripos: Correction

(*Statutes and Ordinances*, p. 350)

With effect from 1 October 2020

Further to the Notice published on 27 January 2021 (*Reporter*, 6604, 2020–21, p. 315), the General Board, on the recommendation of the Faculty Board of Modern and Medieval Languages and Linguistics, gives notice of the following corrections to the regulations for the History and Modern Languages Tripos.

In Regulation 13, it should have been noted that Paper 14, European History, c. 900–c. 1450, **will be** available to candidates for Part Ib in 2020–21.

In Regulations 13 and 15, references to Papers 12–22 should have been updated to refer to Papers 12–23.

Master of Education

(*Statutes and Ordinances*, p. 464)

With effect from 1 October 2021

The General Board, on the recommendation of the Degree Committee for the Faculty of Education, has approved the amendment of the title of one of the pathways listed under Regulation 8 for the degree of Master of Education, from ‘Educational leadership and school improvement’ to ‘Educational leadership and improvement’.

Biological Science for the M.Phil. Degree by thesis

(*Statutes and Ordinances*, p. 509)

With effect from 1 October 2021

The General Board, on the recommendation of the Postgraduate Committee, has approved an amendment to the regulation for the subject of Biological Science for the degree of Master of Philosophy by thesis, to enable the Degree Committee for the Faculties of Clinical Medicine and Veterinary Medicine to approve subjects for the thesis in addition to the Degree Committee for the Faculty of Biology, by inserting the following text at the end of the first sentence:

or the Degree Committee for the Faculties of Clinical Medicine and Veterinary Medicine.

Education for the M.Phil. Degree by advanced study

(Statutes and Ordinances, p. 527)

With effect from 1 October 2021

The General Board, on the recommendation of the Degree Committee for the Faculty of Education, has approved the amendment of the title of one of the pathways for the examination in Education for the degree of Master of Philosophy by advanced study from 'Educational leadership and school improvement' to 'Educational leadership and improvement'.

NOTICES BY FACULTY BOARDS, ETC.

Physical Science (Nanoscience and Nanotechnology) for the M.Res. Degree, 2021–22

The Degree Committee for the Faculty of Physics and Chemistry gives notice that the modules available to candidates for examination in Physical Science (Nanoscience and Nanotechnology) for the degree of Master of Research in 2021–22, and the form of examination for each module, shall be as follows:

NE.01	Characterisation techniques	Core	Examination
NE.04	Nanofabrication techniques	Core	Examination
NE.05	Nanomaterials	Core	Examination
NE.06	Nanochemistry	Core	Examination
NE.07	Physics at the nanometre-scale	Core	Examination
NE.08	Bionanotechnology	Core	Examination
NE.09	Nanoelectrochemistry	Optional	Examination
NE.10	Energy harvesting	Optional	Examination
NE.11	Nano self-assembly	Core	Examination
Coursework	Science communication in media, business and research	Core	Coursework
Coursework	Societal and ethical dimensions of micro- and nanotechnology	Core	Coursework
Coursework	Nurturing and managing innovation in science	Core	Coursework
Practicals	Practical training course	Core	Coursework
Nanointegration	Nanointegration training course	Core	Coursework
Projects	Mini project I (up to 3,000 words), plus Mini-project II (up to 3,000 words), plus Midi-project (up to 10,000 words)	Core	Written reports
Proposal	Formulation and defence of a Ph.D. project proposal	Core	Written report, Oral presentation, and Oral examination

The taught modules (NE.xx) are taught in the Michaelmas and Lent Terms and will be assessed by two formal written examinations in the Easter Term.

Paper 1: The three-hour examination paper will contain two sections; candidates will be required to answer questions from both sections:

Section A – answer any three questions. The three questions in total carry one third of the credit for the paper.

Section B – answer any two questions. Each question carries one third of the credit for the paper.

Modules examined are Characterisation techniques (NE.01), Nanofabrication techniques (NE.04), Nanochemistry (NE.06), Nanoelectrochemistry (NE.09), and Energy harvesting (NE.10).

Paper 2: The three-hour examination paper will contain two sections; candidates will be required to answer questions from both sections:

Section A – answer any three questions. The three questions in total carry one third of the credit for the paper.

Section B – answer any two questions. Each question carries one third of the credit for the paper.

Modules examined are Nanomaterials (NE.05), Physics at the nanometre-scale (NE.07), Bionanotechnology (NE.08), and Nano self-assembly (NE.11).

Conservation Leadership for the M.Phil. Degree, 2021–22

The Degree Committee for the Faculty of Earth Sciences and Geography gives notice that the modules available to candidates for examination in Conservation Leadership for the degree of Master of Philosophy in 2021–22 and the form of examination of each module shall be as follows:

Compulsory modules

<i>Component</i>	<i>Reference</i>	<i>Name</i>	<i>Mode of assessment and weighting</i>
1	CL1	Conservation leadership problems and practice	Exercise (10%)
	CL2	Conservation enterprise	Essay (10%)
	CL3	Conservation management	Exercise (10%)
	CL4	Communicating conservation	Exercise (10%)
	CL5	Conservation governance	Essay (10%)
2	CL6	Innovation for conservation leadership	Coursework (10%)
		Placement Report	Report (35%) Oral assessment (5%)

Micro- and Nanotechnology Enterprise for the M.Phil. Degree, 2021–22

The Degree Committee for the Faculty of Physics and Chemistry gives notice that the modules available to candidates for the examination in Micro- and Nanotechnology Enterprise for the degree of Master of Philosophy in 2021–22 will be as stated below.

All modules assessed by examination will be examined in two three-hour examinations.

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
NE.01	Characterisation techniques	Examination
NE.02	MEMS design	Coursework
NE.04	Nanofabrication techniques	Examination
NE.05	Nanomaterials	Examination
NE.06	Nanochemistry	Examination
NE.07	Physics at the nanometre-scale	Examination
NE.08	Bionanotechnology	Examination
NE.09	Nanoelectrochemistry	Examination
NE.10	Energy harvesting	Examination
NE.11	Nano self-assembly	Examination
	Science communication in business	Coursework
	Science communication in media	Coursework
	Science communication in research	Coursework
	Societal and ethical dimensions of micro- and nanotechnology	Coursework
NMIS	Nurturing and managing innovation in science	Coursework
	Practicals	Coursework
	Literature survey/patent search	Report of up to 5,000 words
	Research/business project	Dissertation of up to 15,000 words

OBITUARIES

Obituary Notices

Professor DAVID EDWARD NEWLAND, M.A., Sc.D., FREng, FIMechE, FIET, Emeritus Fellow of Selwyn College, Professor of Engineering (1875) Emeritus and former Head of the Department of Engineering, sometime Deputy Vice-Chancellor, died on 9 December 2020, aged 84 years.

MILIVOJE PANIĆ, M.A., Ph.D., Emeritus Fellow and formerly Bursar of Selwyn College, member of Trinity College, died on 19 February 2021, aged 85 years.

The Right Reverend ROBERT MAYNARD HARDY, CBE, M.A., Honorary Fellow, former Fellow and Chaplain and sometime Acting Dean of Chapel and Chaplain of Selwyn College, member of Clare College, formerly Lord Bishop of Lincoln, died on 9 April 2021, aged 84 years.

GRACES

Graces submitted to the Regent House on 12 May 2021

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 105) will be deemed to have been approved at **4 p.m. on Friday, 21 May 2021**. Further information on requests for a ballot or the amendment of Graces is available to members of the Regent House on the Regent House Petitions site.[§]

1. That the recommendations in paragraph 31 of the Joint Report of the Council and the General Board, dated 24 March 2021, on the introduction of an academic (teaching and scholarship) career path (*Reporter*, 6612, 2020–21, p. 454) be approved.¹

2. That the recommendations in paragraph 2 of the Report of the General Board, dated 19 April 2021, on the establishment of a Professorship (*Reporter*, 6613, 2020–21, p. 474) be approved.

¹ See the Council's Notice, p. 554.

[§] See <https://www.governance.cam.ac.uk/governance/key-bodies/RH-Senate/Pages/RH-Petitions.aspx> for details.

ACTA

Approval of Graces submitted to the Regent House on 28 April 2021

The Graces submitted to the Regent House on 28 April 2021 (*Reporter*, 6614, 2020–21, p. 526) were approved at 4 p.m. on Friday, 7 May 2021.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

REPORT OF DISCUSSION

Tuesday, 4 May 2021

A Discussion was held by videoconference. Deputy Vice-Chancellor Professor Dame Sarah Worthington was presiding, with the Registry's deputy, the Senior Proctor, the Junior Pro-Proctor and nine other persons present.

The following items were discussed:

The University's Recovery Programme and its projects

(*Reporter*, 6613, 2020–21, p. 470).

Professor A. D. NEELY (Pro-Vice-Chancellor for Enterprise and Business Relations, Department of Engineering, and Sidney Sussex College):

Deputy Vice-Chancellor, I am the Pro-Vice-Chancellor for Enterprise and Business Relations but I am speaking today in my capacity as the principal academic sponsor for the University's Covid Recovery Programme. I have been closely involved in Cambridge's response to Covid since March of last year. I chaired the Crimson Recovery Taskforce that was temporarily established at the beginning of the first lockdown, and have chaired, or have been a member of, other groups established to manage the impact of the pandemic.

The early days of 'recovery' were very much focused on continuing the University and the Colleges' day-to-day functions. Even then, it was clear that the impact of Covid would be long-lasting, and a more strategic response would be necessary to ensure that Cambridge and its people continued to thrive in an uncertain and changed world. The Recovery Programme, which consists of 13 projects, all developed with the constructive scrutiny of the General Board, Council and other central committees, responds to that challenge. I will not go into the detail of each project, but key strategic initiatives include:

- developing an international student recruitment strategy that ensures the University and the Colleges attract the brightest students despite the challenges posed by Covid and Brexit;
- creating a world-class programme of commercially viable short courses, designed by our academics, that will stimulate collaboration between Cambridge Assessment and Cambridge University Press, as well as open up the University to a new student market and revenue stream;
- developing a global approach for infectious disease research focused on improving the health of people in low- and middle-income countries.

Other projects, such as those focused on enhanced financial transparency, strategic procurement, HR transformation and reimagining professional services, will accelerate plans to improve the effectiveness of administrative processes, and play an important role in putting the University on a sustainable financial footing. Those including 'Digital Workplace', 'Supporting our Staff' and 'Re-shaping the Estate' will develop vital infrastructure, policies and support for the programme. They will also contribute to the University's wider academic mission long into the future.

The programme is ambitious and wide-ranging, and those involved are committed to delivering tangible benefits to the University, its Schools, Faculties and Departments, as well as to staff. Regular reports on progress are given by me to the General Board (which acts as a programme board)

and the Council. A small project management team has been established to oversee work across the projects, provide support and guidance, and develop good communication and engagement across the University. This project management team plays an especially important role in helping individual projects develop costed business cases for submission to the Planning and Resources Committee.

The pandemic has shown what is distinctively resilient about Cambridge, but it has also highlighted areas where we need to adapt and improve. The Recovery Programme will ensure that we emerge stronger from the pandemic than when Covid first struck, and that we maintain our position as a leading global university.

Dr M. GLOVER (Academic Secretary):

Deputy Vice-Chancellor, I have been in post as Academic Secretary for a little over a year now, so my experience of working at Cambridge has been defined entirely by the strange and challenging situation that we have all found ourselves in. Much of my time has been spent on activities related to Covid recovery – both dealing with the immediate impact on University operations, and now contributing to the strategic planning underway as part of the Recovery Programme. Within the Recovery Programme, I am responsible for leading the 'Reimagining Professional Services Project', or RPS for short.

The RPS project has a simple but challenging goal: to ensure that the University's professional services support teaching, research and related academic disciplines in the most effective and efficient manner. There are three key areas of focus: our people; the way in which we work; and the administrative processes and systems that we use.

The vast majority of people I have spoken to on the subject are grateful and appreciative of the work done by professional colleagues. But everybody seems to agree that improvements need to be made to our administrative effectiveness and efficiency. One problem is that professional staff are not always integrated across the University, or within areas of professional practice. We have numerous colleagues doing the same things for individual institutions who rarely, if ever, have the opportunity to exchange ideas about best practice. RPS will therefore build a more empowered professional service community; one that works across boundaries and breaks down silos. It will build on the strengths of devolution, but create more opportunities to share knowledge and skills, and for people to develop their careers and progress. An integrated professional service is more likely to make better decisions in support of our academic mission. It is more likely to innovate and work towards common goals, including that of continuous improvement.

The project also links to Finance and Human Resources service transformation programmes, which combine investment in new IT systems with improved and streamlined administrative processes and new models for service delivery. The Finance Transformation Programme itself includes two recovery programme projects: 'Enhanced Financial Transparency' (EFT); and 'Strategic Procurement and Purchasing' (SPP). The former will better align academic planning with transparent budgeting capability across the University, providing tools that will enable Schools, Faculties, Departments, principal investigators and committees among others to understand the consequences of academically prioritised resource decisions, and to deliver to budget. SPP will make major

improvements in the way the University buys its goods, works and services through behaviour change, improved processes, and new policies and systems. Both will bring significant long-term financial benefit to the University.

Finally, RPS has important interdependencies with other Recovery Programme projects, including those considering the future use of the University's estate and the digital workplace. Its success, as with much of the Recovery Programme, will depend on our ability to exploit and scale up connected opportunities. This is one of the reasons why significant and transformative change is necessary. We cannot develop the kind of agile and responsive professional community I have described without proper support for agile working, appropriate digital infrastructure, or workspaces that support collaboration.

If the project succeeds in its ambition, I believe the benefits will be considerable – to our people, to individual institutions and the University overall.

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History):

Deputy Vice-Chancellor, what is this document? Council seems to claim ownership of it though it is the General Board which has 'responsibility' for the Recovery Plan (*Reporter*, 6587, 2019–20, p. 542). It appears in the *Reporter* under the heading Notices, but it is to be subject to Discussion. It does not begin as a Report should with the statement that the Council or the General Board or both 'beg leave to report to the University'. It is a statement of actions already being taken, although the Regent House has not considered these plans or graced any Recommendations, for none have been made. Nor can it be a consultation document since it invites speakers only to 'comment' on 'projects' already in hand.

I have 'comments', on its place in our governance and its growing costs against its potential value.

The problem of continuation of parallel 'governance' into a second year

In whatever pigeon-hole in the University's governance it may claim to belong, should this document not begin by explaining why the University continues to be run under 'emergency' powers, more than a year since the Council made its 'temporary' delegation under the University's 'Emergency Management Plan? That Plan was designed for use in a short-term 'incident' or 'emergency'. Nor was the Council's delegation of its powers a year ago intended to continue for more than a short time. Its 16 March 2020 meeting minuted the intention that 'this was to be a temporary delegation until the next ordinary Council meeting'. At its next meeting on 6 April, 'the Vice-Chancellor emphasised that the COVID-19 Gold team and the task forces would only deal with urgent, COVID-19 related matters'.

It seems to have escaped comment that by the Council meeting of 21 April the orientation of this 'extra-ordinary' governance arrangement had changed. The Council was now placing powers in the hands of a Crimson Recovery Taskforce looking far beyond a temporary emergency. 'The Registry reported on plans for a 'crimson phase' of the operations of the Recovery Taskforce. In the third stage of its work it would be 'exploring opportunities for the University's future'.

At this point decisions made 'during the 'crimson phase'', relating 'to the University's medium- and long-term future' were still to 'be made by the committees, the General Board and the Council', but the Crimson Recovery Taskforce soon began to take on an appearance of having

powers of its own. In an 'Update from the Vice-Chancellor' published on 23 April 2020:

Among the taskforces created to manage the COVID-19 crisis is a Recovery Taskforce. Its main focus will be on overseeing and coordinating the University recovery during what we are calling the 'Crimson' phase.¹

In the jumbo catch-up issue of the *Reporter* on 29 July last year,² the Recovery Plan was published, but by way of a link to a mere set of PowerPoint slides.³ Among them is one touching on the idea of a 'governance structure' and another mentioning as a 'risk' the need to 'position the plan within existing governance structure'.

We read in the Notice in response to the Board of Scrutiny in the *Reporter* of 24 March this year under the heading 'Recovery Programme 22 March 2021' that 'in July 2020, the Council approved the University's Recovery Programme as developed by the Crimson Recovery Taskforce', giving the General Board responsibility for the overall coordination and monitoring of the implementation phase, with support from a small project management team. There is assurance that 'the General Board and the Council receive regular updates on the Recovery Programme'.

How closely are they scrutinising the work of this Taskforce? The General Board's most recent minutes online are for 21 January, when the 'Pro-Vice-Chancellor for Enterprise and Business Relations gave an update on the progress of projects in the Recovery Programme'. It was simply 'noted' that the current lockdown was challenging 'staff responsible for implementing the projects' and 'it was important to avoid putting excessive pressure on them'.

The most recent online minutes for the Council are for 25 January. Then:

the Pro-Vice-Chancellor (Enterprise and Business Relations) reported that the pacing of the projects within the recovery programme had been reviewed in light of the latest national lockdown, and adjusted to take account of staff capacity and priorities.

The Gold Team meeting under Emergency Management was still taking the top-level decisions:

The Registry reported that the Gold Team would decide at its meeting later in the week whether to move the University to a new response phase in light of the lockdown.

The Council merely 'noted the update'. Both Council and General Board met on those occasions by Zoom from 10.15–13.00 and considered many matters in less than three hours.

So is this Crimson Taskforce working under Council's minuted deliberations or under the Gold or Bronze groups which have been operating under the University's Emergency Management Plan and not publishing their Minutes?⁴ The Taskforce is not listed as a committee of the Council,⁵ or as a committee of the General Board⁶ and neither Gold nor Bronze is to be found on those lists. There are still no published names of the members of the 'project management team' who are 'to direct the Programme' either. The 'annual' 'Officers Numbers' of the *Reporter* last appeared in 2019, on 6 March (Part I) and 5 July (Parts II and III). It is true that each of the Project Summaries has a section headed 'Governance', including bodies, mainly the General Board, which may be found in the *Statutes and Ordinances*.⁷ But there appears to be nowhere for a member of the Regent House to discover who is serving on other bodies listed under 'governance', how appointed or with what remit.

Value for money?

The Allocations Report (*Reporter*, 2020–21, 6593, p. 96) mentioned some lack of exactness over the ‘costs’ of ‘recovery’. The Notice in reply to the Discussion (*Reporter*, 6597, 2020–21, p. 157) confessed to a rapidly-expanding estimate of those costs: ‘The budget published on 28 October 2020 includes provision for operating costs associated with the Recovery Plan totalling £1.1m’, but by now ‘the costs of the University Recovery Plan during 2020–21 are provisionally estimated at £10.5m’. Each project within scope of the Recovery Plan would be ‘required to submit a business case to the Planning and Resources Committee before funds are released’, so that will be all right then.

Yet when I look more closely at the ‘detail’ to which links are now provided I do not find it easy to understand either the what or the why. Thirteen projects ‘carefully designed, costed and resourced’, now form a ‘suite’ and the ‘expertise and resources to capitalise on them’ have apparently been ‘put in place’.

First comes ‘International Student Recruitment’. Is that really the most important thing for Cambridge to focus on for the future? If ‘ensuring that Cambridge attracts exceptional students from around the globe?’ includes ‘making new high-quality online courses available to a global audience’, are we looking at online delivery with no residence requirement? Will Cambridge be adding Masters courses designed for international attractiveness not because they are inherently worthwhile? On offer is also ‘an opportunity to think strategically and creatively about how the University uses its estate’. Will ‘innovating, testing and modelling best practice in research culture and the effective use of research facilities’ mean giving priority to research which can be marketed? Such ‘decisions’ would surely require Regent House consent?

There is promised acceleration of:

established work to improve the effectiveness of administrative processes, reduce complexity and put the University on a sustainable financial footing.

A ‘case study’ is provided on ‘lean thinking’. This is apparently being embraced with enthusiasm, for ‘training in Introduction to Lean (courses for February, March and April 2021 are fully booked), 222 have attended Analysing Business Processes and 60 have attended Lean Practitioner’.

‘Accreditation’ is a free-for-all, over which the Government tries to exercise a modicum of control:⁸

Having gained LCS accreditation in September 2020, the team is piloting Lean Practitioner training. Future plans include the development of a Lean for Leaders course.⁹

These courses offer ‘accreditation’ by Lean Competency System, managed by Lean Competency Services Ltd., an independent company which holds the Cardiff University licence to operate and develop the LCS (with a ‘free t-shirt for CPD registrations until the end of May’).¹⁰ But Cambridge has had its own degree-awarding powers for more than eight centuries. If it wants its employees to get ‘accreditation’ for ‘lean thinking’, why is it not offering its own ‘licensed’ courses? After all the new Affiliated Titles Career pathway proposes to reward the ‘professional trainers’ the University is said to need.

Conclusion

At Council’s meeting on 14 December the Pro-Vice-Chancellor (Enterprise and Business Relations) reported (item 436) on ‘the development of a communications plan to support the recovery plan’. Council itself was promised a further update on the Plan in Lent Term, prior to the publication of an update in the *Reporter* and the Notice in reply to the Discussion, dated 19 November 2020 (*Reporter*, 6597, 2020–21, p. 157), had promised that an ‘update on the Plan will be published in the *Reporter* in Lent Term 2021’. In the Council’s Notice in response to the Board of Scrutiny’s two Reports for the year in the *Reporter* of 24 March 2021 (*Reporter*, 6612, 2020–21, p. 447), that had slipped to ‘the end of April 2021’. Well here it is.

Just made it then? In the first of its Reports (*Reporter*, 6597, 2020–21, p. 159) paragraphs 90–97, the Board of Scrutiny considered with concern the ‘suspension of normal governance during the pandemic’. We still await that much delayed Notice in response to the Discussion the Council itself called on 14 July 2020 on the Topic of Concern ‘Decisions taken in response to the coronavirus (COVID-19) outbreak’:

The Programme has an engagement and communications strategy that focuses on enabling two-way communication between stakeholders and projects, and providing timely, engaging and transparent updates about the programme, its work and its successes, to key audiences.

I cannot say I am impressed by the record of two-way communication so far. This ‘update’ does not tell us how the Covid-19 Recovery Plan grew into this monster:

The way to engage with the Regent House as ‘key audience’ or ‘stakeholder’ is by submitting a respectful Report with Recommendations. Why did it not seem necessary to the Council to do that when it approved the transformation of a temporary emergency crisis suspension of the University’s normal governance into an open-ended and potentially hugely expensive future project?

¹ <https://www.cam.ac.uk/coronavirus/news/update-from-the-vice-chancellor-14>

² <https://www.admin.cam.ac.uk/reporter/2019-20/weekly/6587/section1.shtml#heading2-14>

³ <https://www.admin.cam.ac.uk/cam-only/reporter/2019-20/weekly/6587/6587-RecoveryPlan.pdf>

⁴ <https://www.governanceandcompliance.admin.cam.ac.uk/audit-regulatory-compliance/emergency-planning/university-emergency-management-plan>

⁵ <https://www.governance.cam.ac.uk/committees/Pages/council-committees.aspx>

⁶ <https://www.governance.cam.ac.uk/committees/Pages/GB-committees.aspx>

⁷ <https://www.admin.cam.ac.uk/cam-only/reporter/2020-21/weekly/6613/RP-ProjectSummaries.pdf#page=12>

⁸ <https://www.gov.uk/guidance/standards-and-accreditation>

⁹ <https://universityofcambridgecloud.sharepoint.com/sites/COVIDRecovery/SitePages/Case-study-.aspx>

¹⁰ <https://www.leancompetency.org/lcsframework-introduction/>

Mr G. P. ALLEN (Chair of the Board of Scrutiny, and Wolfson College):

Deputy Vice-Chancellor, the Supplementary Report of the Board of Scrutiny on Allocations from the Chest for 2020–21 (*Reporter*, 2020–21, 6604, p. 322) drew attention, in the context of reducing the structural deficit in the Chest, to the need for detailed information and consultation about the scale and timescale of various initiatives to generate additional income or reduce costs. This Discussion and the Recovery Programme overview published on 21 April 2021 (*Reporter*, 2020–21, 6613, p. 470) are therefore welcome.

The Programme, comprising thirteen projects at various stages of development and financial viability, to be undertaken over uncertain timescales, appears to a significant extent to be a re-branding of various initiatives which were already in progress prior to the pandemic, some for several years; specific projects, including 1. International Student Recruitment, 11. Reimagining Professional Services, and 12. Strategic Procurement and Purchasing offer the prospect of increasing income or reducing costs, while others including 3. Research Culture and 8. Cambridge Impact on Society give the slight impression of being opportunistic projects which have attracted additional funding for activities that were, or should have been, happening anyway. We should not lose sight of the basic needs to increase revenue and deliver cost savings on a specific timescale, as well as the need to improve efficiency and effectiveness.

At this stage there may be no harm in scattering the seeds widely and seeing which, with the benefit of some initial support, will germinate and flourish. However, it will be important for the General Board to monitor progress closely to ensure projects are: (a) clearly deliverable in a sensible timeframe; and (b) have credible quantified financial or other specific service-level benefits. There is clearly a risk of the workload of such a large programme exceeding the available ‘bandwidth’ among hard-pressed staff who have already borne much of the burden of responding to the crisis of the last year. Accordingly, the Board may need to prioritise efforts on projects which are likely to deliver the most significant overall benefits, including the promise of a financial return. Furthermore, the programme currently has a strong feel of ‘top down’ in a very ‘bottom up’ University. Success or otherwise will depend on continuous engagement with Departments and a focus on effective execution, through deployment of technology, skilful management and good communication from the centre, to demonstrate gains in efficiency as well as, ideally, a tangible financial benefit to the institutions involved.

The Board of Scrutiny looks to the forthcoming Allocations Report to provide more detailed quantification of the structural deficit and the contribution and timescale for addressing it through the current Programme.

Report of the General Board, dated 19 April 2021, on the establishment of a Professorship

(*Reporter*, 6613, 2020–21, p. 474).

No remarks were made on this Report.

COLLEGE NOTICES**Elections***King's College*

Elected to a Research Fellowship for four years from 1 October 2021:

Katie Danielle Haworth, M.A., M.Phil., N, Ph.D., *Durham* (the Late Roman and Early Medieval Archaeology of Britain)

Vacancies

King's College: Non-Stipendiary Research Fellowship in the Biological and Medical Sciences; tenure: from 1 October 2021 for up to four years or until the end of external funding (whichever is sooner); non-stipendiary but collegiate benefits apply; closing date: 7 June 2021 at 12 noon; further details: <https://www.kings.cam.ac.uk/research/research-fellowships>

Lucy Cavendish College: College Teaching Officer in Law and Fellow; tenure: three years from 1 September 2021; salary: £36,057; closing date: 7 June 2021 at 8 a.m.; further details: <https://www.lucy.cam.ac.uk/vacancies/college-teaching-officer-law-and-fellow>

Sidney Sussex College: College Research Associateships (any subject); tenure: two years from 1 September 2021 with the possibility of renewal; no stipend but dining rights and other collegiate benefits apply; closing date: 14 June 2021; further details: <https://www.sid.cam.ac.uk/about-sidney/vacancies/college-research-associates>

Trinity Hall: Walter Scott Fixed-Term Fellowship in Physics; tenure: four years from 1 September or 1 October 2021; stipend: £29,176 (pensionable) plus benefits; closing date: 4 June 2021 at 12 noon; further details: <https://www.trinhall.cam.ac.uk/about/vacancies/academic-vacancies/>

Events*Homerton College***The 2021 Kate Pretty Lecture**

Luke Syson, Director of the Fitzwilliam Museum, will give the fourth Kate Pretty Lecture, entitled *Why does a University need an art collection? Making the most of the Fitzwilliam in Cambridge*, on 20 May 2021 at 6 p.m. The lecture will be given online, followed by an opportunity for questions. The event is free and open to members of the University and to the public. For further information and to register, visit: <https://www.homerton.cam.ac.uk/about/homerton/kateprettylectures>.

EXTERNAL NOTICES**Oxford Notices***Saïd Business School and St Anne's College:*

BT Professorship of Major Programme Management; tenure: from 1 September 2021 or as soon as possible thereafter; closing date: 25 June 2021 at 12 noon; further details: <https://www.recruit.ox.ac.uk/>, vacancy ID: 151012

Faculty of Oriental Studies and St John's College:

Abdulaziz Saud AlBabtain Laudian Professorship in Arabic; tenure: from 1 October 2022 or as soon as possible thereafter; closing date: 27 August 2021 at 12 noon; further details: <https://www.recruit.ox.ac.uk/>, vacancy ID: 149883

Sir William Dunn School of Pathology and Lincoln

College: E. P. Abraham Professorship of Chemical Pathology; closing date: 21 June 2021 at 12 noon; further details: <https://www.recruit.ox.ac.uk/>, vacancy ID: 150960

Brownlee-Abraham Professorship of Molecular Biology; closing date: 21 June 2021 at 12 noon; further details: <https://www.recruit.ox.ac.uk/>, vacancy ID: 150959

Sir William Dunn School of Pathology and The Queen's

College: Barclay-Williams Professorship of Molecular Immunology; closing date: 21 June 2021 at 12 noon; further details: <https://www.recruit.ox.ac.uk/>, vacancy ID: 150958

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