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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

- 4 December, *Wednesday*. Ballot of the Regent House, voting closes at 5 p.m.
- 6 December, *Friday*. Full Term ends.
- 10 December, *Tuesday*. Discussion by videoconference at 2 p.m. (see below).
- 18 December, *Wednesday*. Last ordinary issue of the *Reporter* in Michaelmas Term.
- 19 December, *Thursday*. Michaelmas Term ends.
- 25 December, *Wednesday*. Christmas Day. Scarlet Day.
- 5 January, *Sunday*. Lent Term begins.
- 8 January, *Wednesday*. First ordinary issue of the *Reporter* in Lent Term.

Discussion on Tuesday, 10 December 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, 10 December 2024 at 2 p.m. The following items will be discussed:

1. Report of the Council on the office of Chief Financial Officer, dated 13 November 2024 (*Reporter*, 6759, 2024–25, p. 117).
2. Joint Report of the Council and the General Board on the disbanding of the University Theatre Syndicate, dated 26 November 2024 (*Reporter*, 6761, 2024–25, p. 141).
3. Report of the General Board on arrangements for the implementation of an Academic Career Pathways (Research) scheme, dated 26 November 2024 (*Reporter*, 6761, 2024–25, p. 144).

The Annual Reports in this issue (p. 152 and p. 160) will be discussed on 21 January 2025.

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/section1.shtml.

Election to the Council in class (c)

The Vice-Chancellor gives notice that there will be an election to appoint one member of the University Council in class (c) (other members of the Regent House) under Statute A IV 2, following Dr Joy's decision to step down. The person elected will serve with immediate effect until 31 December 2026, the remainder of Dr Joy's period of appointment.

For information about the Council, the reasons for standing for election, and the duties and responsibilities of members, please see the Council's Notice published on 2 October 2024 (*Reporter*, 6753, 2024–25, p. 26).

Please could candidates send their nominations by email including electronic signatures to registry@admin.cam.ac.uk by **12 noon on Friday, 10 January 2025**. The nomination (which can be made on a form available on the governance site)¹ should include (a) a statement signed by two members of the Regent House, nominating the candidate for election and specifying the class in which the candidate is nominated, and (b) a statement signed by the candidate confirming consent to be nominated. The candidate is also required to provide a personal statement by the same date (see below).

In accordance with the regulations governing the election (*Statutes and Ordinances*, p. 118), those standing for election should send to the Registry, by 12 noon on Friday, 10 January 2024, a statement in support of their nomination, which will be provided to voters. Each statement should be no more than 500 words in length and should cover the following points:

- the candidate's present position in the University;
- previous posts held, whether in Cambridge or in other universities or outside the university system, with dates;
- the candidate's reasons for standing for election, and the experience and skills they would bring to the role;
- a note of the candidate's particular interests within the field of University business.

The complete list of nominations will be published in the *Reporter* on Wednesday, 15 January 2024.

If the election is contested, voting will take place at the same time as the vote on Grace 1 of 6 November 2024 (see the timetable published in *Reporter*, 6761, 2024–25, p. 140). **Online voting will open at 10 a.m. on Tuesday, 21 January 2025 and close at 5 p.m. on Friday, 31 January 2025.**

¹ See <https://www.governance.cam.ac.uk/committees/council/Documentspublic/CouncilNominationFormLT2025.pdf>.

VACANCIES, APPOINTMENTS, ETC.

Electors to the Dobson Professorship of Materials Science and Metallurgy

The Council has appointed members of the *ad hoc* Board of Electors to the Dobson Professorship of Materials Science and Metallurgy as follows:

Sir Richard Heaton, *R*, in the Chair, as the Vice-Chancellor's deputy

(a) *on the nomination of the Council:*

Professor Manish Chhowalla, *CHU*

Professor Sarah Haigh, *University of Manchester*

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

Professor Peter Haynes, *Imperial College London*

Professor Rachel Oliver, *R*

Professor Nigel Peake, *EM*

(c) *on the nomination of the Faculty Board of Physics and Chemistry:*

Professor James Elliott, *F*

Professor Christopher Pickard, *CHR*

Professor Rachel Thomson, *Loughborough University*

Vacancies in the University

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

Dobson Professorship of Materials Science and Metallurgy in the Department of Materials Science and Metallurgy; tenure: from 1 April 2025 or as soon as possible thereafter; informal enquiries: Professors Jason Robinson, Ruth Cameron, and James Elliott, Joint Heads of the Department (email: hod@msm.cam.ac.uk); closing date: 31 January 2025; further details: <https://www.jobs.cam.ac.uk/job/49362/>; quote reference: LJ44216

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.

REPORTS

Annual Report of the Council for the academic year 2023–24

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

Introduction

The Council presents this report on its work for the academic year 2023–24 to the University. The Report has three main sections. The first focuses on the key themes and strategic developments that have engaged the Council during the year, the second includes brief reports of the work of some of the Council's committees, and the third provides an overview of changes to the University's *Statutes and Ordinances*, senior leaders and the Council's membership.

The Council trialled a new meeting schedule during 2023–24 designed to use members' time more effectively while also enabling the Council to operate more strategically and show greater leadership in the context of large-scale institutional and external change. There were six in-person meetings, each of which started with an in-depth strategic session on a particular topic. These were supplemented with three shorter online meetings which focused on updates from the Vice-Chancellor and Pro-Vice-Chancellors on recent developments and emerging issues plus any urgent business. The strategic session in the March meeting was expanded to a residential Strategic Away Day for members of the Council, the General Board and the wider Senior Leadership Team.¹

The themes discussed in the strategic sessions and at the Away Day reflected many of the Council's current priorities including development of a people strategy, student workload, climate and environmental sustainability, financial sustainability and reshaping our estate.

This Report will concentrate on the strategic work undertaken during the year which is detailed by theme in Part I below.

This Report should be read in parallel with the Annual Report of the General Board to the Council for the academic year 2023–24 (p. 160 below), which sets out the University's academic activities and covers student and research-related matters in greater detail.

PART I: KEY THEMES AND STRATEGIC DEVELOPMENTS

Staff-related matters

Development of a people strategy

At the Strategic Away Day in March, the Council and the General Board discussed the need for a people strategy that would show that the University is a supportive place to work, where the contributions of staff are valued. They agreed that the strategy needed a pay element in the light of a study of impact of increases in the cost of living on staff. They also asked that it consider how resources could be deployed cost-effectively to enhance recruitment, staff satisfaction and retention, and recommended a more consistent approach to career development and to benefits such as flexible working. The two committees discussed a number of issues including the gender pay gap, workload and a need for rationalisation of the grade structure at the University. Their comments fed into strategy development.

In July, the Council approved the draft People Strategy and associated three-year action plan. Members welcomed the creation of a Career Development Framework to provide a clear pathway for professional services staff, similar to that for academic staff. The Council emphasised the importance of implementing the Strategy consistently throughout the University and ensuring that staff understood that they would drive its implementation. It requested that a framework of achievement which assessed the success of the implementation of the Strategy be brought to a future meeting.

Employer Justified Retirement Age (EJRA)

The Council worked throughout the year to ensure that the EJRA review fully engaged the University community and moved as quickly as possible to end uncertainty for staff and institutions. To this end, the Council closely followed the work of the Retirement Policy and EJRA Review Group and held frequent and extensive discussions on its work. In November, the Council approved a revised indicative timetable to enable any changes to be implemented in time for the September 2024 cohort of retiring staff.² In February, it discussed an update on the Review Group's draft proposals, then with legal counsel for review, and covered plans to consult on the proposals with the trade unions and to socialise the finalised proposals with the University community via town hall meetings.³

At its meeting in April, the Council fully debated and ultimately endorsed the recommendations from the Review Group. As a result, it approved the publication of a Joint Report of the Council and the General Board recommending changes to the Retirement Policy and revised EJRA.⁴ The Council supported the main recommendations, emphasised the importance of taking forward the ancillary recommendations rapidly, and commended the thoroughness of the Review Group's work.

Following a Discussion of the Regent House on 28 May and the publication of a Notice and Grace in June, a proposed amendment was put forward, seeking the abolition of the EJRA. The Council authorised its submission, and a ballot took place in July.⁵ The result was that the EJRA would be retained, but with changes to its scope and other revisions to the Policy, including: the EJRA would only apply to academic officers, the Vice-Chancellor and the Pro-Vice-Chancellors, and would take effect at the end of the academic year those officers reach age 69; and the changes to the Retirement Policy and Ordinances would be effective from 1 September 2024.⁶

Student-related matters

Although the General Board oversees academic and educational matters, the Council's continued interest in student wellbeing was reflected in its discussions throughout the year.

¹ For this purpose, the Senior Leadership Team comprised: the Vice-Chancellor, the Pro-Vice-Chancellors, the Registry, the Heads of the Schools, the Chief Financial Officer, the Executive Director of Development and Alumni Relations, and the Executive Director of Communications and External Affairs.

² *Reporter*, 6721, 2023–24, p. 167.

³ *Reporter*, 6729, 2023–24, p. 267.

⁴ *Reporter*, 6741, 2023–24, p. 578.

⁵ *Reporter*, 6748, 2023–24, p. 727.

⁶ *Reporter*, 6750, 2023–24, p. 828.

Student workload and initial recommendations of the Teaching Review

In response to the Council's request that broader consideration be given to ways of reducing student workload, a Teaching Review Task and Finish Group was established to conduct a review of teaching. The Group expects to complete its work in 2024–25. The Group has considered two primary areas: student workload and its impact on mental health and wellbeing; and the supervision system.

As part of the strategic session at its November meeting, the Council discussed potential institution-wide changes to address excessive student workload. These wide-ranging discussions included the potential cultural and systemic drivers leading to overwork among the student body and how these could be addressed; the potential administrative or organisational issues which add to student or staff workload and the best ways of tackling them; and what institution-wide changes could be made to reduce the incidence of overwork and to encourage periods of rest. The resulting suggestions and comments were relayed to the Task and Finish Group for consideration.

At its meeting in July, the Council considered initial findings from the Task and Finish Group, which included a series of themed problem and aim statements, together with eleven initial recommendations.⁷ The Council endorsed the recommendations but emphasised the importance of monitoring their implementation and assessing their effectiveness, involving students in this process. The Council will consider proposals for concrete outcomes arising from the Review in Michaelmas Term 2024.

A more detailed account of student-related matters over the 2023–24 academic year is included in the Annual Report of the General Board (at p. 160 below).

The University's finances

Financial sustainability

The long-term sustainability of the University's finances is a key priority for the Council, integral to delivering the University's mission. At the Strategic Away Day in March, attendees received an overview of the University's financial model and an update on the short- to medium-term plan to address the existing deficit.

There was wide-ranging discussion on the scale of the challenge and suggestions for measures that could be introduced immediately or in the 2024–25 academic year. The overriding recommendations were ones of change in culture and behaviour across the University to reduce costs and increase efficiency. Attendees highlighted the Enhanced Financial Transparency project (EFT), which would help staff to see the flow of money in their institutions and enable better-informed decision-making. They also commented on the significant potential for savings via the Reshaping our Estate programme and the major transformation programmes. Attendees noted that these savings might not be realised by 2026–27 but agreed that they should be accelerated where possible. Among other suggestions for action were incentivising institutions to save money or spend it more efficiently, and changing the culture of fragmentation to improve efficiency.

Sustainability

Council Working Group on the implementation of the Topping recommendations

Following the publication of the Council-commissioned Topping Study in July 2023, the Council established a Working Group to consider whether, and if so, how the recommendations from the Study might be implemented.

The Working Group presented its report to the Council at its meeting in October. The Group had concluded that Cambridge was well placed to make a meaningful contribution to the response to the climate crisis. Members agreed an overarching recommendation that the University should prioritise the development of an institutional academic strategy in climate and sustainability. They also agreed on the need for a senior academic to lead in this area.

Recognising the need for urgent action the Council also approved the Group's proposals to address the four main recommendations in the Topping Study: establishment of a positive and directed programme of University-wide strategic planning, recruitment, partnerships and fundraising; development of a clear framework for assessing the acceptability of fossil fuel funding; establishment of a plan to meet ISO 20400 standards for Sustainable Procurement; and development of a community-based communications plan to enable University-wide engagement with the issues.⁸

Progress towards developing a sustainability strategy

One of the main recommendations of the Council's Working Group on the implementation of the Topping Study was the development of a comprehensive institutional strategy covering the University's academic and operational activities. The Council considered a draft Strategic Framework for Sustainability at its strategic session in October and agreed to use it as a foundation for Topping's recommended institutional strategy. The Council debated its priorities for the University's approach to sustainability and where the University's resources and efforts should be focussed in this area. The Council agreed that the initial focus should be on climate and environmental sustainability as the most urgent and pressing areas of need, with scope to broaden the Framework in the future to cover the full range of the UN Sustainable Development Goals. Members also proposed that the development of the academic strategy should be complemented by a further piece of work focusing on education that would report to the General Board's Education Committee.

Progress towards the strategy was discussed at the joint Strategic Away Day in March. Attendees agreed that the University should develop and pursue larger-scale climate initiatives and target major philanthropic donations to fund areas where there is scope for making scientific breakthroughs. However, this should be in addition to the current expert-driven strategy and build on the existing infrastructure and initiatives, while defragmenting activities where possible. Attendees recognised the need for strong leadership in this area to champion and bring coherence to the various initiatives. They also recommended that there should be opportunities for students to participate in these initiatives ranging from options for study to internships. It was also suggested that the overall strategy should be owned by the Council, with the General Board leading on the academic side.

⁷ *Reporter*, 6749, 2023–24, p. 782.

⁸ *Reporter*, 2023–24: 6718, p. 111; 6722, p. 195.

The Council also discussed the development and oversight of the strategy on the operations side. It highlighted the need for leadership in this area as well as a better process for making decisions quickly to ensure progress.

Leadership

In July, the Council approved two proposals for the leadership of sustainability at the University, reflecting the discussion at the March Strategic Away Day and feedback from members of the Regent House on the unsuccessful proposal for a new Pro-Vice-Chancellor (Climate and Environmental Sustainability).⁹ The first was the addition of the sustainability portfolio to the office of the current Pro-Vice-Chancellor (Education) to become the office of Pro-Vice-Chancellor (Education and Environmental Sustainability). The second was to appoint a firm to carry out an assessment of the University's progress in relation to operational environmental sustainability. This would be followed by the recruitment of an expert individual on a fixed-term basis to develop and implement a strategy and plan as to how the University will achieve its sustainability goals.

Revised CBELA policy and process for considering funding from fossil fuel companies

In June, the Council considered a proposal for a revised Committee on Benefactions and External and Legal Affairs (CBELA) process for considering funding from fossil fuel companies. This revised process was designed to balance the need to articulate the level of risk associated with funding from fossil-fuel companies with the University's obligations under charity law. The Council noted that the core components of the proposal were in line with the Topping Study and the recommendations of the Council's Working Group. The Council agreed to support the proposal in principle subject to amendments strengthening the default position that the University would not accept funding from fossil fuel companies. An amended proposal was approved at the July meeting.¹⁰

The University's estate

Reshaping our Estate

In February, a joint strategic session was held between the Council and the General Board to discuss the Reshaping our Estate programme. Attendees received an update on the proposed Strategic Estate Framework and 20-year capital plan together with new draft sequencing indicators, which would test how aligned any project was to the University's mission. Attendees agreed that the Strategic Estate Framework would need to deliver on both academic and financial imperatives. They also supported the indicators in principle but suggested introducing a methodology for considering a small group of projects together until the capital plan was in place.

A number of other suggestions were made, including articulating more clearly how the programme related to other University-wide initiatives and strategies, and explaining to the University community what the programme aimed to accomplish, as well as setting out the trade-offs and options. The Council and the General Board also recommended that the affordability of estates projects should be considered alongside other University priorities.

There was general agreement on the benefits of more shared collaborative services and spaces, but that this would require a major cultural shift. Attendees also agreed that as buildings contribute to each institution's distinctive identity and culture, it would be important to articulate how these identities would be preserved while realising the benefits of the programme.

North West Cambridge development (NWC)

At its meeting in July, the Council considered the proposed key principles for a new outline planning application for the North West Cambridge masterplan. In endorsing the principles, the Council noted that the quality of the housing and lack of available amenities had been concerns from Phase 1 of the development and that lessons learnt from this should be implemented in subsequent phases. They also noted that the number of key worker homes to date was compliant with the University's obligations and that the full 50% was expected to be delivered as part of Phase 2.

PART II: REPORTS FROM COMMITTEES AND WORKING GROUPS

Audit Committee

During 2023–24, the Audit Committee's discussions focused on the challenges it set out in its Annual Report to the Council last year. The Committee requested and received updates on work to address cyber security risks arising from the University's fragmented IT infrastructure. It emphasised the urgent need to make tangible progress in addressing these risks. The Committee also discussed risks to delivery of the change and transformation programmes and will monitor progress in addressing these risks in 2024–25. In respect of the need to demonstrate compliance in a devolved operating model, the Committee welcomed the roll-out of the Head of Institution Assurance Statements exercise. This exercise provided the Committee with assurance and a better understanding of risks managed by institutions. This exercise complements and adds to the assurance received through the University's programme of internal audit.

The Committee reviewed the University Risk Register and recommended that a calibration of the Register should take place, with the aim of ensuring that the risk scoring reflected accurately the top risks currently faced by the University. The Committee also undertook deep-dives into those risks relating to research, staff recruitment and retention, and international engagement.

The Committee received updates on the audit of the Financial Statements for the University and recommended to the Council the appointment of the external auditors by Grace of the Regent House until 31 July 2024.

Finance Committee

During 2023–24, the Committee continued to focus on securing long-term financial sustainability to maintain the University's profile as a world-leading institution. The Committee's work was supported by the continued refinement of the ten-year cash-flow model and progress on the EFT project. The Committee continued to make significant and valuable contributions to the development of financial strategy in the context of the challenges of recent years, recommending to the Council investment from bond proceeds in the Cambridge West Innovation District and North West Cambridge, and the addition of £50m to the Investment Fund.

⁹ *Reporter*, 6750, 2023–24, p. 804. See also p. 157.

¹⁰ *Reporter*, 6749, 2023–24, p. 780.

The Committee welcomed a new Chair and two new members and endorsed the membership of the Nominating Committee for two new external members of the Committee. The Committee dissolved two sub-committees (the Financial Investments Sub-committee and the Finance Committee's Business Committee), noting that the heavy and specialist work undertaken by the former had now concluded, and that the latter had not met for an extended period.

The Committee received the annual Financial Statements, the quarterly management accounts, and regular Treasury and Investments Department and pension updates (supported by the work of the Pensions Working Group), as well as annual reviews of tax, insurance, and the non-operational estate (via the Property Board).

The Committee received in-depth presentations, covering the work of major parts of the University Group including the Trusts, Cambridge University Press & Assessment, and the Endowment Fund, as well as the Financial Transformation Programme.

Planning and Resources Committee (PRC)

The work of the Planning and Resources Committee has been characterised by collaboration with other University committees: with the Finance Committee to agree a University budget for 2024–25, and savings targets for 2025–26; with the Estates Committee to scrutinise business cases for a small number of urgent building projects, pending agreement of a long-term capital plan; and with the Information Services Committee to mitigate cyber security risks, pending further work across UIS, Schools and institutions to develop an investment plan for computing and information services.

Business cases to implement the Schools' academic priorities for postgraduate education continue to be tested via the Surplus Improvement Fund (SIF); several further approvals have been given in 2023–24, principally for new or expanded Master's-level courses in the Schools of Arts and Humanities, the Physical Sciences, and Clinical Medicine.

Human Resources Committee (HRC)

This year the work of the Human Resources Committee was characterised by several complex matters which were considered by the Committee on more than one occasion throughout the year. For example, following an extensive period of consultation and engagement, the Committee recommended a new People Strategy to the Council and the General Board; it approved a revised Staff and Students Relationships Policy, which was subsequently approved by the Council and the General Board;¹¹ and it received the report of a review on Being LGBTQ+ in Cambridge with its accompanying action plan.

In April, the HRC endorsed the recommendations in the report of the Retirement Policy and EJRA Review Group, which were subsequently agreed by the University following a ballot of the Regent House (see p. 152 above). A proposal to create a new Academic Career Pathway for Research staff prompted further work to align the different career pathway schemes and both matters are due to be finalised in Michaelmas Term 2024.

At the beginning of the year, a review began of the University's pay offer and grading structure, with parallel work on a Career Development Framework for professional services staff. The work is complex and scheduled to take several years to complete. However, in the meantime the Committee approved several enhancements to staff benefits which formed part of the interim pay and benefits package which was announced at the end of July.¹²

Remuneration Committee

The Remuneration Committee published the 2022–23 Annual Remuneration Report for the University in February.¹³ This report included a description of the work of the Committee and the University's approach to the pay of senior post-holders, including the Vice-Chancellor, in line with the Committee of University Chairs' Higher Education Senior Staff Remuneration Code.

In line with its terms of reference, the Committee reviewed and, as appropriate, approved new cases and renewals for market payments to Grade 12 staff, approved cases for payments to external members of certain committees, and also approved the enhancements to the market pay forms. It also led the annual process for the review of the Vice-Chancellor's performance against her objectives and will be delivering a report to the Council in October.

The Committee was kept updated on work being undertaken as part of the University's pay review and held a joint meeting with the HRC to discuss strategic pay priorities for the University.

Committee on Benefactions and External and Legal Affairs (CBELA)

The Committee on Benefactions and External and Legal Affairs is primarily concerned with the scrutiny of sources of funding to the University from a reputational perspective. It also oversees the University's legal affairs.

During 2023–24, CBELA advised the Council on the development of a new policy and process for assessing research or philanthropic funding from fossil fuel companies. CBELA gave input on early drafts of the policy, which was subsequently approved by the Council at its 15 July meeting (see p. 153 above).

The Committee also reviewed its terms of reference, proposing two major changes which were both approved by the Council.¹⁴

- changing the monetary threshold for automatic referral of low-risk items of business to the Committee from £1 million to £4 million; and
- increasing the size of the Committee's membership.

CBELA also reviewed the delegation of decision-making powers regarding engagements with external partners to three wholly-owned subsidiaries: Cambridge Enterprise, IfM Engage, and Judge Business School Executive Education Ltd. This followed a two-year trial of the delegation of powers to these entities. The Committee approved the renewal of this delegation.

¹¹ *Reporter*, 6752, 2024–25, p. 3.

¹² *Reporter*, 6751, 2023–24, p. 856.

¹³ *Reporter*, 6731, 2023–24, p. 388.

¹⁴ *Reporter*, 6735, 2023–24, p. 449.

Much of the Committee's business in 2023–24 related to international sources of funds. CBELA continued to receive guidance from an expert on engagements with universities, individuals, or other entities from the People's Republic of China, as well as guidance on research security from the University's export control team and relevant governmental bodies.

Information Services Committee (ISC)

During 2023–24, the Information Services Committee focused on enhancing University IT security, the improvement of strategic project decision-making and advancing network unification efforts.

The Committee completed development of two key information security policies to help ensure the security of University-wide information systems. The ISC recommended an Information Services Acceptable Use Policy and a Systems Management Policy to the General Board and the Council, which approved both policies.¹⁵ They came into effect on 1 April 2024 and the ISC is monitoring implementation.

Progress continued on the high-priority cyber security risk reduction plan and the Committee received a cyber security update at every meeting, including completion rates for cyber security awareness training for all staff and students. The Committee established a Recovery Task Force to oversee restoration of disrupted services following the cyber incident at the School of Clinical Medicine.

The ISC dedicated a strategic workshop and much main business to improving its understanding of UIS resourcing and delivery. The Committee agreed on the urgent need for a strategic framework and investment plan to enable a more strategic approach to resource allocation and project decision-making. In 2024–25, the ISC will focus on the delivery of interim versions of these plans.

The Committee received updates on the defragmentation of the University's wired network, agreed steps to complete the Pilot Phase, and endorsed recommendations for Phase 2 of the programme. Plans for Phase 2 will now form part of wider planning on investment into University IT.

Environmental Sustainability Strategy Committee (ESSC)

Throughout the first part of 2023–24, the Environmental Sustainability Strategy Committee continued to oversee the development of a new sustainability strategy, and in October 2024 the Committee presented the draft Strategic Framework for Sustainability to the Council (see p. 153 above).

In December 2023, the ESSC endorsed the launch and University-wide roll-out of an online tool,¹⁶ developed by the Environmental Sustainability Team, which supports institutions in developing their own Local Environmental Sustainability Plans (LESPs). The tool helps institutions to identify their key environmental impacts and the actions that they can take at the local level to address these, aligned with the University's overarching environmental commitments and plans.

In January 2024, governance responsibility for all matters relating to the environmental sustainability performance of the University's operational estate transferred from the ESSC to the new Estates Committee.

The ESSC will be consulted by the Estates Committee on strategies, policies and targets relating to the environmental sustainability performance of the operational estate. The ESSC retains responsibility for aspects of environmental sustainability that do not relate to the estate – for example, sustainable procurement, staff and student engagement, and formal reporting on the University's environmental sustainability performance.

The ESSC has continued to oversee work addressing the University's scope 3 carbon emissions, including development of the first Scope 3 Programme of Work, which pulls together activity across the University aimed at data improvements, target setting and emissions reduction relating to scope 3. The ESSC will oversee implementation of the Programme of Work.

International Strategy Committee

The International Strategy Committee continues to provide strategic direction and oversight for the University's international engagements. It also ensures responses to global crises are measured and are supportive of staff, students, and academic activities through its regional sub-committees, International Support Services, and the International Response Taskforce (IRTF).

The IRTF successfully managed student protests prompted by worldwide events, ensuring minimal disruption to University examinations, graduation ceremonies, and open days while maintaining open engagement with the protesting students and other groups throughout. Additionally, the IRTF launched the Student Humanitarian Fund, which supports students affected by conflicts and humanitarian crises.

The University's international work overseen by the Committee has also expanded across various regions and disciplines, with ongoing strategic initiatives and renewed partnerships that align with the University's global objectives. These include the Cambridge Centre for Advanced Research and Education in Singapore (CARES), deepening engagements with India, and the strategic partnerships with LMU Munich and Sciences Po (CamPo).

Estates Committee

The Estates Committee was established by the Council in November 2022 to direct the planning and oversee the development, construction, and performance management of the University's operational estate. It met for the first time in June 2023.

The major focus of the Committee's first full year of business was the development of a strategic plan for the estate through the Reshaping our Estate programme. The programme aims to deliver a higher quality and more efficient estate, which will better support the University's academic mission whilst remaining affordable for the University. In October, the Committee approved terms of reference for a programme board, reporting to it, to steer the work of the programme team. By June, the Committee was able to recommend a first draft of principles for the strategic plan to the General Board for comment. Also in June, the Committee asked the Council and the General Board to approve the methodology that will be used to support the development of a 20-year capital plan for the estate for consideration in 2024–25.

¹⁵ *Reporter*, 6729, 2023–24, p. 281.

¹⁶ See [https://universityofcambridgecloud.sharepoint.com/sites/UoC_EnvironmentalSustainability/SitePages/Local-Sustainability-Plans-\(LESPs\).aspx](https://universityofcambridgecloud.sharepoint.com/sites/UoC_EnvironmentalSustainability/SitePages/Local-Sustainability-Plans-(LESPs).aspx) (University account required).

In addition to the Reshaping our Estate work, the Committee has recommended several key building projects to the Planning and Resources Committee for approval during the course of the year. These have included the Engineering Move West Project, progression of the Sidgwick Building refurbishment project, and urgent remedial works on the Biomedical Campus, among others.

Health and Safety Executive Committee (HSEC)

In 2023–24 the Health and Safety Executive Committee received regular updates on the Review of Safety Committees and agreed that assessment of options for the committees' structure should continue. Continued review will give time for more detailed analysis and broader consultation. It will also allow the Committee to understand the impact of three major projects being rolled out by the Safety Office across the University during the 2024–25 academic year: a Safety Management Hub and digital platforms for Display Screen Equipment risk assessments and for approvals of pre-travel risk assessments. The appointment of a new Deputy Director for Health and Safety/Head of the Safety Office is being timed to continue this work.

In order to improve the transparency of reporting on the compliance of the University's estate, the Committee requested changes to the format of reporting throughout the year. This resulted in a more detailed overview of estate safety being presented to the Committee at each meeting.

The Committee received regular updates from the Consultative Committee for Safety, the Study Away Risk Assessment Committee, and the Advisory Committee for Working with People who have Offended.

Press and Assessment Board (PAB)

The Press and Assessment Board met regularly throughout 2023–24 to oversee the management of the finance, property, strategy, conduct and affairs of Cambridge University Press & Assessment. Areas of the business receiving particular attention during the year included IELTS (International English Language Testing System), OET (Occupational English Test), exam processing transformation, the Cambridge Partnership for Education, South Asia, and the Open Access and HE online course challenges within Academic publishing. There was a pervasive focus on generative AI and its potential as an opportunity as well as a threat.

A number of reviews of shared services (Finance, Technology, People & Culture) were undertaken, and the Board spent time thinking about risk management, cyber security and environmental sustainability. The organisation's annual accounts, budget and three-year plan were approved; as were the regulatory Statements of Compliance for Cambridge's assessment provision, with examinations and results continuing to return to something like pre-Covid levels. A PAB Away Day provided an opportunity for future-focused strategic thinking.

Eleven sub-committees continued to convene on a regular basis, reporting back to the PAB at each of its seven meetings in the course of the year.

Committee on Prevent and Freedom of Speech

During 2023–24, the Council received regular reports from the Committee concerning the implementation of both the Prevent duty and freedom of speech obligations at the University. These included the Committee's annual review of its Prevent Risk Register and Action Plan; the Council also approved the University's 2022–23 Prevent accountability and data return to the OfS.

The Council received various items of business concerning the University's preparations for the new statutory duties set out in the Higher Education (Freedom of Speech) Act 2023, including the draft new University Code of Practice on Freedom of Speech and an accompanying Report to the University. This Code of Practice was subsequently approved with effect from 1 August 2024, along with the repeal of previous freedom of speech documentation on which it had been based. The Council also considered a number of consequential changes to policies and procedures falling within its purview to address the draft expectations of the OfS with regard to the implementation of the new statutory duties in specific areas, such as HR policy or governance arrangements. The new statutory duties had been due to come into force on 1 August 2024, but on 26 July 2024 the new government announced that commencement would be paused, and that options will be considered going forward, which could include the amendment or repeal of the Act. The Committee will oversee developments and report to the Council as necessary during 2024–25.

PART III: BALLOTS AND CHANGES TO STATUTES, MEMBERSHIP AND PERSONNEL

Ballots and Topics of concern

In December 2023, the Council confirmed that it would call a ballot in June 2024 on proposals arising from the review of the University's Retirement Policy (see p. 152 above). A Topic of concern on the abolition of forced retirement was discussed in May 2024 alongside the review's recommendations to revise the Retirement Policy and EJRA.¹⁷ Members of the Regent House proposed an amendment, which sought to replace the review's recommendations with an alternative proposal to abolish the EJRA. The Council agreed to put this amendment on the ballot paper.¹⁸ In the vote, for which there was the highest turnout in at least the last decade (48.7%), the review's recommendations were approved by a clear margin.¹⁹

In January 2024, the Council called a ballot on a proposal asking the Regent House to permit the Council to appoint a sixth Pro-Vice-Chancellor (PVC) with responsibility for sustainability for a maximum of six years. This replaced an earlier proposal for the permanent addition of a sixth Pro-Vice-Chancellor on which a ballot had been requested. The proposal was not approved (555 in favour; 618 against).²⁰ A Topic of concern on changes to the Pro-Vice-Chancellorships, discussed in April 2024, raised points connected to this proposal and other matters.²¹

¹⁷ *Reporter*, 2023–24: 6741, p. 576; 6745, p. 661.

¹⁸ *Reporter*, 6748, 2023–24, p. 727.

¹⁹ See footnote 6.

²⁰ *Reporter*, 2023–24: 6723, p. 206; 6727, p. 250.

²¹ *Reporter*: 2023–24: 6736, p. 470; 6744, p. 625.

In July 2024, the Council announced plans to provide leadership for environmental sustainability, which included adding this responsibility to the portfolio of the current PVC (Education) (see p. 154 above).²²

A third Topic of concern, on MRC Unit funding, was discussed later in May 2024.²³

Members of the Regent House requested a ballot on a proposal to introduce a ten-year fixed term for the Chancellor and High Steward and related changes to Statute.²⁴ In the ballot in October 2024, the Regent House approved the proposal.²⁵ The Privy Council Office has received the proposed amendments to the University's Statutes.

Changes to the University's Statutes

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

The following changes to Statute were approved during the academic year:

- February 2024: Amendments to Statutes F I and F II and other changes to transfer from Statute to Special Ordinance references to the Chest and the description of the Reports on the University's financial position that the Council is to make to the University, and also to make corrections and other minor changes.²⁶
- May 2024: A change to Statute D II 12 to permit the Vice-Chancellor to revise the overall degree classification of a candidate in accordance with the advice of a disciplinary panel or disciplinary appeal panel.²⁷

Changes in the University's senior leadership

In January 2024, on the recommendation of the Nominating Committee for the Office of Pro-Vice-Chancellor, the Council agreed that, after the conclusion of Professor Cardwell's second term as Pro-Vice-Chancellor (Strategy and Planning) on 31 July 2024, the portfolio should be repositioned as 'Resources and Operations'. This was to reflect the different calls on the University's resources and the consequential need for a greater focus on prioritisation and operational effectiveness. The Council also agreed that, after the conclusion of Professor Ferguson-Smith's

term as Pro-Vice-Chancellor (Research and International Partnerships) on 30 June 2024, the portfolio would revert to 'Research'.

Dr Diarmuid O'Brien, *EM*, was appointed to the office of Pro-Vice-Chancellor (Innovation) for a first term of three years with effect from 15 April 2024. Professor Sir John Aston, *CHU*, was appointed to the office of Pro-Vice-Chancellor (Research) for a first term of three years from 1 September 2024. Professor Anna Philpott, *CL*, was appointed to the office of Pro-Vice-Chancellor (Resources and Operations) for a first term of three years from 1 October 2024. Professor Kamal Munir, *HO*, was reappointed to the office of Pro-Vice-Chancellor (University Community and Engagement) for a second term of three years from 1 October 2024.

The Council extended the term of Professor David Cardwell, *F*, as Pro-Vice-Chancellor (Strategy and Planning) from 1 August to 30 September 2024, until Professor Philpott joined as Pro-Vice-Chancellor (Resources and Operations).

In July 2024, on the recommendation of the Nominating Committee for the Office of Pro-Vice-Chancellor, the Council agreed that the portfolio of the role currently known as Pro-Vice-Chancellor (Education) be amended to lead on the sustainability portfolio from 1 September 2024. The Council agreed that the role be renamed Pro-Vice-Chancellor (Education and Environmental Sustainability).

The General Board approved the appointment of Professor Jocelyn Wyburd as the Head of the School of the Arts and Humanities from 1 October 2024 until 30 September 2028, following the election of the Head of School, Professor Chris Young, as Master of St Edmund's College.

The Board approved the appointment of Professor Ed Bullmore as Interim Head of the School of Clinical Medicine from 1 October 2024 to 31 December 2024, while the Head of School, Professor Patrick Maxwell, is on sabbatical leave. It further approved the appointment of Professor Jon Simons as Acting Head of the School of the Biological Sciences from 1 October 2024 until the appointment of the new Head of School, following the appointment of the Head of School, Professor Philpott, as Pro-Vice-Chancellor (Resources and Operations).

²² *Reporter*, 6750, 2023–24, p. 804.

²³ *Reporter*, 2023–24: 6745, p. 660; 6748, p. 773; 6751, p. 857.

²⁴ *Reporter*, 6751, 2023–24, p. 855.

²⁵ *Reporter*, 6758, 2024–25, p. 106.

²⁶ *Reporter*, 6732, 2023–24, p. 405.

²⁷ *Reporter*, 6743, 2023–24, p. 613.

Council membership

Council members (other than *ex officio* and student members) serve for four years from 1 January. Student members of the Council serve for one year from 1 July. Council membership for the 2023–24 academic year was as follows:

The Chancellor**The Vice-Chancellor (Chair)**

Professor Deborah Prentice

Elected as Heads of Colleges (class (a))

Professor Dame Madeleine Atkins, *LC*

Ms Heather Hancock, *JN*

Baroness Sally Morgan of Huyton, *F*

Professor Pippa Rogerson, *CAI* (until 15 July 2024)

Professor Alan Short, *CLH* (from 16 July 2024)

Elected as Professors, Clinical Professors, Readers or Professors (Grade 11) (class (b))

Professor Anthony Davenport, *CTH*

Professor Richard Mortier, *CHR*

Professor Sharon Peacock, *JN*

Professor Jason Scott-Warren, *CAI*

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

Dr Zoe Adams, *K*

Ms Milly Bodfish

Mr John Dix, *DAR*

Dr Louise Joy, *HO*

Dr Ann Kaminski, *ED* (until 31 October 2023)

Mr Scott Mandelbrote, *PET*

Dr Ella McPherson, *Q* (from 5 March 2024)

Dr Michael Sewell, *SE*

Dr Pieter van Houten, *CHU*

Student members (class (d))

Ms Sarah Anderson, *F* (from 1 July 2024)

Mr Sumouli Bhattacharjee, *F* (from 1 July 2024)

Mr Sam Carling, *CHR* (until 30 June 2024)

Mr Fergus Kirman, *CHR* (until 30 June 2024)

Mr Alex Myall, *R* (from 1 July 2024)

Mr Vareesh Pratap, *LC* (until 30 June 2024)

External members (class (e))

Ms Gaenor Anne Bagley, *TH*

Ms Sharon Flood

Professor Sir Alexander Halliday

Professor Andrew Wathey

4 December 2024

DEBORAH PRENTICE,
Vice-Chancellor

ZOE ADAMS

SARAH ANDERSON

MADELEINE ATKINS

GAENOR BAGLEY

SUMOULI BHATTACHARJEE

ANTHONY DAVENPORT

JOHN DIX

SHARON FLOOD

ALEX HALLIDAY

HEATHER HANCOCK

LOUISE JOY

ELLA MCPHERSON

SCOTT MANDELBROTE

SALLY MORGAN

RICHARD MORTIER

ALEX MYALL

SHARON PEACOCK

JASON SCOTT-WARREN

ANDREW WATHEY

MICHAEL SEWELL

PIETER VAN HOUTEN

Annual Report of the General Board to the Council for the academic year 2023–24

In accordance with Statute A V 1(a), the General Board makes the following Report to the Council on the discharge of its duties during the academic year 2023–24:

Introduction

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

1. Key themes and strategic developments
 - 1.1 Academic strategy and planning
 - 1.2 Education and other student-related matters
 - 1.3 Research matters
 - 1.4 Human resources matters
 - 1.5 Other matters
2. Reports from committees
3. Other items of business

1. KEY THEMES AND STRATEGIC DEVELOPMENTS

1.1 Academic strategy and planning

The General Board identified four priority areas across the Schools through the planning process during 2022–23. These were: securing additional funding for postgraduate scholarships; growing and diversifying research income; curriculum review and reform to address staff and student workload issues; and prioritisation of capital investment in buildings, including a longer-term plan based on academic priorities.

During 2023–24, a review of scholarship funding arrangements in the University was undertaken to identify ways in which the University's operations might be improved to increase efficiency and to improve the experience of applicants. The Board will receive a progress update during Michaelmas Term 2024.

School research plans were considered at the joint Council and General Board strategic away-day meeting at the end of Lent Term. Investment in people, postgraduate scholarships and infrastructure were identified as three key elements to support School research priorities. Other topics discussed at the meeting included financial sustainability, climate and environmental sustainability, philanthropic priorities and putting people first.

A task and finish group was established in Michaelmas Term 2023 to lead a review of teaching and learning focused on the issue of undergraduate student workload (see next section).

As part of annual planning meetings with Schools during Lent Term 2024 a schedule of capital projects was prepared to capture School academic priorities for capital investment. These priority projects will be incorporated into the wider Estates master planning programme (Reshaping our Estate). Pending the wider master plan, the General Board has been considering individual cases recommended by the Estates Committee to ensure that they are an academic priority.

1.2 Education and other student-related matters

Review of Teaching and student workload

In December, the General Board and the Colleges' Committee commissioned a Review of Teaching to consider ways to reduce student workload and its impact on mental health and wellbeing, and the sustainability of the supervision system. The review included consideration of the available resources for supervision, both personnel and financial, and how these relate to the quality of educational provision. The group provided an interim report to the General Board and the Council in Easter Term 2024 which identified a set of problem statements and proposed actions to address them.¹ The Board, for its part, approved the initial recommendations for implementation.

In 2022–23, the General Board had considered a proposal to run a pilot for the introduction of a reading week, as a means of reducing workload pressure on students. This is now an option under consideration as part of the Review of Teaching.

Review of Examination Regulations post Marking and Assessment Boycott

A task and finish group was set up in October to conduct a review of the University's examination regulations, in light of the lessons learned during the marking and assessment boycott (MAB) in 2023. The group agreed also to look at measures that should be available in the event of major disruption to examinations in Phase 1 pending a more in-depth review of examination governance in Phase 2. The Board received the group's recommendations for Phase 1 of the review in November. Publication of the associated Report was postponed while the Acting Commissary responded to a representation received from a member of the Regent House about decisions taken during the MAB. In July, following the outcome of the Acting Commissary's review, the Board approved a Report for publication outlining the group's recommendations and some clarifications. The General Board expects to receive the group's Phase 2 recommendations during 2024–25.

Access and Participation Plan

In April, the Board considered and endorsed the University's draft Access and Participation Plan (APP) for 2025–26 to 2028–29, prior to its finalisation and approval by the Council in June. The Office for Students (OfS) requires all universities to submit access and participation plans, and to undertake an assessment of risks in relation to the national Equality of Opportunity Risk Register, published by the OfS. This resulted in the identification of six key risks, and the drafting of associated interventions. The Board also noted the high volume of work being undertaken by the University and the Colleges, and the many positive activities that do not fall within the priority areas of the OfS. The APP was approved by the OfS in September.

¹ *Reporter*, 6749, 2023–24, p. 782.

Undergraduate admissions

Consultations on the proposed changes to undergraduate admissions governance are ongoing, with the intention that an agreed set of proposals will be in place for the start of the 2025–26 academic year. Existing undergraduate admissions governance structures are being reviewed and, where appropriate, committees are being merged or discontinued. The General Board will receive an update during 2024–25.

Recommendations of the Black, Asian, and Minoritised Ethnic Student Mental Health Advisory Group

Following the Strategic Review of Student Mental Health in 2021, a number of task and finish groups were convened, reporting to the newly convened Joint Wellbeing Committee (JWC). The Black, Asian and Minoritised Ethnic Student Mental Health Advisory Group produced a report with recommendations for the University and Colleges to improve the experience of minoritised students, and in July the General Board considered a paper outlining seven key recommendations. The Board requested that the recommendations referred to it by the JWC be considered by its relevant sub-committees.

Review of Disability Support

In late November, the Board endorsed the terms of reference of the Review of Disability Support Task and Finish Group. The Group was convened following a review of examination and assessment adjustments, commissioned by the General Board's Education Committee (GBEC) and conducted by external consultants (SUMS). The Group concluded that a review should be undertaken of the University's overall approach to supporting disabled students prior to various other recommendations being implemented. The review will include the development of a framework to explain how all parts of the collegiate University are expected to operate. The Group is due to report its findings to GBEC in Michaelmas Term 2024.

Student Complaint Procedure

In May, the Board approved revisions to the Student Complaint Procedure. The revisions had been recommended to enable the procedure to: align with more recent updates in student conduct procedures; comply with guidance and case outcomes received from the Office of the Independent Adjudicator (OIA) in the last six years; specify the process for investigating student complaints of staff misconduct; and take into account up-to-date legal guidance.²

Conflict in the Middle East

In response to the ongoing conflict in the Middle East, the University has been actively supporting affected members of its community. Through the Pro-Vice-Chancellor for Education and the Pro-Vice-Chancellor for Community and Engagement, the University ensured that students and staff were aware of available support services, both within Colleges and the broader University, while maintaining open dialogue with protesting students and other groups.

A designated contact point, the University's International Operations Response Group, was established for Heads of Institutions and others impacted by the conflict to address related queries. Feedback indicated that the group's responses were thoughtful and effective. Additionally, the University launched the Student Humanitarian Fund, which supports students affected by conflicts and humanitarian crises.

The University's approach ensured minimal disruption to examinations, graduation ceremonies, and open days during this critical period, while continuing open dialogue with protesting students and other groups.

1.3 Research matters

Research Excellence Framework (REF) 2028

The General Board considered the University's draft response to the consultation on the assessment of people, culture and environment in the Research Excellence Framework 2028³ at its meeting on 29 November, and received the final submission in December.

Knowledge Excellence Framework

The General Board was informed of the results of the Knowledge Excellence Framework (KEF3) 2023, highlighting that the University continues to be in the top quintile (5 – very high engagement) of Cluster V⁴ for four out of the seven KEF perspectives (IP and commercialisation, research partnerships, working with business, and working with the public and third sectors). This is comparable to the performance of King's College London, Oxford, Southampton, UCL and Nottingham. Only Imperial and the University of Birmingham ranked higher in this exercise.

Cambridge performs below the Cluster V average in four metrics:⁵ graduate start-ups; licensing and other IP; Innovate UK income; and regeneration and development income. The Impact and Knowledge Exchange team has identified that the apparent below-average performance in these areas is due to lack of accurate data, sector differences in interpretation of guidance, and/or Cambridge activity not mapping directly into HESA categories, rather than actual performance in these areas. Work has started to identify potential improvements in the University's data, and to examine any potential barriers to realising these improvements.

Environmental sustainability research strategy and practice

In May, the Board received a report from a working group set up to produce proposals for a comprehensive strategy in the areas of climate and environmental sustainability research. The Board advised on the next steps in developing the strategy, that this should involve further consideration of certain aspects of the proposals, the creation of an academic steering group, and that the proposals should be socialised at School research committees. The Board recommended the development of a narrative to assist with philanthropic funding, and greater clarity on how the top-down elements of a strategic priority area could help to de-silo local projects and foster cross-School activities.

² *Reporter*, 6745, 2023–24, p. 669.

³ The next exercise is planned for 2029.

⁴ Very large, research-intensive universities.

⁵ Each KEF perspective is made up of a set of metrics.

In July, the Board endorsed the recommendations of the Environmental Sustainability Strategy Committee, Research Policy Committee, and Sustainable Research Working Group, that the University should become a signatory of the Concordat for the Environmental Sustainability of Research and Innovation (R&I) Practice. The Concordat covers all aspects of environmental sustainability and includes commitments and guidance for research and innovation organisations. Signatories of the Concordat are required to work to ensure the future design and practice of R&I is environmentally sustainable.

Research income

During 2023–24, the Board commented on a draft revised process for the assessment of donations and research funding opportunities with fossil fuel companies, prior to the Council's consideration. Further information can be found in the Council's Annual Report (see p. 154 above).

In January, the Board received a report on the Large Grant Contributions Fund, which aims to incentivise academics to take the lead in large collaborative bids and to encourage widening collaboration with external partners. A two-year pilot will assess the effectiveness of changes made to the eligibility criteria, which are intended to increase applications led by Arts, Humanities, and Social Sciences disciplines, and to increase the likelihood of successful collaborative applications. The outcome of the pilot will be reported to the General Board.

Transparent Approach to Costing (TRAC)

In early November, the General Board received an update on the Transparent Approach to Costing method of assessing financial sustainability, used to calculate full economic costing for research grants. The Board recommended that the report should be considered by the University's senior leadership team to identify potential priority areas for further review. The Board agreed there was a need for wider engagement on TRAC across the University to support conscious decisions to recover all costs from sponsors where possible, to review the ways in which the University's processes might be circumventing cost recovery, and to communicate the relationship between the University's cost base and the overhead rates charged on grants.

Research integrity and security

On 1 November, the General Board endorsed the Annual Research Integrity Report for 2022–23, which provided an overview of activities that supported and strengthened the understanding and application of research integrity at the University over that year. Production of this annual report is a requirement of the Concordat to Support Research Integrity. The General Board also received an accompanying table of assurance of compliance with the Concordat to Support Research Integrity.⁶

On 29 November, the General Board and the Council approved a revised Procedure for the Investigation of an Allegation of Research Misconduct, which came into effect from February 2024.⁷ The Board had previously approved revisions to the Procedure in May 2022, with a new framing Ordinance to follow. In addition to the provision of the new Ordinance, further revisions had been made to the Procedure for clarity, and to align with guidance from the UK Research Integrity Office (UKRIO) and the Advisory, Conciliation and Arbitration Service (ACAS).

⁶ The Concordat to Support Research Integrity is the UK's national policy statement on research integrity. The Concordat sets out five commitments that those engaged in research must make to help ensure that the highest standards of rigour and integrity are maintained. See <https://ukrio.org/research-integrity/the-concordat-to-support-research-integrity/>.

⁷ *Reporter*, 2023–24: 6721, p. 172; 6729, p. 283.

In August, the Board approved a new Procedure for Handling Participation in Foreign Talent Recruitment Programmes, in order to ensure the University's compliance with US Department of Defence funding conditions which came into force on 9 August.

1.4 Human resources matters

People Strategy

During 2023–24, the General Board, along with the Council, approved a People Strategy for 2024–2027. Information on the People Strategy can be found in the Council's Annual Report (see p. 152 above).

Retirement Policy and Employer Justified Retirement Age (EJRA)

In April, the General Board and the Council endorsed the recommendations of the Retirement Policy and EJRA Review Group. Information on the Retirement Policy and EJRA can be found in the Council's Annual Report (see p. 152 above).

Equality, diversity and inclusion

In January, the General Board received the University's annual Equality and Diversity Information Report, and noted in particular that although progress was being made, further improvements were needed to address the gender and ethnicity pay gaps, and in relation to culture, inclusion and representation. The Board noted that action was also needed in relation to student attainment gaps. The Board recommended the report to the Council for publication. The Board will receive a draft action plan outlining how these issues will be addressed in Michaelmas Term 2024.

In July, the General Board and the Council provided feedback on a draft institutional Athena Swan application and action plan for 2024–2029 and approved submission of a revised application and action plan in September. The University currently holds a silver institutional award in recognition of a significant record of activity and achievement in promoting gender equality and addressing challenges across disciplines. The action plan outlines key priority areas for 2024–2029.

In July, the General Board recommended to the Council that the University should rejoin the Stonewall Diversity Champions Programme. The Programme is designed to support and guide employers in creating inclusive workplaces for LGBTQ+ individuals. The Board received a report on the findings of the Being LGBTQ+ in Cambridge Review alongside the recommendation that the University should rejoin the Programme.

Staff pay

In July, the General Board also recommended an interim pay and benefits package to the Council, to improve pay, benefits and grading structures, pending the completion of a pay review. The package was approved by the Council and included a suite of pay and benefits improvements for University staff, including a non-consolidated pensionable payment equivalent to 2.5% of basic pay to University employees paid at or below point 48 on the University's single salary spine.⁸

Also in July, the General Board approved changes to the Professorial Pay Review Scheme due to be implemented for the 2024 round. These changes include the development

⁸ *Reporter*, 6751, 2023–24, p. 856.

of a Grade 12 (Teaching and Scholarship) scheme for teaching professors, and changes to improve the operation and effectiveness of the process.⁹

Casual Workforce Review

During 2023–24, the Board received updates on the progress of the Casual Workforce Review Project, which had been delayed until the introduction of the new myHR system. The decision to defer had been taken after possible alternatives had been explored.

Staff and Students Relationships Policy

In May, the Board approved a revised Staff and Students Relationships Policy and related guidance, for launch from 1 July.¹⁰ The Policy had been revised and expanded following a review of the guidance from the OfS and Universities UK, research on staff to student sexual misconduct, practices of other Russell Group universities, and a targeted consultation across the collegiate University. The revised Policy strengthens the University's position on relationships of an intimate and close personal nature between staff and students.

Clinical Academic (Teaching and Scholarship) roles

In May, the Board approved a proposal to create new Clinical Academic (Teaching and Scholarship) roles, and the associated Report for publication in the *Reporter*.¹¹ The creation of Clinical Academic roles ensures appropriate employment contracts are available when there is a strategic and operational need for clinical teaching-focused roles.

1.5 Other matters

Estates-related matters

During 2023–24, the General Board engaged actively with the Reshaping our Estate programme and also provided strategic direction on a range of estates-related decisions. A joint strategic session was held between the Council and the General Board to discuss the Reshaping our Estate programme in February. Information on this can be found in the Council's Annual Report (see p. 154 above).

Throughout the year, the Board provided feedback on the programme's decision-making, concept, and associated principles for the strategic plan for the operational estate. The Board endorsed the approach taken to the development of a set of Sequencing Indicators that would be used as a tool to assist with the sequencing of estates-related projects (both in relation to the development of the 20-year Capital Plan, and more widely). The Board noted in particular the importance of consultation with Schools and Non-School Institutions at all stages of the programme.

In May, the Board asked the Estates Division to develop a costed carbon reduction and degasification strategy as part of the programme, with appropriate academic oversight.

⁹ *Reporter*, 6749, 2023–24, p. 788.

¹⁰ *Reporter*: 6744, 2023–24, p. 628; 6752, 2024–25, p. 3.

¹¹ *Reporter*, 2023–24: 6745, p. 683; 6750, p. 812.

¹² *Reporter*, 6729, 2023–24, p. 281.

Cyber security

During 2023–24, the General Board and the Council approved an Information Services Acceptable Use Policy and a Systems Management Policy, as one of a range of mitigations being taken to reduce cyber security risks to the University.¹² The Board also received an update on the Email Address Allocation and Retention Policy, the pilot of which is underway. Any proposals for change, following a review of the pilot in spring 2024, will be recommended to the General Board and the Council.

The Board received regular updates on actions taken to restore services following the IT incident affecting the Clinical School Computer Service, and actions being taken to reduce the risk of further incidents.

2. REPORTS FROM COMMITTEES

Committees reporting to the General Board

Change and Programme Management Board (CPMB)

The Change and Programme Management Board was set up in March 2022 to direct the development and management of the University's change programmes. During 2023–24 the CPMB approved a programme of external assurance activity across the major transformation programmes, in collaboration with the Governance and Compliance Division and with the approval of the Audit Committee. The CPMB also initiated a wider change review of the overall portfolio of transformation, to ensure that it is set up for success, and established a Business Systems Oversight Group as a sub-committee of the CPMB, to provide oversight of all projects and activities which form the Business Systems Ecosystem (the technology services, systems and platforms that affect or are affected by the major transformation programmes).

The CPMB seeks to optimise the delivery of the University's change programmes by managing the sequencing of programmes, and ensuring resources are used effectively. The CPMB scrutinised and recommended two business cases for approval to the Planning and Resources Committee (additional funding for the Transforming Research Support Programme, and funding for an enterprise reporting and analytics platform as part of the Business Systems Ecosystem scope of work). The CPMB also approved the progression of the Finance Transformation Programme's request for a System Implementor for the new Oracle Fusion finance system. In addition, through the work of its sub-committee the Sequencing Steering Group, the CPMB approved the updated schedule for the launch of the Transforming Research Support Programme's Worktribe system.

The drafting of a comprehensive high-level roadmap for change has continued, and is now populated with detailed information across the portfolio.

General Board's Education Committee (GBEC)

The General Board's Education Committee continued to hold primary operational responsibility for teaching quality assurance and standards, and for education and other student-related matters more broadly. In addition to the matters referred to the General Board, the following section summarises other aspects of GBEC's activity.

Strategic Review of Mental Health Provision

The Joint Wellbeing Committee continued to monitor progress against recommendations of the Strategic Review of Mental Health Provision in year two of the three-year programme. The Committee approved changes to arrangements for the use of trusted contacts, approved the University signing up to the University Mental Health Charter offered by Student Minds, and endorsed recommendations from its Postgraduate Advisory Group.

Course provision

The Academic Standards and Enhancement Committee (ASEC) / Postgraduate Committee (PC) of GBEC approved the following new courses and significant course amendments.

New courses:*M.Phil. degrees:*

- Stem Cell Medicine (*Cambridge Stem Cell Institute*)
- Advanced Materials for Energy Transmission (*Materials Science and Metallurgy*)
- Human-inspired Artificial Intelligence (*Institute of Technology and Humanity*)
- Global Risk and Resilience (*Centre for the Study of Existential Risk*)
- Clinical Psychology (*Clinical Medicine*)
- Translating Medical Devices and Advanced Therapies Research (*Clinical Medicine*)

M.St. degree:

- Dental Education (*Institute of Continuing Education*)

Ph.D. degrees:

- Interdisciplinary Nanoscience and Nanotechnology
- 2D Materials of Tomorrow
- Decision Making for Complex Systems
- Developing National Capability for Materials 4.0
- Human-inspired Artificial Intelligence
- Superconductivity: Enabling Transformative Technologies
- Sustainable Energy Materials Innovation

Quality and standards

GBEC published a Quality Assurance Framework setting out expectations around quality assurance and outlining roles and responsibilities across the University.

Other work

GBEC's Postgraduate Committee (PC) continued its review of doctoral education in accordance with its three-year workplan. The PC also considered a policy to allow students to be concurrently registered for more than one degree in limited circumstances.

GBEC endorsed the direction of travel recommended by consultants undertaking a review of the University's approach to examination allowances, adjustments and

mitigations (EAM). A further strategic review of the University's approach to supporting disabled students was commissioned to inform detailed consideration and implementation of recommendations from the EAM review. This review will report in Michaelmas Term 2024.

In response to recommendations from the EAM review, and recommendations from the Office of the Independent Adjudicator, GBEC established a task and finish group to review options for the introduction of examination resits and exceptional first sittings. The group issued a consultation document in Lent Term, and is considering responses and next steps.

The Study Away Risk Assessment Committee (SARAC) extended its remit to coverage of high-risk staff travel, as well as that of students, and ceased reporting to GBEC in favour of reporting to the Health and Safety Executive.

GBEC noted the final participation rate of 57.3% in the 2024 National Student Survey, and extended thanks to Schools, Colleges and the Cambridge Students' Union for their engagement.

GBEC received a report and presentation on the School of Arts and Humanities' ongoing curriculum development project. It gave its general support to the work, and offered suggestions and advice on emerging outcomes.

The Committee approved a proposed first phase of work to look at the gender awarding gap at Cambridge, which aimed to identify, coordinate and share approaches to addressing the awarding gap across the University.

The Committee received a report on a project to develop an online tool designed to allow students to self-assess their skills, identify areas for development, and then to navigate and access available opportunities. The tool was included as one of the initiatives in the Access and Participation Plan and was launched for Michaelmas Term 2024.

The Committee also approved the following in order to ensure compliance with Home Office or OfS requirements: revisions to postgraduate taught engagement monitoring; amendments to the Student Protection Plan to cover mitigation in the event of disruption as a result of industrial action; and the establishment of a strategy group to address harassment and sexual violence.

Museums Committee

During 2023–24, the Committee received updates on and provided input into plans from the University's Development and Alumni Relations team (CUDAR) for developing philanthropic culture and income across the collections. The Director of Collections Strategy joined the University in February and outlined an 18-month plan for developing a University Collections Strategy to the Committee. The Committee also received updates on: discussions with the Estates Division concerning the maintenance of collections spaces and risk management; the impact of the cost-of-living crisis; activities arising from the Legacies of Enslavement Programme;¹³ the work of the Connections-Collections-Communities Strategic Research Initiative;¹⁴ and the return of objects from the Fitzwilliam Museum.

¹³ For further information on the programme see <https://collectionsresearch.lib.cam.ac.uk/legacies-empire-and-enslavement>.

¹⁴ For further information on the research initiative see <https://www.ccc.cam.ac.uk/>.

In June, the General Board approved amendments to the Committee's terms of reference and a change of name to the General Board Collections Committee.

Research Policy Committee (RPC)

During 2023–24, the Research Policy Committee confirmed that from October 2024 the Reproduction Strategic Research Initiative would transition to become an Interdisciplinary Research Centre. The RPC also received and endorsed the recommendations of a review of the Strategic Research Initiatives and Interdisciplinary Research Centres and approved new guidance for these schemes.

In October 2023, the RPC approved a revised University Procedure for the Investigation of Allegations of Research Misconduct, which was subsequently approved by the General Board and the Council and came into force in February 2024.

Following a recommendation in April 2023, in October 2023 the RPC received a report from the Advisory Group for Research Purpose on the Development of a Strategic Approach to Research into the Energy Transition. The recommendations of this report were approved by the RPC, and the Council approved the establishment of a working group to develop its recommendations. The working group reported its recommendations to the RPC in April 2023 and these were subsequently considered by the General Board. The final report of the group will be received by the RPC in Michaelmas Term 2024. During this period, the RPC also considered the Concordat for the Environmental Sustainability of Research and Innovation Practice and recommended that the University became a signatory.

The RPC considered and welcomed the draft scope of work to be included in the next Transforming Research Support Programme Business Case, which had been designed to improve collaboration between Principal Investigators and research support staff in departments and the Research Office through new tools, improved processes and other steps.

In preparation for the REF2029 exercise, the RPC has contributed towards University responses to a number of Research England consultations, including proposals for an approach to considering People, Culture and the Environment as part of the REF exercise. The Committee also approved revised governance structures for the University's REF preparations.

Following a recommendation from the General Board, the RPC undertook a self-assessment review of its own processes and ways of working, resulting in a number of changes in committee practice, including revised paper coversheets and increased business by circulation.

University Research Ethics Committee (UREC)

The University Research Ethics Committee is responsible for the Policy on the Ethics of Research Involving Human Participants and Personal Data and oversees institutional processes for the ethical review of such research, including reviewing School-level guidance on the ethical review of human tissue, the University Good Research Practice Guidance, and it has also advised on a referred ethics application.

The Committee noted the sustained increase in the number of ethics applications reviewed by Research Ethics Committees (RECs) in the 2022–23 academic year and expects a further increase in numbers in 2023–24. It advised on the procurement of ethical review software to better support RECs to manage ethical review given the increased number of ethics applications. During 2023–24 UREC commenced undertaking a detailed review of the University Ethics Policy and continued its work of reviewing and advising departmental and School RECs to ensure they meet University standards. Upon completion of the Policy review, the Committee will develop an online induction module for new and existing REC members.

Committees reporting jointly to the Council and the General Board

Fitzwilliam Museum Syndicate

In 2023–24, the Fitzwilliam Museum Syndicate provided regular input into the Museum's Business Plan and Income Generation Strategy proposals, ensuring they fully aligned with the University's Mission and significant change programmes, including Enhanced Financial Transparency. The Syndicate was also regularly involved in discussing the Museum's Masterplan and its three pillars, beginning with the move of the Hamilton Kerr Institute (HKI) and conservation services hub to the University Printing House, a measure that dovetails with the Reshaping our Estate Programme. The new Master's course at the HKI in Easel Painting Conservation has doubled its student intake and is now properly embedded in, and supported by, the Faculty of Architecture and History of Art's administrative infrastructure.

The Syndicate approved the acquisition of major works that better reflect the diversity of the Museum's audience, with a focus on contemporary art that tells a larger and more complex history of art. This includes significant acquisitions of works by major contemporary artists. The Syndicate further approved major loans to institutions in the UK, Europe, and America.

The Syndicate approved and supported a number of major developments regarding income generation and financial stability, including a refocused Mission and Vision for the Museum, and the introduction of charging for exhibitions, events, and revisions to the Museum's membership scheme, which will be introduced from autumn 2025.

The Syndicate supported the continuous transformation of the Fitzwilliam Museum as a research institution, focusing particularly on collaborative and participatory research and impact. Traditional object-focused expertise and approaches now sit within projects that also incorporate more participatory and practice-led methodologies and bolster the Museum's contribution to the wider impact strategy of the University.

Recruitment to the Syndicate has been transformed by the creation of a Nominations Committee to ensure a more strategic appointment process, enabling a range of expertise to be brought into the Syndicate, including museum sector experience.

Kettle's Yard Committee

At its July meeting, the Committee considered a detailed report reviewing the first full year of charging for admission to the Kettle's Yard's house. The Committee agreed that charging should continue, and that a review of ticket prices should be carried out each year. The introduction of charging is a key element of the Kettle's Yard Business Plan (2023–2027) with the overall aim of strengthening financial sustainability in the longer term.

The Committee continued to monitor the progress of other elements of the Business Plan, including the Endowment Campaign. Encompassing the Business Plan, at every meeting the Committee reviewed progress against Kettle's Yard's five strategic ambitions.

From January to July 2024 the Committee received reports and monitored the progress of a major project (now complete) to improve the heating and cooling systems in the house at Kettle's Yard. Presentations and discussions also took place concerning the Enterprise Strategy and the Website Development project.

At every meeting, the Committee monitors progress in relation to achieving the 'Activity' and 'Investment Principles' plans, which are central to Kettle's Yard's funding agreement with Arts Council England.

The Committee also reviewed the risk register and management accounts, and received the first indicative budget forecast for 2024–25.

Library Syndicate

During 2023–24, the Library Syndicate engaged with strategic financial planning for Cambridge University Libraries (CUL). These high-level discussions were underpinned by business items including the CUL Strategic Risk Register, and financial forecasting and reporting.

The Syndicate also discussed other matters throughout the year including estates strategy and the business case for a Site Framework for the University Library. This will be progressed in 2024–25. The Syndicate also received updates on the refurbishment plans for the Stirling Building which have implications for the Seeley Library. The Syndicate had discussions on the challenges for content purchasing in the face of evolving academic, publishing, and University contexts.

The Syndicate noted that the University Library Research Institute had marked its first anniversary in May 2024. The Institute has a mission to enhance international scholarship by connecting people and collections. The Syndicate received updates as matters to report on the impact of the British Library cyber-attack on services across Cambridge libraries, particularly with regard to electronic legal deposit.

University Sports Committee

The University Sports Committee continued to oversee the work of the University Sports Service as it commenced delivery of the Strategy for Sport and Physical Activity (2023–27).

The Committee noted the successful commencement of the Active Students programme. 'Give it a Go' delivered 300 free, beginner-friendly sports sessions across the year, with a total attendance of 2,900 (592 individual participants). 100% of participants said the sessions enhanced their experience at Cambridge with over 80% reporting that they had increased their physical and/or mental health.

The Active Students programme also delivered new recreational social racket sports leagues (200 participants) and small-sided football leagues (250 student and staff participants). Over 4,000 participants took part in inter-collegiate sports competitions with 1,500 students participating in College rowing.

The transfer of University sporting societies to registering with the Committee, via the University Sports Service, commenced in 2023 (77 clubs and societies, increased from 48 the previous year). 4,700 individuals joined sports clubs and societies during the academic year. There were 570 British Universities and Colleges Sport (BUCS) (inter-university) fixtures.

The Committee continued to work with the University Sports Service on the Sports Estates Masterplan, supporting the development of two temporary Padel Courts at the University Sports Centre (completion September 2024) and a scheme to enhance facilities at the University Rugby Club. However, the Committee remains concerned that indoor sports facilities are now at capacity during term-time. This presents a significant challenge, particularly in terms of expanding the active student, staff and community programmes. Addressing this shortfall as part of the work on the Reshaping our Estate Programme and Cambridge West Masterplan is vitally important.

The Director of Sport, Mr Nick Brooking, retired at the end of July 2024 after a successful period leading the University Sports Service.

Other joint committees

The Committee on Prevent and Freedom of Speech, the Environmental Sustainability Strategy Committee, the Estates Committee, the Health and Safety Executive Committee, the Human Resources Committee, the Information Services Committee, the International Strategy Committee and the Planning and Resources Committee are also joint Committees of the Council and the General Board, and report to both bodies. More information regarding their work can be found in the Council's Annual Report (from p. 154 above).

3. OTHER ITEMS OF BUSINESS**Establishment of senior positions**

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

- Hong Kong Jockey Club Professorship of Global Health
- Professorship of Translational Auditory Neuroscience
- Professorship of Management Studies
- Professorship of the Public Understanding of Mathematics
- Professorship of Social Anthropology
- Professorship of Probability (Grade 11)
- Two Professorships of Biotic Interactions (Grade 11)
- Professorship of Integrative and Systems Neuroscience (Grade 11)
- Professorship of Evolutionary Networks (Grade 11)
- Professorship of Curatorial Practice (Grade 11)

Head of School appointments are listed in the Council's Annual Report (see p. 158 above).

Incident Management and Business Continuity Plans (IMBCPs)

The Board received an annual report on the status of Incident Management and Business Continuity Plans in General Board institutions. The IMBCPs have replaced the Emergency Action Plans (EAPs) reported on previously. The new template IMBCP aligns with the Incident Management and Business Continuity Policy that came into effect in January 2024 and aims to ensure an appropriate level of detail is captured within plans, especially on business continuity planning.¹⁵ The majority of institutions have a new IMBCP in place or in development. The remainder have an EAP including continuity plan in place that will be transferred to the new template, with support from the Governance and Compliance Division, by the end of Michaelmas Term 2024. Plans are necessarily dynamic and institutions are encouraged to update plans following experience of exercises and incidents (their own or from lessons learnt shared by others) or to reflect changing circumstances.

Risk registers for Schools and Non-School Institutions

The General Board considered the risk registers of the Institute of Continuing Education and Cambridge University Libraries (CUL) during Michaelmas Term 2023¹⁶ and the risk registers of the School of Arts and Humanities (SAH) and the School of the Biological Sciences (SBS) during Easter Term 2024. Risks relating to financial sustainability, digital infrastructure and the physical estate were identified by these Schools and Non-School Institutions (NSIs) as particularly important. The Schools highlighted the financial risks posed by a decline in postgraduate (SAH) and undergraduate (SBS) student numbers. CUL's expenditure on digital strategy was noted as being substantially less than the libraries of competitor universities. The Board noted the mitigating actions being taken to address the risks. The risk registers of the remaining Schools and NSIs under the Board's supervision were postponed until the October 2024 meeting.

Annual Reports

During 2023–24, the Board received and noted annual reports from the following committees / institutions:

- Cambridge Centre for Advanced Research and Education in Singapore
- Cambridge University Botanic Garden

- Cambridge University Development and Alumni Relations (CUDAR)
- Cambridge University Libraries
- Cambridge University Press & Assessment
- Centre for Research in the Arts, Social Sciences and Humanities (CRASSH)
- Change and Programme Management Board
- Committee for the Management of the Natural Sciences Tripos
- Environmental Sustainability
- Fitzwilliam Museum and Hamilton Kerr Institute
- Health and Safety Executive Committee
- Information Services Committee
- Institute of Continuing Education
- Kettle's Yard
- McDonald Institute for Archaeological Research
- Music Performance Committee
- Office of Student Conduct, Complaints and Appeals
- University Research Ethics Committee
- University Sports Service

Minutes of reporting committees

The Board can report that, during the year, it received and noted the minutes of the following committees:

- Change and Programme Management Board
- Committee on Prevent and Freedom of Speech
- Environmental Sustainability Strategy Committee
- Estates Committee
- Fitzwilliam Museum Syndicate
- General Board's Education Committee
- Health and Safety Executive Committee
- Human Resources Committee
- Information Services Committee
- Museums Committee
- Planning and Resources Committee
- Research Policy Committee
- Reshaping our Estate Programme Board
- University Biomedical Services Governance and Strategy Committee
- University Sports Committee

4 December 2024

DEBORAH PRENTICE,
Vice-Chancellor
MADELEINE ATKINS
KATIE CLARKE
TIM HARPER

NEELA MAADHUREE
ELLA MCPHERSON
NIGEL PEAKE
RICHARD PENTY
JON SIMONS

EMILY SO
PIETER VAN HOUTEN
BHASKAR VIRA
JOCELYN WYBURD

¹⁵ See <https://www.governanceandcompliance.admin.cam.ac.uk/assurance-audit-regulatory-compliance/incident-management-and-business-continuity-planning/policy>.

¹⁶ Postponed from the June 2023 Board meeting.

CLASS-LISTS, ETC.**Approved for degrees**

The relevant Degree Committees have approved the following persons for the award of degrees. In the case of degrees where theses are required to be deposited in the University Library, the title of the thesis is shown after the name of the person by whom it was submitted. These lists do not include candidates who opted to withhold their names from publication.

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OBITUARIES

Obituary Notice

ANDREW COLIN, Baron RENFREW of KAIMSTHORN, M.A., Ph.D., Sc.D., FSA, FBA, (Hon.) FRSE, Emeritus and Honorary Fellow and formerly Master of Jesus College, Honorary and former Professorial and Research Fellow of St John's College, Senior Fellow and sometime founding Director of the McDonald Institute for Archaeological Research, Emeritus Disney Professor of Archaeology, Balzan Prizewinner, died on 24 November 2024, aged 87 years.

ACTA**Congregation of the Regent House on 29 and 30 November 2024**

A Congregation was held at 12.30 p.m. in Lecture Room A (Arts School) in the Student Services Centre on Friday, 29 November. The necessary Officers and more than twenty members of the Regent House were present. All the Graces submitted to the Regent House (*Reporter*, 6761, 2024–25, p. 147) and the General Supplicat for Degrees were approved. The Congregation was then adjourned and resumed at 10 a.m. on Saturday, 30 November in Great St Mary's, the University Church.

The following degrees were conferred:

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This content has been removed as it contains personal information.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

COLLEGE NOTICES**Elections****Sidney Sussex College**

Elected into a Bye-Fellowship with effect from 6 November 2024:

Stephen McDonnell, B.Sc., M.B.B.S., *UCL*,
M.A., *Cambridge*, M.D., *London*, FRCS

Vacancies

Hughes Hall: Interim Director, Centre for Climate Engagement; tenure: twelve months, part-time; salary: £68,863–£79,800 pro rata; closing date: 3 January 2025 at 12 noon; further details: <https://www.hughes.cam.ac.uk/about/vacancies>

Peterhouse: Postgraduate Studentships 2025 (Graduate Studentships, the Professors C. H. Lee and M. Perutz Studentship and the Hayes Allen Studentship); tenure: three years from 1 October 2025; closing date: 3 January 2025 at 5 p.m.; further details: https://www.resfell.pet.cam.ac.uk/phd_2025

EXTERNAL NOTICES**Oxford Notices**

Faculty of Classics and Lincoln College: Lincoln Professorship of Classical Archaeology and Art; tenure: from 1 October 2025 or as soon as possible thereafter; closing date: 13 January 2025 at 12 noon; further details: <https://www.recruit.ox.ac.uk>, vacancy ID: 176331

Faculty of Medieval and Modern Languages and Exeter College: Stavros Niarchos Foundation Bywater and Sotheby Professorship of Byzantine and Modern Greek Language and Literature; tenure: from 1 October 2025 or as soon as possible thereafter; closing date: 27 January 2025 at 12 noon; further details: <https://www.recruit.ox.ac.uk>, vacancy ID: 176333

Radcliffe Department of Medicine and Wolfson College: Rhodes Professorship of Experimental Therapeutics and Clinical Pharmacology; closing date: 14 February 2025 at 12 noon; further details: <https://www.recruit.ox.ac.uk>, vacancy ID: 176955

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