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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

15 December, *Wednesday*. Last ordinary issue of the *Reporter* in Michaelmas Term.

19 December, *Sunday*. Michaelmas Term ends.

25 December, *Saturday*. Christmas Day. Scarlet Day.

5 January, *Wednesday*. Lent Term begins.

12 January, *Wednesday*. First ordinary issue of the *Reporter* in Lent Term.

18 January, *Tuesday*. Full Term begins.

25 January, *Tuesday*. Discussion at 2 p.m. (see below).

Discussion on Tuesday, 25 January 2022

The Vice-Chancellor invites members of the Regent House, University and College employees, registered students and others qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 105 as amended by Grace 2 of 28 April 2021) to a Discussion on Tuesday, 25 January 2022 at 2 p.m. The following Report will be discussed:

1. Annual Report of the Council for the academic year 2020–21, dated 14 December 2021 (p. 185).
2. Annual Report of the General Board to the Council for the academic year 2020–21, dated 14 December 2021 (p. 195).

Arrangements for the Discussion will be confirmed early in Lent Term. Contributors unable to attend may email their remarks to contact@proctors.cam.ac.uk, copying ReporterEditor@admin.cam.ac.uk, by no later than 10 a.m. on the day of the Discussion, for reading out by the Proctors,¹ or ask someone else who is attending to read the remarks on their behalf. General information on Discussions is provided on the Governance site at <https://www.governance.cam.ac.uk/governance/decision-making/discussions>.

¹ Any comments sent by email should please begin with the name and title of the contributor as they wish it to be read out and include at the start a note of any College and/or Departmental affiliations held.

Dates of Congregations, 2021–22 and 2022–23

The Vice-Chancellor gives notice, in accordance with Special Ordinance A (ii) 2, and the regulations for General Admission to Degrees, that Congregations will be held on the following days in the academic years 2021–22 and 2022–23. Congregations outside the normal pattern and revised start times are both indicated in bold italic text.

The uncertainties created by the Covid-19 pandemic mean that this information may be subject to revision, both in relation to timings and the status of Degree Congregations as ‘in person’ or ‘in absence’, so *these details may be updated by further Notice or Notices*.

CONGREGATIONS OF THE REGENT HOUSE
(on Saturdays unless otherwise stated)

2021–22:

MICHAELMAS TERM 2021	LENT TERM 2022	EASTER TERM AND LONG VACATION 2022
<i>Full Term:</i> 5 October – 3 December	<i>Full Term:</i> 18 January – 18 March	<i>Full Term:</i> 26 April – 17 June
1 October (Friday), 9.55 a.m. ¹ 22 October (Friday), 10 a.m. 23 October, 10 a.m. <i>Honorary Degree:</i> 3 November, 3.30 p.m. 27 November, 10 a.m.	29 January, 10 a.m. (for degrees in absence only) 26 February, 10 a.m. 25 March (Friday), 10 a.m. 26 March, 10 a.m. 1 April (Friday), 10 a.m. 2 April, 10 a.m.	29 April (Friday), 10 a.m. 30 April, 10 a.m. 20 May (Friday), 10 a.m. 21 May 10 a.m. <i>Honorary Degrees:</i> 22 June (Wednesday), 2.45 p.m. <i>General Admission:</i> 29 June (Wednesday), 10 a.m. ² 30 June (Thursday), 10 a.m. ² 1 July (Friday), 10 a.m. ² 2 July, 10 a.m. ² 22 July (Friday), 10 a.m. 23 July, 10 a.m.

¹ Election and admission of the Proctors.

² General Admission (M.Eng., M.Math., M.Sci., Vet.M.B., B.A., and B.Th. Degrees only).

2022–23:

MICHAELMAS TERM 2022	LENT TERM 2023	EASTER TERM AND LONG VACATION 2023
<i>Full Term: 4 October – 2 December</i>	<i>Full Term: 17 January – 17 March</i>	<i>Full Term: 25 April – 16 June</i>
1 October, 9.55 a.m. ¹ 22 October, 10 a.m. 26 November, 10 a.m.	28 January, 10 a.m. 25 February, 10 a.m. 24 March (Friday), 10 a.m., TBC 25 March, 10 a.m. 31 March (Friday), 10 a.m., TBC 1 April, 10 a.m.	28 April (Friday), 10 a.m., TBC 29 April, 10 a.m. 19 May (Friday), 10 a.m., TBC 20 May, 10 a.m. <i>Honorary Degrees:</i> 21 June (Wednesday), 2.45 p.m. <i>General Admission:</i> 28 June (Wednesday), 10 a.m. ² 29 June (Thursday), 10 a.m. ² 30 June (Friday), 10 a.m. ² 1 July, 10 a.m. ² 21 July (Friday), 10 a.m. 22 July, 10 a.m.

¹ Election and admission of the Proctors.² General Admission (M.Eng., M.Math., M.Sci., Vet.M.B., B.A., and B.Th. Degrees only).**University Sermons in Lent Term 2022**

The Vice-Chancellor gives notice of a change of preacher and a change of date. The Select Preacher appointed for Sunday, 30 January, The Rt Revd Dr Guli Francis-Dehqani, Lady Bishop of Chelmsford, has found it necessary to withdraw. Dr Eeva John, Associate and formerly Director of Pastoral Studies of Ridley Hall, Enabling Officer – Living in Love and Faith – for the Central Secretariat of the Archbishops' Council, will now preach on that day.

The Hulsean Preacher for 2022, Professor Karen Kilby, Bede Professor of Catholic Theology in the University of Durham, will now preach on Sunday, 13 February and *not* on Sunday, 27 February as originally announced.

Confirmation of the time and any other necessary details for these Sermons will be published early in Lent Term.

Office of Vice-Chancellor: Advisory Committee notice of open consultation and timelines for the search

9 December 2021

In its Notice of 26 October 2021 (*Reporter*, 6634, 2021–22, p. 77), the Council announced that, following the decision of the Vice-Chancellor, Professor Stephen Toope, to end his term in office on 30 September 2022, it had formally constituted an Advisory Committee to support the search for the next Vice-Chancellor.¹ The Committee will propose a list of persons for consideration by the Council. The Council will then submit a Grace to the Regent House for the appointment of the person nominated by the Council to the office of Vice-Chancellor.

The Advisory Committee has informed the Council that it wishes to gather views from members of the collegiate University about the strategic priorities for, and attributes of, the next Vice-Chancellor. This consultation exercise will take place in the first half of Lent Term 2022. The feedback received during the exercise will inform the role description used during the search. Members of the collegiate University will receive further details on the consultation, including the various options as to how to participate in the consultation, early in Lent Term 2022.

The Council notes that the Advisory Committee has also discussed a timeline for the search. The Committee has advised that it aims to enable the Council to propose a name to the Regent House by no later than the end of September 2022. Given the tight timeframe within which the Advisory Committee is working, it is very likely that the Council will need to appoint an Acting Vice-Chancellor for the period between Professor Toope stepping down and his successor taking up office. The Council will consider the appointment of an Acting Vice-Chancellor in Lent Term 2022 and will announce further details, including on the appointments process, as soon as possible thereafter.

¹ In its further Notice of 8 November 2021 (*Reporter*, 6636, 2021–22, p. 109), the Council confirmed the appointment of the final (external) member of the Advisory Committee.

Anti-slavery and anti-trafficking statement and policy

9 December 2021

In accordance with Section 54 of the Modern Slavery Act 2015, the University is required to prepare an anti-slavery and anti-trafficking statement for each financial year, setting out what steps it has taken to ensure that modern slavery is not taking place in its business or supply chains. The University's statement for the financial year ended 31 July 2021 is published below, together with its policy on the issue.

Anti-slavery and anti-trafficking statement for the financial year ending 31 July 2021 (pursuant to Section 54(1) of the Modern Slavery Act 2015)

Legal status and activities

The University of Cambridge is a common law corporation and is an exempt charity under the Charities Act 2011. The incorporation of the University was confirmed by the Oxford and Cambridge Act 1571, which confirmed its corporate title of 'The Chancellor, Masters, and Scholars of the University of Cambridge'. The University operates in the higher education sector and consists of academic Schools, Faculties and Departments, libraries and other collections, administrative departments and, for the purposes of this statement, includes its wholly owned companies as listed in the University's Financial Statements.¹ Its mission is to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence.

Cambridge Assessment (which provides examination services) and Cambridge University Press (which provides publishing services) are departments of the University rather than separate legal entities. Cambridge Assessment is covered by this statement. Cambridge University Press, however, has broader supply chains and consequently has produced its own anti-slavery and anti-trafficking statement.² These departments merged on 1 August 2021 to form Cambridge University Press & Assessment. However, for the period covered by this statement, they operated as separate departments.

Policy

The University has implemented an Anti-slavery and anti-trafficking policy (published below) reflecting its commitment to combating slavery and human trafficking and to acting with integrity in all its dealings, relationships and supply chains. The policy outlines how the University's various procurement and HR practices, policies and procedures ensure compliance with its policy commitment.

Activity in the year ending 31 July 2021

Throughout 2020–21, the University has continued to embed and enhance the various controls and activities outlined in its policy, notably through the continued use of its online training module on this topic, and the continued refinement and operation of supplier due diligence and approval procedures. It added its statement for the previous financial year (2019–20) to the new national Modern Slavery Statement Registry and amended its supplier due diligence procedures to make reference to this Registry. It ensured that modern slavery considerations were embedded appropriately within its multi-year Strategic Procurement and Purchasing transformation programme.

The University did not receive any reports of instances of modern slavery or human trafficking in the financial year ending 31 July 2021.

The University will continue to raise awareness of modern slavery and human trafficking and of the need for proper due diligence and risk assessment processes to be applied by staff and suppliers, in accordance with its policy.

This annual statement was approved by the Council on 9 December 2021.

¹ The Financial Statements are available at <https://www.governance.cam.ac.uk/committees/finance-committee/Pages/fmi.aspx>.

² <http://www.cambridge.org/about-us/legal-notice/anti-slavery-and-human-trafficking/>

Anti-slavery and anti-trafficking policy

Modern slavery encompasses slavery, forced and compulsory labour, and human trafficking whereby individuals are deprived of their freedom and are exploited for commercial or personal gain as defined in the Modern Slavery Act 2015. The University is committed to combating slavery and human trafficking and to acting with integrity in all its dealings, relationships, and supply chains. It expects the same high standards from all its staff, suppliers, contractors, and those with whom it does business. This policy applies to all employees, workers, consultants, and other persons doing business with the University including its wholly owned companies,¹ contractors, and suppliers. It does not, however, apply to Cambridge University Press & Assessment, which operates its own procedures and has developed its own policy.²

The University acknowledges the risk that a supply chain may involve the use of a hidden or unknown subcontractor reliant on forced labour. Although the University as a higher education institution considers the risk of modern slavery to be low due to the nature of its supply chains, it takes its responsibilities to combat modern slavery seriously as demonstrated by its promotion and adoption of the following policy measures:

- The prevention, detection, and reporting of modern slavery in any part of its business or supply chains is the responsibility of all those working for the University or under its control.

¹ See the 'Scope of the financial statements' section of the 31 July 2021 Reports and Financial Statements, available at: <https://www.governance.cam.ac.uk/committees/finance-committee/Pages/fmi.aspx>.

² <https://www.cambridge.org/about-us/legal-notice/anti-slavery-and-human-trafficking/>

- Appropriate due diligence processes must be carried out in relation to modern slavery which may include considering human rights in a sector or country, the type of sector in which a service provider operates, the countries from which services are provided, the nature of relationships with suppliers, and the complexity of supply chain(s).
- All supply chain lines need to be continually risk assessed and managed in relation to modern slavery and any high-risk suppliers audited. The University's standard procurement and contract procedures and documentation³ address anti-slavery and anti-trafficking. The trade supplier portal asks questions of potential new suppliers on their compliance with the Modern Slavery Act 2015 as part of due diligence processes. Under the supplier approval process the University's Finance Division reviews all new suppliers, any changes to existing suppliers and re-activation requests taking this into account.
- The University has developed an online training module on anti-slavery and anti-trafficking and completion is required or encouraged for a range of relevant new and existing employees, including all Finance Division staff and those in financial or purchasing roles across the wider University.
- The University highlights modern slavery issues within its ongoing communications programmes with the University's Departments, Faculties and other Institutions and with current trade suppliers to maintain and increase awareness of the issue.
- The University encourages anyone to raise any concerns about modern slavery, using its whistleblowing policy⁴ if necessary, and will support anyone who acts in good faith.
- The University's recruitment, Dignity @ Work, equalities, and remuneration and reward policies and procedures⁵ support its efforts to combat modern slavery and human trafficking.
- The University will continue to develop its commitment to combat modern slavery and human trafficking and will outline such activities within its annual anti-slavery and anti-trafficking statement.

Any breaches of this policy may result in the University taking disciplinary action against individual(s) and/or terminating its relationship with any organisation or supplier.

This policy is managed by the Governance and Compliance Division and was last approved by the Council on 9 December 2021.

³ <https://www.procurement.admin.cam.ac.uk/supplier-portal>

⁴ <https://www.hr.admin.cam.ac.uk/policies-procedures/whistleblowing-policy-public-disclosure-university-employees>

⁵ Respectively: <https://www.hr.admin.cam.ac.uk/recruitment-guidance>, <https://www.hr.admin.cam.ac.uk/policies-procedures/dignity-work-policy>, <https://www.hr.admin.cam.ac.uk/policies-procedures/equal-opportunities-policy>, <https://www.hr.admin.cam.ac.uk/pay-benefits/pay>.

Office of Pro-Vice-Chancellor

13 December 2021

The Council gives notice that, after consultation with the General Board, and on the recommendation of the Nominating Committee for the appointment and reappointment of Pro-Vice-Chancellors, it has appointed **Professor Bhaskar Vira, F, as Pro-Vice-Chancellor (Education)** for three years from 1 October 2022. The membership of the Nominating Committee comprised the Vice-Chancellor as Chair; Professor Christopher Kelly, Professor Jason Scott-Warren, and Ms Gaenor Bagley (members of the Council); and Professor Tim Harper and Professor Anna Philpott (members of the General Board).

Professorial Pay Review (PPR) scheme: Consultation on proposed changes

Views are sought by **28 February 2022** on proposed changes to the Professorial Pay Review (PPR) scheme. Full details, including the proposed criteria for progression for the University of Cambridge Professoriate (Grade 12 on the Research and Teaching Academic Career Pathway) and a consultation response form can be found on the HR Division's webpages at https://www.hr.admin.cam.ac.uk/PPR_Consultation (Raven required, please use an @cam email address).

Publication of *Statutes and Ordinances*, 2021

Publication of the 2021 edition of the *Statutes and Ordinances* has been further delayed due to the impact of the Covid-19 pandemic on the production process. The 2021 edition is now expected to be available in PDF format from the S&O homepage (<https://www.admin.cam.ac.uk/univ/so>) by the end of February 2022.

VACANCIES, APPOINTMENTS, ETC.

Vacancies in the University

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

University Organist (responsible for the music at major University ceremonies and services) in the Governance and Compliance Division of the University Offices; part time (hours as required by events and associated duties); salary: £3,162; closing date: 14 January 2022; further details: <https://www.jobs.cam.ac.uk/job/32121/>; quote reference: AJ28791

Assistant Professorship/Associate Professorship of Neuroscience in the Department of Physiology, Development and Neuroscience; tenure: from 1 October 2022 or as soon as possible thereafter; salary: £42,149–£53,348 or £56,587–£60,022; closing date: 9 January 2022; further details: <https://www.jobs.cam.ac.uk/job/32628/>; quote reference: PM29239

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.

Appointments and grants of title

The following appointments and grants of title have been made:

APPOINTMENTS

Assistant Director

University Offices (Estates Division). Ms Joanna Louise Chamberlain, B.Sc., *Nottingham*, M.Sc., *Southampton*, FIEMA, appointed from 1 August 2021 until the retiring age.

Assistant Registry

University Offices (Academic Division). Ms Alison Louise Martin, B.Sc., *CNA*, M.Sc., *De Montfort*, appointed from 1 December 2021 until the retiring age.

GRANTS OF TITLE

Affiliated Lecturers

Education. Ms Isabel Murray Nisbet has been granted the title of Affiliated Lecturer from 18 November 2021 for two years.

History. Dr Massimo Asta, Ms Carys Brown, *T*, Dr Valentina Caldari, *CTH*, Ms Sara Caputo, *M*, Dr Rodrigo Isidro Garcia-Velasco Bernal, *HO*, Mr Mark King, *LC*, Dr Rosalind O'Hanlon, *CL*, Mr Thomas David Smith, *SID*, Dr Hillary Anderson Taylor and Mr Luca Zenobi, *T*, have been granted the title of Affiliated Lecturer from 1 October 2021 for two years. Dr Clare Louise Elizabeth Foster, Dr Thomas David Rowland Hopkins, *CHR*, Dr Michael Humphreys, Reverend Dr John Millington Munns, *M*, Dr Matthew Richard James Neal, *F*, Dr Daniel Trocme-Latter, *HO*, Dr Felix Emil Waldmann, *CHR*, and Dr David Anthony Woodman, *R*, have been granted the title of Affiliated Lecturer from 1 October 2021 for a further two years.

The Gates Cambridge Trust: Provost

The Gates Cambridge Trust is seeking to appoint a Provost following the successful tenure of Professor Barry Everitt. The position of the Provost is held for five years in the first instance. The person appointed to the role would be expected to take up the position on 1 October 2022.

The Provost is the Chief Executive Officer of the Trust and responsible to the Trustees for the overall conduct of the business of the Trust. The role provides the opportunity to lead one of the most prestigious global scholarship programmes and to routinely engage with the large network of Gates scholars and alumni. Working with the Trustees, the Provost will shape the next 20 years of the scholarship programme.

The post is part-time (0.5 FTE) and is open to members of the collegiate University only. The deadline for applications is **31 January 2022** and further information is available at: <https://www.gatescambridge.org/about/news/gates-cambridge-trust-seeks-new-provost/>

REPORTS

Annual Report of the Council for the academic year 2020–21

The COUNCIL begs leave, in accordance with Statute A IV 1(c), to report to the University as follows:

Introduction

The Council presents this Annual Report on its work for the academic year 2020–21 to the University. The Report is delivered in three sections. The first part focuses on the main strategic developments that have engaged the Council and its committees, the second includes brief reports of the work of some of the Council's committees and working groups, and the third provides an overview of changes to the University's *Statutes and Ordinances*, senior leaders and the Council's membership. The key themes underpinning the Council's work in 2020–21 were the University's recovery from the Covid-19 pandemic, the financial sustainability of the University, and progress towards a zero carbon future.

The Council's Report should be read in parallel with the Annual Report of the General Board to the Council for the academic year 2020–21 (p. 195), which sets out the University's academic activities and consequently covers student and research-related matters in greater detail.

KEY THEMES AND STRATEGIC DEVELOPMENTS

Recovery Programme*Overview*

The Covid-19 pandemic affected every aspect of the University's activities during 2020–21, and the Council's focus was to ensure that the negative impacts of the crisis were mitigated where possible and that plans were in place for the University to make a strong recovery. In July 2020, the Council approved the University's Recovery Programme as developed by the Crimson Recovery Taskforce.¹ The Programme consists of thirteen projects that seek to enhance the University's performance and effectiveness in education, research and staff and community support until 2023 (and in some cases longer).

The academic sponsor for the Programme is the Pro-Vice-Chancellor (Enterprise and Business Relations), supported by a small Programme Management Office (PMO). The PMO team provides project management support and guidance to those working on individual projects, as well as coordinating the Programme as a whole.

The Council delegated responsibility for oversight of the Recovery Programme to the General Board, which acts as a programme board. However, the Council continued to monitor the progress of the Programme closely via twice-termly reports from the PMO. In July 2021, the PMO's update to the Council included the Programme's vision and objectives, a benefits realisation map and a risk register.

The Council also approved a number of communications to the University as part of the PMO's plan for ensuring that the collegiate Cambridge community was informed about, and able to engage with, the Recovery Programme.²

Budget and business cases

Total Recovery Programme funding is currently estimated at no more than £28m. Of that, the Planning and Resources Committee (PRC) has approved the business cases for approximately £17m, with approximately £11m available for future business cases.

Business cases are reviewed by the PMO, the Finance Scrutiny Group and the Financial Implications Task Force before they are submitted for approval by PRC. The Council has received copies of all the approved business cases for information.

Projects

The projects within the Recovery Programme address the five objectives of the University's Priorities Framework, as depicted in the table below.³

The PMO's updates to the Council have included detailed briefings on several projects within the Programme, so that the Council could provide feedback on the proposals.

Outstanding educational experience	Impactful and insightful research	Supporting our staff and community	Ensuring financial sustainability	Achieving efficiency and effectiveness
International student recruitment	Research culture	Supporting our staff	Enhanced financial transparency	Reimagining Professional Services
Cambridge Advance Online	Global health infectious disease	Cambridge impact on society	Reshaping the estate	Strategic procurement and purchasing
	Effective utilisation of research space			Digital workplace
	Rebalancing our industrial portfolio – completed			

¹ *Reporter*, 6587, 2019–20, p. 542.

² *Reporter*, 6612, 2020–21, p. 445.

³ See <https://www.v-c.admin.cam.ac.uk/projects/extraordinary-cambridge>.

Finance-related matters

The financial situation of the University continued to be a major focus for the Council in 2020–21, and is inextricably linked to the University's Recovery Programme. The Council's strategic meeting in September 2020 opened with a talk on sector-wide financial challenges from the incoming Chair of the Russell Group, after which the Council received a detailed briefing on financial sustainability at Cambridge. The briefing covered work on the budget, the Colleges' Covid-19 backstop, revenue-generating opportunities, and the membership and terms of reference for the new Financial Sustainability Advisory Group (FSAG). The Vice-Chancellor established the FSAG as an Advisory Body whose purpose is to ensure that substantial, evidenced progress is made towards administrative simplification – and therefore savings – in procurement and purchasing, re-imagining professional services, and space utilisation.

Enhanced Financial Transparency (EFT)

The Council is conscious that there are significant challenges with the University's financial planning and budgeting, with many idiosyncratic ways of operating that have developed over time hampering the ability to incentivise activities in financially sustainable ways. The Council launched a review into the resourcing of the University in 2018; this led to the development of the EFT Project, which aims to address these challenges by developing financial tools to enable effective financial decision-making in support of the University's academic mission.

In February 2021, the Council received a detailed briefing on the EFT Project. The Council welcomed the Project, noting that it will continue to support the full range of academic disciplines, regardless of their ability to deliver financial surplus, by providing staff across the University with more transparent financial information, enabling them to make financially sustainable decisions which are informed by up-to-date and accurate data. The EFT Project will address data, processes, systems, organisation and people, with a significant focus on behavioural and cultural change, and will provide education, training and support to stakeholders to use the new tools. The new structure will show income and direct costs where earned or incurred, and mutually agreed shares of central costs. The Planning Round will set contribution targets, such that the balance of contributions across all institutions, including the distribution from restricted funds held in the CUEF, will deliver a sustainable operating surplus.

The first phase of the Project will deliver prototype School- and Department-level income and expenditure summaries by late 2021. Phase 1 will leverage the Resource Allocation Model and the Transparent Approach to Costing methodology. From 2022, Phase 2 will use the prototype data to develop costed academic plans within the Planning Round, and will feed detailed business requirements into the development of the finance system's accounting structure. During Phases 1 and 2, there will be no changes to the operational transactions in Cambridge University Finance System (CUFS), and the Chest allocations based Budget will still operate.

The timeline for the full change and access to all stakeholders, Phase 3, will be determined by the Financial Transformation Programme's finance system replacement,

which is currently anticipated around 2025. This will realise the full benefits of the replacement for CUFS, the University's core finance system, enabling a change in the University's accounting structure and income flows, with full data granularity and wider user access.

Allocations Report and the ten-year financial model

In October 2020, the Council approved the Allocations Report for 2020–21.⁴ In light of the exceptional and evolving circumstances of the pandemic, the Council had previously published a Report recommending provisional allocations from the Chest in June 2020.⁵ The Council noted the ongoing work to align future annual budgets with the ten-year financial model and management accounts.

At its meeting in December 2020, the Council considered an updated version of the ten-year financial model and approved several recommendations of the Finance Committee. First, an envelope was set for the Investment Fund (previously known as the Capital Fund) of £59m for the five-year period to 2024–25. Secondly, the Fund's remit was widened to one-off investments to support the academic development of the University, with a governance framework in place to ensure the appropriate and effective use of the money. Thirdly, there is to be adequate liquidity available to the University in downside cases not to need to redeem any further CUEF units at that time.

The Allocations Report for 2021–22 was approved by the Council in June 2021.⁶ This Report continues the move towards a budget built from actual expenditure, as distinct from the legacy Chest allocations approach. It makes actual costs in Schools and Non-School Institutions more visible and is part of the University's transition towards EFT, which is discussed above. The Council noted that the overall position is below the level of recurrent surplus required for long-term financial sustainability, so it is essential for the University to collectively make fundamental improvements to its long-term efficiency and its ability to prioritise its activities. A number of projects within the University's Recovery Programme, as well as several recently approved new courses under the Surplus Improvement Fund (SIF), are forecast to control expenditure or increase income significantly and so improve the University's financial sustainability in the coming years. The Council welcomed these developments.

Developments with USS pensions and national pay negotiations

The Council receives updates on the national negotiations regarding the future of the Universities Superannuation Scheme (USS) at every meeting. During 2020–21, these negotiations focused on the USS's valuation of the Scheme as at 31 March 2020. In December 2020 the Council noted that the Vice-Chancellor, the thirty Cambridge Colleges who are members of the USS, and representatives of the Cambridge branch of UCU had written a joint letter to the Chief Executive Officer of USS to convey the shared concerns that had emerged as a result of the March 2020 valuation. In July 2021, the Council, for its part, approved a joint statement from the Universities of Cambridge and Oxford, plus their respective UCU branches, which called for exploration of a new approach to USS scheme design that could lead to a much enhanced benefit structure.⁷

⁴ *Reporter*, 6593, 2020–21, p. 96.

⁵ *Reporter*, 6586, 2019–20, p. 512.

⁶ *Reporter*, 6623, 2020–21, p. 717.

⁷ See <https://www.cam.ac.uk/notices/news/joint-statement-from-cambridge-and-oxford-universities-and-their-ucu-branches>.

On 31 August 2021, the USS Joint Negotiating Committee decided in favour of the package of changes put forward by UUK as a response to the March 2020 valuation. On the recommendation of the Finance Committee, the Council subsequently approved the Pension Working Group's response to a consultation on a revised schedule of contributions which took effect on 1 October 2021. Throughout the year staff were kept informed of developments with the USS negotiations via a combination of written bulletins and open meetings; copies of consultation responses and University statements which had been approved by the Council were made available via the staff webpages.⁸ The Pensions Working Group, on behalf of the Finance Committee, the Council and the wider University, is committed to continue working with all relevant parties to advocate for the best outcome for employees and employers. Developments with the USS negotiations will remain a standing item on the Council's agenda in 2021–22.

In January 2021, the Council noted that the University was now an accredited Living Wage employer. Throughout 2020–21, the Council was briefed on developments with national pay negotiations. Due to the financial impact of Covid-19 on the HE sector, there was no offer of a pay uplift for 2020–21. The relevant trade unions rejected this position, but no further action was taken. The 2021–22 negotiations resulted in an offer of a 1.5% increase. This offer was also rejected by the unions, who entered into dispute with the Universities and Colleges Employers Association (UCEA). In August 2021, UCEA advised that the formal dispute resolution procedure had been exhausted and that implementation of the pay settlement should proceed.

Fundraising

Development and Alumni Relations reported to the Council in Michaelmas Term 2020 on its activities during the previous academic year. Campaign momentum remains strong and collegiate Cambridge is well on its way to surpassing the £2bn goal. During 2020–21, collegiate Cambridge raised £209.4m, bringing the total raised for the 'Dear World... Yours, Cambridge' campaign to £1.96bn. It was the University's third best year for fundraising, achieving £100.8m.

In the past year, sixteen gifts of over £1m were closed. Donations to Chemistry and the Cambridge Conservation Initiative were among the most significant gifts in support of the University, and fundraising secured four new Professorships across Physics, Criminology and Psychiatry. Particularly of note is a milestone for the Student Support Initiative (SSI), with fundraising having passed the halfway point towards its £500m goal. The Council received an update on the SSI in February 2021 and noted that the expansion of the Cambridge Bursary Scheme and the introduction of the Foundation Year were particular highlights.

The Council noted that alumni engagement has continued to grow, driven by record participation in events and strong take-up of alumni benefits. Over 27,019 individual alumni were engaged during 2020–21, a 33.4% increase from 2019–20.

Cambridge University Endowment Fund

The Chief Investment Officer presented the audited accounts and Annual Report of the Cambridge University Endowment Fund (CUEF) to the Council in November 2020. The CUEF is managed by Cambridge Investment Management Limited (CIML), with oversight by the Investment Board. Three investment analysts joined the CUEF during 2020–21 to support the senior investment professionals responsible for all major asset classes and the sustainable investment strategy. The investment team is now complete. The Investment Board also welcomed five outstanding new members during the year, whose extensive experience and connections across Public and Private markets have already proved valuable to the investment team and the CUEF.

The underlying investment strategy of the CUEF continues to be one of investing with best-in-class, third party fund managers in order to achieve superior and sustainable financial returns. In October 2020, the Council announced that CUEF would divest from all investments with conventional energy-focused public equity managers by December 2020 and that the University aims to have no meaningful direct or indirect exposure to fossil fuels in the Fund's portfolio by 2030 (see the section on the Divestment report and Council statement below). The Council noted that this objective would be pursued by investing in a way that supports renewable energy development; engaging with CUEF fund managers and holding them to account on reducing carbon emissions from their portfolios; and reporting regularly to all stakeholders.

Student-related matters

Student Mental Health and Wellbeing Strategy

At its strategic meeting in April 2021, the Council was joined by members of the General Board and the University's new Head of Student Wellbeing for a workshop on the Student Mental Health and Wellbeing Strategy. The session included early data from the Strategic Review of Student Mental Health Provision, which was commissioned jointly by the University and the Colleges at the end of Michaelmas Term 2020 and has involved an extensive consultation throughout the collegiate University.

The Council endorsed the areas for change put forward in an interim report and provided feedback on priorities for Phase 2 of the Strategic Review. The Council received an update on plans for supporting student mental health and wellbeing in Michaelmas Term 2021 at its strategic meeting in September 2021; the final report of the Strategic Review is expected later that term.

Strategic Review of Undergraduate Admissions and Outreach

The Strategic Review of Undergraduate Admissions and Outreach concluded during 2020–21. The review, which was established by both the University Council and the Colleges' Committee in 2019, was intended to bring forth recommendations which could enhance the admissions system and facilitate a more strategic approach to outreach across the collegiate University. The Council received an interim report in November 2020 and considered the final report in July 2021.

⁸ See <https://www.staff.admin.cam.ac.uk/latest-information-on-uss/2020-valuation>.

During the course of the review a wide range of internal and external stakeholders were consulted and their views helped shape the resulting conclusions. The painstaking care and attention applied to assessing each applicant was noted as a particular strength of the Cambridge admissions process, and in framing its recommendations, the Review focused on proposals that would have meaningful impact and be practicable to implement.

These proposals included Colleges retaining authority to select which applicants are admitted, while seeking to adjust aspects of the process to achieve greater consistency in admissions practices across Colleges, and thereby fairness and equity to applicants. In respect of outreach, the Review proposed the adoption of a new strategic framework that would enhance collaboration across the collegiate University, along with reform of the College Area Links scheme (CALs) to create larger regional areas served by consortia of Colleges working in partnership.

The Council approved the recommendations of the Review Committee in principle, having noted that further consultation would be required in respect of the detailed implementation of some of the recommendations.

Consumer protection review

During 2020–21, the OfS asked all universities to review their compliance with consumer law in relation to the information that they had given to students in the summer of 2020, and the teaching that they had delivered in the autumn of 2020. At Cambridge the review was conducted by the Education Quality and Policy Office. The Council considered the resulting report in March 2021 and noted the assurance that the University had acted in compliance with consumer protection requirements.

Zero carbon futures

Divestment report and Council statement

At its strategic meeting in September 2020, the Council welcomed and gave detailed consideration to a report entitled ‘Divestment: Advantages and Disadvantages for the University of Cambridge’.⁹ The report responded to the Regent House’s request that the Council produce a report to the University on the advantages and disadvantages of a policy of divestment across moral, social, political, reputational, and financial dimensions, including a summary of costed divestment scenarios for the University.

The Council published both the report and its response in October 2020.¹⁰ It agreed an overall strategic aim to reduce carbon emissions from all University activities to net zero by 2038, and explicitly included investments in this target, making the University one of the first of its global peer group to do so.

The Council strongly supported a series of milestones proposed by the CUEF investment team on the path to achieving net zero greenhouse gas emissions from CUEF’s investment portfolio by 2038. The first milestone, to divest from all investments with conventional energy-focused public equity managers, was achieved by December 2020. The CUEF investment team aims to have allocated significant capital to renewable energy assets by 2025 and no meaningful direct or indirect exposure to fossil fuels in the Fund’s portfolio by 2030.

⁹ The report, authored by Dr Ellen Quigley, Emily Bugden and Anthony Odgers, is available at <https://www.admin.cam.ac.uk/reporter/2020-21/weekly/6590/DivestmentReport2020.pdf>.

¹⁰ *Reporter*, 6590, 2020–21, p. 13.

¹¹ See <https://www.cam.ac.uk/news/university-of-cambridge-adopts-science-based-target-for-carbon-reduction>.

¹² See <https://www.environment.admin.cam.ac.uk/Annual-Report>.

Cambridge Zero update

In July 2021, the Council received a report on the activities of Cambridge Zero over the last year. Cambridge Zero was launched in November 2019 with a mission to maximise the University’s contribution towards a zero carbon future by harnessing the full breadth of the collegiate University’s capabilities.

The Council noted that Cambridge Zero (CZ) had an extremely productive year, during which it focused on four strategic priorities:

- engagement with COP26 – the UN’s major climate summit and focal point for the international climate agenda;
- building a team with the skills and experience to deliver a broad and ambitious programme of activity;
- exploring new funding opportunities and partnerships; and
- developing the foundations for its core pillars of research, education, engagement and decarbonisation.

CZ led the response to a number of major external funding calls and participated in research projects including: a National Space Innovation Programme project on monitoring energy output of buildings; a government project on public attitudes to the behaviour changes required to meet the Net Zero 2050 targets; and a GCHQ-commissioned report on climate change and national security.

It launched the Future Leaders programme for summer internships, doubled the size and duration of the Engage for Change programme for students and postdocs run by the Cambridge Hub, and supported the launch of the Cambridge Climate Literacy Project. It also launched Cambridge’s first global climate change festival, published a multidisciplinary report on how to ensure a green recovery from Covid-19, and worked with the Cambridgeshire and Peterborough Independent Commission on Climate to provide a risk assessment of the future impacts of climate on the region. The Council was impressed by the progress made by the CZ team and will continue to receive annual updates.

Progress towards carbon reduction targets

In June 2021, the Council received an update on progress towards meeting the Science Based Targets (SBT) for carbon reduction, which it had adopted in June 2019. These targets commit the University to reducing scope 1 and 2 emissions from its operational (academic) estate to absolute zero by 2048. However, as noted above, the Council has adopted an aspiration to achieve zero carbon at least ten years ahead of the target date.¹¹

Progress during the 2020–21 academic year included work to further develop the degasification programme, construction of an anaerobic digestion plant at the University Farm and work to develop a 22MW solar farm.

The Council recognises that reducing the size of the built estate must form part of the University’s strategy for becoming reducing carbon emissions to net zero. The Reshaping our Estate project, which forms part of the Recovery Programme, is designed to facilitate this.

The University’s Annual Environmental Sustainability Report for 2019–20 provides further detail of the University’s approach and background for many of the developments which were discussed by the Council in 2020–21.¹²

Policy developments and governance changes

Merger of Press & Assessment

In October 2020, the Council endorsed the operational merger of Cambridge Assessment and Cambridge University Press under a single management team from 1 August 2021. The rationale for the merger, which had the unanimous support of both Syndicates, was that it would result in an organisation that would address the growing desire from learners, teachers and researchers to engage with Cambridge's digital output in a joined-up way. It would also be better equipped to fulfil the global demand for innovative products and services that combine expertise in learning and assessment and to move more quickly and effectively to develop and market these products and services.

In February 2021, the Council published a Report on the Recognition of the Merger of Cambridge University Press and Cambridge Assessment in the Statutes and Ordinances.¹³ The merged organisation, Cambridge University Press & Assessment, came into being on 1 August 2021 as planned.

Defining a future vision for enterprise and business relations

In May 2021, the Council discussed a draft vision for the future of enterprise and business relations at the University. The Council welcomed the vision, which was produced by the Strategic Partnerships Office and the Pro-Vice-Chancellor (Enterprise and Business Relations), in consultation with key stakeholders across the University. The Council recognised that while enterprise and business relations may not be of direct relevance to all academic members of the University, it was a key route for creating impact and enabling the University to fulfil its mission of contributing to society at scale. The Strategic Partnerships Office and the Pro-Vice-Chancellor (Enterprise and Business Relations) will now use the vision to encourage colleagues across the collegiate University to identify opportunities to align ambitions, resources and action plans to help make the vision a reality.

Freedom of speech statement

Following a Discussion in June 2020 of a Report of the Council proposing changes to the University Statement on Freedom of Speech, a ballot was held in late 2020 on several further amendments which had been proposed by a member of the Regent House.¹⁴ The ballot resulted in the adoption of the additional proposed changes, and the revised Statement was issued in December 2020.¹⁵ The revised Statement strengthens the University's fundamental commitment to the right to freedom of speech, while acknowledging that this must be balanced against a range of other legal duties that circumscribe that right.

Conflict of Interest Policy

In March 2021, the Council considered a draft University-wide Conflict of Interest Policy, which is intended to enable staff, plus student and external committee members, to recognise where their personal interests conflict with, or may reasonably be perceived to conflict with, their University duties. The Policy also communicates the expectations for declaring and recording such conflicts and sets out the processes for managing conflicts of interest, in order to ensure that business decisions are made objectively and in the best interests of the University.

The Policy, which was developed in consultation with colleagues from across the University, was approved by the Research Policy Committee, the Committee on Benefactions and External and Legal Affairs and the General Board, as well as the Council. A number of minor refinements were subsequently approved and the Policy was published in the *Reporter* in July 2021.¹⁶ Members of the University were invited to comment on the supporting materials over the summer, with a launch planned for early Michaelmas Term and implementation of the Policy to start from 1 January 2022.

Learning Together Programme

After the tragic events at Fishmongers' Hall in November 2019, the Council paused all Learning Together activities and established a Reflection Group to gather information and views about the Learning Together Programme, and to bring forward recommendations on three particular aspects of its operation. In October 2020, the Council received the Reflection Group's report and approved its recommendation that an Advisory Body on working with offenders and ex-offenders be convened to advise on and sign-off the further development of Learning Together's safeguarding and risk assessment processes, as well as to undertake an audit of the Institute of Criminology's work with offenders. In December 2020, the Council approved the creation of an advisory role, whose remit would be to focus on the future of the Programme and report their recommendations to the Vice-Chancellor and to the Head of the School of the Humanities and Social Sciences in Lent Term 2021.

In July 2021, in response to the reports of the Strategic Advisor and the Advisory Body, the Council approved the establishment of a Transition Board to oversee the evolution of Learning Together to its next phase. The Transition Board is expected to make its recommendations to the Council by the end of 2021, having first sought approval from the General Board. In the meantime, all Learning Together activities that involve prisoners or persons under the supervision of the criminal justice system continue to be paused.

Research-related matters

In January 2021, the Council received an update on the University's preparations for submission to the Research Excellence Framework (REF) 2021 exercise. The University's submission to REF2021 was formally completed on 29 March 2021 and an initial lessons learnt exercise was conducted by the Research Office, the results of which were considered by the Council in October 2021. Further details will be included in the next Annual Report of the Council, by which time the results of the REF2021 exercise will have been published.

The Council has agreed that in the 2021–22 academic year it will hold joint workshops with the General Board to discuss various matters relating to research, including strategy and funding.

A more detailed account of research-related matters over the 2020–21 academic year is included in the Annual Report of the General Board (see p. 198).

¹³ *Reporter*, 6608, 2020–21, p. 380.

¹⁴ *Reporter*, 6591, 2020–21, p. 43.

¹⁵ See <https://www.governanceandcompliance.admin.cam.ac.uk/governance-and-strategy/university-statement-freedom-speech>.

¹⁶ *Reporter*, 6627, 2020–21, p. 771.

REPORTS FROM COMMITTEES AND WORKING GROUPS

Audit Committee

In the first six months of 2020–21, the Audit Committee discussed the findings of internal audits which focused on the University's response to Covid-19, including communications during the pandemic, financial processes, the recovery programme itself and a desktop exercise to rehearse the University's plans, processes and decision-making in the case of a resurgence of Covid-19.

The Committee also approved the internal audit plan for the second six months of 2020–21, which saw a return to the usual programme of internal audits based on the University's risk register. This included audits on key areas of operational risks, including risk management, software asset management, CUEF investment management and the University's approach to managing its subsidiaries.

Through a series of presentations and workshops, the Committee also discussed some of the University's key risks and controls in depth, looking in particular at the University's approach to mitigating risks relating to financial sustainability, IT infrastructure and administrative processes. In March 2021, the Council noted the Audit Committee's concern that the devolved nature of IT infrastructure in the University created challenges in terms of implementing appropriate controls and providing assurance over the effectiveness of these controls. The Council noted that this was an example of the tension between devolved structures and risk mitigation, as identified in the Audit Committee's Annual Report.

Following a tender process, Deloitte LLP was reappointed as the University's internal auditor until 31 July 2025. The external auditor, PwC LLP, was reappointed by Grace until 31 July 2021. A local firm, Peters Elworthy & Moore Ltd, is contracted to audit the University's smaller subsidiaries.

Finance Committee

During 2020–21, the Finance Committee focused on principal financial risks and uncertainties, including the impact of the pandemic, longer-term financial sustainability and the associated balance of unrestricted resources in funding operational and capital expenditure. The Committee's work was supported by developments in financial planning, notably the refinement of the ten-year financial model and the launch of the projects on Enhanced Financial Transparency and on Strategic Procurement and Purchasing. The Committee supported PRC in achieving an acceptable 2021 Planning Round outcome and recalibrating an affordable Investment Fund (as noted above, the new name for the Capital Fund, to reflect the need to invest in academic priorities, infrastructure and systems, alongside the physical estate).

With a focus on mid-term liquidity, the Committee approved a £100m CUEF redemption, informed by 'stressed' downside scenarios (noting extended redemption terms) and the establishment of the Cambridge Multi-asset Fund as a liquid investment vehicle. The Committee reviewed the performance of the CUEF and the rebuild of the CUEF investment team, with enhancements to procedures, risk and compliance, and reporting. The Committee actively monitored projects eligible for 2018 bond funding, monitoring the portfolio and associated sinking fund. The Committee reviewed the new Property

Group's inaugural budget. It also established the Finance Committee Financial Investments Sub-Committee to provide expert focus over investments and liabilities.

The Committee received the Financial Statements (noting exceptional challenges in establishing July 2021 asset valuations), management accounts, and pension updates (with particular attention on the USS 2020 valuation, supported by the Pensions Working Group). The Committee's work plan included an annual consideration of University companies and trusts, and financial policies and systems.

Planning and Resources Committee

During 2020–21, PRC benefited from clear direction from the Finance Committee about the level at which the University may commit to new capital expenditure. The recalibrated Investment Fund encompasses the University's entire academic infrastructure, and PRC's decisions on individual projects are informed by its commitments to date and the pipeline of emerging projects that must be prioritised within the capital expenditure envelope directed by the Finance Committee.

The Surplus Improvement Fund (SIF), which was introduced successfully in 2020, has enabled the development and implementation of several academic priorities that will also deliver a net financial gain for the benefit of the University as a whole. These have focused principally on new and expanded Master's-level courses, which were identified as priorities by the Schools. The Schools' strategic priorities are altogether clearer following the preparation of Academic Visions as received by the General Board and Council in February 2021.

Human Resources Committee

The Human Resources Committee (HRC) oversaw multiple developments to support the delivery of the University's People Strategy during 2020–21.¹⁷ These included: a new academic (teaching and scholarship) career pathway; the launch of a review of the professorial pay review process; a review of how the University manages its casual workers and uses fixed term contracts; an institutional action plan for research culture; revised substitute teaching rates; and a new redeployment framework. A revised Probationary Policy, which was approved in 2019–20 but delayed due to Covid-19, will be launched in October 2021. In response to the pandemic, HRC oversaw the introduction of Covid Impact Assessments and the launch of the Career Support Fund.

In Michaelmas Term 2020, HRC oversaw a University-wide consultation on new Mutual Respect and Grievance Policies, which were intended to underpin a cultural change programme to tackle inappropriate behaviour in the workplace. Although originally launched in Easter Term 2021, the Change the Culture campaign was withdrawn as it became clear that the updated HR policies which underpinned the campaign had been launched prematurely and without full scrutiny. Further work is underway to enable these policies to be brought to the General Board and Council 2021–22, including the establishment of a Working Group to look at anonymous reporting.

In March 2021, the Equality and Diversity Information Report 2019–20, the Gender Pay Gap Report 2020 and the Equal Pay Review 2020 were presented to the Council. The reports demonstrated movement towards greater equality of pay.

¹⁷ See <https://www.hr.admin.cam.ac.uk/people-strategy>.

In response to the anticipated financial challenges arising from Covid-19, the Council approved certain pay restraint measures for the 2020–21 academic year, which included cancelling most reward and progression schemes and restricting recruitment via a one-year Recruitment Protocol. In February 2021, the Council approved the reintroduction of all reward and progression schemes for 2021–22. In May 2021, the Council agreed that the Recruitment Protocol should end on 31 July 2021, as planned. The Recruitment Pause Oversight Group was consequently dissolved and authority to approve cases for recruitment reverted to Schools and Non-School Institutions.

Remuneration Committee

The Remuneration Committee published the 2019–20 Annual Remuneration Report for the University in May 2021.¹⁸ The report included a description of the work of the Committee and the University's approach to the pay of senior postholders, including the Vice-Chancellor, in line with the Committee for University Chairs' HE Senior Staff Remuneration Code.

The Committee's terms of reference were updated in April 2021 to reflect the new governance arrangements, following the creation of the Property Board and the subsequent abolition of the West and North West Cambridge Remuneration Committee.

In accordance with its terms of reference, the main business for the Committee during 2020–21 included reviewing and, as appropriate, approving cases for market payments to Grade 12 staff, and approving the renewal of market pay cases where the case for the continuation of market pay was still valid. The Committee reviewed and contributed to the University's Gender Pay Gap Report 2020. It also led the annual process for the review of the Vice-Chancellor's performance against his objectives, including drafting the report which was delivered to the Council for approval on 20 September 2021.

Committee on Benefactions and External and Legal Affairs

The Committee on Benefactions and External and Legal Affairs (CBELA) is primarily concerned with the scrutiny of sources of significant funding to the University from an ethical and reputational perspective. It also oversees the University's legal affairs and reviews the University's policy on investment responsibility on behalf of the Council.

During 2020–21, CBELA implemented new guidelines governing the acceptability of donations and other external funding to the University in relation to climate change. The guidelines, which were approved by the Council in July 2020, set out that the University will not accept funding from sources where to do so would be incompatible with its best interests, having regard to its commitment to address climate change through a transition to a zero-carbon world (see the section on the Divestment Report above).¹⁹

CBELA subsequently received a climate-related assessment of all external sources of funds referred to it under its terms of reference. In addition, CBELA reviewed all proposed funds from the energy sector, regardless of whether they reached the referral thresholds specified in its terms of reference.

In June 2021, the Committee received a longer report on four companies within the energy sector. As part of its discussions, CBELA agreed additional processes to ensure that scrutiny of sources of funds from the energy sector was as robust as possible, including soliciting advice from an independent sub-group of the Research Policy Committee as to whether funded research would contribute meaningfully to the energy transition.

Information Services Committee

During 2020–21, the Information Services Committee (ISC) focused on developing strategic direction for information services to capitalise on the momentum created by the pandemic to transform digital working practices. The Committee discussed and received updates on the University's digital transformation strategy, digital presence strategy, and new architecture for data governance. It welcomed a revised mission for the University Information Services (UIS), which emphasised the role that its service provision plays in supporting excellence in research and education. The Committee also expressed its gratitude to colleagues in UIS for their extraordinary work supporting operations during the pandemic.

Cyber security remained a priority for the ISC, against a background of increasing government concern about security across the HE sector. The Committee agreed a deadline of 30 September 2021 for the implementation of multi-factor authentication on University Microsoft accounts and supported the decommissioning of Hermes by 31 December 2021. It welcomed the establishment and testing of a cyber security major incident management plan for the University and was pleased to learn that the National Cyber Security Centre had praised the model of security governance implemented at the Covid-19 testing centre in the Anne McLaren Building.

The Committee received a draft policy for the provision of University email addresses and mailbox facilities, and tasked a sub-group with revising the policy. The policy is expected to be considered by the Council during 2021–22.

Environmental Sustainability Strategy Committee

The Environmental Sustainability Strategy Committee has continued to provide strategic direction to efforts to reduce the University's carbon emissions (see the section on Zero carbon futures above); its annual report on progress was received by the Council in June 2021.

In September 2020, the Committee considered the opportunities and challenges for sustainability arising from Covid-19. There is a clear opportunity to reduce work-related commuting and air travel brought about by the forced use and familiarisation with video-conferencing and other collaboration tools, although effort will be required to maintain some of this behaviour as restrictions ease. The noticeable increase in the perception of the value of green spaces is another positive development. Unfortunately, carbon emissions on the estate did not dramatically reduce during lockdown; merely keeping buildings ticking over is a significant part of the University's emissions which confirms the need for degasification and a rationalisation of the estate. Some of the primary challenges arising from the pandemic

¹⁸ *Reporter*, 6617, 2020–21, p. 566.

¹⁹ *Reporter*, 6590, 2020–21, p. 15.

include the decrease in confidence in public transport and the difficulty of assessing the increase in emissions resulting from employees working from home. It is clear that some people have found home working difficult, even though they do not necessarily need to be in their office at the University. This has given rise to a discussion about remote hubs, which could allow people to work some days in a location which is easier to access than central Cambridge. Remote hubs are under active development, together with more flexible car parking arrangements.

In March 2021, the Committee submitted its annual update to the Council on the University's Transport Strategy. Over the past year, efforts have focused on liaising with regional partners on strategic transport projects and initiatives that were designed to support travel during the pandemic and the return to the workplace. In addition, the Committee considered a draft Sustainable Business Travel Policy, which will be subject to a University-wide consultation in 2021–22.

The Committee's work also included monitoring progress on the implementation of the Biodiversity Action Plan and Waste Strategy, governance of the University's Environmental Management System, and engaging with the water authorities around reducing water consumption and mitigating regional water shortages.

International Strategy Committee

In 2020–21, the International Strategy Committee considered the top-level goals, enablers and principles that frame the University's international engagement. These were set out in a paper entitled 'Towards an International Strategy' (TIS), which also set out a proposed timeline for implementing the University's international strategy. Although some steps that were envisioned in the TIS subsequently changed, and other planned actions were postponed or affected by the pandemic, the Committee recommended that two decision-making tools to facilitate international engagement be further developed and, if approved, disseminated across the University: a prioritisation framework and an in-country presence framework.

The Committee also reviewed and supported work related to risk in international engagement and foreign interference. This led to the development of a set of Principles for International Engagement, which were discussed at a joint session of the Council and the General Board in April 2021, prior to approval by the General Board and the Council.

The Committee oversaw the establishment of a Global Health Initiative (Ci3), one of the projects to come out of the University's Recovery Programme. Driven by the research opportunities emerging from the pandemic, Ci3 will focus on transformative infectious disease research, building capacity and creating cost-effective ways to improve health, in low- and middle-income countries.

Health and Safety Executive Committee

In January 2021, the Health and Safety Executive Committee completed a condition and asset validation survey of the entire estate. To better demonstrate compliance with health and safety legislation it also oversaw the upgrading of the University's built asset information gathering and storage systems and processes. Good progress has been made and overall compliance of the University estate with relevant health and safety legislation has increased significantly.

However, concerns remain over the deteriorating condition of the estate, as evidenced by the growing maintenance backlog, and over the decentralised approach to the delivery of some compliance activities. Additional short-term funding has been made available to address the more critical elements of the maintenance backlog and a longer-term asset management plan is being developed by the Estates Division. Proposals are also being developed to centralise some compliance activities within Estates Division to address shortcomings. A procurement programme is underway to consolidate the University's external maintenance supply chain and to implement a robust set of service level agreements and performance indicators.

In May 2021, a new Health, Safety and Wellbeing team was established within the Estates Division, which is working to update safety policies and procedures, including implementation of a new digital safety management system. The Committee continues to receive regular updates on the progress of building safety compliance.

Property Board

Following Regent House approval in November 2020, the Property Board was established to oversee the Estates Division's Property Group's work on the development of the University's non-operational portfolio.²⁰ The Property Board in turn reports to the Finance Committee. In July 2021, the Committee approved the Property Group budget for the 2021–22 financial year and the high-level resourcing plan.

The Board is currently overseeing the production of a clear strategy and supporting business plans for the key development opportunities at West and North West Cambridge and 1–3 Hills Road, as well as considering the future of the Royal Cambridge Hotel. Regular reporting and updates to the Finance Committee and the Council on these key projects will follow over the coming twelve months.

During 2020–21, on the recommendation of the Finance Committee, the Council supported the investment of bond proceeds in several developments. These included: the Gates Trust development at 17 Mill Lane; Lucy Cavendish College, to fund additional student accommodation at its Lady Margaret Road site; and the first stage of work on 1–3 Hills Road.

Press and Assessment Board

The Press and Assessment Board (PAB) met regularly throughout 2020–21 to oversee the management of the finance, property and affairs of Cambridge University Press and the conduct and administration of Cambridge Assessment. This included oversight of the increasingly convergent single strategy, which culminated on 20 October 2020 when the Vice-Chancellor announced the decision to integrate the two organisations on 1 August 2021 (see the section on the merger of Press and Assessment above, p. 189). PAB was closely involved throughout the integration, recommending the appointment of Peter Phillips as Chief Executive to run the combined entity, and overseeing both the strategic planning and the operational implementation.

PAB also focused on ensuring business continuity against the backdrop of the pandemic, with the need for agility and adaptability in the area of grade-setting/exams and associated regulatory issues. One of PAB's last tasks of the financial year was to review and approve the first budget and three-year plan for Cambridge University Press & Assessment.

²⁰ *Reporter*, 2020–21: 6590, p. 30; 6596, p. 149.

Committee on Prevent and Freedom of Speech

During 2020–21, the Council received regular reports from the Committee on Prevent and Freedom of Speech regarding the University's implementation of the Prevent duty and its freedom of speech obligations. These included the Committee's annual review of its Prevent Risk Register and Action Plan and associated documentation, its discussions about the emerging Higher Education (Freedom of Speech) Bill and the reconstituted Independent Review of Prevent, and debates surrounding the changes to the University Statement on Freedom of Speech (see the section on the Freedom of Speech Statement above). The Council also approved the University's 2019–20 Prevent accountability and data return to the OfS.

Governance Review Working Group

The Council presented proposals concerning the Regent House membership of University staff for consultation in March 2021.²¹ Indicative votes in June 2021 showed support for a move to a grade-based model for University staff not separately classed and a preference for a grade boundary at Grade 9.²² The Council published a Report presenting changes to the criteria for membership of the Regent House in Michaelmas Term 2021, and has already agreed that it will hold a ballot on them.²³ Changes to enable all University employees to attend Discussions and to issue fly-sheets were approved by Grace and by the Council in Lent Term 2021.²⁴

BALLOTS AND CHANGES TO STATUTES, MEMBERSHIP AND PERSONNEL

Ballots and topics of concern

The Council and the General Board called a ballot on a Grace proposing changes to the titles and structure of academic offices. The Grace was approved in December 2020 (1,139 votes in favour; 411 against)²⁵ and changes to Statute were subsequently approved by Her Majesty in Council (see below).

As noted above, members of the Regent House submitted three amendments to a Grace proposing a new version of the University Statement on Freedom of Speech. The Council agreed to submit the amendments for approval by ballot, in which all three amendments were approved.²⁶

In December 2020, the Council published a Report recommending the establishment of an Endowment Fund Supervisory Body, as part of revised governance arrangements for the University Endowment Fund (CUEF). Members of the Regent House requested a ballot on the Grace seeking approval of the Report's recommendations; the Grace was not approved (374 votes in favour; 598 against).²⁷

At the end of Easter Term 2021, members requested a ballot on a Grace recommending the discontinuation of the public display of class-lists and other matters; this will take place in November 2021.²⁸

The Council, in July 2021, published a response to the remarks made on a topic of concern on the decisions taken to manage the University's activities at the start of the Covid-19 pandemic.²⁹ There were no new topics of concern raised in 2020–21.

Changes to the University's Statutes

The *Statutes and Ordinances* provide the constitutional framework that allows the University to govern its affairs. The Statutes contain the fundamental constitutional and governance provisions of the University and are subject to approval by Her Majesty in Council.

Amendments to Statute to implement a new structure of academic offices were approved on 21 July 2021.³⁰ New Statute C XVI and amendments to Statutes A IV, A X, C XII, C XIII and E I, and related changes to Ordinance, came into effect from 1 October 2021.

Changes in the University's senior leadership

In December 2020, on the recommendation of the Nominating Committee for the Office of Pro-Vice-Chancellor, the Council agreed that the portfolio of the role currently known as Pro-Vice-Chancellor (Institutional and International Relations) be amended to lead on the development and implementation of strategy and policy relating to all staff. The Council agreed that the role be renamed Pro-Vice-Chancellor (University Community and Engagement). As part of the restructuring, the Council agreed that the international work associated with the post of Pro-Vice-Chancellor (Institutional and International Relations) should be brought together with the research portfolio under the revised title of Pro-Vice-Chancellor (Research and International Partnerships).

Professor David Cardwell, *F*, was reappointed to the office of Pro-Vice-Chancellor (Strategy and Planning) for a second term of three years from 1 August 2021. Professor Anne Ferguson-Smith, *DAR*, was appointed as Pro-Vice-Chancellor (Research and International Partnerships) for a first term of three years with effect from 1 January 2022; this followed an interim appointment as Pro-Vice-Chancellor (Research) after the death in service of Professor Chris Abell in October 2020. On 1 October 2021, the interim post held by Professor Ferguson-Smith was renamed Pro-Vice-Chancellor (Research and International Partnerships), to reflect the reconfigured Pro-Vice-Chancellor portfolios as noted above. Professor Kamal Munir, *HO*, was appointed as Pro-Vice-Chancellor (University Community and Engagement) for a first term of three years with effect from 1 October 2021. Ms Andrea Hudson was appointed as Director of Human Resources with effect from July 2021, following an initial interim appointment.

²¹ *Reporter*, 2020–21: 6609, p. 395; 6613, p. 481; 6614, p. 495.

²² *Reporter*, 6625, 2020–21, p. 735.

²³ *Reporter*, 6632, 2021–22, p. 47.

²⁴ *Reporter*, 6614, 2020–21, p. 496 and p. 526.

²⁵ *Reporter*, 6601, 2020–21, p. 279.

²⁶ For full voting details, see *Reporter*, 6601, 2020–21, p. 280.

²⁷ *Reporter*, 2020–21: 6601, p. 259; 6615, p. 540.

²⁸ *Reporter*, 2020–21: 6623, p. 715; 6629, p. 833.

²⁹ *Reporter*, 6627, 2020–21, p. 768.

³⁰ *Reporter*, 6628, 2020–21, p. 787.

Council membership

Council members (other than *ex officio* and student members) serve for four years from 1 January. Student members of the Council serve for one year from 1 July. Council membership for the 2020–21 academic year was as follows:

The Chancellor, and the Vice-Chancellor (*Chair*)

Elected as Heads of Colleges (class (a))

Professor Dame Madeleine Atkins, *LC*

Dr Anthony Freeling, *HH*

Professor Christopher Kelly, *CC*

The Reverend Dr Jeremy Morris, *TH* (until 30 June 2021)

Professor Pippa Rogerson, *CAI* (from 1 July 2021)

Elected as Professors or Readers (class (b))

Professor Richard Penty, *SID*

Professor Jason Scott-Warren, *CAI*

Professor Nick Gay, *CHR* (until 31 December 2020)

Professor Fiona Karet, *DAR* (until 31 December 2020)

Professor Anthony Davenport, *CTH*

(from 1 January 2021)

Professor Maria Manuel Lisboa, *JN*

(from 1 January 2021)

Elected as members of the Regent House (class (c))

Dr Ruth Charles, *N*

Dr Nicholas Holmes, *T*

Dr Philip Michael Knox, *K*

Dr Andrew Sanchez, *W*

Dr Stephen Cowley, *EM* (until 31 December 2020)

Dr Jennifer Hirst, *JE* (until 31 December 2020)

Ms Jocelyn Wyburd, *CL* (until 31 December 2020)

Dr Mark Wormald, *PEM* (until 31 December 2020)

Dr Zoe Adams, *K* (from 1 January 2021)

Dr Pieter Van Houten, *CHU* (from 1 January 2021)

Dr Ann Kaminski, *ED* (from 1 January 2021)

Dr Michael Sewell, *SE* (from 1 January 2021)

Student members (class (d))

Mr Freddie Poser, *CAI* (re-elected from 1 July 2021)

Ms Aastha Dahal, *ED* (until 30 June 2021)

Mr Ben Margolis, *R* (until 30 June 2021)

Mr Zakary Max Coleman, *JE* (from 1 July 2021)

Ms Anjum Yasmin Nahar, *MUR* (from 1 July 2021)

External members (class (e))

Ms Gaenor Anne Bagley, *TH*

Ms Sharon Flood

Professor Sir David Greenaway

Mr Mark Lewisohn, *CHR*

14 December 2021 STEPHEN TOOPE, *Vice-Chancellor*

ZOE ADAMS

MADELEINE ATKINS

GAENOR BAGLEY

R. CHARLES

ZAKARY COLEMAN

ANTHONY DAVENPORT

SHARON FLOOD

ANTHONY FREELING

DAVID GREENAWAY

NICHOLAS HOLMES

ANN KAMINSKI

CHRISTOPHER KELLY

PHILIP KNOX

MARK LEWISOHN

MARIA MANUEL LISBOA

ANJUM NAHAR

RICHARD PENTY

FREDDIE POSER

PIPPA ROGERSON

ANDREW SANCHEZ

JASON SCOTT-WARREN

MICHAEL SEWELL

PIETER VAN HOUTEN

Annual Report of the General Board to the Council for the academic year 2020–21

In accordance with Statute A V 1(a) (*Statutes and Ordinances*, p. 7), the General Board makes the following Report to the Council on the discharge of its duties during the academic year 2020–21:

Introduction

This Annual Report describes the major pieces of business that engaged the General Board during the year, focusing on the following areas:

1. Higher education landscape
2. Education and learning
3. Research
4. International strategy and external engagement
5. Human resources (in relation to academic staff and offices)
6. Other matters

The Report includes major items of business considered by its reporting committees, including the General Board's Education Committee (GBEC), the Research Policy Committee (RPC), the International Strategy Committee and the Human Resources Committee (HRC).

1. Higher education landscape

Academic visions

As part of the planning process for the 2019–20 academic year, the Schools were asked to prepare 10-year academic visions to enable a University-wide set of academic priorities to be synthesised and incorporated into the University planning process. These academic visions were considered and approved by the General Board, and a number of common themes were identified for the University to act on, including:

- targeted growth in student numbers;
- Tripos curriculum reform;
- growth in external partnerships;
- cross-cutting research themes;
- increasing staff diversity;
- introduction of a more transparent budget model; and
- professional services reform.

The projects in the University's Recovery Programme address a number of these priority areas. For further information on the Recovery Programme, please see the following section of this Report.

During 2020–21, the Schools developed implementation plans to take forward the themes identified in their academic visions. At its July meeting, the General Board considered update reports from the Schools that set out the actions taken to develop and progress these implementation plans, and in each case, significant progress had been made.

In considering progress against the Schools' priorities, the Board highlighted funding for doctoral studentships as a particular area of concern following recent reductions in the number of UKRI-funded studentships at Cambridge. The Board also identified a further challenge of addressing the issue of access and participation for graduate students, in order to ensure that the University has the ability to attract the most able doctoral students regardless of their personal background. Work on these issues is currently ongoing.

Recovery Programme

In July 2020, the Council approved the direction of travel set out in the University's Recovery Programme, as developed by the Crimson Recovery Taskforce in response to Covid-19.¹ The Programme consists of thirteen projects that seek to enhance the University's performance and effectiveness in education, research and staff and community support through 2023 (and in some cases longer). The Council also delegated oversight of the implementation of the Programme to the General Board. The Board provides strategic oversight for the Programme and acts as the decision-making body.

The Academic Sponsor for the Recovery Programme is the Pro-Vice-Chancellor for Enterprise and Business Relations, supported by a small Programme Management Office (PMO). The PMO team provides project management support and guidance to those working on individual projects, as well as managing the Programme as a whole. The PMO reports to the General Board twice each term, providing an update on the projects, including progress, budget, risks and mitigations, and outcomes and benefits.

Since its creation, the PMO has worked closely with the Project Sponsors and Operational Leads to maintain a collaborative way of working across the projects, managing communication, ensuring alignment and coordination across the University and providing consistent reporting to the Board. The General Board received a vision and objectives for the Programme, as well as a benefits realisation map and a risk register, at its meeting in July 2021. Business cases for nine projects have been approved by the Planning and Resources Committee (PRC), and one project, Rebalancing the Industrial Portfolio, has now concluded. For more information on the Recovery Programme, see the Council's Annual Report.

REF 2021

The University's submission to REF 2021 was formally completed on 29 March 2021 and included 2,847.44 full-time equivalent (FTE) research staff, 7,103 outputs and 190 impact case studies. This represented an increase of around 25% in the FTE Cambridge staff submitted compared to REF 2014, and is the result of significant growth in academic and research positions at the University during the REF 2021 cycle. There was a 46% increase in staff submitted by all universities compared to REF 2014, reflecting the move from a selective approach to a requirement to submit all staff with significant responsibility for research. The assessment of submissions will take place over the next year, with the results due to be announced in April 2022.

Throughout 2020–21, the General Board received updates on the development of the REF submission, including the results of the reviews undertaken by Unit of Assessment Committees on the anticipated quality assessment of the output and impact elements. Post-submission, the Board also considered a preliminary report from the Research Office's REF team that drew on feedback received regarding the submission process. The report identified a number of areas of good practice, as

¹ *Reporter*, 6587, 2019–20, p. 542.

well as opportunities to make improvements to the University's approach to future research assessment exercises. Many of the areas identified through this process will benefit from further reflection once the results of the REF have been received. Other recommendations in the report related to more urgent concerns and received immediate attention, including new approaches to gathering staff data for the annual Higher Education Statistics Agency return.

Adapting to Covid-19 – education

Guidance to Faculties and Departments on expectations for teaching in Michaelmas Term 2020 was issued over the summer, with parallel communications to students. Lectures were moved online for the whole academic year, with an expectation that small group teaching would be in-person where possible. Faculties and Departments issued local information about changes to programmes as a result of Covid restrictions. A framework for assessment was developed with the expectation that examinations would be conducted online, with those subjects wishing to retain in-person exams for strong pedagogic reasons permitted to do so. GBEC authorised the use of ProctorExam for some Easter Term assessments which otherwise would have been conducted in-person, following a pilot by the Department of Engineering. Work continued in the Cambridge Centre for Teaching and Learning² (CCTL) to support academics in delivering teaching online. Where possible, provision was made for students who were required to self-isolate in Cambridge, or who were unable to return to Cambridge to study remotely.

The CCTL continued to support the development of effective blended provision. It developed a number of resources to enable course review and development, including a Learning Design Toolkit, activity-based Learning Scenarios and regular webinars. Reports from staff on the support provided was positive.

A pulse survey of student experience was undertaken in December 2020, with a larger-scale follow-up in Easter Term. The initial pulse survey indicated broad satisfaction with the University's teaching arrangements in response to the pandemic. The Easter Term survey results will be analysed with regard to identifying successful and unsuccessful practices that may underpin a short- to medium-term approach to blended learning. CCTL, in collaboration with the Faculty of Education, undertook a piece of qualitative research with staff and students that will contribute to the formulation of a more strategic approach.

Adapting to Covid-19 – research

Whilst the University's research community has made important contributions to a number of national and international programmes that have underpinned the Covid-19 response and recovery, the pandemic has continued to disrupt the University's research programme. Although the reopening of buildings after the first national lockdown enabled research to restart, continuing travel restrictions and the second and third lockdowns inevitably resulted in interruptions and delays to many projects and programmes. The vast majority of staff funded through research grants and contracts have been able to continue to work, albeit at reduced capacity, and there has been some impact on the volume of research activity as a result.

In response to the pandemic, four projects in the research domain were identified as key actions for the University and, with oversight from the General Board, continue to be progressed and prioritised as part of the Recovery Programme.

These projects are:

- *Research culture*: Going forward, the University will look to deliver positive changes in the research environment, both at the University and across the higher education sector, by improving and increasing engagement with training, support structures and policies that serve principal investigators and the researchers who work with them.
- *Global health infectious disease*: Driven by the research opportunities emerging from the pandemic, this initiative will focus on transformative infectious disease research, building capacity and creating cost-effective ways to improve health in low- and middle-income countries.
- *Effective utilisation of research space*: Initiatives to ensure more effective utilisation of research space will explore new ways to make physical spaces and other vital infrastructure respond to the complex needs of research today – at an individual, departmental, university and national level. The project will identify opportunities to model research space that responds directly to the need for academic collaboration, cross-disciplinary linkages, and more effective and efficient use of facilities.
- *Rebalancing our industrial portfolio*: Under this completed project, the University sought to reshape and diversify its portfolio of industrial partnerships to enhance research investment from industry partners in the post-Covid world.

Post-qualification admissions (PQA)

In its consultation on university admissions reform, the government presented two possible models for introducing a PQA system. Informed by comments from the General Board and other bodies, the response of the Working Party on Post-Qualification Admissions welcomed the opportunity for positive reform and noted that it was in principle in favour of a PQA system, which it believed could be compatible with the University's aim to admit the students with the greatest academic potential. However, it noted that both proposed models posed serious operational difficulties, particularly for institutions conducting interviews or other additional assessments as part of the process, and international applicants were not accounted for within either model. The Working Party will reconvene in 2021–22 to consider whether other workable models might be identified and to discuss further the implications of PQA.

2. Education and learning

Major modifications and new courses

In December 2020, the General Board published a Report on a new award of the degree of Master of Architecture (M.Arch.).³ The Board agreed that, in order to highlight the particular characteristics of the proposed course and to distinguish it from other courses within the University, the degree title of Master of Architecture was necessary. The

² <https://www.cctl.cam.ac.uk/>

³ Approved by Grace 1 of 3 February 2021.

course will be equivalent to other Master of Architecture degree courses across the UK, ensuring that candidates no longer perceive the Department of Architecture as missing a professional qualification course. The first cohort of students will start the course in October 2022.

In July 2021, the General Board published a Report proposing a new Tripos in Design and a new award of the degree of Master of Design (M.Des.).^{4,5} The Design Tripos will be a four-year undergraduate course that will integrate the arts and sciences through designing and making to address societal and environmental challenges. All teaching will be provided by the Department of Architecture. The programme will seek accreditation from professional associations in architecture, engineering, materials, and design. If achieved, it is expected that accreditation of the Design Tripos will attract a wide pool of home and international students, and significantly improve their employability and professional options.

In December 2020, the Board approved a Certificate in Higher Education in Arts, Humanities and Social Sciences, as well as admissions requirements and related elements.⁶ It will open for admissions in 2021–22. The course is a multi-disciplinary, full-time residential programme designed to bridge the gap between A-level or other Level 3 achievements and Cambridge Triposes. The certificate is designed for students with the potential to achieve the standard for admission to Cambridge, but who, as a result of educational disadvantage or disruption, do not have the level of attainment or access to qualifications required for entry to a Cambridge course.

A new full-time, non-matriculated Certificate of Higher Education in Pre-Medical Studies was also approved by the Board.⁷ It is a pre-degree course aimed at enabling students to enter standard medical degree programmes without the usual Level 3 qualifications, with a particular emphasis on students whose traditional schooling may have been disrupted. Teaching will focus on the scientific requirements needed for entry into medical school, and will provide additional learning and support relevant to professional medical careers.

In July 2021, the Board published a Report on the redesign of the Education Tripos.⁸ The modifications remove the current rigid ‘track’ structure, while allowing all students greater choice and greater flexibility to develop their specialisms. The shift to a two-year Part II structure enables optional papers to be shared between Part IIA and Part IIB, which will improve the student experience by ensuring that there is a critical mass of students in each class. The total number of papers will be reduced, which will significantly improve the Tripos’s sustainability.

GBEC approved modifications to the Chemical Engineering Tripos, which will introduce a direct first year of the Tripos in 2023, rather than students spending their first year in Engineering or Natural Sciences as at present. At this time, it will also be retitled the Chemical Engineering and Biotechnology Tripos, to better align with discipline developments. GBEC also agreed that ICE’s non-matriculated undergraduate and postgraduate courses could continue to be delivered online during 2021–22 and 2022–23. Enrolments increased by 50% for its undergraduate courses following the introduction of entirely remote delivery.

⁴ *Reporter*, 6628, 2020–21, p. 810.

⁵ Reports that have been published but not yet approved will be the subject of Discussion before being considered for approval by the Regent House, see <https://www.governance.cam.ac.uk/governance/decision-making/discussions>.

⁶ *Reporter*, 6602, 2020–21, p. 292.

Policy developments and updates

GBEC approved the introduction of a model that allows for flexible or progressive learning within recognised, nested part-time postgraduate courses. This will permit students to complete, for example, a Postgraduate Certificate, and return following a break in study, for a compressed Postgraduate Diploma that would subsume the previous award. It will also allow students to import study from selected approved non-credit-bearing edX units into the related full qualification without having to repeat the unit.

GBEC agreed the University should sign up to the Quality Assurance Agency’s Academic Integrity Charter. This is particularly pertinent as the University seeks to diversify modes of assessment and make better use of technology.

In March 2021, GBEC approved pilots for the Education Monitoring and Review, which will be a new approach to monitoring education provision. It aims to be a flexible, risk-based and light-touch approach that combines the Learning and Teaching Reviews and the Annual Quality Update exercise. It is intended to significantly reduce the current burden on Faculties and Departments.

In May 2021, GBEC approved the Institute of Continuing Education’s (ICE) proposal that the University should apply to be an End Point Assessment Organisation for apprenticeship courses, noting that this was a requirement of the Education and Skills Funding Agency for institutions which offer, or intend to offer, integrated apprenticeships. GBEC also approved recommendations prepared by ICE relating to the transfer of quality oversight of apprenticeships to Ofsted.

GBEC agreed recommendations for minimum residency requirements for part-time degree programmes, and reaffirmed the need for students who are not resident in Cambridge throughout the academic year to be able to engage with their College. An expected residence period of 45 days per year for part-time postgraduate research students was agreed, although GBEC made clear this was not a formal requirement.

GBEC also approved the Student Skills Strategy 2020–25, which forms part of the work supporting the University’s commitment to the Office for Students (OfS) under the Access and Participation Plan.⁹ A Skills Working Group has been constituted to carry out this work.

External regulation

GBEC received a significant number of updates from the OfS, the Department for Education, the Quality Assurance Agency, and the government. These included the publication of the Pearce Review of the Teaching Excellence Framework, the interim government response to the review of Post-18 Education and Funding, the Skills White Paper, the future of initial teacher training, and changes to the management of student visas. Responses to major consultations were submitted, including the OfS consultations on the regulation of quality and standards, reportable events, monetary penalties, publication of information about higher education providers; and the Quality Assurance Agency’s consultation on a Revised Higher Education Credit Framework for England.

⁷ *Reporter*, 6621, 2020–21, p. 696.

⁸ *Reporter*, 6628, 2021–21, p. 806.

⁹ Access and Participation Plan 2020–21 to 2024–25, https://www.undergraduate.study.cam.ac.uk/files/publications/university_of_cambridge_app_2020_25.pdf.

Student admissions

In July 2021, the General Board received an overview of the undergraduate admissions position for the completed 2019–20 cycle.¹⁰ The collegiate University received 20,426 undergraduate applications (+5.5% on the previous year), with 3,977 being accepted (+13.3% on the previous year). The proportions of students admitted from state sector schools (70.6% of intake), under-represented areas using POLAR quintiles 1 and 2 (14.1%), and ethnic minorities (29.3%) were the highest on record. Applications in the 2020–21 cycle showed a significant further increase on the previous year.

In terms of postgraduate admissions for 2019–20, 25,346 applications were received and 5,104 students were confirmed as admitted.¹¹ This was the first year that diversity data for postgraduate students was collected.

Work is underway on the Digital Admissions Project, which aims to enhance ease of use for users, and to improve the efficiency and effectiveness of the undergraduate admissions process for the Colleges and the University, by re-designing processes within a digital environment. Both the Summer Pool in August 2020 and the Winter Pool in January 2021 were delivered digitally for the first time.

Student recruitment and marketing

Promotional information and materials such as the Undergraduate Prospectus and the Teacher/Parent guide were produced as normal. The priority was to provide digital copies, with the option to print later. There has been an increased focus on digital media, including films illustrating the online interview process. All admissions-related events, including Open Days, Oxford and Cambridge Student Conferences, Subject Masterclasses and Teacher Conferences, were moved to online delivery during 2020–21. The International Team continued to engage with prospective applicants virtually, including through the delivery of webinars and virtual fairs.

Widening participation

The University and its Colleges are committed to widening participation in higher education.¹² Widening participation activity continued to be delivered fully online during 2020–21. A wide range of new technologies were utilised to ensure the volume and quality of delivery remained high, and new programmes (such as the Cambridge Applicant Support Programme) were developed to provide academic support to prospective students who had been particularly affected by the pandemic. All access-related targets set by the Office for Students were exceeded in the April 2021 return, and indications are that the recent progress across all access-related measures is set to continue. Small-scale in-person widening participation activity took place in September 2021. It is expected that the future of engaging prospective students in outreach work will be a blended model, combining the benefits of online delivery with in-person interactions.

Education space

In January 2021, the General Board endorsed the vision of the Programme Board for Education Space (PBES) and approved its governance arrangements. The vision is that all teaching spaces across the University estate are ‘sustainable and flexible education spaces that inspire’, and PBES is now working to a set of success criteria to ensure delivery of this vision.

Having demonstrated the need to invest in education space, through detailed audits of centrally managed spaces against performance criteria, PBES received support from PRC for plans put forward to improve a range of education spaces. The ability to progress these works more rapidly comes from successful collaborative work with Estates to trial a new approach to procurement and management of the works.

Other matters of note

In Michaelmas Term 2020, the General Board received a report on precautionary action – the immediate action that may be imposed upon a student to ensure that a police, University or College investigation can be carried out or to protect a person while police, University or College proceedings are ongoing. The paper summarised the precautionary action that been taken since the introduction of the Special Ordinance on Precautionary Action in 2017.

In Easter Term 2021, the Board received the final report on the Strategic Review of Undergraduate Admissions and Outreach, and approved in principle the report and its recommendations. For further information, please see the Council’s Annual Report.

The Strategic Review of Student Mental Health Provision was carried out between December 2020 and September 2021. Its final report will be subject to consultation across the collegiate University in Michaelmas Term 2021. For further information, please see the Council’s Annual Report (at p. 187).

3. Research

The University’s income from research grants and contracts in 2020–21 remained high at £585m, while the value of new grants and contracts awarded to the University was £459.6m, lower than that achieved in the years leading up to the pandemic. The University continued to submit in excess of 2700 applications for grants and contracts, with a total value in excess of £1.35bn. This is consistent with that achieved before the lockdown periods.

The University received major new grant awards from many funders including the Wellcome Trust, the Bill and Melinda Gates Foundation, the Medical Research Council, the Biotechnology and Biological Sciences Research Council and Mitsubishi. Noted highlights include the University’s leadership of the COVID-19 Genomics UK Consortium that has played a world-leading role in the identification of new variants of concern, and of the National Institute for Health Research-funded HEAL-COVID trial, which investigates potential treatments for long Covid. The University also continued to lead and participate in a number of national and international research collaborations.

¹⁰ Undergraduate Admissions Statistics, https://www.undergraduate.study.cam.ac.uk/sites/www.undergraduate.study.cam.ac.uk/files/publications/ug_admissions_statistics_2020_cycle.pdf.

¹¹ Postgraduate Admissions Statistics, https://www.postgraduate.study.cam.ac.uk/sites/www.2022.postgraduate.study.cam.ac.uk/files/graduate_admissions_report_2019-20_draft_v3.pdf.

¹² Widening Participation, Undergraduate study, <https://www.undergraduate.study.cam.ac.uk/find-out-more/widening-participation>.

Planned discussions for the General Board and other bodies regarding the University's ambitions for the future size and shape of the research portfolio have been further delayed. This is due to the constraints on capacity during the national lockdowns and the need to prioritise activities such as the preparation of the University's REF 2021 submission. Discussions on the research portfolio will be carried forward into the 2021–22 academic year. In July 2021, the General Board also approved the University's continued membership of the Alan Turing Institute, which supports research excellence and provides national leadership on data science and AI.

The Board's programme of Strategic Research Reviews was completed during 2020–21, following consideration of the reports of the final two reviews, on Social Anthropology and Archaeology. The Board also received a number of updates on the progress of the implementation of the recommendations of other Strategic Research Reviews, as well as a report summarising the key themes from the full programme of 38 reviews. The Board will consider a future programme of reviews to support the further development of the University's research environment in the coming academic year.

The Board continued to oversee and scrutinise compliance with the requirements of Research England and other funding agencies, including a review of the University's seventh Annual Statement on Research Integrity. The Board also requested and received a report comparing the number of complaints and investigations into research misconduct in Cambridge with other UK peer institutions.

4. International strategy and external engagement

The International Strategy Committee, as a joint Committee of the Council and the General Board, reports to both bodies, and more information regarding the work of the Committee can be found in the relevant section of the Council's Annual Report.

International strategy

The International Strategy Committee continued to support the implementation of the University's Towards an International Strategy (TIS) paper. TIS articulates the goals, priorities and direction for the University's international engagement, and the Committee's work involved exploring new opportunities for international engagement, developing tools to facilitate that engagement and mitigate its risks, and maintain oversight of regional engagements.

Principles of international engagement

At its June meeting, the General Board approved the University's principles for managing risk in international engagement, having previously considered the matter at a joint meeting of the Board and the Council. The principles aim to ensure that the University's international engagement is adequately supported, enabling its community to continue to flourish wherever its activities lead. They complement the higher-level principles outlined in the TIS by outlining five practical standards that should be considered in all international activities. In considering and addressing these principles/practical standards, the University aims to create a more risk-aware culture that will safeguard the University's people and those it works with, promote academic freedom and uphold the University's institutional values.

Public international partnerships

Highlights of the main international partnerships over the past year include the following:

Europe: Although the UK has now left the EU, the University remained eligible for Horizon Europe funding and is committed to working closely with its European partners. The DAAD Cambridge Research Hub for German Studies and the Cambridge-Sciences Po Academic Exchange Programme (CamPo) were both renewed. In Germany, the Cambridge–LMU¹³ Strategic Partnership entered its second funding period on 1 April 2020.¹⁴

North America: A partnership agreement was signed with the University of Toronto, encompassing the many current and prospective strands of engagement, including stem cell research, German studies and data sciences.

Africa: The Cambridge-Africa Programme cultivates relationships with partners across the African continent. Since 2013, the Programme has run the Alborada Research Fund, an annual seed funding scheme, which supports approximately twenty projects per year. The Programme's Ph.D. Scholarship Scheme provided financial support for African Ph.D. students at Cambridge. The Programme's report on the scheme highlighted the success of the students, and the funding challenges the Scheme faces with the reduction of Official Development Assistance funding from the UK government.

East Asia: The Cambridge University – Nanjing Centre of Technology and Innovation moved into a dedicated new building and collaborative research projects have started. The Nanjing-Cambridge University 'Deepening Partnership' Development Conference was held in September 2020, attended by the Vice-Chancellor and the Pro-Vice-Chancellor (Institutional and International Relations). The Cambridge-Tsinghua Joint Research Initiative Fund funded four collaborative projects in response to the Covid-19 pandemic in 2020. As part of the collaborative partnership between Cambridge Judge Business School, PKU HSBC Business School and Qianhai Shenzhen-Hong Kong Modern Service Industry Co-operation Zone of Shenzhen, a Global E.M.B.A. programme has been approved by GBEC. 'UTokyo-Cambridge Voices' was held online in 2020, as a series of dialogue sessions between academics at Cambridge and the University of Tokyo.

South East Asia: The Cambridge Centre for Advanced Research and Education in Singapore (CARES) presented its annual report to the General Board in May 2021. Originally a vehicle for management of a large grant from the Singapore National Research Foundation, CARES has expanded to act as a platform for broader Cambridge engagement in Singapore and has administered twelve projects from five different funders over the course of the year. It experienced an encouraging period of growth in 2020–21, and work to explore options for future engagement and development of the Centre is ongoing.

¹³ Ludwig-Maximilians-Universität München, <https://www.lmu.de/en/>.

¹⁴ Cambridge LMU Strategic Partnership, https://www.strategic-partnerships.admin.cam.ac.uk/files/cambridge-lmu_brochure.pdf.

India: The University signed strategic agreements with the Indian Institute of Science (IISc), primarily to promote joint work in the field of quantum technology, but also reflecting the ongoing high level of engagement with IISc, and with the Christian Medical College Vellore, primarily to facilitate joint work on infectious diseases. March 2021 saw the first of a series of topic-based workshops hosted online by the Cambridge India Research Foundation (the University's Section 8 company in India).

Global: In March 2021, the Vice-Chancellor began a term as Chair of the International Alliance of Research Universities (IARU). IARU's eleven members are world-leading research universities and the Alliance advances cooperation through research collaboration, professional joint working and staff and student exchange. Leading IARU is an important opportunity to demonstrate and strengthen the University's commitment to international engagement.

The School of the Arts and Humanities leads the Global Humanities initiative, bringing together partners in China, Hong Kong, India, Lebanon and Chile. Workshops and meetings led to plans for a series of thematic dialogues in 2021–22 about the nature and application of Global Humanities, and early-stage development of a core curriculum and summer school in 2022–23.

5. Human resources (in relation to academic staff and offices)

The Human Resources Committee (HRC), as a joint Committee of the Council and the General Board, reports to both bodies, and more information regarding the work of the Committee and the HR Division can be found in the HRC section of the Council's Annual Report.

Along with the Council, the Board approved a new Redeployment Framework to support eligible employees in seeking alternative roles within the University,¹⁵ and published a Report recommending the creation of three new titles for non-University employees, in order to provide a pathway for the recognition of excellence, commitment, and contribution to University teaching or research, by those not employed by the University.¹⁶ The use of the new titles – Affiliated Assistant Professor, Affiliated Associate Professor and Affiliated Professor – started from 1 October 2021.

The Council and the General Board also published a Report proposing the creation of a new category of academic staff to be designated Academic (Teaching and Scholarship), with an accompanying designated career pathway.¹⁷ This will allow eligible staff in teaching-focused roles to be offered the opportunity to move to the new staff category and contractual arrangements. These new arrangements will launch in Lent Term 2022.

The Board also approved revised Substitute Teaching Rates for lectures, seminars and for Demonstrators.¹⁸ The Board received the Equality and Diversity Information Report 2019–20, the Gender Pay Gap Report 2020 and the Equal Pay Review 2020 in March 2021. The reports demonstrated continued (if slow) movement towards greater equality of pay.

A revised Probationary Policy for all staff categories, which was approved in 2019–20 but delayed due to Covid-19, was launched in October 2021. Similarly, the implementation of the Academic Careers Pathway Scheme, delayed due to Covid, and following approval of proposed changes to the titles of academic offices and to the tiers within the academic career structure, was launched in the 2021–22 year.

Responding to the Covid-19 pandemic, the Human Resources Committee oversaw the introduction of Covid Impact Assessments and the launch of the Career Support Fund. The Committee also set in motion: a review of the Professorial Pay Review; a review of how the University manages its casual workers and uses fixed term contracts; and the introduction of an Institutional Action Plan for Research Culture.

6. Other items of business

Establishment of senior positions

The General Board proposed the establishment (or re-establishment) of the following senior positions, in some cases supported by generous benefactions or other external funds:

- Professorship of Autism Research
- Professorship of Finance and Economics
- Sheila Joan Smith Professorship of Medicine
- Professorship of Plant Development
- Gnodde Goldman Sachs Professorship of Neuroinformatics
- Professorship of Magnetic Resonance Physics
- MRC Professorship of Statistics
- Andreas von Hirsch Professorship of Penal Theory and Ethics

Emergency Action Plans

The Board received an annual report on the status of Emergency Action Plans (EAPs) in General Board institutions. Plans have continued to be tested during the course of the pandemic. Key points of note include:

- the number of EAPs updated increased substantially from 65% in June 2020 to 91% in August 2021;
- the number of continuity plans completed also rose over the same period, from 71% to 93%. The Governance and Compliance Division (GCD) will support institutions with outdated EAPs or missing continuity plans to finalise these by the end of Michaelmas Term 2021;
- continuity planning has been supplemented by planning for a resurgence of Covid-19. In August 2020, the GCD encouraged institutions to make contingency plans for repeated waves of Covid-19, providing a template plan for this purpose.

In 2021–22, the GCD will focus on developing the maturity of plans by looking further at the detail of plans and providing guidance on improvements. This work will be informed by a piece of assurance work by the internal auditor, Deloitte, and work with the UIS on improving cybersecurity.

¹⁵ *Reporter*, 6627, 2020–21, p. 770.

¹⁶ Approved by Grace 1 of 6 May 2021.

¹⁷ Approved by Grace 1 of 12 May 2021.

¹⁸ *Reporter*, 6628, 2020–21, p. 790.

REPORT OF DISCUSSION

Tuesday, 7 December 2021

A Discussion was held in the Senate-House. Deputy Vice-Chancellor Dr Michael Rands was presiding, with the Registrar's deputy, the Junior Proctor, the Junior Pro-Proctor and two other persons present.

The following Report was discussed:

Report of the Council, dated 24 November 2021, proposing an exception to the rules on reserved business

(*Reporter*, 6638, 2021–22, p. 144).

Dr S. J. COWLEY (Faculty of Mathematics):

Deputy Vice-Chancellor, this Report refers to a 'member of the University who has queried the ability of the student member to play a full part in the Advisory Committee's deliberations'; I am he.

I was a member of the Advisory Committee set up in 2008 to choose the successor to Alison Richard. At that time there was much discussion as to how involved and informed the student members of the Council were allowed to be in the appointment. The advice from the then Registrar was that, according to *Statutes and Ordinances*, a student could not be a member of the Advisory Committee, and that the student members would be excluded from Council's consideration of the list of candidates put forward by the Advisory Committee. There was some consternation with this state-of-affairs, hence, as I remember it, the student members of the Council were provided with special briefings as to progress.

I was therefore surprised to read that there was to be a student member of the Advisory Committee this time round, more so when a current member of the Council observed that he had raised a concern about student participation in reserved business.

The best part of two decades ago, following on from the 1992 Cadbury Report and the Enron debacle, there was much discussion of university governance; this resulted in the CUC Code of Practice in 2004. Since that time Cambridge has noted in its annual financial statements that, to quote the 2012 version,

the University complies with most but not all of the voluntary Governance Code of Practice published in November 2004 by the Committee of University Chairmen. In particular the Vice-Chancellor is chair of the Council, which does not have a majority of external members, and the Council is subject to the statutory authority of the Regent House. The University has no immediate plans to change these arrangements, which have proved reliable over many years in enabling the University to achieve its academic objectives.¹

As a charity, the University is a rare exception in not having a majority of external members on its Council (which is *de facto* the governing body as far as the Charity Commission is concerned). The question then arises, what reassurance do the public and other stakeholders have that those internal members of the Council (of which I was one for twelve years) are not lining their own pockets (cf. certain Members of Parliament)? I believe that one of the key assurances is that the University is run according to published rules, i.e. the *Statutes and Ordinances*, and that decisions are, for the most part, transparent. Council may have had a 'desire to have a student representative on the

Advisory Committee', but for the reassurance of both internal and external stakeholders, it is crucial that Council, Officers, and others abide by the *Statutes and Ordinances*. For that reason, I raised my concern.

I therefore welcome this Report in ensuring that the University plays by the rules.

I have a couple more comments to make.

Members of Council and the Advisory Committee are, as the name suggests, members not representatives. When I was on the Council, I was not a representative of the Faculty of Mathematics, nor of the School of the Physical Sciences (SPS), nor of academics, nor of my Colleges, nor of any other body in the University. I was there to do a job as a Charity Trustee. I needed to take at least one step back from my own interests, while bringing my experience as an academic member of the Faculty of Mathematics, the SPS and my Colleges to the table. Indeed, at one notable meeting of a sub-committee of the Resource Management Committee, I was told that, on balance, I had lost the argument, and Mathematics (in the form of the Isaac Newton Institute) would get its money. Members of the Advisory Committee, like members of the Council, need to take an overall view of what is in the best interests of the University; they are not appointed as representatives of one part of the University.

In 2008, I was by a very long way the least experienced member of the Advisory Committee and, as another member of the Committee observed, I had 'minders' at some of the sub-committee meetings where we met candidates. I hope I played a positive role, *inter alia*, in asking some relatively forthright, if not blunt, questions where others might have feared to tread! I have known most of the student members of the Council over the last two decades, and many, if not all, have been outstanding. The student and the postdoctoral members of the Advisory Committee are likely to be the least experienced members this time round, but my belief is that they can play a valuable role. However, when I was appointed, I was offered no training, and it was left to me to arrange my own. I can still remember a helpful, informative, and frank lunch I had at Clare with Tony Badger, who had been Chair of the previous Advisory Committee. This year, I hope that some form of helpful, informative and *frank* briefing and/or training will be provided to members of the Advisory Committee who so desire it.

¹ <https://www.admin.cam.ac.uk/reporter/2012-13/weekly/6289/section4.shtml#heading2-5>.

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History), read by the Junior Proctor:

Deputy Vice-Chancellor, it is excellent that the Council realises that the proposed decision requires a Report seeking the consent of the Regent House, albeit after already publishing in the *Reporter* of 27 October the inclusion of a student member on the 'Advisory Committee that will be supporting the Council's search for the next Vice-Chancellor'.

This is necessary, says the present Report, because without this amendment student members may not participate in reserved business including 'the employment or any matter relating to the employment of individuals by the University'. Why should this be an exception and, it seems, only a partial exception, since student members will still not be present for the Council's decision-making on the name to be presented to the Regent House for its approval by Grace? One stated reason is that this will

assure ‘the student body’ that ‘the views of the shortlisted candidates on student-related topics have been examined thoroughly’. There is also to be ‘a postdoctoral researcher’ for ‘similar reasons’. Then the Council believes, ‘the process of arriving at the nomination of the next Vice-Chancellor’ will be ‘without reproach’

It is also argued that ‘most other research-intensive universities’ ‘already include student members on their equivalent’ committees. Oxford’s comparable provision is in fact quite new. Oxford began the search for its own next Vice-Chancellor in Trinity Term, with the election of members of its Nominating Committee.¹ It was announced only in the *Gazette* of 11 November 2021 that existing Regulations governing the Nominating Committee² were to be amended:

to allow two student representatives and one early career researcher representative to attend as non-voting attendees at meetings of the Nominating Committee for the Vice-Chancellorship, at the Chair’s discretion.³

The students are to be ‘nominated by the President of the Oxford University Student Union’ and the early career researcher ‘by the Oxford Research Staff Society’.

This differs significantly from the Cambridge proposal in that Oxford makes it clear that the students and the postdoctoral researchers present may only ‘attend’ and may take no part in decision-making. The amendment to the Cambridge Special Ordinance does not clarify that point, which is surely important?

The need for this Report arises only because the Vice-Chancellor is an employee. The Vice-Chancellorship is surely first and foremost a University Office? Under Statute C III 1 he or she enters Office at a Congregation of the Regent House. The Office was reframed from 1992 to change the holder from a rotating part-time Head of House to a full-time salaried appointee for a fixed term. That has perhaps strengthened the ‘employment’ dimension but the conditions of service, insofar as they relate to ‘rights’ and ‘duties’, remain vague, being described merely as ‘customary’ (Statute C III 3). They sit within the University’s constitution, under the direct authority of the Regent House.

However in this Report the Council thinks it knows better. It says that ‘the Vice-Chancellor, as the principal academic and administrative officer of the University, will provide leadership in all aspects of the University’s activities, including those affecting students’. Sir Alec Broers, giving his sixth Annual Address as Cambridge’s Vice-Chancellor in October 2002, frankly supported ‘the proposal that the Vice-Chancellor become the Principal Academic and Administrative Officer of the University’.⁴ In Discussion Stephen Cowley expressed the concern that the governance proposals then under consideration would make the Vice-Chancellor ‘responsible for the executive management of the University and finances, and for the direction of University business’. ‘Suppose’, he said, ‘that we exchange ‘Chief Executive’ for ‘Vice-Chancellor’, ‘company’ for ‘University’, and ‘Board’ for ‘Council’ ... Would that not pass as a description of a Chief Executive Officer of a company?’:

If it looks like a duck, squawks like a duck, and walks like a duck, it is a duck. If the proposed amendment is passed the Vice-Chancellor will look like a Chief Executive, talk like a Chief Executive, and walk like a Chief Executive, because she or he will be a Chief Executive.⁵

The proposed wording did not make its way into the Statutes. The Annual Financial Statements (adjusted from HEFCE’s requirements to meet those of the Office for Students) nevertheless include in the statement of Corporate Governance the wording ‘the Vice-Chancellor is, *de facto*, the principal academic and administrative officer of the University’.⁶ The description has appeared on the Vice-Chancellor’s web page.⁷ It should not stand unchallenged in this Report as part of the justification for the proposed change. Nor should talk of ‘leadership’. The *Statutes and Ordinances* have not heard of any such ‘leadership’ in the University of Cambridge and the self-appointed Senior Leadership Team seems not to have noticed that it has no authority in the Statutes for so describing itself either. This is a collegial as well as a collegiate university, in which no Vice-Chancellor may behave as a monarch and no Senior Leadership Team as an oligarchy.

¹ <https://governance.admin.ox.ac.uk/event/nominating-committee-for-the-vice-chancellorship>.

² Council Regulations 21 of 2002.

³ https://gazette.web.ox.ac.uk/sites/default/files/gazette/documents/media/11_november_2021_-_no_5329_redacted.pdf.

⁴ <https://www.admin.cam.ac.uk/reporter/2002-03/weekly/5897/19.html>.

⁵ <https://www.admin.cam.ac.uk/reporter/2002-03/weekly/5898/19.html>.

⁶ for example, <http://www.admin.cam.ac.uk/reporter/2006-07/weekly/6058/5.html>.

⁷ <https://www.v-c.admin.cam.ac.uk/>.

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

Elected on 25 November 2021 to a Research Fellowship from 1 October 2022 for four years:

Seda Basihos, B.Sc., *Hacettepe University*,
Ph.D., *University of Lausanne* (Research Fellowship in the Economics of Inequality, in association with the Faculty of Economics and the SHARE initiative)

St John's College

Elected to a Fellowship under Title B, from 6 December 2021:

Darshil Upendra Shah, B.Eng., Ph.D., *Nottingham*

Vacancies

Corpus Christi College: Hong Kong Link Early-Career Research Fellowship/College Lectureship in Law; tenure: four years from 1 September 2022; salary: £36,382; closing date: 20 January 2022 at 12 noon; further details: <https://www.corpus.cam.ac.uk/about-corpus/people/academic-vacancies>

Gonville and Caius College: Cook-Crone Research Bye-Fellowship, 2022–23; tenure: one year from 1 October 2022 (or such other date as agreed); stipend: up to £30,000; closing date: 28 February 2022; further details: <https://www.cai.cam.ac.uk/vacancies/cook-crone-research-bye-fellowship-2022-23>

Homerton College: Junior Research Fellowships 2022 (up to three available, including one in partnership with THIS Institute); tenure: four years from 1 October 2022 or as soon as possible thereafter; closing date: 17 January 2022 at 12 noon; further details: <https://www.homerton.cam.ac.uk/about-us/work-us/academic-staff-vacancies>

Peterhouse: Research Associateships (up to four available); non-stipendiary; tenure: two years from 7 February 2022 with a possible extension for a further year; closing date: 14 January 2022 at 9 a.m.; further details: <https://www.pet.cam.ac.uk/research-associateships>

Selwyn College: Chaplain; tenure: full-time from 1 September 2022; salary: not less than £30,497; closing date: 18 January 2022 at 12 noon; further details: <https://www.sel.cam.ac.uk/joining-selwyn/employment>

EXTERNAL NOTICES**Oxford Notice**

Saïd Business School and Green Templeton College: Professorship of Management Studies; tenure: from 1 September 2022 or as soon as possible thereafter; closing date: 18 January 2022 at 12 noon; further details: <https://www.recruit.ox.ac.uk>, vacancy ID: 155004

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