

CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

- 9 May, *Thursday*. Scarlet Day. Ascension Day.
 17 May, *Friday*. Congregation of the Regent House at 10 a.m.
 18 May, *Saturday*. Congregation of the Regent House at 10 a.m.
 19 May, *Sunday*. Scarlet Day. Whitsunday.
 26 May, *Sunday*. Scarlet Day. Trinity Sunday. Preacher before the University at 11.30 a.m., The Revd Dr James Gardom, Dean and Chaplain, Pembroke College, and Interim Priest-in-Charge, St Bene't's Church. *Ramsden Preacher*.
 28 May, *Tuesday*. Discussion by videoconference at 2 p.m. (see below).

Discussions (Tuesdays at 2 p.m.)

28 May
 25 June
 9 July
 16 July

Congregations (at 10 a.m. unless otherwise stated)

17 and 18 May
 19 June at 2.45 p.m. (Honorary Degrees)
 26, 27, 28 and 29 June (General Admission)
 18, 19 and 20 July

Discussion on Tuesday, 28 May 2024

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. 111) to attend a Discussion by **videoconference** on Tuesday, 28 May 2024 at 2 p.m. The following item will be discussed:

1. Report of the General Board, dated 2 May 2024, on the establishment of a Professorship of Social Anthropology (p. 562).

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/.

Notice of a benefaction

The Vice-Chancellor gives notice that she has accepted with gratitude a philanthropic grant of £5m from the trustee of a charitable trust established under the terms of the will of Dr Aola Richards to set up an endowment fund to further education and research in the zoological sciences by supporting studentships for Ph.D. students and research grants for postdoctoral researchers. The Council is submitting a Grace (Grace 2, p. 563) for the approval of regulations to govern the fund, to be called the Aola Mary Richards Fund.

VACANCIES, APPOINTMENTS, ETC.

Election

The following election has been made:

Professor CONSTANTINE YANNELIS, M.A., *Université Paris 1 Panthéon-Sorbonne*, M.A., Ph.D., *Stanford University*, Associate Professor of Finance, University of Chicago, elected Janeway Professor of Financial Economics with effect from 1 August 2024.

Vacancies in the University

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

Professorship of Paediatrics (Honorary Consultant) / Head of Department in the Department of Paediatrics; informal enquiries: Annabel Holt, Perrett Laver executive search (email: Annabel.Holt@perrettlaver.com); closing date: 17 June 2024 at 9 a.m.; further details: <https://www.jobs.cam.ac.uk/job/46370/> and <https://candidates.perrettlaver.com/vacancies/>, quote reference 7260

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.

AWARDS, ETC.

Anthony Wilkin Fund, 2024

Applications are invited for the Anthony Wilkin Studentship in Ethnology and Archaeology and for grants from the Anthony Wilkin Fund. The Fund is devoted to the encouragement of research in Ethnology and Archaeology. Applications should be submitted to the Secretary of the Faculty Board of Human, Social, and Political Science using the online form available from <https://www.arch.cam.ac.uk/prospective-students/graduate-funding> to arrive no later than **5 p.m. on 31 May 2024**. Letters of reference (two for the Studentship, one for grants) should be uploaded to the application form and submitted at the same time. The value of individual awards, including both grants and the Studentship, will be decided by the Management Committee after reviewing all applications.

Dorothy Garrod Memorial Trust, 2024

Applications are invited for the Dorothy Garrod Memorial Trust Fund. The Trust makes grants to young archaeologists intending to carry out fieldwork abroad during the Long Vacation in 2024. Applications for fieldwork within the UK are not eligible. Applications should be made via the online form, available at <https://www.arch.cam.ac.uk/prospective-students/graduate-funding>. The deadline for applications is **5 p.m. on 31 May 2024**. Applications cannot be made retrospectively.

REPORTS

Report of the General Board on the establishment of a Professorship of Social Anthropology

The GENERAL BOARD begs leave to report to the University as follows:

1. The General Board recommends the establishment of a Professorship of Social Anthropology as set out in paragraph 2 below. The funding arrangements were approved by the Chair of the Resource Management Committee on behalf of the Committee on 27 March 2024.

2. Professor Melissa Leach has been appointed to the post of Executive Director of the Cambridge Conservation Initiative (CCI) from 1 June 2024. The Board recommends that a Professorship of Social Anthropology be established for Professor Leach, to run concurrently with the Executive Directorship. An Advisory Committee met on 8 April 2024 for the purpose of determining Professor Leach's professorial standing and agreed to recommend the establishment of a personal Professorship for Professor Leach to the General Board. The Advisory Committee's membership comprised Professor Richard Penty, Head of the School of Technology, Professor Anne Ferguson-Smith, Pro-Vice-Chancellor for Research, Professor Tim Harper, Head of the School of the Humanities and Social Sciences, and Professor Pauline Rose, Faculty of Education.

3. Professor Leach is a renowned academic and policy leader with extensive international experience, combining thirty years of ethnographic work in West Africa with engagements and networks across Africa, South Asia, China and beyond. She has led national and international policy-engaged programmes and consortia across the fields of global health, environment and sustainability, food systems, and social and gender equity. For the last decade, Professor Leach has been Director of the Institute of Development Studies (IDS), helping it to become the world's leading institute for research, teaching and policy engagement in global development. She also co-founded and co-directed the Economic and Social Research Council's STEPS Research Centre and global consortium, is a Fellow of the British Academy, and has won several awards, including a Queen's Birthday Honours CBE in 2017 for services to social science.

4. The office of Professor would be held without stipend, under the provisions for leave granted under Special Ordinance C (i) 2(b).

5. The General Board recommends that a Professorship of Social Anthropology be established from 1 June 2024 for Professor Melissa Leach for the duration of her appointment to the post of Executive Director of the Cambridge Conservation Initiative, assigned to the Department of Social Anthropology, and placed in the Schedule to Special Ordinance C (vii) 1.

2 May 2024

DEBORAH PRENTICE,
Vice-Chancellor

MADELEINE ATKINS

TIM HARPER

ELLA MCPHERSON

PATRICK MAXWELL

NIGEL PEAKE

RICHARD PENTY

EMILY SO

PIETER VAN HOUTEN

BHASKAR VIRA

CHRIS YOUNG

GRACES

Graces submitted to the Regent House on 9 May 2024

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 112), will be deemed to have been approved at **4 p.m. on Friday, 17 May 2024**. 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 PricewaterhouseCoopers LLP be reappointed, in accordance with Statute F I 5, to be the qualified accountants for the audit of the University's financial statements for the financial year 2023–24.
2. That an Aola Mary Richards Fund be established in the University, to be governed by the following regulations:¹

THE AOLA MARY RICHARDS FUND

1. The benefaction received from the trustee of a charitable trust established under the terms of the will of Dr Aola Richards, together with such other sums as may be received or applied for the same purpose, shall form an endowment fund called the Aola Mary Richards Fund to further education and research in the zoological sciences by supporting studentships for Ph.D. students and research grants for postdoctoral researchers.

2. The Managers shall be responsible for the administration of the Fund and the application of its income and shall comprise the Head of the Department of Zoology, who shall be Chair, the Director of the Museum of Zoology, and one person appointed by the Faculty Board of Biology on the nomination of the Head of the Department of Zoology for three years from 1 January, which appointment may be renewed for one further period of three years.

3. Subject to Regulation 4, the income of the Fund shall be used to provide awards to Ph.D. students and postdoctoral researchers in the Department of Zoology (or exceptionally in other University institutions) conducting research in the zoological sciences, which shall be called respectively Aola Mary Richards Studentships and Aola Mary Richards Grants. When making an award, the Managers shall give preference to the following in the order shown:

- (a) within the scope of zoological sciences, to areas of study relevant to, or involving, insect biology;
- (b) where possible and legally permissible, to Ph.D. students and postdoctoral researchers with some personal connection with Australia or New Zealand, and preferably who have at some time resided in either of these two countries, in recognition of Dr Richards' own heritage;
- (c) to Ph.D. students and postdoctoral researchers who are or will be members of Trinity College.

Arrangements for awards, including the number, tenure and conditions of awards to be made in any given year, the expenses to be covered by an award, and the form of the application and selection processes, shall be at the discretion of the Managers and may provide for applications by persons who are not yet members of the University and for the financial circumstances of candidates to be taken into consideration. The expenses to be covered by an award may include the payment of the stipend, national insurance, pension contributions, and associated indirect costs of postdoctoral research posts payable by the University in addition to the other costs of the research.

¹ See the Vice-Chancellor's Notice, p. 561.

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

4. Any unexpended income in any financial year may, at the discretion of the Managers:
- (a) in so far as is legally permissible and after consultation with such other educational bodies or organisations as the Managers shall consider appropriate, be applied to make awards to any students studying at the University who have at some time resided in either Australia or New Zealand, for the promotion of education and research in the zoological sciences (and preferably insect biology). Such awards need not be confined to research, but may include any other academic enterprise;
 - (b) be applied to make an annual award to support an invited lecturer in the Department of Zoology to commemorate the contribution made by Professor Sir Vincent Wigglesworth to insect biology;
 - (c) be carried forward in any financial year for use as income in accordance with Regulation 3 in any one or more subsequent financial years or, for a period of not more than 21 years,^[1] added to the capital of the Fund.

^[1] This period will expire on 26 March 2045.

3. That Regulation 3, the third sentence of Regulation 4 and the first sentence of Regulation 7(c) of the Ordinance for the Adams Prize (*Statutes and Ordinances*, p. 772) be amended to read as follows:²

3. The Prize shall be open to any person who, on 31 October preceding the year in which the Prize is to be awarded,

- (a) holds an appointment in the United Kingdom, either in a university or in some other institution;
and
- (b) is under forty years of age, provided that the Adjudicators may vary this age limit, on a case-by-case basis, where they consider it fair and reasonable to do so.

Applicants may consult the Adjudicators in advance for a determination of eligibility.

[4.] Nominations for any person qualified under Regulation 3 to be a candidate for the Prize should be submitted to the Secretary to the Adjudicators not later than 31 October next following.

- [7.(c)] one-third to the prize-winner on the acceptance for publication within three years from the award of the Prize, by the editor of an internationally recognised journal, of a substantial original article (normally of at least twenty-five printed pages) of which the prize-winner is an author, surveying the general field of the prize-winner's research.

² The Council, on the recommendation of the General Board, the Faculty Board of Mathematics, the Adjudicators for the Prize and the Council of St John's College, is proposing these changes to encourage more applications for the Prize by revising the description of the circumstances in which the Adjudicators may vary the age limit of 40, permitting candidates for the Prize to be nominated by third parties, and extending the period in which recipients are expected to have their research accepted for publication from two to three years.

ACTA

Approval of Graces submitted to the Regent House on 24 April 2024

The Graces submitted to the Regent House on 24 April 2024 (*Reporter*, 6737, 2023–24, p. 503) were approved at 4 p.m. on Friday, 3 May 2024.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

REPORT OF DISCUSSION

Tuesday, 30 April 2024

A Discussion was convened by videoconference. Deputy Vice-Chancellor Dr Jessica Gardner, *SE*, was presiding, with the Registry's deputy, the Senior Proctor, the Deputy Junior Proctor and fourteen other persons present.

Remarks were made as follows:

Topic of concern to the University: Change to the Pro-Vice-Chancellorships

(*Reporter*, 6736, 2023–24, p. 470).

Dr D. R. H. JONES (Christ's College), read by Dr Astle:

Deputy Vice-Chancellor, the Council's response of 17 April (*Reporter*, 6736, 2023–24, p. 471) mentions two matters – (i) external candidates, and (ii) changes in portfolios. I would like to comment on (i).

The Council was already aware that many members of the Regent House had concerns about the office of Pro-Vice-Chancellor – the proposal to increase the number of PVCs from five to six was contested, and the ballot held between 15 and 24 January 2024 went against the Council's proposal. There was a large turnout (1,173). One of the fly-sheet comments said:

The University, governed by the Regent House, is a direct democracy. The gradual increase in the number of senior administrative officers raises concern about the development of governance by a parallel administrative bureaucracy rather than by the Regent House, which the administration is meant to serve.¹

The Council later (12 February) minuted that:

Members also suggested that the outcome of the ballot showed that the existing communication mechanisms between the Council, the Regent House and the student body were insufficient. They noted that the Governance and Compliance Division was working with the Office for External Affairs and Communications to consider how to address this and to improve participation in the University's governance processes.²

I find this minute deeply disturbing. It displays an arrogance that the Council are right and the Regent House are wrong. In a true democracy, if you lose a vote, you accept the result in good faith. You do not change the 'rules' so you can win next time.

Against this backdrop, two vacancies for a PVC were coming up, and the Council decided (on 24 January) to seek applications from external candidates as well as from internal candidates, in order to appoint 'the best candidate for the role'. There is no prohibition on external candidates in the 'rules', and at first sight this proposal seems fair (to candidates) and sensible (to help get a strong field). The vacancies were advertised on 28 March, two months after the decision was taken. Only now is the matter being discussed, five days after the closing date for applications.

It is perfectly possible that an external candidate will be appointed to both positions – the PVC (Research), and the PVC (Resources and Operations). In fact, as matters currently stand, there would be nothing to prevent all our PVCs being external appointments.

The fear is that external PVCs would not respect our democratic constitution, and would be subsumed into the 'parallel administrative bureaucracy'. This must not be allowed to happen. External PVCs must be appointed for

their strength of character, independence of mind, and political courage. We should not be appointing external PVCs unless the people who are involved in the selection process can assure the Regent House that they will address these concerns effectively. But I do not know to what extent that is feasible for the current appointments.

¹ *Reporter*, 6727, 2023–24, p. 256.

² Minute 904.1, University Council, *Minutes of the Meeting held on Monday 12 February 2024*, <https://www.governance.cam.ac.uk/committees/council/2024-02-12/MeetingDocuments/24.02.12%20Confirmed%20Council%20Minutes.pdf> [University Account required].

Dr W. J. ASTLE (MRC Biostatistics Unit):

Deputy Vice-Chancellor, this Discussion on a Topic of concern to the University has been called in response to the decision of the Council to consider applications for appointments to the office of Pro-Vice-Chancellor from outside the University. The Council's decision was made at its meeting of 22 January 2024 'in order to diversify expertise within the Senior Leadership Team' and 'to facilitate the widest and strongest field [of applicants]'.¹ At the meeting, the Registry explained to the Council that external recruitment was possible on either 'a combined academic-related and academic basis' or on an 'academic-related basis only'. Advertisements published on 28 March invited candidates for Pro-Vice-Chancellorships covering 'Research' or 'Resources and Operations' to submit their applications by 23 April.²

The Council published a Notice in response to the request for this Discussion, in which it explains that it 'discussed recruitment to these vacancies in January 2024' noting 'the evolution of the Pro-Vice-Chancellorships since they were first established on the recommendation of the Wass Syndicate'.³ The way in which the Council believes the offices to have changed and the relevance of this to its January decision needs explanation because this aspect of its discussion went unrecorded in the minutes of its meeting.¹

The Wass Syndicate proposed that a single office of Pro-Vice-Chancellor be established and that the holder of the office 'would be chosen from among the Heads of Houses'.⁴ Provision for a Pro-Vice-Chancellor was not included in the 'core recommendations' of the Syndicate that were approved in principle by the University in Graces of 25 April 1990⁵ and later given effect in part by the amendments to the Statutes proposed in the First Report of the Statutes and Ordinances Revision Syndicate: Office of Vice-Chancellor.^{6, 7} However, a Grace was published shortly afterwards to allow the University to decide whether an office of a Pro-Vice-Chancellor should be established.⁸

Simultaneous with the ballot on that Grace, members of the Regent House were invited to express their views 'on a proposal which would allow up to three Pro-Vice-Chancellors to be appointed' as well as whether 'it might be desirable to allow the possibility of appointing other members of the University who possess suitable abilities and relevant experience'.⁹ The first proposal was soundly rejected. Views on the second proposal were sought through the question: 'Should tenure of the office of Pro-Vice-Chancellor be restricted to Heads of Colleges?'. To which the possible answers were:

1. 'Office of Pro-Vice-Chancellor to be restricted to Heads of Colleges';
2. 'Office of Pro-Vice-Chancellor to be open to any member of the Regent House without restriction'.

Option 1 received 603 votes and option 2 received 688 votes. Neither option contemplated an external appointment.¹⁰ Nor did the only member of the University to make remarks in the subsequent Discussion on the Report that introduced the Statutes necessary to create the office of Pro-Vice-Chancellor. Mr T. N. Milner expressed his hope that restrictions will not be imposed so as to make [the office] not only for members of the Regent House, but for all senior members of this University.^{11, 12}

The Council responded that it did not propose ‘any formal restriction on eligibility for the office’, but it thought it

likely that an appointment to the office of Pro-Vice-Chancellor will be made from among the existing members of the Regent House; this was implicit in the questions on which the Regent House was invited to vote in the ballot.¹³

So, what is the evolved role of a Pro-Vice-Chancellor? According to the Statutes the Pro-Vice-Chancellors ‘report to the Council through the Vice-Chancellor’ and ‘perform such duties as may be prescribed by Statute or Ordinance and such other duties as may be determined by the Council or the Vice-Chancellor’.¹⁴ When the office was created in 1992 the Council believed

that in due course it will be desirable to make Ordinances setting out the duties of the Pro-Vice-Chancellor, but... that it would be premature to attempt to do so now.¹¹

Although no such Ordinances have been made, the Council sketched out its view of the role of the office in its 2002 Report on governance:

The Council see Pro-Vice-Chancellors – in future as at present – not as line managers in particular areas of administration, but as providing academic leadership in policy development and in the interpretation and monitoring of practice.¹⁵

It also published something like a generic job specification in a Notice of 27 October 2003.¹⁶ In this it explained that applicants should ‘hold an academic office in the University or a College’, and be ‘able to demonstrate the respect of the Cambridge academic community’. Pro-Vice-Chancellors were expected ‘to drive strategy and policy development and to support the Vice-Chancellor in providing academic leadership to the University and its management and direction’.

Those appointed to the Pro-Vice-Chancellorships recently advertised will also be expected to provide academic leadership. One (Resources and Operations) ‘for the University’s ambitious transformation programmes’ and the other (Research) ‘in areas that range from bolstering the University’s research income and guiding its research policies to enhancing a culture of research integrity and collaboration’.^{2, 17, 18} The Council believes ‘success’ in REF2029 is ‘vital to maintaining the University’s standing as a leading UK research-intensive university’.^{2, 17} By ‘growing research income’ the Pro-Vice-Chancellor (Research) will ensure ‘that the University of Cambridge maintains its international reputation for research excellence’. Whether growing income will necessarily sustain ‘excellence’ or even a reputation for ‘excellence’ seems doubtful, but it will certainly lead to an increase in the number of staff employed in the University on fixed-term contracts and on insecure permanent contracts ‘supported by limited funding for a specific purpose’. Isn’t this going to rub up against the new Pro-Vice-Chancellor’s responsibility ‘for sustaining and enhancing a supportive research culture’?

Many of the pathologies of ‘research culture’ are direct products of an overly competitive academic employment market, insecure employment practices and a pyramidal academic career structure. Broadening the base of the pyramid at Cambridge is not going to help.

The brochures describing the vacant Pro-Vice-Chancellorships – partly reproduced in the *Reporter* three weeks after they were published in the vacation by the recruitment agency Saxton Bampfylde – bake in various assumptions about University policy that the Regent House might very well reject if it were given the chance. They also contain a constitutional inaccuracy: the Council and General Board are wrongly described as being with the Regent House ‘at the head of the University’s governance structure’. The Council prospectively delegates to one appointee (Research) the power to ‘lead the development and implementation of strategy and policy’, while it expects the other (Resources and Operations) to ‘play a key role in shaping the direction of the University’, although the source of authority for that goes unexplained.^{17, 18} When the Council drafts those overdue Ordinances setting out the powers and duties of the Pro-Vice-Chancellors will it please include a requirement for a Report and Discussion on the remit and specific duties of each new appointment, before the post is advertised.

At the time of the Wass reforms the Council met every two weeks during full term.¹⁹ This year the Council is trialling a meeting schedule in which it meets twice during term and three times out of term.²⁰ Can meeting so infrequently be reconciled with the necessity for regular decision making by the democratically accountable ‘principal executive and policy-making body of the University’?²¹ If decision making is being delegated to the ‘Senior Leadership Team’, how are these unelected decision makers accountable to the University? Before the Council selects, perhaps on technocratic grounds, a new Pro-Vice-Chancellor for the ‘team’, the Regent House ought to be given the chance to approve or reject its decision to consider making an appointment from outside the University.

Before finishing, I would like to raise a procedural point regarding the attempt by the Council over the Christmas vacation to add an additional office of Pro-Vice-Chancellor. After Grace 1 of 15 December 2023²² was submitted to the Regent House with the intention of establishing ‘an office of Pro-Vice-Chancellor with responsibility for sustainability for a maximum of six years’, I wrote to the Vice-Chancellor asking that she withdraw it on the grounds it was technically deficient, because it failed to establish an office and contravened Statute C III 15¹⁴ which requires that ‘the maximum number of offices of Pro-Vice-Chancellor shall be determined by Ordinance’. The Registry replied explaining why in her opinion my argument was wrong. She later explained that her response

was not sent as a delegate of the Vice-Chancellor under Statute C III 7 but in my capacity as Registry, in which role I advise the VC frequently on many matters.

Despite writing a second time, I have received no response from the Vice-Chancellor. Several emeritus University Officers tell me that it is a long-standing constitutional convention that the Vice-Chancellor gives her reasons if she fails to exercise her power to withdraw a Grace following a request to do so by a member of the Regent House. Will the Council say whether this convention is extant?

¹ Item 891, University Council, *Minutes of the Meeting held on Monday, 22 January 2024*, <https://www.governance.cam.ac.uk/committees/council/2024-01-22/MeetingDocuments/24.01.22%20Confirmed%20Council%20Minutes.pdf>, accessed 28 April 2024 [University Account required].

² *Reporter*, 6736, 2023–24, pp. 467–468.

³ *Reporter*, 6736, 2023–24, p. 471.

⁴ *Reporter*, 5399, 1988–89, p. 636.

⁵ *Reporter*, 5434, 1989–90, pp. 659–660.

⁶ *Reporter*, 5467, 1990–91, pp. 521–525.

⁷ *Reporter*, 5470, 1990–91, p. 617.

⁸ *Reporter*, 5471, 1990–91, p. 655.

⁹ *Reporter*, 5471, 1990–91, pp. 627–630.

¹⁰ *Reporter*, 5477, 1990–91, p. 866.

¹¹ *Reporter*, 5497, 1991–92, p. 366.

¹² *Reporter*, 5500, 1991–92, p. 439.

¹³ *Reporter*, 5501, 1991–92, p. 446.

¹⁴ Statute C III 15–17 (*Statutes and Ordinances*, p. 19).

¹⁵ *Reporter*, 5890, 2001–02, p. 947.

¹⁶ *Reporter*, 5938, 2003–04, pp. 114–115.

¹⁷ Saxton Bampfylde, *Appointment to the office of: Pro-Vice-Chancellor (Research)*, <https://www.saxbam.com/wp-content/uploads/2024/03/Pro-Vice-Chancellor-Research-Appointment-Brief.pdf>, accessed 28 April 2024.

¹⁸ Saxton Bampfylde, *Appointment to the office of: Pro-Vice-Chancellor (Resources and Operations)*, <https://www.saxbam.com/wp-content/uploads/2024/03/Pro-Vice-Chancellor-Resources-and-Operations-Appointment-Brief.pdf>, accessed 28 April 2024.

¹⁹ *Reporter*, 5420, 1989–90, p. 299.

²⁰ Item 813, University Council, *Minutes of the Meeting held on Monday 22 May 2023*, <https://www.governance.cam.ac.uk/committees/council/2023-05-22/MeetingDocuments/23.05.22%20Confirmed%20Council%20Minutes.pdf>, accessed 28 April 2024 [University Account required].

²¹ Statute A IV 1(a) (*Statutes and Ordinances*, p. 6).

²² *Reporter*, 6723, 2023–24, p. 207.

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

Deputy Vice-Chancellor, I am a member of the Board of Scrutiny, but I speak in a personal capacity.

While I welcome the opportunity to participate today, I did not sign the request for the Discussion since, for better or for worse, the Council possesses the power to change the titles of PVCs and to open up their appointment to external candidates.

The task to hand is to appoint the best persons possible to the roles of the Pro-Vice-Chancellorships irrespective of whether they are internal or external, or of the wording of the titles, as long as the responsibilities are clear and the titles are not misleading. The latter point is important since, as I wrote to the then Vice-Chancellor last time one of these posts came up in 2018, ‘Names and titles do matter, e.g. at least one Director recruited into the UAS thought that he was going to ‘direct’; he had a rude awakening’. Consequently, in 2018 the initially proposed title of ‘Academic Strategy and Planning’, which was ambiguous, was refined.

I am going to focus on the PVC ‘Resources and Operations’ (in passing noting that I agree with Graham Allen that ‘Operations’ is potentially ambiguous), since this is one of the three most important posts in the leadership of the University. Further, if there is to be a Senior PVC (and, for what it is worth, I opposed the creation of that title), then the PVC for ‘Money’ should be that person.

The further particulars for the post were, as far as I can tell, only available from the head-hunters’ website. Why? This is a University post, so they should have been, and should still be, available from a University site. Based on the aforementioned experience last time this post came up, I had low expectations of the further particulars, but I am happy to say that I was wrong. They are on the whole excellent, if one ignores the typos, e.g. in the *Foreword*, PVC (Resource and Planning) morphs into PVC (Resources and Operations) in the next paragraph (does no one proofread any more). However, I am concerned that the job description is somewhat over-ambitious and the required superperson may not exist. A few comments:

- When recruiting a College Bursar, I am told that the most important character trait to check is whether or not they can say ‘no’. This also applies to the PVC for Money, so I hope that, in confirming that the applicants can develop and implement ‘a *robust* approach to prioritisation of resource across all areas of the University’s activities’ (my emphasis), the Nominating Committee will also confirm that ‘no’ is in their vocabulary.
- The person specification lists the following key skills: a ‘thorough understanding of financial management and the ability to deliver results in an environment where *authority is derived from influence and persuasion*’ (my emphasis) and a ‘thoughtful, considerate, committed and resilient approach’. This is crucial. As I noted in the Discussion of the Financial Statements for the year ended 31 July 2023,

the Academic University adjusted operating deficit is £72m... which, to my surprise, includes the £39m ‘Add-back’ uplift from CUPA..., without which the Academic University deficit would be £111m. ... from my time on the Council, the hope was at least breakeven for the Academic University.¹

This deficit is not going to be eliminated by increases in revenue (a pie-in-the-sky argument from 2020), so there are going to have to be reductions in expenditure. The PVC is going to have to persuade the Heads of the Schools, the Heads of the UAS, the UIS, CUDAR, and the University Library, and many others, to hang together rather than hang apart, and to find those cuts. This is not going to be easy, and the PVC will need to be trusted, so I might add ‘honest broker’ to the job description.

- Given the unsatisfactory state of both the University’s finances and the change programmes, the new appointment needs to get up to speed exceptionally quickly both with the University’s processes but also with its culture; we do not need another ‘bull in a china shop’. I trust that the Nominating Committee appreciates that this is going to be very difficult for an external with no knowledge of the University.
- When a VC or a Registry is recruited, the applicants meet a wide range of members of the University; in my experience of the appointment of a VC that can work very well. Given the importance of this post, might the same happen here? Moreover, the membership of the Nominating Committee should be published (as it was in 2018), since the special edition of the *Reporter*, *Members of University Bodies / Representatives of the University*, is out of date.

To return to the sharp point of this topic of Discussion, the Council's pre-emptive response notes that the vacancy in 2018 was advertised as open to externals. However, that response fails to quote the advert in full which stated that 'preference will be given to individuals with a strong connection to the collegiate University'. My memory is that there was much debate in Council as to whether to widen the appointment in 2018 and, as a member of the Council, I observed that the February 2002 Governance Consultation Paper² specifically stated that 'The Pro-Vice-Chancellors would be appointed from inside the University...'. Moreover, as Dr Astle has observed, when the office of PVC was created, the Council noted that it was implicit in the question on which the Regent House voted that PVCs would be appointed from existing members of the Regent House.

In 2018 I was persuaded, after addition of the 'preference' codicil, to open the field to externals since, as I wrote to the then VC, 'the bottom line is that the field looks weaker than in the recent past'. However, constitutionally, this is somewhat unsatisfactory because, even if the provisions in S&O are not specific about internal versus external, Regulations should mirror the spirit of commitments made in Notices/Reports (even if dating back to 2002 or earlier). Decisions that do not do so, potentially eke away at the trust that the Regent House has in the Council and the Senior Officers, and that trust is currently not at an all-time high.

Further, I agree with Graham Allen that the office of PVC is an academic post (that PVCs can apply for study leave makes it, to my mind, a slam dunk case that it is academic). Moreover, the further particulars for the PVC (Resources and Operations) repeatedly refer to providing academic leadership and an academic lead. Hence, I was confused as to why the Council were advised on 22 January 2024 that recruitment could be on a combined academic-related and academic basis or on an academic-related basis only. I endorse Mr Allen's concerns about the appointment of a PVC on any type of academic-related basis. Such an appointment would not be in the spirit of commitments made in previous Notices/Reports, and might be open to formal challenge. If the Council wishes to evolve in that direction, then there should be a Report, Discussion, Notice and Grace to that effect. Might the Council care to enlighten the Regent House as to why the academic-related proposal was contemplated?

If I was being Machiavellian I might be able to envisage a reason. However, reassigning the Office as academic-related is not the way to go about it. The University needs the best person, and if the best person does not fit the standard profile, then the Regent House should be asked to approve the appointment with an upfront argument, rather than by a loophole being exploited. The use of loopholes does not endear trust. Years ago, if there were *N* Regulations, then often the *N*th Regulation provided an escape clause so that if a good reason was given in writing (so that there was a paper trail) then one or more of the earlier Regulations could be side-stepped. Such provisions were useful, as long as they were not abused. The University needs to return to a level of trust so that such clauses can be used. The shenanigans over the Christmas vacation concerning an additional office of Pro-Vice-Chancellor, some of which are referred to by Dr Astle, did not help matters here.

This speech has gone through a number of iterations and I have exercised some comments as impolitic or, if the chance presented itself, best said in person. There is also much else that I might have added but I will finish on process.

It has been known for the best part of a year that the Office of PVC (Research) was going to become vacant. It could not be advertised until HMG had announced the new BBSRC Executive Chair, but surely preparations could have proceeded behind the scenes with an advert soon after 19 December 2023? Similarly, the University has known for the best part of three years that David Cardwell's term would end on 31 July 2024. Why is the advert for the PVC for Money so late? If an external has to give three months, or probably much more, notice, what happens on 1 August? If a Head of School or Department were to be appointed, then who is going to stand in for them? The Chairs of Finance and the Planning and Resources Committees rotated at the start of the academic year, and the state of the change programmes was known well before that, so surely there was a good idea of the scope of the new role of the PVC for Money by then. Given that this is one of the three most important leadership roles in the University, why is the advert so late? It would be impolite to suggest incompetence; maybe it is pressure of work (but the pandemic is well over); if I was being Machiavellian, it would look like a put-up job. Why?

In preparing this speech, I contemplated broken crockery in that the planning round and capital plan are shadows of their former selves, that the RAM is no more despite the continuing need to prioritise 'resource across all areas of the University's activities' and to distribute equitably financial resource (including cross-subsidies if the University is to remain inclusive), and that non-academic staff numbers have rocketed. I had a sense of déjà vu, since the first task I had when I joined the Board of Scrutiny in 2001 was to read the Shattock and Finkelstein reports on the omnishambles that was CAPSA. So, a quote from the Shattock report (with my emphasis): 'Many universities now allocate a fixed budget to the Registrar for central administrative purposes and leave him/her the task of managing the staffing establishment for the central administration *within it*'.

I also reread my comments made when Phase 1 of the North West Cambridge Development was discussed as a Topic of concern on 1 November 2015 (during which I apologised to the Regent House for 'being naïve, and believing the spin'). I said then that 'my experience suggests that the problem with appointments extends far beyond NWC'; it appears that it may still do.

¹ *Reporter*, 6736, 2023–24, p. 492.

² See *Reporter*, 5873, 2001–02, p. 508, <https://www.admin.cam.ac.uk/reporter/2001-02/weekly/5873/5.html>.

Mr G. P. ALLEN (Wolfson College) read by the Senior Proctor:

Deputy Vice-Chancellor, I supported the request for a Discussion on a Topic of concern in order for the Regent House to be informed of the Council's thinking about the evolution of the role of Pro-Vice-Chancellors as well as the current exercise to recruit two PVCs. I am not opposed to the appointment of an external candidate provided the Nominating Committee fully considers the ability of such a candidate to satisfy the demanding requirements of either job – any mistake could prove embarrassing and expensive for the individual and the University. The PVC (Resources and Operations) will be responsible for recurrent expenditure of almost £1.5bn in the Academic University and eliminating a significant annual deficit, while the PVC (Research) will oversee research income of almost £600m a year, and be responsible for ensuring an outstanding performance by the University in the next Research Excellence Framework (REF) to secure the continuation of at least the current £140m a year of Quality Related (QR) income.

Information about the current recruitments seems to have trickled out over the Easter Vacation: first an Advance Notice appeared on the *Reporter* website on 28 March 2024 which stated that the vacancies were ‘open to external and internal candidates’ and invited ‘expressions of interest’ to the Vice-Chancellor by 23 April 2024; subsequently the recruitment firm Saxton Bampfylde posted further particulars of the two appointments on its website, with a revised closing date for applications of 25 April 2024, and, on page 19, raising the possibility of ‘offering a fixed-term Personal Professorship to be coterminous with the PVC term’; finally on 17 April 2024 the Council published revised advertisements for the two roles and a Notice ‘Office of Pro-Vice-Chancellor: Council response to the Topic of concern’.¹

In its Report on governance of 17 June 2002, in the context of a proposal to enhance the role of PVCs and increase their number of from two to five, the then Council commented as follows:

The Council see Pro-Vice-Chancellors – in future as at present – not as line managers in particular areas of administration, but as providing academic leadership in policy development and in the interpretation and monitoring of practice.²

Pro-Vice-Chancellors were included in the Schedule of offices whose holders may apply for study leave on the same conditions as are laid down in Special Ordinance C (i) for University officers specified in the Schedule to Special Ordinance C (i) 1.³ This arrangement was confirmed by the Council in a Notice dated 19 January 2023,⁴ which clarified the entitlement to leave of PVCs and Heads of Schools; so as recently as last year the Council seemed clear that PVCs are academics.

However, Minute C.891 of the Council meeting on 22 January 2024 records that

...Council members had recently raised whether appointments to the office of Pro-Vice-Chancellor, which had customarily been from inside the University, could and should be open to external applicants in the future in order to diversify expertise within the Senior Leadership Team.

The Registry explained that there were two options for how future vacancies could be opened to external candidates, both of which maintained, unchanged, the terms and conditions of appointment, as set out in Statutes and Ordinances. These options were (1) recruitment on a combined academic-related and academic basis and (2) recruitment on an academic-related basis only. She noted that the Council need not choose between the options at this point. Instead, if an external were to be the preferred candidate for appointment, the Council could decide on the most suitable option for that individual.⁵

Accordingly it would seem to be the case that the Council is contemplating a shift from the position established in 2002 that academic leadership should be provided by academic PVCs who are research active and treated as equivalent to Professors and other officers with a statutory entitlement to study leave. Will the Council clarify what is meant by the option to appoint a PVC on an academic-related basis (but only for an external candidate) and what the implications of such an appointment would be for the structure of the Unified Administrative Service and the responsibilities of its directors? On the face of it there would seem to be a blurring of the line between the ministers and the civil service.

The Council’s Notice of 17 April 2024 comments that the PVC for Resources and Operations will, *inter alia*, ‘integrate academic planning with resource planning’ which many of us would recognise as a key responsibility of previous PVCs for Planning/Resources/Strategy – the portfolios have been revised over time but responsibility for ‘Planning’ has always been there. So can the Council explain: what aspects of the revised PVC portfolio constitute ‘Operations’; and how it will ensure that ‘Planning’ is not lost sight of?

Thirdly, will the Council elaborate on the possibility of offering a personal Professorship coterminous with tenure of a PVCship, which it does not mention in the advert or its Notice of 17 April 2024? There is no requirement for a PVC to hold another University office let alone a Professorship – indeed several, former and current, PVCs were not Professors at the time of their appointment. The establishment of any Professorship for a new PVC would require the approval of the Regent House, by Grace, following the publication of a Report or Notice explaining the background; the Regent House will need to be assured about the maintenance of academic standards, normally achieved through external involvement in the procedure for appointing to personal Professorships. How will the Council (and the General Board) ensure that a preferred candidate for a PVCship also satisfies the criteria for appointment before proposing the establishment of the office?

Finally, Minute 904.1 of the Council meeting of 12 February 2024 records its reflections on the rejection by the Regent House of the establishment of a sixth office of PVC and a recognition of the need to improve communication between the Council, the Regent House and the student body. In the light of that, it would surely have been a step forward for the Council to have published a Notice informing the Regent House of its thinking about PVCs shortly after its discussion on 22 January 2024, instead of burying the announcement of the vacancies on the *Reporter* website outside Full Term and only publishing a Notice on 17 April after fifty members had called this Discussion on a Topic of concern? Furthermore, it may be wise for the Council to submit a Grace now seeking approval in principle for the establishment of any personal Professorship for a successful candidate who is not already a Professor in the University.

¹ *Reporter*, 6736, 2023–24, pp. 467–471.

² *Reporter*, 5890, 2001–02, p. 947.

³ *Statutes and Ordinances*, p. 683.

⁴ *Reporter*, 6684, 2022–23, p. 287.

⁵ Minute C.891, University Council, *Minutes of the Meeting held on Monday 22 January 2024*, <https://www.governance.cam.ac.uk/committees/council/2024-01-22/MeetingDocuments/24.01.22%20Confirmed%20Council%20Minutes.pdf> [University Account required].

Professor D. A. CARDWELL (Department of Engineering and Fitzwilliam College), read by the Senior Proctor:

Deputy Vice-Chancellor, I am currently the serving as Pro-Vice-Chancellor (Strategy and Planning), but I am making these remarks in a personal capacity.

I write in strong support of the approach taken by the University Council in the recruitment of Pro-Vice-Chancellors with responsibilities for Research and Resources and Operations, respectively. The duties of the latter, in particular, will overlap extensively with those of my current role, and I feel I have a unique insight into the relevant operational and administrative issues associated with these appointments and how they will need to be taken forward in the best interests of the University.

During my time in office, I have overseen academically-significant areas of change including Financial Transformation (which incorporates Enhanced Financial Transparency (EFT)) and Reshaping our Estate. These initiatives have linked closely with other change programmes led by senior academic colleagues, including Human Resources Transformation, Reimagining Professional Services and the Research Transformation Programmes.

The University is entering a critical period in which it now needs to implement these changes in a coherent, timely and effective way. This, inevitably, means the skill set needed by members of the senior leadership team who will oversee these changes will change subtly, but significantly, to focus on change management, operations and on programme delivery. As a result, I feel it is essential that the University spreads its net as widely as possible, and that opening these appointments to external applicants can only be to our advantage. Of course, this approach does not preclude the appointment of an internal candidate to either Pro-Vice-Chancellor post, but it may well identify an individual or individuals who can bring these unique and much needed skills to the institution.

Finally, the nature of each Pro-Vice-Chancellor appointment for at least the past decade has evolved with successive appointments and the re-definition of my current role is entirely consistent with this historical approach and with the changing nature of the role(s). Relabelling my position, from 'Strategy and Planning' to 'Resources and Operations', makes complete sense given the urgent need to implement change across the University, as outlined above, and gives the University the best possible chance of delivering a successful change management programme.

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

Deputy Vice-Chancellor, the recent rejection of the proposal to create a sixth Pro-Vice-Chancellor followed the publication of a Report, a Discussion, a Grace and a Ballot. This Discussion has been called on a Topic of concern because the Council has taken some constitutionally significant decisions about Pro-Vice-Chancellors without asking the Regent House for permission. Indeed its Minutes of 24 January 2024 show that it expressly chose options which could be taken forward without changing 'the terms and conditions of appointment, as set out in *Statutes and Ordinances*', which would have required it to seek the consent of the Regent House.

This Discussion is taking place at the earliest opportunity, but after the closing date of 25 April for applications for the two vacant Pro-Vice-Chancellorships. They were simply 'announced' in an Advance Notice on the *Reporter* website on 28 March¹ and promptly advertised by the head-hunter Saxton Bampfylde, 'acting' it says as 'employment advisor' for the University and confusingly giving a closing date of 23 April.² The warrant for rushing all this through during a vacation is unclear and seems to expose the University to risk, if applicants have relied on the assurances given without reference to the Regent House.

Speaking last term on the Financial Statements,³ Stephen Cowley pointed out that Pro-Vice-Chancellors are not responsible for running parts of the administration. The *Statutes and Ordinances* have not yet got to grips with making this plain. Statute C III 15–17, tucked in after 'Removal of the Vice-Chancellor from Office' and with some Ordinances to follow, merely says that 'there shall be such number of offices of Pro-Vice-Chancellor as shall be determined by the Council subject to a maximum determined by Ordinance' and 'the maximum number of offices of Pro-Vice-Chancellor shall be five'.⁴

It remains uncertain whether this is to be an academic or an academic-related role. The Council has now raised that question afresh. In 2002, when the proposal for five Pro-Vice-Chancellorships was put up for Discussion after consultation, the Report said that the then Council

saw Pro-Vice-Chancellors – in future as at present – not as line managers in particular areas of administration, but as providing academic leadership in policy development and in the interpretation and monitoring of practice.⁵

Nevertheless the present Council's Minute of 24 January this year says the Council was told that in order not to require change to the *Statutes and Ordinances* the appointments would need to be made either on 'a combined academic-related and academic basis' or on 'an academic-related basis only'.⁶ The *Statutes and Ordinances* fail to define 'academic-relatedness'.

The Council also decided in January to open the recruitment of Pro-Vice-Chancellors to 'external candidates'. It suggested that 'the most suitable option' among the academic-related possibilities, with or without one somehow also being 'academic', might need to be permitted if the preferred candidate proved to be external. For that there is a precedent. When last open for appointment in 2018 the Pro-Vice-Chancellorship for Strategy and Planning was to be 'open to external and internal candidates', but with the stipulation, not included in the present calls for nominations and applications, that 'preference will be given to individuals with a strong connection to the collegiate University'. Moreover, it called for 'a strong academic voice'.⁷

Questions of transfer of power away from academic control may arise with the proliferation of senior roles with anything resembling executive responsibilities. That was one of the concerns which recently prompted the Regent House to vote against the addition of a sixth Pro-Vice-Chancellor. Although the Vice-Chancellor's powers are largely undefined and she is not a Chief Executive, the Pro-Vice-Chancellors sound very much like 'executives'. The Minutes of its meeting on 24 January record that the Council decided to change their titles and responsibilities, with 'Resources and Operations' replacing 'Strategy and Planning', and 'Research' replacing 'Research and International Partnerships'. The job description now published states that the role of the new Pro-Vice-Chancellor (Resources and Operations) 'is an exciting opportunity for an individual who wishes to be a visible leader' and is 'among other things', to 'integrate academic planning with resource planning'. The new Pro-Vice-Chancellor (Research) 'will lead the development and implementation of strategy and policy relating to research' and 'grow' the University's 'research income'. How much power will these Pro-Vice-Chancellors have?

The two Pro-Vice-Chancellorships have been listed among Cambridge University Vacancies as 'Professorships/Directorships'.⁸ The head-hunter's invitation to apply states that 'the Council would be open to considering the possibility of offering a fixed-term Personal Professorship, as appropriate, to be coterminous with the PVC term'. An external appointee could not fit the requirement that 'a person who does not hold an office listed in the Schedule to Special Ordinance C (i) 1 of the Statutes would only be promoted to a personal Professorship on condition that their duties after promotion remain principally those of the office from which they have been promoted'.⁹ The Schedule includes some 'Directors' but it knows nothing of Pro-Vice-Chancellors (though, untidily, they are included among the officeholders entitled to sabbatical leave).¹⁰

Is creation of such a Professorship constitutionally possible without a Grace? Statute C XI 2 is clear that 'Professorships are to be established in institutions under the supervision of the General Board either by Statute' (a change which would require both a Grace and the permission of the Privy Council), or 'by Grace of the Regent House'.

One can only request a Report with Recommendations, so that the Regent House may decide whether to approve them before this goes any further. Perhaps it could include some proposed tightening up of imperfect clarities and missing definitions in the *Statutes and Ordinances*?

¹ <https://www.reporter.admin.cam.ac.uk/files/pvc-adverts-20240328.pdf>.

² <https://www.saxbam.com/appointment/university-of-cambridge-5/> and <https://www.saxbam.com/wp-content/uploads/2024/03/Pro-Vice-Chancellor-Resources-and-Operations-Appointment-Brief.pdf>.

³ *Reporter*, 6736, 2023–24, p. 492.

⁴ *Statutes and Ordinances*, p. 19 and pp. 691–692.

⁵ *Reporter*, 5890, 2001–02, p. 947.

⁶ Minute C.891, University Council, *Minutes of the Meeting held on Monday 22 January 2024*, <https://www.governance.cam.ac.uk/committees/council/2024-01-22/MeetingDocuments/24.01.22%20Confirmed%20Council%20Minutes.pdf> [University Account required].

⁷ *Reporter*, 6494, 2017–18, p. 380.

⁸ <https://www.hr.admin.cam.ac.uk/academic-related-and-assistant-managerial-director-roles>.

⁹ https://www.acp.hr.admin.cam.ac.uk/files/acp_guidance_-_applicant_guidance_july_2021_final.pdf.

¹⁰ *Statutes and Ordinances*, p. 683.

Mr R. J. HAYNES (University Information Services), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I am a University Senior Computer Officer based in the University's Information Services, and a long-standing UCU member.¹

With appreciation for helpfully raising this Topic of concern, it is good to mention both University and union here, because together we commit ourselves to matters of concern for building up and sustaining our community. This is just such an area involving the health and wellbeing of our community, and the requirements for those in increasingly senior positions of responsibility to be fully grounded and conversant in the culture and diversity of our very community.

We have recently decided, and rightly, that we can have too many Pro-Vice-Chancellors, and that decision was in part a reminder that we need more involvement across the community for so many fundamental issues, not least in the responsibilities inherent in the substance and surrounding concerns of sustainability. For that challenge, discussions have started to have broader community representation and we believe better funding for the very initiatives already committed in these areas.

The intricacies and complex commitments embedded in the culture of our community, and the sub-cultures in the sub-communities of our great collegiate University, demand we retain the recruitment of any such position as Pro-Vice-Chancellor within those already well steeped and deeply familiar with the place, and fully ready to continue and expand engagement with the rest of our community – with all of us, as fully part of this community, rather than having to move through a long and unnecessary initiation cycle, or moving against the path set by our community. As the apt saying goes, 'culture eats strategy for breakfast', and we must respond to the prudent requirements of our collegiate culture and the necessarily developed working practices of our community.

¹ University and College Union, <https://www.ucu.org.uk>.

Professor K. MUNIR (Judge Business School and Homerton College), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I am currently the serving Pro-Vice-Chancellor (University Community and Engagement) and work closely with both the PVC for Research and International Partnerships (to be renamed 'Research' under the proposal) and PVC for Strategy and Planning (to be renamed 'Resources and Operations' under the proposal).

In order to survive and indeed, thrive, any organisation needs to adapt to changes in its environment and develop new capabilities. These capabilities can of course be grown organically or, when more suitable ones are easily available from outside, acquired. The latter does not preclude using internal resources but simply expands the choice we have. It is in this light that the PVC positions need to be seen. The University is currently grappling with the twin challenges of digitisation and a suite of transformational change programmes including in Finance, Human Resources, Research and Professional Services. These are all essential to move the University into the 21st century. And in order to make sure the tens of millions that these will cost are spent well, we need a leader in Resources and Operations who has experience and capabilities in both IT strategy and change management. So, two possible changes need to be considered. First, to handle these challenges in an appropriate manner, these need to be part of a PVC's portfolio. Second, we need to consider how opening these roles up to talent outside the University might ensure greater choice, raising the probability of finding the best person for the job. In other words, it might be entirely in the University's interest to adapt the role to the challenges confronting us and open it up to external candidates.

The same is true for the research role. The role requires developing the University's relationships with research funding councils, government bodies and strategic partners from industry and the charity sector. Research income needs to be grown substantially and the candidate needs to bring skills that allow us to do exactly that. It is again in the University's interest to open the role up to external candidates so that we consider talent beyond the University.

To sum up, these roles need to adapt to the challenges the University is facing. My own position was renamed and the emphasis changed when I applied, and it might change again. We need to keep changing the configuration of talent in the leadership team if we are to manage a University in highly testing times. And the best way to do that is through building some flexibility into our leadership roles.

Professor R. V. PENTY (Department of Engineering and Sidney Sussex College), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I am currently Head of the School of Technology but I am making these remarks in a personal capacity.

Colleagues have raised concerns that the Council has opened recruitment of Pro-Vice-Chancellors to outside the University.

The University is currently investing in a significant change programme, to modernise our financial tools and approaches, our HR support and our research grant administration. Investment in these programmes is large and the interactions between them is complex. Over the past few years these programmes have progressed, and several are now reaching the stage where they will soon begin to be rolled out to the University. The change programme cannot be allowed to fail and hence the new PVC for Resources and Operations will need to have a proven track record in programme delivery and operations as well change management in a large and complex organisation. These are skills that are rarely, if at all, built up in the academic environment from which Pro-Vice-Chancellors have been drawn in the past and so it seems extremely sensible to advertise this post outside Cambridge.

Of course the same cannot be said for the Pro-Vice-Chancellor for Research. We have many excellent colleagues who have great experience in leading major research activities and in developing strategy in this area. However this appointment is also vital to the future health of the University. REF will soon be upon us again, and the PVC will need to be able to lead us to further REF success. They will also need to guide the University to help it make the maximum impact on a world that faces an increasing number of difficult challenges as well as defending the right of our researchers to academic freedom at a time when we are all coming under increasing political pressure in that regard. Whilst I am certain we have internal candidates who would do a wonderful job, we need to have the very best appointment to the role. Hence I hope we do not have the arrogance to think that that person could only possibly come from inside Cambridge.

COLLEGE NOTICES**Vacancies**

Darwin College: Research Associates 2024; tenure: one year from 1 October 2024, with the possibility of renewal to a maximum of three years; non-stipendiary but certain collegiate benefits apply; closing date: 8 June 2024 at 5 p.m.; further details: <https://www.darwin.cam.ac.uk/vacancies/>

Murray Edwards College: College Lectureship and Fellowship in Law; tenure: from 1 September 2024, for two years in the first instance; salary: £45,585; closing date: 7 June 2024 at 12 noon; further details: <https://www.murrayedwards.cam.ac.uk/about/work-us>

College Lectureship and Fellowship in Spanish; tenure: from 1 October 2024, for two years in the first instance; salary: £45,585; closing date: 10 June 2024 at 12 noon; further details: <https://www.murrayedwards.cam.ac.uk/about/work-us>

EXTERNAL NOTICES**Oxford Notices**

New College: The Oglander Fellowship (in mathematical, physical, engineering, or life sciences); tenure: three years from 1 October 2024; salary: £26,323 plus allowances; closing date: 3 June 2024; further details: <https://talent.sage.hr/jobs/ae93940b-d756-45e3-b6c2-9274a1949f10>

Nuffield Department of Clinical Neurosciences and Pembroke College: Nuffield Professorship of Anaesthetic Science; tenure: from 1 August 2025, or as soon as possible thereafter; closing date: 19 August 2024 at 12 noon; further details: <https://www.recruit.ox.ac.uk>, vacancy ID: 167848

Andrew Chamblin Memorial Concert 2024: the eighteenth annual Andrew Chamblin Memorial Concert will be given by Wayne Marshall, OBE, on Thursday, 20 June 2024 at 8 p.m. in Christ Church Cathedral, Oxford. It will also be livestreamed online. Mr Marshall will play an hour-long programme of organ works by Dupré, Laurin and Bach. The concert is free and unticketed; livestream link: <https://tinyurl.com/oxfordconcert2024>

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