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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

28 January, *Saturday*. Congregation of the Regent House at 10 a.m. (see p. 295).

29 January, *Sunday*. Preacher before the University at 11.30 a.m., Professor Rachel Muers, formerly fellow of Girton College, member of Clare College, Chair of Divinity at the University of Edinburgh.

7 February, *Tuesday*. Discussion by videoconference at 2 p.m. (see below).

13 February, *Monday*. Lent Term divides.

Discussions (Tuesdays at 2 p.m.)	Congregations (Saturdays at 10 a.m.)
7 February	28 January
21 February	25 February
7 March	25 March
21 March	1 April

Discussion on Tuesday, 7 February 2023

The Acting 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*, 2022, p. 111) to attend a Discussion by videoconference on Tuesday, 7 February 2023 at 2 p.m. The following item will be discussed:

1. Report of the Council, dated 12 December 2022, on the transfer of parts of Statute concerning the Chest to Special Ordinance (*Reporter*, 6680, 2022–23, p. 214).

Those wishing to join the Discussion by videoconference should email UniversityDraftsman@admin.cam.ac.uk from their University email account, providing their CRSid (if a member of the collegiate University), by 10 a.m. on the date of the Discussion to receive joining instructions. Alternatively contributors 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 may ask someone else who is attending to read the remarks on their behalf.

In accordance with the regulations for Discussions, the Chair of the Board of Scrutiny or any ten members of the Regent House² may request that the Council arrange for one or more of the items listed for discussion to be discussed in person (usually in the Senate-House). Requests should be made to the Registry, on paper or by email to UniversityDraftsman@admin.cam.ac.uk from addresses within the cam.ac.uk domain, by no later than 9 a.m. on the day of the Discussion. Any changes to the Discussion schedule will be confirmed in the *Reporter* at the earliest opportunity.

General information on Discussions is provided on the University 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.

² <https://www.scrutiny.cam.ac.uk/> and https://www.admin.cam.ac.uk/reporter/regent_house_roll/.

Amending Statutes for Selwyn College

19 January 2023

The Acting Vice-Chancellor begs leave to refer to his Notice of 1 December 2022 (*Reporter*, 6679, 2022–23, p. 175), concerning the text of a Statute to amend the Statutes of Selwyn College. He hereby gives notice that in the opinion of the Council the proposed Statute makes no alteration of any Statute which affects the University, and does not require the consent of the University; that the interests of the University are not prejudiced by it, and that the Council has resolved to take no action upon it, provided that the Council will wish to reconsider the proposed Statute if it has not been submitted to the Privy Council by 19 January 2024.

Cambridge University Assistants' Contributory Pension Scheme

19 January 2023

Regulation 5 of the Ordinance on the Contributory Pension Scheme (CUACPS) (*Statutes and Ordinances*, 2022, p. 154), and Rule 5 of the Scheme rules permit the rules of the CUACPS to be amended from time to time. Except where the amendment is required to ensure the Scheme's continued approval by the Savings, Pensions, and Share Schemes Office of the Inland Revenue (now HM Revenue & Customs) such changes require the authority of a Grace.

Rule 5 of the rules of the CUACPS further provides that the University shall have the power to amend the rules of the Scheme from time to time provided that the changes have been approved by two-thirds of the Scheme's Trustee (CU Pension Trustee Limited). The proposed changes set out below were considered and approved by the Trustee on 28 November 2022.

In May 2022, the Pensions Office conducted the three-yearly re-enrolment exercise under the provisions of the auto-enrolment legislation contained in the Pensions Act 2008. During this exercise, it came to light that there is a difference between the provisions of the CUACPS rules and the practice of the Pensions Office in respect of employees who decide to opt out of the scheme, either on appointment or as a result of being re-enrolled in the CUACPS under the auto-enrolment legislation.

The Pensions Office has always treated any employees who opt out within three months of being enrolled in the CUACPS as if they had never joined the CUACPS; an adjustment is made to their salary to reflect this. However, it has come to light that the rules of the CUACPS only allow this where the opt-out occurs within *one* month of the employee being enrolled in the CUACPS or receiving the statutory information about the Scheme if this is later than the date the employee joined the CUACPS. The Council is therefore submitting a Grace to amend the CUACPS rules so that they align with the provisions governing the USS and the practice of the Pensions Office.

The current rules of the Scheme are available on the Pensions website at <https://www.pensions.admin.cam.ac.uk/cps/scheme-guides-factsheets>. An explanatory note and the changes proposed are available at <https://www.admin.cam.ac.uk/reporter/2022-23/6684/CPS-changes-Jan2023.pdf>.

The Council is submitting a Grace (Grace 1, p. 295) for the approval of this change to the Scheme rules.

Public Procurement Regulations

19 January 2023

The Council, on the advice of the Finance Committee, has declared that the University continues to remain outside the scope of the Public Contract Regulations 2015 (Directive 2014/24/EU) as amended by the Public Procurement (Amendment) (EU Exit) Regulations 2020, as it is less than 50% publicly funded. The calculation is carried out annually to ensure that it remains possible to make the declaration. It is the Council's intention that the University's procurement procedures should continue to follow the good practice as may be set out in the regulations, as well as that in the University's Financial Regulations (*Statutes and Ordinances*, 2022, p. 1057; see also: <https://www.finance.admin.cam.ac.uk/policy-and-procedures/financial-regulations>).

Leave arrangements for Pro-Vice-Chancellors and Heads of School

19 January 2023

With immediate effect

The Council and the General Board have reviewed the arrangements for leave for the Pro-Vice-Chancellors and the Heads of the Schools and have agreed to the following changes, to provide more consistency in approach and ensure the roles remain attractive to those planning to resume their research on stepping down from those offices.

- (a) The General Board has added the offices to the list in the General Board's Notice on Study Leave for Holders of Certain University Offices (reproduced in *Statutes and Ordinances*, 2022, p. 687) whose holders may apply for study leave:

Other institutions

The Pro-Vice-Chancellors.

The Heads of the Schools.

- (b) In exceptional circumstances, and with the approval of the General Board, a Pro-Vice-Chancellor or a Head of a School may take sabbatical leave and/or study leave whilst holding that office (for example, as a break between periods of service). Pay during that period of leave will be at the level payable for the underlying academic office held.
- (c) The General Board has agreed that Pro-Vice-Chancellors may apply for additional leave, of up to a maximum of three terms, at the end of their period of service, under the terms of the Additional Leave Policy,¹ currently applicable to the heads of academic institutions and the Heads of the Schools.

The Council and the General Board note that, following these changes, a Pro-Vice-Chancellor who has served for six years continuously may be permitted to take up to six terms of leave consecutively, i.e. three terms made up of a combination of study leave (based on the 80% of full time in the Pro-Vice-Chancellor role) and sabbatical leave (based on the 20% of full time in the underlying academic role), plus three terms of additional leave.

¹ <https://www.hr.admin.cam.ac.uk/policies-procedures/additional-leave-policy-0>

Twenty-seventh Report of the Board of Scrutiny: Notice in response

23 January 2023

The Council has received the Board of Scrutiny's Twenty-seventh Report and the remarks made at the Discussion on 8 November 2022 (*Reporter*, 2022–23: 6672, p. 57; 6676, p. 125). It has provided its response below to the Board's recommendations and the remarks made at the Discussion. The Council apologises for the delay in providing this response. The Council made the decision to cancel its meeting in December 2022, because the meeting was in the same week as Christmas and owing to the close proximity of the November, December and January meetings this year.

The Council agrees with the remarks made by Professor Mortier, Chair of the Board over the period covered by this Report, that Regent House engagement with University business through attendance at Discussions and participation in voting appears to have decreased in the last few years and that this is a cause for concern. However, it notes that some avenues of engagement, such as Topics of Concern and Graces initiated by members of the Regent House, are being used more frequently. The Council agrees with Professor Mortier that engagement from Regent House members is an important aspect of the University's governance arrangements. The University's governance provides several mechanisms for members to give feedback both on individual proposals and on the University's general trajectory, ensuring that the path steered by the Council is in a direction that the majority of members feel able to support. For this reason, the Council is particularly concerned that only one of the four vacancies in the November election to the Council in class (c) was filled. A further election was held in December and all vacancies have now been filled, but it is disappointing that more members of the Regent House did not stand for election to the University's principal executive and policy-making body in the first round, particularly as the Council and the Acting Vice-Chancellor had tried to encourage interest by holding an open meeting in Michaelmas Term and by emailing all members of the Regent House to remind them of the opportunity prior to the deadline for nominations.

RECOMMENDATIONS IN THE BOARD'S REPORT

1. The Board recommends that the Council undertake a review of the administration of the University's self-governing machinery, particularly the timeliness and adequacy of information provided to the Regent House and the scope for increased use of digital means to improve the provision and accessibility of up-to-date information.

The Council agrees with the Board that the University's governance processes should be appropriately supported. However, it is not clear how the Board's proposed review would resolve some of the matters to which the Board points in its Report.

The Council suggests that the Board engages directly with the University Draftsman and the *Reporter* team to explore what additional information could usefully be provided to the Regent House going forward and the scope for increased use of digital means. The Council is confident that this approach will lead to better and more timely change in the provision of information to the Regent House than a formal review.

The Council further agrees that pressure on staff in a small team, initially due to the pandemic and later due to recruitment challenges, resulted in a number of delays to the publication of material in the *Reporter*. However, the Council also notes that even in this challenging period the team responsible for the *Reporter* successfully prioritised tasks so that critical issues were dealt with promptly. Since the beginning of the current academic year the team has been back to full capacity, which should provide greater resilience and ability to support the publication of the *Reporter*.

2. The Board recommends that the EFT programme be implemented carefully but rapidly to enable the Council to establish and then publish just how serious the problem is, along with a plan to resolve it and, through collaboration with the Chief Financial Officer, to set specific quantified targets for revenue generation.

The Finance Committee has agreed a roadmap for the phased implementation of Enhanced Financial Transparency (EFT). The current timetable – for full implementation of EFT delivered through the replacement of the University Finance System and new chart of accounts – reflects the Finance Committee's requirement, as recommended by the Board of Scrutiny, for an appropriate balance between care and speed. EFT is a very significant undertaking, and the programme schedule is designed to balance an iterative process that enables the University to progressively build and test the new financial 'wiring', while, in parallel, developing and gaining consensus over the associated policy and behavioural changes demanded by a move to the 'contribution' approach.

While EFT will shed a more detailed light on financial outcomes across the spectrum of University activities, the University is not dependent on EFT to understand the high-level shape of the academic University's position and to start taking appropriate actions. The core academic University's operational cash-flow position from its primary teaching and research activities is supported by distributions from its restricted endowment reserves and direct donations to derive the overall core academic University cash flow position. The ambition is to achieve balance at this overall, operational level over time, achieving a modest, sustainable surplus of (say) £25m+ for the core academic University cash flow after restricted endowment distributions and direct donations. This would maximise funds available for investment into the University's mission and provide insurance against reductions in funding from Cambridge University Press & Assessment (CUP&A).

The University has weathered the financial impacts of the pandemic better than expected and has benefited from modest one-off income and suppressed discretionary spend. Therefore, over the past three years, the core academic University cash flow has in fact achieved a small surplus as a direct result of good financial discipline and indirect windfall income / reduced activities. However, it is still not achieving a sustainable overall core academic University cash flow surplus.

The latest update to the Ten-Year Model, which forecasts University cash flows under planned operations, was discussed by the Finance Committee and the Council in October 2022. The ‘base case’ scenario indicates an improved outlook for funding body grants from Research England and the Office for Students relative to previous forecasts, but further significant increases in forecast costs – especially energy costs. As a result, the core academic University is expected to fall into a cash deficit in the near term before substantially recovering as energy prices and inflationary impacts normalise in the medium term. There are many risks, including further cost inflation, market turbulence impacting the University’s Endowment Fund (CUEF), and CUP&A’s continuing dependency on key products.

Outside the academic University, the Council is looking to manage these risks by developing alternative profit sources in CUP&A, while adopting a more resilient long-term strategy for the CUEF. Within the bond-funded property and investment portfolio, the University has new structures in place to ensure that full commercial returns are obtained. Within the academic University, the aim is to generate a sustainable annual surplus by raising revenues and improving efficiencies – both while maintaining or enhancing the academic strengths of the University. Each School has used the discipline of the Surplus Improvement Fund to develop new and expanded Master’s Degree courses that enhance the University’s academic offering while generating incremental tuition fees, and substantial investments have been made to increase the resources targeting long-term international student recruitment and an enhanced level of philanthropic fundraising activity. Further opportunities exist, for example to increase the University’s portfolio of industrially funded research grants and contracts. Opportunities to dispose of unused, underused and energy inefficient parts of the estate will be identified and recommended to the University by the Estates Committee as part of its work to define a ten-year strategic estates plan (Recommendation 4).

Cambridge is a ‘bottom-up’ University, and the best way to implement change is to provide information and incentives to do the right thing within a clear, overarching narrative of what the University is trying to achieve. Measures have been put in place in recent years to introduce greater financial awareness and responsibility into operational resource allocation and decision-making. Operational Chest expenditure budgets were reviewed to assess the level of Chest allocation needed to support expenditure plans, and a Chest allocations framework has been implemented from 2022–23, aimed at reducing unnecessary over-allocations from unrestricted reserves. The rate of capital expenditure was reduced significantly to ensure the investment pipeline was more closely correlated to an affordable envelope, rather than depleting unrestricted reserves. The combination of these measures has installed greater discipline in the devolved University’s finances while the Finance Division develops fundamental improvements to financial transparency, planning and investment decision-making to support a culture of enhanced financial awareness and responsibility.

The most fundamental component of this journey over the medium term is a proposed move from Chest allocations to a finance system where income is received and direct costs are spent locally (i.e. where the activity originates), and the devolved organisation has visibility over the central services and infrastructure costs required to deliver its academic activities, which it can influence. This has been described as ‘local income and expenditure accounts’, and summarises the changes to financial transactions required to deliver EFT. Moving to EFT will allow Schools and institutions to develop academic and financial business plans and to understand the consequences of decisions taken. Different groups have different inherent levels of surplus-generating capacity and so will have different abilities to contribute towards central costs. However, financial transparency will allow all Schools and departments to generate additional revenues / save costs towards their academic priorities, and the EFT business plans will help the University prioritise its central investment funds.

These enhanced tools and approaches remain subject to formal agreement and – once agreed – will take time to develop and become accepted across the University. Meanwhile, the Council must support and encourage prioritised investment in key areas of the Schools’ maturing academic visions. There is no reason not to start the shift in financial behaviours and targeted academic investment today. While prioritised and financially sustainable investment in academic priorities will be best supported by the replacement finance system, embedding EFT and supported by EFT policies in due course, in the short term it is important to recognise that there are still the funds and the means to invest in genuine academic priorities in line with the Acting Vice-Chancellor’s commitment to academic excellence.

3. The Board recommends that the Council sets out how it will ensure proper accountability of UIS to the Regent House, while also encouraging and incentivising defragmentation of systems and processes across all institutions so that UIS is able to fulfil its growing role.

The Council welcomes the Board’s thoughtful and constructive engagement with the systems and processes surrounding information services. It agrees both that change is necessary to provide modern, secure and resilient services and that the University community has a vital role to play in enacting that change. Without the engagement, contributions, and goodwill of its staff and students, past and present, the University cannot ensure that the services that underpin all our working lives – from the wireless network to online examinations, email to research data storage – are fit-for-purpose and safe from cyberattack or failure.

The Council believes that a combination of accountability and open communication is needed to build this engagement with the Regent House and the wider collegiate University community. The Council delegates oversight of the University Information Services (UIS) to the Information Services Committee (ISC), which the ISC in turn carries out both directly and through its sub-committees overseeing the IT portfolios.¹ The ISC reports jointly to the Council and the General Board; in addition, it provides its minutes to the Colleges’ IT Committee (CITC) and its annual report to the CITC and Senior Tutors’ and Bursars’ Committees. Its papers and minutes are available to all Raven users via the governance website.²

¹ See the ISC’s responsibilities under its terms of reference, especially responsibility (d), available at <https://www.governance.cam.ac.uk/committees/information-services/Pages/about.aspx>; and the description of the four portfolios overseeing UIS activity, available at <https://www.uis.cam.ac.uk/it-portfolios>.

² <https://www.governance.cam.ac.uk/committees/information-services/Pages/default.aspx>.

The ISC will strengthen communication between this governance structure and the University community including the Regent House. Going forward, the Committee will publish important strategic documents, including the case for defragmentation, to all Raven users on ISC webpages. It will also publish its annual report to Raven users and provide a link in the *Reporter*. The UIS will work closely with the Governance and Compliance Division and the Office of External Affairs and Communications on the development and communication of policies affecting the University community to ensure that the process is accountable and well communicated. The Council acknowledges that the necessity of rationalising email addresses could have been better handled initially and welcomes the Board's view that lessons have been learnt.

The UIS is working directly with volunteer departments as it begins defragmentation of systems and processes. In the process, it is receiving feedback on local departmental needs, and is able to refine solutions to make sure that they work for the wider University. A Steering and Advisory Group with representation from all six Schools, Non-School Institutions and the Colleges will review learnings from the first year to ensure that this programme of work develops in ways that meet local needs. The iterative delivery approach of this programme effectively means that even once systems and processes are implemented, they will continue to be developed further in response to users' feedback.

The Council thanks the Board for highlighting the benefits of academic-led decision-making in the University's current IT governance; the case for defragmentation in addressing the piecemeal nature of IT provision; the increasing importance of fulfilling external cyber security requirements, including those of research funding bodies; and the necessity of decommissioning Hermes.

This last point was queried by Dr Rutter during the Discussion of the Board's Report. The reasons for decommissioning Hermes were set out in the Strategic Email Review commissioned by the ISC.³ The ISC formed an email service provision technical scrutiny panel to implement the Review's findings and informed the Regent House of the transition from Hermes to Exchange Online in the *Reporter* in February 2021.⁴ Exchange Online integrates with other Microsoft products already used by many of the University's staff. The transition has largely gone smoothly, completing on schedule by 31 December 2021, and has enabled better email security for users, including multi-factor authentication and screening for suspicious links.

4. The Board recommends that a structure assigning responsibilities between the Property Board and the Estates Committee is supported, and that both bodies should produce annual reports, with the Estates Committee beginning by updating the six-year-old Estates Strategy in light of the effects of the pandemic on working practices, changes to the plans for certain key sites, and the creation of the Property Board.

The Council approved terms of reference for the Estates Committee at its meeting on 28 November 2022. These set out clearly the Estates Committee's responsibilities for the governance of the operational estate, as a counterpart to the arrangements for governance of the non-operational estate by the Property Board. A Notice will be published shortly.

The Property Board produces an annual report for the Finance Committee; the Council agrees with the Board of Scrutiny's recommendation that a counterpart report should be produced by the Estates Committee. During 2023, the Estates Division will facilitate a process to define a ten-year strategic estates plan, reflecting the changes highlighted by the Board of Scrutiny. In line with its terms of reference, the Estates Committee will review that strategic plan and commend any changes to the Council and the General Board at least once every five years. Consolidated governance will also strengthen the relationship between strategic planning and the implementation of business plans for the operational estate. The terms of reference also require the Estates Committee to recommend to the Planning and Resources Committee, annually, a five-year rolling business plan for expenditure on the operational estate, together with a detailed one-year business plan setting out the annual budget.

5. The Board recommends that the Council devise a deliverable strategy for increasing the funding available for Ph.D. studies, to include investing in the Trusts and ensuring maximum participation in doctoral training partnerships.

The Student Support Initiative (SSI) has, as one of its key priorities, fundraising to increase the number of postgraduate students taking up a place at Cambridge, and to create a more diverse cohort of the most talented students. The SSI has brought significant funds (£198m) in for postgraduate students, most notably through a most generous donation of £79m for Ph.D. Scholarships from the David and Claudia Harding Foundation in January 2019. Work is continuing on widening participation at postgraduate level; data to address social and educational disadvantage exist for the UK, but postgraduate recruitment is global, and equivalent data from all countries is not currently available. The question of postgraduate widening participation therefore requires alternative approaches, which go beyond the characteristics of individual applicants. There is potential in a focus on specific regions, and in working closely with partners, and work is being done to explore these possibilities.

Over £1.7m has so far been raised through the *Get In Cambridge* campaign for the most disadvantaged UK students from under-represented ethnic minorities who hold offers to study for a Master's degree, which is an important step for many postgraduates who wish to study for a Ph.D. Discussions are ongoing with the Gates Cambridge Trust and the Cambridge Trust about how funds for scholarships and studentships might most efficiently and effectively be managed and distributed across the collegiate University.

A new team, the Postgraduate Research Office, has been established in Education Services to focus on matters relating to postgraduate research students, including understanding and responding to UKRI expectations (which includes inclusion and widening participation). The team will work closely with Schools, Faculties and Departments to support and coordinate activity relating to postgraduate research students with the aim of improving the experiences of

³ See: [https://www.governance.cam.ac.uk/committees/information-services/Documents/Strategic Email Review Findings.pdf](https://www.governance.cam.ac.uk/committees/information-services/Documents/Strategic%20Email%20Review%20Findings.pdf).

⁴ *Reporter*, 6606, 2020–21, p. 349.

postgraduate research students and their supervisors, and increasing the number of successful UKRI Doctoral Training Programme (DTP) bids. A recent bid to the Biotechnology and Biological Sciences Research Council (BBSRC) for a DTP was successful, with a higher number of awards received than expected.

6. The Board recommends that the scope and design of ongoing reviews of technology-enhanced teaching, learning and assessment are sufficiently broad and rigorous, and that further work continues to be undertaken following the end of the Technology-Enhanced Learning review to inform future strategy.

Beginning in October 2021, a comprehensive review of existing central and local services for the support of technology-enhanced teaching, learning and assessment has been carried out by a small dedicated cross-functional team based in Education Services. The review, which has covered topics ranging from lecture capture through online assessment to teaching and assessment administration, has incorporated almost forty hours of semi-structured interviews with senior stakeholders, more than twenty hours of user workshops with teaching staff and teaching administrators, and an in-depth user research project.

By way of informing future strategy, the review has identified several key problems to be addressed and has provided decision-makers with a detailed understanding of the challenges and priorities for the provision of high-quality technology-enabled teaching, learning and assessment. One of its key outputs is a proposal for the nascent Technology-enabled Learning Service to be relaunched as the Blended Learning Service, and for its capacity to be increased such that it may act as a bridge between the pedagogists in the Cambridge Centre for Teaching and Learning and the technologists in UIS's Teaching and Learning Systems and Services team, all with a view to providing contextualised guidance and hands-on support to academics and administrators seeking to use technology to improve the outcomes and experience of learners across the collegiate University. This proposal is being considered by the General Board's Education Committee and discussions are underway about resourcing.

Following a pilot of the use of an online platform for assessment by the School of the Biological Sciences, the Education Committee has established the Digital Assessment Programme Board to review the pilot and to consider options for extending the use of digital assessment to meet the aspirations of Faculties and Departments.

Future strategy for technology-enhanced teaching, learning and assessment will also include a review of the potential for expanded use of platforms for online education and assessment, including those being used by providers under the Board for Executive and Professional Education, Cambridge Advance Online, and the Institute of Continuing Education.

7. The Board recommends that the Council and the General Board urgently work to resolve concerns over inequitable treatment of non-Chest-funded staff and lack of parity between the two promotion pathways.

Heads of Institution have been informed that funding for the new Academic Career Pathway (Teaching & Scholarship) scheme will be aligned to the normal budget process for Chest and Non-Chest funding. The costs of promotion under the scheme will therefore be treated in the same way as other costs of employing staff and, as such, be budgeted for in the normal way. In the longer term, under EFT, all costs of employing staff will be absorbed within the institutions that employ them, including all costs associated with the Academic Career Pathway (Research & Teaching) scheme. Institutions will therefore be supported by their School finance teams so that for all cases of promotion for ACP (T&S) or ACP (R&T), budget is aligned for all ongoing salary costs, and deserving candidates receive appropriate recognition and reward. In this way, staff should be treated equitably irrespective of the source of funds or promotion pathway.

Representatives of the individuals who signed a request for a ballot about the proposed change in the process to transfer between the Academic Career Pathways and other key stakeholders were consulted to gain a better understanding of their concerns. The revised transfer process, approved by Grace 2 of 23 November 2022, reflected two principles agreed in the consultation: (i) that there should be equity between both academic streams; and (ii) Schools should retain autonomy as they operate differently.

8. The Board recommends that the Council announce a timetable for the completion of the reviews on casual workers and use of fixed-term contracts, and on the use of established and unestablished posts including establishment of fixed-term Professorships supported by external funding, resulting in publication of suitable policy proposals in Reports.

Phase 1 of the review of casual workers who are teaching on a regular and ongoing basis began in two institutions over the summer vacation. Phase 2 started in October 2022 with a further thirteen institutions (the highest users of casual workers). Phase 3 will begin in the remaining 75 institutions in January 2023. Taking into consideration the current workload in institutions and allowing sufficient time to address any complexities that may arise, the project is expected to be completed by 31 December 2023. A new IT system was launched in November 2022 which will significantly improve the University's management of its casual workforce and provide more accurate and detailed information about this group going forward.

A review of fixed-term employees was conducted in 2020–21, whereby institutions determined whether fixed-term employees should be transferred onto open-ended contracts of employment. The review identified around 700 employees on fixed-term contracts to be in scope and resulted in approximately 300 employees moving onto open-ended contracts.

Progress with the review of the University's guidance on the use of fixed-term contracts has unfortunately been delayed, as a result of resource being diverted to deal with more urgent matters, including Covid-related activity, industrial action and trade union recognition, together with difficulties recruiting new staff. Additional resource has now been secured and work will commence in Lent Term 2023. The HR Committee will receive a progress update at the end of Easter Term 2023.

A review of the use of established and unestablished posts will commence in Lent Term 2023. The aim is for the HR Committee to consider a proposal in Michaelmas Term 2023.

9. The Board recommends that a Report on the management of future crises is published as a matter of priority.

The Council agrees with the Board that it ought to have in place a scheme to avoid the governance-related issues encountered during the early stages of the Covid-19 pandemic. It apologises for the delay, caused by pressure of work. It will present a Report setting out its proposals for making temporary changes to matters governed by Special Ordinance, Ordinance and Order by the end of this academic year.

The Council notes the Board's comment in paragraph 88 of its Report about returning to issues raised by the review on the membership of the Regent House, specifically those concerning the membership of the Council. Noting that members of the Council are charity trustees and do not represent constituencies within the membership of the Regent House, the Council has agreed to consider these matters as part of its next self-effectiveness review, once Professor Prentice has been in office as Vice-Chancellor for a year.

RESPONSES TO OTHER POINTS RAISED IN THE BOARD'S REPORT AND AT THE DISCUSSION**Pay and pensions**

Dr Astle highlights the Board's concerns about pay, pensions and employment practices in the University (on the latter, see the response to Recommendation 8 above). The University, like many other employers, is currently facing significant challenges with regard to staff recruitment and retention, at all levels of the organisation and within all staff categories. While it is bound by the outcome of the annual national pay negotiations, it is also exploring what additional action might be taken on pay, such as the recently announced 2% non-consolidated payment (paid as 4% over the six-month period from 1 November 2022 to 30 April 2023).

The University's finite resources are being stretched as a result of rising costs. To put things in perspective, the non-pensionable £1k Exceptional Covid Payment paid to all staff earlier this year cost the University ~£13m and the 2% non-consolidated non-pensionable payment for 2022–23 is also predicted to cost ~£13m. At the same time, the University's energy costs are projected to increase from around £22m in 2021–22 to £78m in 2023–24.

Nevertheless, for the reasons Dr Astle gives, there is clearly a need to address issues around pay for the longer term. In addition, while highly significant, pay is not the only issue affecting recruitment and retention. Accordingly, a range of interventions was considered by the HR Committee in December. Those that can be implemented without further formal approval will be actioned in Lent Term 2023. The Committee will receive regular progress reports on the full suite of measures during the remainder of this academic year.

The Council considers that, given market improvements, there is likely to be an opportunity to materially enhance benefits provided by USS at the next valuation, and that, in the longer term, scheme redesign (for example including Conditional Indexation) may provide an opportunity both for higher expected benefits and greater scheme stability. A more detailed explanation of the University's position can be found in the Report of the Council in response to Grace 1 of 21 April 2022 on the Universities Superannuation Scheme (*Reporter*, 6675, 2022–23, p. 112).

Review of the Employer Justified Retirement Age

Professor Anderson, Dr Brooks and Professor Evans suggest that there should be a review of the Employer Justified Retirement Age. A review of the University's Retirement Policy had been scheduled to take place during 2019–20, but this work was postponed due to the Covid-19 pandemic. On 20 October 2022, the HR Committee agreed that the review should now take place, and this work will be progressed during this academic year. As with other recent reviews of HR policies, there will be a full consultation with the University community. Consistent with the previous review of the Retirement Policy, the HR Committee will establish an academic-led working group to conduct the review. The Committee will put forward a proposed membership for the group and draft terms of reference to the General Board and the Council. Once approved, this information will be published in the *Reporter*. The HR Committee expects to receive a paper on the outcome of the review by Michaelmas Term 2023.

HR website

Professor Evans queries the organisation and content of information held on web pages managed by the HR Division. The Council agrees that the HR website requires attention. It understands that work on the website has already been identified as a priority. The website will be updated in line with the Digital Presence Strategy and its contents reviewed as part of the HR Transformation Programme; this is expected to result in significant changes to the website. The Council remains mindful of the Board's previous cautions concerning the management of change programmes and notes that this is just one of several resources that is in line for review.

VACANCIES, APPOINTMENTS, ETC.

Appointments and grants of title

The following appointments and grants of title have been made:

APPOINTMENTS

University Assistant Professor

Education. Dr Jillian Elizabeth Lauer, B.S., *New Orleans*, Ph.D., *Atlanta*, appointed from 21 November 2022 until the retiring age and subject to a probationary period of five years.

Deputy Director of Human Resources

University Offices (Human Resources Division). Ms Thuy Bien Thi Niven, B.A., M.Sc., *Cardiff*, appointed from 1 November 2022 until the retiring age.

Senior Assistant Treasurer

University Offices (Estates Division). Ms Karen Kent appointment from 1 July 2022 until the retiring age.

GRANTS OF TITLE

Affiliated Lecturers

Applied Mathematics and Theoretical Physics. Dr Hannah Earley has been granted the title of Affiliated Lecturer from 1 October 2022 for two years. Ms Irena Borzym, *CTH*, Dr Boris Groisman, *SID*, Dr Peter O'Donnell, *ED*, Dr Orsola Rath-Spivack, *N*, and Dr Ronald Reid-Edwards, *TH*, have been granted the title of Affiliated Lecturer from 1 October 2022 for a further two years.

Law. Dr Sean Butler, *ED*, and Mr Andrea Peripoli, *PET*, have been granted the title of Affiliated Lecturer from 1 October 2022 for one year.

Pure Mathematics and Mathematical Statistics. Dr Stacey Law, *EM*, has been granted the title of Affiliated Lecturer from 1 October 2022 for two years. Dr Christopher Brookes, *CC*, Dr Rachel Camina, *F*, Professor Stuart Martin, *M*, Dr Paul Russell, *CHU*, Dr Jack Smith, *JN*, Dr Peter Treasure, Dr Simon Wadsley, *HO*, and Dr Andras Zsak, *PET*, have been granted the title of Affiliated Lecturer from 1 October 2022 for a further two years.

Psychology. Dr Jon Roozenbeek, *DAR*, has been granted the title of Affiliated Lecturer from 1 October 2022 for two years.

Vacancies in the University

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

Van Eck Professorship of Engineering in the Department of Engineering; enquiries via Minerva Search (email: vaneck@minervasearch.com); closing date: 20 February 2023; further details: <https://www.jobs.cam.ac.uk/job/39174/> and <https://www.minervasearch.com/vaneck>; quote reference: NM35102

Tata Steel Professorship of Metallurgy in the Department of Materials Science and Metallurgy; tenure: from 1 October 2023 or as soon as possible; informal enquiries: Professors Jason Robinson, Ruth Cameron and James Elliott, Joint Heads of the Department of Materials Science and Metallurgy (email: hod@msm.cam.ac.uk); closing date: 20 April 2023; further details: <https://www.jobs.cam.ac.uk/job/39115/>; quote reference: LJ35052

The University actively supports equality, diversity and inclusion and encourages applications from all sections of society. The University has a responsibility to ensure that all employees are eligible to live and work in the UK.

NOTICES BY THE GENERAL BOARD**Establishment of a Professorship of Stem Cell Medicine**

The General Board is proposing the re-establishment of a Professorship of Stem Cell Medicine from 1 July 2024, assigned to the Faculty of Clinical Medicine, on the recommendation of the Faculty Board of Clinical Medicine and the Council of the School of Clinical Medicine. The Chair of the Resource Management Committee, on behalf of the Committee, approved the funding arrangements on 1 December 2022. The Professorship is fully funded from the School's Chest allocation and any start-up costs will be shared between the School and the Department. The School has confirmed there are sufficient office and laboratory facilities to accommodate the new office-holder.

Since the first establishment of the Professorship in 2010 (*Reporter*, 6193, 2009–10, p. 1000), the field of Stem Cell Medicine has grown, providing the prospect of an increasing range of therapies to repair or replace tissues and organs damaged by disease. The Professorship is to be assigned initially to the Faculty of Clinical Medicine, to allow the research interests of the individual elected to the Professorship to be taken into account in determining the final location of the Professorship.

The General Board, on the recommendation of the Council of the School, has agreed that an election should be made by an *ad hoc* Board of Electors and that the candidature should be open without limitation or preference to all persons whose work falls within the general field of the title of the office.

The Council is submitting a Grace (Grace 2, p. 295) for the establishment of the Professorship.

Establishment of a Kuwait Professorship of Number Theory and Algebra

The General Board has agreed to propose the establishment in perpetuity of a Kuwait Professorship of Number Theory and Algebra from 1 October 2024, assigned to the Department of Pure Mathematics and Mathematical Statistics.

The Professorship was originally established in the Department in 2000 with funding for ten years from the Kuwait Foundation for the Advancement of Sciences (*Reporter*, 5752, 1998–99, p. 92). As noted in the 1998 Report, number theory and algebra are topics which remain central to basic mathematics and form the foundation of much current research. On 24 November 2022, the Chair of the Resource Management Committee, on behalf of the Committee, approved the financial arrangements. The Professorship is fully funded from the Kuwait Foundation Fund (*Statutes and Ordinances*, 2022, p. 897), and the income of the Fund is now sufficient to support the Professorship in perpetuity. The Department of Pure Mathematics and Mathematical Statistics and the School have agreed to meet any start-up costs associated with the appointment and have confirmed that there are sufficient facilities to accommodate the new office-holder.

The General Board has agreed, on the recommendation of the Council of the School of the Physical Sciences and the Department, that an election should be made by an *ad hoc* Board of Electors and that the candidature should be open without limitation or preference to all persons whose work falls within the general field of the title of the office.

The Council is submitting a Grace (Grace 3, p. 295) for the approval of the establishment of the Professorship in perpetuity.

OBITUARIES**Obituary Notice**

NIGEL WOOLDRIDGE BROWN, OBE, Honorary Member of the Royal Society of Musicians, Honorary Fellow and former City Fellow of Hughes Hall, sometime High Sheriff of Cambridgeshire, and recipient of the Queen's Award for Enterprise Promotion, died on Thursday, 19 January 2023, aged 77 years.

GRACES**Graces submitted to the Regent House on 25 January 2023**

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, 2022, p. 112), will be deemed to have been approved at **4 p.m. on Friday, 3 February 2023**. Further information on requests for a ballot or the amendment of Graces is available to members of the Regent House on the Regent House Petitions site.[§]

1. That the rules for the Cambridge University Assistants' Contributory Pension Scheme be amended as set out in the Council's Notice dated 19 January 2023 (p. 287).
2. That, on the recommendation of the General Board, a Professorship of Stem Cell Medicine be established for a single tenure from 1 July 2024, placed in the Schedule to Special Ordinance C (vii) 1, and assigned to the Faculty of Clinical Medicine.¹
3. That, on the recommendation of the General Board, a Kuwait Professorship of Number Theory and Algebra be established in perpetuity from 1 October 2024, placed in the Schedule to Special Ordinance C (vii) 1, and assigned to the Department of Pure Mathematics and Mathematical Statistics.²

¹ See the General Board's Notice, p. 294.

² See the General Board's Notice, p. 294.

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

Graces to be submitted to the Regent House at a Congregation on 28 January 2023

The Council has sanctioned the submission of the following Graces to the Regent House at a Congregation to be held on 28 January 2023:

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

1. LIONEL DAVID SMITH, Fellow of Gonville and Caius College, Downing Professor of the Laws of England (1800) in the Faculty of Law, Doctor of Civil Law of the University of Oxford (2021).

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

2. JODI SIMONE GARDNER, Fellow of St John's College, Doctor of Philosophy of the University of Oxford (2019).
3. AMY CHRISTIANE ORBEN, Fellow of Emmanuel College, Doctor of Philosophy of the University of Oxford (2020).
4. DANIEL COLIN TYLER, Vice-Master and Fellow of Trinity Hall, Doctor of Philosophy of the University of Oxford (2010).

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

5. BART DE NIJS, Fellow of Hughes Hall.
6. PATRICIA MIA GRAY, Fellow of Girton College, Professor of Economic Geography (Grade 11) in the Department of Geography.
7. VASILEIOS KOTSIDIS, Fellow of St Catharine's College.
8. GEMMA KATE MARGARET LONG, Bye-Fellow of St Edmund's College, Senior Assistant Registry in the Academic Division of the University Offices.
9. JEREMY DAVID YALLOP, Fellow of Robinson College, University Associate Professor (Grade 10) in the Department of Computer Science and Technology.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

COLLEGE NOTICES**Elections****Clare Hall**

Appointed as Bursar and elected into a Fellowship under Title A from 20 October 2022:

Per Reiff-Musgrove, M.A., *DOW*

Elected into an Official Fellowship under Title A from 1 October 2022:

Laura M. Castelli, Ph.D., *SNS Pisa*

Erma Hermens, M.A., M.A., Ph.D., *Leiden*

Elected into an Official Fellowship under Title A from 19 October 2022:

Florin Ovidiu Bilbiie, M.Sc., *Warwick*, Ph.D., *EUI Florence*

Elected into a Research Fellowship under Title C from 1 October 2022:

Giulia Maltagliati, B.A., M.A., *Pisa*, Ph.D., *Royal Holloway*

Monique Katherine Merchant, B.Sc., *Russell Sage*, M.A. *Yale*, Ph.D., *PET*

Samuel Niblett, M.A., M.Sci., Ph.D., *CTH*

Helene Scott-Fordsmand, M.A., Ph.D., *Copenhagen*

Elected into an Honorary Fellowship from 1 October 2022: Professor Stephen Toope, OC, Ph.D., *T*

Girton College

Elected to the Juliet Campbell Official Fellowship from 1 January 2023:

Michael Jason Degani, B.A., *Florida Atlantic*, M.A., *Florida*, Ph.D., *Yale*

Elected to the Cavendish Arts-Science Visiting Fellowship from 1 January 2023:

Ain Bailey, B.A. (Hons), *Central St Martin's*, M.Mus., *Goldsmiths*

Events**Clare Hall****The Betty Behrens Seminar on Classics of Historiography 2023**

Seminars will take place on the following Thursdays at 2 p.m. in the Richard Eden Suite, Clare Hall: 16 February (Professor Timothy Rood), 23 February (Professor David Wootton), 2 March (Professor George Garnett), 9 March (Professor Sir Richard J. Evans); further details and booking: <https://www.clarehall.cam.ac.uk/events/bettybehrensseminar23/>

SOCIETIES, ETC.**Cambridge Philosophical Society****G. I. Taylor Lecture**

The Society's first talk of the Lent Term will be the G. I. Taylor Lecture. It will take place in person on Monday, 30 January 2023 at the earlier time of 6 p.m. in the Bristol-Myers Squibb Lecture Theatre, Department of Chemistry, Lensfield Road. The lecture, entitled *Some wrinkles in Gauss' Theorem: Mathematics of everyday objects from pizza to umbrellas and parachutes*, will be delivered by Professor Dominic Vella, Professor of Applied Mathematics, Mathematical Institute, University of Oxford. For further details and booking, see: <https://www.cambridgephilosophicalsociety.org/events/event/professor-dominic-vella>

EXTERNAL NOTICES**Oxford Notices**

Faculty of Medieval and Modern Languages and New College, Jesus College and Merton College: Associate Professorship (or Professorship) of Russophone Literature, Thought, and Culture, 1820–1945; tenure: from 1 October 2023 or as soon as possible thereafter; closing date: 3 March 2023; further details: https://isw.changeworknow.co.uk/new_college_oxford/vms/e/careers/search/new

Faculty of Philosophy and University College: Associate Professorship (or Professorship) in Logic, and Sir Peter Strawson Fellowship in Philosophy; tenure: from 1 September 2023 or as soon as possible thereafter; closing date: 20 February 2023 at 12 noon; further details: <https://www.univ.ox.ac.uk/jobs-at-univ-2>

Brasenose College: Nicholas Kurti Research Fellowships in the Sciences and William Golding Research Fellowships in the Arts, Humanities and Social Sciences; non-stipendiary but collegiate benefits apply; tenure: from 1 October 2023 for five years for Senior Fellowships (renewable), or three years for Junior Fellowships (non-renewable); closing date: 20 February 2023 at 9 a.m.; further details: <https://www.bnc.ox.ac.uk/vacancies/academic-vacancies>

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