

CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

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

19 December, *Friday*. Michaelmas Term ends.

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

5 January, *Monday*. Lent Term begins.

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

13 January, *Tuesday*. Discussion by videoconference at 2 p.m. (see below and p. 162).

20 January, *Tuesday*. Full Term begins. Discussion in the Senate-House at 2 p.m. (see below).

Discussion on Tuesday, 13 January 2026

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, 13 January 2026 at 2 p.m. The following item will be discussed:

1. Topic of concern to the University: Support for the Veterinary course (p. 162).

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 Registrar, 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.

For general information on Discussions see the *Reporter* website at <https://www.reporter.admin.cam.ac.uk/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/.

Discussion on Tuesday, 20 January 2026

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 on Tuesday, 20 January 2026. Following a request from the Chair of the Board of Scrutiny the Council has arranged for the Discussion to take place **in person at 2 p.m. in the Senate-House**.

The following items will be discussed:

1. Report of the Council on changes to Statutes G II and G III concerning College contributions, the Colleges Fund and College accounts (p. 169).
2. Report of the Council on the statutory exclusion of the Commissary's jurisdiction in relation to staff disputes (p. 175).
3. Annual Report of the Council for the academic year 2024–25 (p. 176).
4. Annual Report of the General Board to the Council for the academic year 2024–25 (p. 183).

Attendees should aim to be seated in the Senate-House by 1.55 p.m. with the Discussion starting promptly at 2 p.m. Matriculated members of the University are requested to wear gowns; a small number of gowns are kept on site and may be borrowed on arrival.

Contributors unable to attend the Discussion in person 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.

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.

Amending Statutes for Peterhouse

15 December 2025

The Vice-Chancellor gives notice that she has received from the Governing Body of Peterhouse, in accordance with the provisions of Section 7(2) of the Universities of Oxford and Cambridge Act 1923, the text of proposed Statutes to amend the Statutes of the College. The current Statutes of the College and the proposed amendments are available on the College's website at: <https://www.pet.cam.ac.uk/important-information>.

The Council will consider the amendments after 10 a.m. on Friday, 9 January 2026.

Amending Statutes for Robinson College

15 December 2025

The Vice-Chancellor gives notice that she has received from the Governing Body of Robinson College, in accordance with the provisions of Section 7(2) of the Universities of Oxford and Cambridge Act 1923, the text of proposed Statutes to amend the Statutes of the College. The current Statutes of the College and the proposed amendments are available on the College's website at: <https://www.robinson.cam.ac.uk/college-life/documents-and-policy/foia-publications>.

The Council will consider the amendments after 10 a.m. on Friday, 9 January 2026.

Anti-slavery and anti-trafficking statement and policy

11 December 2025

In accordance with Section 54 of the Modern Slavery Act 2015, the University is required to prepare an anti-slavery and anti-trafficking statement for each financial year, setting out what steps it has taken to ensure that modern slavery is not taking place in its business or supply chains. The University's statement for the financial year ended 31 July 2025 is published below, together with its policy on the issue.

Anti-slavery and anti-trafficking statement for the financial year ending 31 July 2025 (pursuant to Section 54(1) of the Modern Slavery Act 2015)

Legal status and activities

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

Cambridge University Press & Assessment (which provides publishing and examination services) is a department of the University rather than a separate legal entity. However, it has broader supply chains and consequently has produced its own anti-slavery and anti-trafficking statement.²

Policy

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

Activity in the year ending 31 July 2025

Throughout 2024–25, the University has continued to run the various controls and activities outlined in its policy, notably through the ongoing operation of established supplier due diligence and approval procedures and the continued use of its online training module on this topic. The University operates a Supplier Code of Conduct as a further safeguard against its indirect involvement in modern slavery or human trafficking. As before, it added its statement for the previous financial year (2023–24) to the national Modern Slavery Statement Registry. It continued to ensure that modern slavery considerations remain embedded appropriately within its ongoing Procurement transformation programme.

The University did not receive any reports of instances of modern slavery or human trafficking in the financial year ending 31 July 2025.

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

Plans for 2025–26

During 2025–26, the University will review the content and structure of its annual anti-slavery and anti-trafficking statement and policy in light of the government's updated statutory guidance on transparency in supply chains, with a view to enhancing its statement and publishing more information in future years. It will strive for risk-based continuous improvement in its activities to combat slavery and human trafficking and to act with integrity in all its dealings, relationships, and supply chains.

This annual statement was signed by the Vice-Chancellor and approved by the Council on 11 December 2025.

¹ See <https://www.reporter.admin.cam.ac.uk/annual-reporting/financial-reporting>.

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

Anti-slavery and anti-trafficking policy

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

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

- The prevention, detection, and reporting of modern slavery in any part of its business or supply chains is the responsibility of all those working for the University or under its control.
- Appropriate due diligence processes must be carried out in relation to modern slavery which may include considering human rights in a sector or country, the type of sector in which a service provider operates, the countries from which services are provided, the nature of relationships with suppliers, and the complexity of supply chain(s).
- All supply chain lines need to be periodically risk assessed and managed in relation to modern slavery and checks conducted on high-risk suppliers. The University's standard procurement and contract procedures and documentation² address anti-slavery and anti-trafficking. The procurement source to contract portal requires suppliers to sign up to the Supplier Code of Conduct, which includes compliance with the Modern Slavery Act 2015 as part of due diligence processes. Under the supplier approval process the University's Finance Division reviews all new suppliers, any changes to existing suppliers and re-activation requests taking this into account.
- The University has developed an online training module on anti-slavery and anti-trafficking and completion is required or encouraged for a range of relevant new and existing employees, including all Finance Division staff and those in financial or purchasing roles across the wider University.
- The University highlights modern slavery issues within its ongoing communications programmes with the University's Departments, Faculties and other Institutions and with current trade suppliers to maintain and increase awareness of the issue.
- The University encourages anyone to raise any concerns about modern slavery, using its whistleblowing³ policy if necessary, and will support anyone who acts in good faith.
- The University's recruitment, Dignity @ Work, equalities, and remuneration and reward policies and procedures⁴ support its efforts to combat modern slavery and human trafficking.
- The University will continue to develop its commitment to combat modern slavery and human trafficking and will outline such activities within its annual anti-slavery and anti-trafficking statement.

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

This policy is managed by the Governance and Compliance Division and was last approved by the Council on 11 December 2025.

¹ <https://www.cambridge.org/legal/anti-slavery-and-human-trafficking>.

² <https://www.procurement.admin.cam.ac.uk/supplier-portal>.

³ <https://www.hr.admin.cam.ac.uk/policies-procedures-z/whistleblowing-policy-public-disclosure-university-employees>.

⁴ See respectively: <https://www.recruitment.admin.cam.ac.uk/> (University account required); <https://www.hr.admin.cam.ac.uk/policies-procedures/dignity-work-policy>; <https://www.hr.admin.cam.ac.uk/policies-procedures-z/equal-opportunities-policy>; <https://www.hr.admin.cam.ac.uk/pay-benefits/pay>.

Topic of concern to the University: Support for the Veterinary course

12 December 2025

The Director of Governance and Compliance gives notice that she has received the following request for the discussion of a Topic of concern to the University:

Support for the Veterinary course at the University, including questions of general principle regarding reasonable processes within the University

The Council of the School of the Biological Sciences (CSBS) is said to have made a recommendation to the General Board that the University should cease veterinary education at Cambridge.

In an email to staff and students at the Department of Veterinary Medicine on 10 December 2025, Professor Simons said that the Council considered ‘the ongoing financial challenges of continuing to provide veterinary clinical services’ as the context for this discussion. The Vice-Chancellor had made a public statement on 19 November 2025 (published on 20 November) that there was no financial reason to close any teaching courses. The quality of clinical teaching on the Cambridge veterinary course has recently been commended or highly scored by external parties including the Royal College and various external university rankings.

The Head of School said in a meeting with staff on 11 December that all matters, not just financial, were considered, but was unable to elaborate on what these matters were. The CSBS meeting received a paper and a presentation from the Pro-Vice-Chancellor for Planning and Resources, Professor Philpott, raising questions about the amount of capital available for other SBS Departments to be redeveloped if the Vet School required new buildings.

The Head of School also confirmed in a staff Q&A meeting on 11 December that he was led to believe that the Department required a new building for the Department and Veterinary Hospital, however this was not the case. As a result, all options appraisals evaluated included the cost of a new building (at a cost of £56 million) which will have massively impacted the financial analyses that were considered by the CSBS.

The General Board is set to meet to discuss this at a recently convened meeting on 15 January.

As well as the future of the Vet.M.B. course, aspects of the above process are matters of concern.

- Why is the CSBS not considering the financial impact of a model for clinical services and veterinary education that does not include the costs associated with a new building and hospital?
- Why is the CSBS making a recommendation to cease teaching a whole course here, when the Head of School described the context of the financial challenges of the veterinary clinical services, which only teach one element of this?
- Why was the Department of Veterinary Medicine excluded from the CSBS meeting when the discussion progressed on to consider the whole future of the course?
- What processes should the University have in place to consider the closure of whole established and externally accredited courses?

This request is supported by the 93 members of the Regent House listed in Annex A.

The Council has agreed that this topic will be included on the agenda of an additional Discussion on **Tuesday, 13 January 2026 at 2 p.m. by videoconference** (see p. 159).

ANNEX A

D. R. E. ABAYASEKARA	A. GARG	S. H. MANDELBROTE	R. J. SMITH
A. ALEXANDER	N. J. GAY	D. MARGÓCSY	S. SRINIVASAN
T. ALEXOPOULOU	D. J. GOODE	P. MASTROENI	A. STRAKOVA
S. ANNETT	K. C. GORI	P. MENDES LOUREIRO	H. M. STRUDWICK
M. W. ASHBY	A. J. GRAINGER	A. D. MING	K. S. TABER
W. J. ASTLE	R. HAYNES	M. G. MORENO FIGUEROA	J. P. TALBOT
N. H. BEXFIELD	J. HAYWOOD	G. H. MORGAN	N. E. TAYLOR
B. A. BLACKLAWS	T. J. HEARN	S. E. W. MUELLER-WILLE	C. L. TROTTER
S. R. BOSS	S. E. HOARE	P. MURRAY	C. L. TRUSCOTT
C. E. BRYANT	S. J. HOGARTH	D. P. NALLY	A. W. TUCKER
C. M. S. DA S. CALDAS	F. HOLLFELDER	Y. NOBIS	L. A. WEINERT
C. CANTACESSI	A. R. HOLLIS	N. A. OVENDEN	C. L. WILKINSON
J. P. CARR	C. E. HOOK	J. PARKHILL	T. L. WILLIAMS
J. CLARK	R. J. HOPKINSON	R. N. PORTASS	R. M. WILSON
A. J. K. CONLAN	C. J. HOULDCROFT	A. S. POWLSON	K. A. WINSTON
G. CRONIN	G. S. JACOBS	L. E. POWLSON	J. L. N. WOOD
D. E. A. CURTIS	D. R. H. JONES	M. RADAKOVIC	P. C. WOODLAND
P. ELLIOTT	A. P. A. KENT	O. L. J. RESTIF	L. J. WRAPSON
G. R. EVANS	J. C. KENYON	A. ROSE	A. D. YATES
N. W. EVANS	P. F. KORNIICKI	M. A. RUEHL	G. S. H. YEO
R. FELL	M. H. KRAMER	P. N. SCHOFIELD	A. E. ZURCHER
M. D. FORTUNE	S. K. LARSEN	J. E. SCOTT-WARREN	
G. M. FRASER	C. E. LATHAM	S. SEAMAN	
C. GAGNE	H. J. MACHADO GOMES LEAL	B. D. SLOAN	

Change and Programme Management Board: Terms of reference

In June 2025, the General Board approved revised terms of reference for the Change and Programme Management Board. The revised terms of reference are available on the Governance and Compliance Division website at: <https://www.governanceandcompliance.admin.cam.ac.uk/university-committees/change-and-programme-management-board>.

VACANCIES, APPOINTMENTS, ETC.

Vacancies in the University

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

Professorship of Public Policy in the Department of Public Policy (Bennett School of Public Policy); informal enquiries: Professor Michael Kenny, Convenor of the Board of Electors (email: mhk30@cam.ac.uk); closing date: 9 February 2026; further details: <https://www.cam.ac.uk/jobs/professorship-of-public-policy-jb48228>; quote reference: JB48228

The University actively supports equality, diversity and inclusion and encourages applications from all sections of society.

The University has a responsibility to ensure that all employees are eligible to live and work in the UK.

NOTICES BY THE GENERAL BOARD

Academic Career Pathways (Grade 12), 2025: Applications and awards data

This Notice gives information about the awards made following a review of professorial pay as at 1 October 2025, conducted in accordance with Annex 7 of the Second Joint Report of the Council and General Board on a New Pay and Grading Structure for Non-Clinical Staff (*Reporter*, 6002, 2004–05, p. 745) and Schedule 2 of the Joint Report of the Council and the General Board on amendments to the pay and grading scheme for non-clinical staff implemented following that Report (*Reporter*, 6302, 2012–13, p. 423).

The Vice-Chancellor’s Committee carried out an assessment of applications for a review of professorial pay received from eligible Professors. The Committee was assisted by School-level committees which undertook the initial assessment of applications from Professors currently in Bands 1 and 2 and those in Band 3 who had applied for within-band progression. The membership of those Committees is noted below. Progression within and between bands is not automatic and is based on contribution, as described in Annex 7 of the Joint Report, and assessed through a biennial review process.

The figures in the following tables cover the Research and Teaching (R&T) pathway only, as the numbers of applications from Teaching and Scholarship (T&S) Professors were too low to report at this time (four applications from a pool of twelve eligible employees). It is anticipated that, as more T&S Professors apply for progression in future rounds, it will be possible to include detailed data on T&S applications and outcomes.

The following table summarises, by sex¹ the original distribution of R&T Professorships across the Schools, and within each band, as at 30 September 2025, i.e. before the review.

School	Band 1		Band 2		Band 3		Band 4	
	W	M	W	M	W	M	W	M
Arts and Humanities	19	30	13	14	6	5	–	2
Biological Sciences	15	47	11	14	2	3	1	2
Clinical Medicine	7	18	4	11	2	2	2	5
Humanities and Social Sciences	22	41	16	26	3	9	–	2
Physical Sciences	20	85	10	27	2	10	2	9
Technology	15	70	5	19	1	24	1	1
Total	98	291	59	111	16	53	6	21
% of total	25.2	74.8	34.7	65.3	23.2	76.8	22.2	77.8

¹ The tables in this Notice use ‘women’ / ‘men’ when analysing gender data. The General Board recognises that there are limitations using binary sex only and acknowledges that there is further work required around gathering gender identity data.

Eligible pool and application summary

Applicants had the option to make an application either for progression to a higher band (HB) or within their current band (WB).

School	Eligibility pool			Applicants					
	W	M	Total	W			M		
				HB	WB	No application	HB	WB	No application
Arts and Humanities	38	51	89	6	13	19	4	18	29
Biological Sciences	29	66	95	4	8	17	7	16	43
Clinical Medicine	15	36	51	1	5	9	3	12	21
Humanities and Social Sciences	41	78	119	5	15	21	9	20	49
Physical Sciences	34	131	165	5	10	19	11	52	68
Technology	22	114	136	3	11	8	17	36	61
Total	179	476	655	24	62	93	51	154	271
% of total	27.3	72.7		13.4	34.6	52.0	10.7	32.4	56.9

Awards by type

Committees had the option to award progression to a higher band (HB) or within the employee's current band (WB) or not make an award.

School	Awards made*					
	W			M		
	HB	WB	No award	HB	WB	No award
Arts and Humanities	5	13	–	–	16	–
Biological Sciences	–	7	–	5	13	–
Clinical Medicine	–	5	–	–	10	–
Humanities and Social Sciences	6	14	–	6	23	–
Physical Sciences	–	14	–	5	54	–
Technology	–	11	–	17	35	–
Total	16	64	6	37	151	17
% of awards (by sex)	18.6	74.4	7.0	18.0	73.7	8.3

* Due to the low numbers, for some award types only the total number of cases are shown, rather than a per-School breakdown.

Number of increments awarded for within-band awards

School	Within-band increments awarded					
	W			M		
	1	2	3	1	2	3
Arts and Humanities	4	7	2	10	5	1
Biological Sciences	1	5	1	6	5	2
Clinical Medicine	2	3	–	8	2	–
Humanities and Social Sciences	5	8	1	9	12	2
Physical Sciences	6	4	4	33	20	1
Technology	6	5	–	24	9	2
Total	24	32	8	90	53	8
% of awards (by sex)	37.5	50.0	12.5	59.6	35.1	5.3

Membership of the Vice-Chancellor's Committee²

The Vice-Chancellor, Professor Deborah Prentice (*Chair*)

Professor Jeremy Gregory, *University of Nottingham* (Arts and Humanities)

Professor Julian Blow, *University of East Anglia* (Biological Sciences)

Professor Kristian Bowles, *University of East Anglia* (Clinical Medicine)

Dr Sonita Alleyne, *Jesus College* (Humanities and Social Sciences)

Professor Louise Bracken, *Northumbria University* (Physical Sciences)

Professor Jaafar Elmirghani, *King's College London* (Technology)

Membership of the School-level committees*Arts and Humanities:*

Professor Jocelyn Wyburd, Head of School (*Chair*)

Professor Alexander Bird, Faculty of Philosophy

Professor Rosalind Love, Faculty of English

Professor David Trippett, Faculty of Music

Professor Ianthi Tsimpli, Department of Theoretical and Applied Linguistics

Professor Jeremy Gregory, University of Nottingham

Biological Sciences:

Professor Jon Simons, Head of School (*Chair*)

Professor Daniel St Johnston, Department of Genetics

Professor Anne Ferguson-Smith, Department of Genetics

Professor Christopher Gilligan, Plant Sciences

Professor Usha Goswami, Department of Psychology

Professor Julian Blow, University of East Anglia

Clinical Medicine:

Professor Patrick Maxwell, Head of School (*Chair*)

Professor Rebecca Fitzgerald, Department of Oncology

Professor Judy Hirst, Department of Clinical Neurosciences

Professor Ken Ong, Department of Paediatrics

Professor Mark Wills, Department of Medicine

Professor Kristian Bowles, University of East Anglia

Humanities and Social Sciences:

Professor Tim Harper, Head of School (*Chair*)

Professor Simon Deakin, Faculty of Law

Professor Louise Gullifer, Faculty of Law

Professor Michael Kenny, Department of Politics and International Studies

Professor Joel Robbins, Department of Social Anthropology

Dr Sonita Alleyne, Jesus College

Physical Sciences:

Professor Nigel Peake, Head of School (*Chair*)

Professor Jeremy Baumberg, Department of Physics

Professor Manish Chhowalla, Department of Materials Science and Metallurgy

Professor David Klenerman, Department of Chemistry

Professor Ulrike Tillmann, Isaac Newton Institute for Mathematical Sciences

Professor Louise Bracken, Northumbria University

Technology:

Professor Richard Penty, Head of School (*Chair*)

Professor Michael Barrett, Judge Business School

Professor John Clarkson, Department of Engineering

Professor Dame Lynn Gladden, Department of Chemical Engineering and Biotechnology

Professor Srinivasan Keshav, Department of Computer Science and Technology

Professor Jaafar Elmirghani, King's College London

² The information in brackets indicates the School-level committees of which individuals were also members.

Academic Career Pathways, 1 October 2026 exercises: Committee memberships

The General Board has appointed the following as members of committees for the Academic Career Pathways 1 October 2026 exercises for both *Research and Teaching* and *Teaching and Scholarship*, which will run in parallel. Further information on the Academic Career Pathways is available at <https://www.acp.hr.admin.cam.ac.uk/> (R&T) and <https://www.acptands.hr.admin.cam.ac.uk/> (T&S).

Vice-Chancellor's Committee

The Vice-Chancellor, Professor Deborah Prentice (*Chair*)
 Professor Peter Haynes (Arts and Humanities)
 Professor Julian Rayner (Biological Sciences)
 Professor George Malliaras (Clinical Medicine)
 Professor Jan-Melissa Schramm (Humanities and Social Sciences)
 Professor Clemens Kaminski (Physical Sciences)
 Professor Serena Best (Technology)
 Professor Kamal Munir (Pro-Vice-Chancellor for University Community and Engagement)
 Dr Michael Glover (Academic Secretary)
 Ms Andrea Hudson (*Secretary*)

Externals:

Professor Gesine Manuwald, *University College London* (Arts and Humanities)
 Professor Tracey Chapman, *University of East Anglia* (Biological Sciences)
 Professor Yvonne Barnett, *Anglia Ruskin University* (Clinical Medicine)
 Professor Volker Roeben, *Durham University* (Humanities and Social Sciences)
 Professor Nicola Wilkin, *University of Birmingham* (Physical Sciences)
 Professor Jaafar Elmirghani, *King's College London* (Technology)

SCHOOL COMMITTEES

Arts and Humanities

Professor Peter Haynes (*Chair*)
 Professor Gesine Manuwald (*External*)
 Professor James Clackson
 Professor Máire Ni Mhaonaigh
 Professor Michael Potter
 Professor Roel Sterckx
 Professor Caroline Vout
 Professor Jocelyn Wyburd
 Mr Justin Greene (*Secretary*)

Biological Sciences

Professor Julian Rayner (*Chair*)
 Professor Tracey Chapman (*External*)
 Professor Madelaine Bartlett
 Professor Marie-Aude Genain
 Professor Laura Machesky
 Professor Kathy Niakan
 Professor Jon Simons
 Professor Suzanne Turner
 Professor Alexander Webb
 Ms Sarah Spira (*Secretary*)

Clinical Medicine

Professor George Malliaras (*Chair*)
 Professor Yvonne Barnett (*External*)
 Professor Folma Buss
 Professor Sadaf Farooqi
 Professor Tamsin Ford
 Professor Brian Huntly
 Professor Patrick Maxwell
 Ms Michelle Jones (*Secretary*)

Humanities and Social Sciences

Professor Jan-Melissa Schramm (*Chair*)
 Professor Volker Roeben (*External*)
 Professor Manali Desai
 Professor David Maxwell
 Professor Alexey Onatskiy
 Professor Andreas Stylianides
 Professor Helen Thompson
 Mr Justin Greene (*Secretary*)

Physical Sciences

Professor Clemens Kaminski (*Chair*)
 Professor Nicola Wilkin (*External*)
 Professor Catherine Clarke
 Professor James Norris
 Professor Nigel Peake
 Professor Bhaskar Vira
 Professor David Wales
 Ms Louise Akroyd (*Secretary*)

Technology

Professor Serena Best (*Chair*)
 Professor Jaafar Elmirghani (*External*)
 Professor Michael Barrett
 Professor John Durrell
 Professor Dame Lynn Gladden
 Professor Richard Penty
 Professor Peter Sewell
 Professor Garth Wells
 Ms Tracy Brooks (*Secretary*)

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Professor M. M. Lisboa*

Professor Kasia Boddy

Professor Douglas Hedley

Professor Nicholas Marston

Professor Alexander Oliver

Professor Flora Samuel

Ms Lucy Matthews (*Secretary*)*Combined Faculty Committee Two:**Classics, Modern and Medieval Languages and Linguistics, and Asian and Middle Eastern Studies*Professor Robert Gordon (*Chair*)

Professor Clare Pettit*

Professor Serafina Cuomo

Professor Ian James

Professor Aaron Koller

Professor Stephen Oakley

Professor Karen Ottewell

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Ms Juliet Margerison (*Secretary*)**2. School of the Biological Sciences***Biology and Veterinary Medicine*Professor Beverley Glover (*Chair*)

Professor Stephen Eglén*

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Professor Jeffrey Dalley

Professor Julian Hibberd

Professor Mark Holmes

Professor Rebecca Kilner

Professor Laura Itzhaki

Professor Heike Laman

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Professor Steven Russell

Dr Sarah Green (*Secretary*)**3. School of Clinical Medicine***Clinical Medicine*Professor Andrew McCaskie (*Chair*)

Professor Angela Roberts*

Professor Sam Behjati

Professor Mary Dixon-Woods

Professor Rebecca Fitzgerald

Professor Ferdia Gallagher

Professor Judy Hirst

Professor Matthew Lambon Ralph

Professor Susan Ozanne

Professor Marc Tischkowitz

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Dr Litsa Biggs (*Secretary*)**4. School of the Humanities and Social Sciences***Economics*Professor Oliver Linton (*Chair*)

Professor Dame Diane Coyle*

Professor Meredith Crowley

Professor Sanjeev Goyal

Professor Hamid Sabourian

Professor Constantine Yannelis

Dr Susan Wan (*Secretary*)*Education*Professor Karen Coats (*Co-Chair*)Professor Sara Hennessy (*Co-Chair*)

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Professor Sriya Iyer*

Professor Nora Berend

Professor Eugenio Biagini

Professor Lucy Delap

Professor Regina Grafe

Dr Elizabeth Haresnape (*Secretary*)*Human, Social and Political Sciences and the Department of History and Philosophy of Science*Professor Hasok Chang (*Chair*)

Professor Jo-Anne Dillabough*

Professor Patrick Baert

Professor Duncan Kelly

Professor Cameron Petrie

Professor Sian Lazar

Ms Marie Butcher (*Secretary*)*Law, Land Economy, and Criminology*Professor Annabel Brett (*Chair*)*

Professor Claire Colomb

Professor Martin Dixon

Professor Manuel Eisner

Professor Shailaja Fennell

Professor Eilís Ferran

Professor Louise Gullifer

Professor Jonathan Morgan

Professor Sandesh Sivakumaran

Professor Leonardo Zaibert

Ms Laura Smethurst (*Secretary*)

*Member appointed external to the Faculty.

5. School of the Physical Sciences*Earth Sciences and Geography*

Professor Marie Edmonds (*Chair*)
 Professor Laura Itzhaki*
 Professor Christine Lane
 Professor Marc Macias-Fauria
 Professor John Maclennan
 Professor Emma Mawdsley
 Professor Nicholas Rawlinson
 Professor Alice Reid
 Professor Nicholas Tosca
 Ms Silvana Dean (*Secretary*)

Mathematics

Professor Ioannis Kontoyiannis (*Chair*)
 Professor Ulrike Tillman*
 Professor Benjamin Allanach
 Professor Michael Cates
 Professor Nicholas Dorey
 Professor Richard Samworth
 Professor Carola Schönlieb
 Professor Ivan Smith
 Professor Wendelin Werner
 Professor Neshan Wickramasekera
 Ms Rachel Plunkett (*Secretary*)

Physics and Chemistry

Professor Caterina Ducati (*Chair*)
 Professor Alice Reid*
 Professor Stuart Althorpe
 Professor Mete Atature
 Professor Vasily Belokurov
 Professor Sian Dutton
 Professor Matthew Gaunt
 Professor Neil Greenham
 Professor James Keeler
 Professor Jason Robinson
 Professor Howard Stone
 Professor Mark Wyatt
 Ms Silvana Dean (*Secretary*)

6. School of Technology*Business and Management*

Professor Jaideep Prabhu (*Chair*)
 Professor Vasco Pereira Marques de Carvalho*
 Professor Shahzad Ansari
 Professor Gishan Dissanaike
 Professor Elizabeth George
 Professor Jennifer Howard-Grenville
 Professor Stelios Kavadias
 Professor Bart Lambrecht
 Professor Lucia Reisch
 Professor Rafael Lopes Rogo
 Ms Kal Sandhu (*Secretary*)

Computer Science and Technology

Professor Cecilia Mascolo (*Chair*)
 Professor William Byrne*
 Professor Alastair Beresford
 Professor Anuj Dawar
 Professor Marcelo Fiore
 Professor Hatice Gunes
 Ms Caroline Stewart (*Secretary*)

*Engineering and
Chemical Engineering and Biotechnology*

Professor Colm Durkan (*Chair*)
 Professor Clare Bryant*
 Professor Holger Babinsky
 Professor Andrew Flewitt
 Professor Simon Godsill
 Professor Timothy Minshall
 Professor Roisin Owens
 Professor Alexander Routh
 Professor Michael Sutcliffe
 Professor Giulia Viggiani
 Ms Leesa Osborn (*Secretary*)

*Member appointed external to the Faculty.

REPORTS

Report of the Council on changes to Statutes G II and G III concerning College contributions, the Colleges Fund and College accounts

The COUNCIL begs leave to report to the University as follows:

1. This Report proposes the transfer of matters of detail concerning the assessment of annual contributions by Colleges from Statutes G II and G III to Special Ordinance. The Council has agreed to propose the changes to Statute G II at the request of the Bursars' Committee and has taken the opportunity to take similar action in relation to Statute G III. The changes have the support of the Finance Committee of the Council. The Privy Council Office has been consulted about these proposed amendments and has raised no objections.

2. Statutes G II and G III determine the rules for calculating the annual contributions paid by the Colleges into the Colleges Fund. These rules include the form of the College accounts for this purpose and the definition of the assets to be included in those accounts. Contributions are redistributed each year as grants to Colleges that have applied to the Colleges Fund Committee for funding.

3. The main effect of the transfer will be to remove the need to seek the approval of His Majesty in Council for any future changes. As the provisions will be transferred to Special Ordinance, any further amendments to them will be the subject of a Report to the Regent House, on which there will be a Discussion and then approval sought for the Report's recommendations by Grace.

7. The Council recommends

- I. That the Statutes of the University be amended as follows, and that these amendments be submitted to His Majesty in Council for approval:
 - (a) By rescinding Statute G II (including its Schedule) and Statute G III (*Statutes and Ordinances*, 2024, p. 49) in their entirety and replacing them with the following new Statute G II, and by renumbering Statute G IV as Statute G III:²

CHAPTER II

COLLEGE CONTRIBUTIONS AND THE COLLEGES FUND

1. Every College in the University shall make a yearly contribution, which shall be paid into a Colleges Fund.

2. The assessment of the contribution payable by each College shall be determined in accordance with Ordinances enacted by the University, which may require each College to provide information on its accounts in a prescribed form.

3. Payments from the Colleges Fund shall be made as grants to the Colleges and may also be made to cover the cost of professional advice in accordance with Ordinances enacted by the University. Grants to Colleges may include investment for the benefit of a College in an amalgamated fund constituted under Statute A II 6(b) subject to such restrictions as may be prescribed by Ordinance.

¹ <https://www.legislation.gov.uk/ukpga/Geo5/13-14/33/section/7>; also reproduced at *Statutes and Ordinances*, 2024, p. 56.

² A subtitle to Special Ordinance G (i), to be renumbered Special Ordinance G (iii), will be updated to refer to Statute G III 6 instead of Statute G IV 6.

(b) By amending Statute A III 7 to read as follows:

7. (a) A Special Ordinance (not being a Special Ordinance prescribing the scale or basis of assessment of the contributions to be made by the Colleges to University purposes), which affects any College, shall not be subject to alteration without the consent of that College.

(b) In the making of any Statute or Special Ordinance prescribing or altering the scale or basis of assessment of contributions to be made by the Colleges to University purposes, regard shall be had in the first place to the needs of the several Colleges in themselves for educational and other collegiate purposes.

II. If Recommendation I is approved, that the changes to Ordinances as set out in Annex A be approved.

17 December 2025

DEBORAH PRENTICE,
Vice-Chancellor

GAENOR BAGLEY

MATTHEW COPEMAN

DANIELA DE ANGELIS

JO DEKKERS

AUGUSTIN DENIS

JOHN DIX

ALEX HALLIDAY

HEATHER HANCOCK

SCOTT MANDELBROTE

DÁIRE Ó RAGHALLAGH

MEZNA QATO

JASON SCOTT-WARREN

ALAN SHORT

PIETER VAN HOUTEN

ANDREW WATHEY

GARTH WELLS

ANNEX A

If the Report's recommendations are approved, the following changes will be implemented from the date of approval of the changes to the Statutes.

(a) By adding the following new Special Ordinances G (i) and G (ii), retitling the existing Special Ordinance G (i) as Special Ordinance G (iii), and updating any cross-references.

SPECIAL ORDINANCES UNDER STATUTE G

COLLEGES AND COLLEGIATE FOUNDATIONS

SPECIAL ORDINANCE G (i):

College contributions and the Colleges Fund (Special Ordinance under Statute G II)

1. Every College in the University shall make a yearly contribution, which shall be applied to the purposes hereinafter prescribed.

2. The following items shall constitute the assets of a College:

- (a) all property, real and personal of whatsoever nature, held by the College, or held in trust for the College;
- (b) all property held by the College or by or with any other trustee or trustees on trusts any of the purposes of which concerns the College;
- (c) all property held by a subsidiary of the College;
- (d) any business of the College, as defined in Section 4; and
- (e) (considered as assets of negative value) all liabilities of the College or of a subsidiary of the College,

but the assets and liabilities relating to any occupational pension scheme registered for income tax purposes shall not be included in the assets of the College.

3. (a) The following assets of a College shall constitute its operational assets:

- (i) all interests in land within the precincts of the University held mainly for Collegiate purposes by the College;
- (ii) all tangible personal property held mainly for Collegiate purposes within that land; and
- (iii) any asset approved as an operational asset by the Finance Committee, having regard to the use of the asset for Collegiate purposes.

(b) With the approval of the Finance Committee,

- (i) a vacancy or temporary use of an asset shall be disregarded; and
- (ii) a College may declare an asset to be non-operational.

- (c) For the purpose of this section,
- (i) a purpose is to be treated as beneficial notwithstanding that the beneficiary may make payment or give any other consideration for the benefit received;
 - (ii) any matter ancillary to a Collegiate purpose shall be treated as included within that purpose; and
 - (iii) where different parts of an asset are held for different purposes, those parts shall be treated as separate assets; and
 - (iv) subject to the approval of the Finance Committee, a right held by a College to repayment of a loan made by it in connection with an interest in land may be treated as an interest in land within the scope of Subsection 3(a)(i); and
 - (v) for the purpose of Subsection 3(a)(ii), the term ‘Collegiate purposes’ shall include purposes associated with a business of the College.

4. A business of a College shall mean any activity that involves the use of the operational assets of the College conducted or permitted by the College or by a subsidiary of the College with a view to deriving income other than from the College or its members, whether or not that activity falls within the charitable purposes of the College.

5. The assessable assets of a College shall comprise all of its assets except

- (a) its operational assets; and
- (b) assets held by the College or by or with any other trustee or trustees on trusts approved by the Finance Committee as being exclusively for non-Collegiate purposes.

6. The assessable amount of a College, in respect of any year, shall be the value of its assessable assets on the valuation date. The valuation date shall be the last day of the accounting period for the preceding year. A change in the accounting period for a College shall require the approval of the Finance Committee.

7. In the case of a trust partly for Collegiate and partly for non-Collegiate purposes, the value of the assets of the trust in respect of any year shall be taken to be the value at the valuation date of the whole assets of the trust multiplied by the Collegiate distribution for the accounting period for that year divided by the income for that accounting period. For the purpose of this section, in relation to a trust,

- (a) the Collegiate distribution for an accounting period means the amount applied from the trust during that period for Collegiate purposes or transferred from the trust to the College during that period, not including any amount approved as a capital distribution by the Finance Committee for the purpose of this section; and
- (b) the income for an accounting period shall not include any additions to the trust during that period, and shall not include any gain of a capital nature during that period except to the extent that the computation of income of the trust is in accordance with a rule approved by the Finance Committee for the purpose of this section.

8. The value of a business of a College in respect of any year shall be derived from a notional operating surplus equal to the turnover of the business during the accounting period for that year multiplied by a defined percentage, which notional operating surplus is then capitalised for a yield of four per cent (or such other figure as may be determined by Ordinance). For the purpose of this section,

- (a) turnover shall mean total revenue after deduction of Value Added Tax (or any similar deduction approved by the Finance Committee) and before any other deduction therefrom, but shall not include any revenue derived from the College or its members;
- (b) the defined percentage shall be determined according to the nature of the business concerned and shall be such figure as the Finance Committee consider to be an appropriate estimate of the profit normally to be expected from a business of that nature, where profit means the turnover less the costs of the operation of the business, not including any costs relating to the operational assets of the College; and
- (c) where a business involves the use of both operational assets and other assets of the College, an apportionment shall be made, by a method approved by the Finance Committee, to determine its value in relation to the use of operational assets only.

9. The Finance Committee shall make, and may vary from time to time, rules for the purposes of this Special Ordinance. Without prejudice to the generality of the foregoing, such rules may include provision for

- (a) the valuation of assessable assets that are in use in part only as operational assets;
- (b) the valuation of assets that are owned jointly by the College and some other person or persons;
- (c) the submission of information and evidence by Colleges in connection with any matters concerning this Special Ordinance;
- (d) the disregard of businesses of a specified nature and the reduction (whether for business of a specified nature, or in relation to income, or otherwise) of the profit percentage defined under Section 8;
- (e) the set off of assets and liabilities between the College and a subsidiary of the College;
- (f) the variation of the valuation date for certain classes of assets; and
- (g) the certification of the value of assessable assets.

Such rules shall include provision for the disregard of a business established as a school for the supply of Choristers to the College.

10. The Finance Committee may obtain professional advice in connection with any matter concerning this Special Ordinance. The cost of such advice shall be paid from the Colleges Fund.

11. The Finance Committee may give written notice to a College of its intention to review the contribution payable by the College in respect of any year. Such notice shall specify the year in respect of which it is given, and shall be given not later than the end of the accounting year sixth after the accounting year for the year in respect of which it is given. But later notice may be given where the intention of the Finance Committee is based on facts of which it was previously unaware and could not reasonably have been aware. Any such later notice shall specify the facts on which it is based and shall be given not later than three months after the Finance Committee first became aware of those facts. No notice shall be given later than the end of the accounting year twelfth after the accounting year for the year in respect of which it is given. A notice given under this section may require the submission of such information and evidence as is specified in the notice in connection with any matter concerning this Special Ordinance. A notice shall state a time by which any information and evidence specified in it, and any representations in relation to it, shall be received from the College.

12. After considering the information, evidence, and representations received from the College within the time stated in the notice (or within any extension of time allowed), the Finance Committee shall conduct its review and shall determine the contribution due from the College in respect of the year concerned. Such determination shall be binding and effectual for the purposes of this Special Ordinance, but may be varied by the Finance Committee after further review made on the application of the College. After conducting a review, the Finance Committee may require payment by the College to the Colleges Fund of all or any part of the costs incurred by the University in the review.

13. The Finance Committee may agree with a College the nature, valuation date or value of any of its assets. Such agreement may be unconditional or subject to such conditions as the Finance Committee may determine. Such agreement shall be terminable at will by the Finance Committee, provided that such termination shall not affect the contribution payable by a College in respect of any year the accounting period for which has then passed. An agreement may be made notwithstanding any conflict with rules made by the Finance Committee under this Special Ordinance.

14. In making rules under this Special Ordinance, and in agreeing with a College under Section 13 the nature, valuation date or value of any of its assets, the Finance Committee shall have regard to the desirability of achieving fair, reasonable, and administratively simple outcomes.

15. Any approval by the Finance Committee under this Special Ordinance may be given unconditionally or subject to such conditions as the Finance Committee may determine.

16. The contribution of a College shall be calculated in accordance with the provisions of the Schedule to this Special Ordinance.

17. Every College shall pay to the University on or before 31 December following the end of the accounting period for a year one-half of the contribution calculated for that year, and the remaining one-half on or before 30 June next following.

18. The contributions of the Colleges shall be paid into a Colleges Fund. Payments from the Colleges Fund shall be made in accordance with the provisions of this Special Ordinance and, in accordance with Ordinances enacted by the University, for grants to the Colleges. Such grants may include investment for the benefit of a College in an amalgamated fund constituted under Statute A II 6(b) subject to such restrictions as may be prescribed by Ordinance.

19. If in the opinion of the Finance Committee inequity or hardship owing to exceptional circumstances would be inflicted upon a College by the enforcement of the provisions of this Special Ordinance, the University shall have power to remit or defer payment of the whole or part of the contribution of the College in respect of any year.

20. If there is any dispute between the Finance Committee and a College concerning any matter in relation to this Special Ordinance, the question shall be decided by the Council. Any College affected by the decision of the Council may, within six months after notice of the decision, appeal to the Chancellor or, if the office of Chancellor is vacant, the High Steward, who may affirm, reverse, or vary the decision.

21. Where a College becomes aware of any error in the calculation of its contribution, it shall notify the Finance Committee, who shall determine what correction (if any) should be made.

22. Where a correction or other adjustment is made to the assessable amount of a College in respect of any past year, the Finance Committee shall notify all of the Colleges of the changes to be made in relation to that year. Each College shall account for such changes in the accounting period in which notification is given.

23. In the interpretation of this Special Ordinance:

- (a) holding, as regards property, means having (whether alone or with others) a legal or equitable interest in, possession of, or (where appropriate) occupation of the property, and held shall be interpreted accordingly;
- (b) the assets of a College shall have the meaning given by Section 2, and ownership by the College shall be interpreted accordingly;
- (c) Collegiate purposes shall include
 - (i) any purpose beneficial to the Head, Fellows, officers or employees of the College (whether currently or formerly) as such;
 - (ii) any purpose beneficial to resident members of the College as such;
 - (iii) any purpose directly conducive to operation of the College as a place of education, religion, learning, and research (or of any of those things);

but shall not include

- (iv) subject to the approval of the Finance Committee, any provision of benefits which are not granted by the College or by a subsidiary of the College; or
- (v) any provision of benefits to persons not within the scope of (i) or (ii) above;

and non-Collegiate purposes shall be construed accordingly;

- (d) a subsidiary of a College shall include any company, trust or other corporate or unincorporated body which is owned or controlled by or on behalf of the College, and for this purpose ownership shall include entitlement, directly or indirectly, to the benefit of at least one-half of the property of the subsidiary and control shall include entitlement, directly or indirectly, to appoint, control or influence at least one-half of the persons having the general control and management of the administration of the subsidiary, but shall not include any company, trust or other body excluded from this definition with the approval of the Finance Committee;
- (e) the accounting period for any year shall be the accounting period the last day of which falls in that year; and
- (f) the Finance Committee shall mean the Finance Committee of the Council.

SCHEDULE G (i)

The contributions of a College under Special Ordinance G (i) 16 shall be calculated according to the following rules:

Each year the total of the contributions of the Colleges shall equal the sum of the net payment for the year, as notified by the Finance Committee, from the Colleges Fund of the costs of the University under Special Ordinance G (i) 10 and 11 and £3,000,000 multiplied by the multiplier for that year.

The multiplier shall be equal to the ratio of the value of an index six months immediately preceding the valuation date to its value in July 2005, that index to be determined by the University reflecting general economic circumstances.

In each year the assessable amount of a College shall be divided into bands. The first band shall comprise the assessable amount of the College up to 1.25% of the sum of the assessable amounts of all the Colleges for that year. The second band shall comprise the assessable amount of the College between 1.25% of that sum and the average assessable amount of all the Colleges. The third band shall comprise the assessable amount of the College in excess of that average.

No contribution shall be payable on the first band. The rate of contribution payable on the third band shall be twice that payable on the second band.

SPECIAL ORDINANCE G (ii):

Accounts (Special Ordinance under Statute G II)

1. Every College shall close its accounts in each year on a day not earlier than 30 June and not later than 30 September, and shall have them audited by a qualified Auditor not being a member of the Governing Body.

2. There shall be an Inter-Collegiate Committee on College Accounts composed of representatives of the several Colleges, to which each College shall be entitled to appoint one member.

It shall be the duty of the Committee

- (a) to meet at least once a year;
- (b) to consider the form of the Recommended Cambridge College Accounts, having regard to developments in accounting practice generally; *and*
- (c) to make recommendations to the Finance Committee of the Council as it deems necessary for the amendment of the Recommended Cambridge College Accounts.

3. Except as provided by Section 6, every College shall when preparing its accounts:

- (a) have regard to the Recommended Cambridge College Accounts as determined from time to time by the University on the recommendation of the Finance Committee of the Council, made after considering the advice of the Inter-Collegiate Committee on College Accounts; *and*
- (b) give a true and fair view of the state of affairs of the College at the end of the financial year and of the income and expenditure of the College for the financial year.

4. Every College shall ensure:

- (a) that the report of its Auditor includes an opinion that the accounts comply with Section 3 of this Special Ordinance and that the payment due under Statute G II has been calculated in accordance with the provisions therein; and
- (b) that its accounts are submitted, together with the report of its Auditor, to the Registry not later than 31 December next after their closing.

If an Auditor is unable to report that the accounts comply with Section 3 of this Special Ordinance and that the payment due under Statute G II has been calculated in accordance with the provisions therein, the Auditor shall state in writing the reasons for that, and the College shall send the statement to the Registry.

5. Every College shall submit each year to the Registry a return signed by its Auditor, in such form as shall be prescribed by the Finance Committee after consultation with the Inter-Collegiate Committee on College Accounts, showing the calculation of the payment due in accordance with Special Ordinance G (i). The University shall publish annually the returns of the several Colleges and financial statements for the Colleges Fund.

6. The amendments of Statute G III (now Special Ordinance G (ii)) and the repeal of Schedules D and E made by Grace 1 of 6 August 2003 shall have effect in respect of the accounts of each College for such year as the College shall specify by notice addressed to the Registrar and for each year thereafter; provided that a College which has not given such notice shall prepare its accounts in the form that was required by Statute G III (now Special Ordinance G (ii)) on 1 October 2002, with such modifications relating to University contribution as may be approved by the Finance Committee. Such a College shall additionally submit to the Registrar a return signed by its Auditor, in such form as shall be prescribed by the Finance Committee, showing the calculation of the payment due under Statute G II (now Special Ordinance G (i)).
- (b) Ordinance for Financial Matters (*Statutes and Ordinances*, 2024, p. 1053): In Regulation 1(a), by replacing the reference to Statute G II with a reference to Special Ordinance G (i).
- (c) Ordinance for the Colleges Fund (*Statutes and Ordinances*, 2024, p. 1087): In Regulation 1, by replacing the reference to Statute G II 18 with a reference to Special Ordinance G (i) 18.
- (d) In the Ordinance for College Accounts (*Statutes and Ordinances*, 2024, p. 1090):
- (i) in Regulation 1, by replacing the references to Statute G III and Statute G III 6 with references to Special Ordinance G (i) and Special Ordinance G (i) 6.
- (ii) by amending Regulation 3 to read as follows:
3. The index referred to in the Schedule to Special Ordinance G (i) in relation to College contributions under Special Ordinance G (i) 16 shall be the Consumer Prices Index plus one per cent.

Report of the Council on the statutory exclusion of the Commissary's jurisdiction in relation to staff disputes

The COUNCIL begs leave to report to the University as follows:

1. The jurisdiction of visitors in higher education institutions has been subject to exclusions since the enactment of the Education Reform Act 1988. This Report proposes changes to Section 10 of Statute A IX, to reflect the current legislation limiting jurisdiction as set out in section 46(1) of the Higher Education Act 2004.¹ The current Commissary has confirmed that his office is subject to the exclusions relevant to visitors as set out in the 2004 Act.

2. The Council recommends that the Statutes of the University be amended as follows, and that these amendments be submitted to His Majesty in Council for approval.

By amending Section 10 of Statute A IX (*Statutes and Ordinances*, 2024, p. 12) to read as follows:

10. Nothing in this chapter enables or requires the Commissary to hear any appeal in (or otherwise to determine) any dispute in relation to which the jurisdiction of the visitor of a university or other higher education institution is excluded by Act of Parliament. The Commissary has no power to disallow or annul any Ordinance made under or having effect for the purposes of the Statutes in relation to any such dispute.

17 December 2025

DEBORAH PRENTICE,
Vice-Chancellor

WILLIAM ASTLE

GAENOR BAGLEY

MATTHEW COPEMAN

DANIELA DE ANGELIS

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JASON SCOTT-WARREN

ALAN SHORT

PIETER VAN HOUTEN

ANDREW WATHEY

GARTH WELLS

¹ See: <https://www.legislation.gov.uk/ukpga/2004/8/section/46>. Section 20 of the Higher Education Act 2004 excludes student complaints within the scope of the Office for Students from the jurisdiction of visitors. Such complaints are already excluded from the Commissary's remit under Section 3(a) of Statute A IX.

Annual Report of the Council for the academic year 2024–25

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

Introduction

The Council presents this Annual Report on its work for the academic year 2024–25 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.

This Report should be read in parallel with the Annual Report of the General Board to the Council for the academic year 2024–25 (p. 183), 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

To provide further opportunity for strategic discussion the Council convened two Strategic Away Days in September and March for members of the Council, the General Board and the wider Senior Leadership Team.¹ At the September session, the Council addressed questions of financial sustainability, the University's position in the evolving political landscape, and its role as a driver of growth and innovation. This included reflections on the implications of changes in government policy, the development of the Cambridge West Innovation District, plans for an Innovation Hub, and the strategic priorities of Schools and Pro-Vice-Chancellors for the new academic year. In March, attention turned to the transformation programmes and their role in modernising the support structures at Cambridge, together with consideration of the long-term vision for the University's future including the development trajectory towards 'Cambridge 2050'. The discussion explored the plans for the University estate and the role of the government, alongside ways to ensure continued relevance and responsiveness in an increasingly competitive environment.

The University's finances

Financial sustainability

Maintaining the University's long-term financial health remained a central concern for the Council throughout the year. At the Strategic Away Day in September, attendees received an overview of the University's financial position which showed a significant rise in the deficit over the previous two years, driven by rising core academic and non-staff costs while revenue had lagged behind inflation. Attendees agreed that addressing this would require improved financial transparency, a focus on efficiency, and sharing best practice across the University.

In October, the Council considered a report tracing the growth in non-academic staff numbers since 2018, noting particularly pronounced increases over the past two years, while student numbers and research activity had remained broadly stable. The increases were concentrated in specific academic departments and administrative divisions, including the transformation programmes. The Council supported the development of a more robust headcount budgeting process to more closely manage staffing and associated costs and emphasised the importance of better articulation of the savings expected from the transformation programmes. An update in February indicated efforts to

stabilise numbers and slow growth in non-academic areas, supported by new governance processes and requirements to hold posts vacant for fixed periods. The Council has continued to monitor these trends closely.

At its meeting in February, the Council received a recap of the University's financial model, noting the ongoing core academic cash deficit. Achieving planned cost savings was considered vital for moving the University towards a balanced position. The Council also recognised that additional savings could be possible through improved resource and space management. It stressed that failure to address the deficit would limit future investment capacity, making revenue generation – particularly through international fee income – a priority for future years.

In June, the Council was briefed on refinements to the University's long-term cashflow forecasting and the establishment of new frameworks for investment commitment and planning. These financial envelopes were intended to guide the scale and timing of future developments, balancing ambition with financial prudence and resilience. The Council also discussed the impact of rising operational costs, with particular emphasis on the estate and utility expenses as primary contributors to the academic deficit. While staff numbers had increased, their impact on overall costs was moderated by below-inflation pay increases. The Council expressed the need for transparent reporting and the need for more robust communication of the savings to be delivered through ongoing transformation initiatives.

Sustainability

Operational environmental sustainability

The Council maintained a strong focus on operational environmental sustainability during 2024–25. In July 2024, the Council had agreed to a two-stage process to strengthen the University's performance in this area. In October, an external consultancy was commissioned to undertake a comprehensive assessment of the University's progress in this area as the first of these two stages.

The Council received and discussed a detailed report from the consultancy in June which contained a broad range of recommendations. Council members, recognising the importance of prioritising and implementing the recommendations efficiently in Stage 2, approved the plans to recruit a dedicated senior leader with expertise in delivering ambitious sustainability objectives in complex settings. The report also contained a number of governance-related recommendations and Council members recommended that work on these should be developed too.

Academic environmental sustainability

In June, the Council received an update on the development of an academic strategy for environmental sustainability. A review of academic activities and cross-disciplinary initiatives had highlighted the diversity and innovation present in sustainability research and education. The Council supported the next steps, which would include the creation of a single website for sustainability initiatives, the establishment of a steering group to co-ordinate future activities, and the appointment for a fundraiser to support these efforts. The Council will continue to receive regular updates on progress towards the strategy.

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

The University's estate

Reshaping our Estate

In July, the Council considered and approved the Strategic Estate Framework and the associated Capital Plan, key outcomes from the Reshaping our Estate programme. The Framework articulated a vision and design philosophy for delivering a high-quality, more effective estate that enhanced the experience of students and staff while advancing the academic mission. Additional benefits included reduced carbon emissions, increased biodiversity, and a planned 10% reduction in both estate size and running costs. The 20-year Capital Plan, reviewed annually, was designed to constrain total spend and ensure alignment with both academic and operational priorities. Council discussions highlighted concern about physical connectivity across different zones of the estate and recommended further work on transport and connections. Members also urged consideration of more ambitious reduction targets for the size and running costs of the estate.

North West Cambridge development (NWC)

At its meeting in June, the Council considered a new Outline Planning Application for future phases of the North West Cambridge development, as the original 2013 masterplan approval was partially expiring. The application was designed to enable future delivery of housing, student accommodation, employment space, and recreational amenities. While no further funding or delivery commitments were sought at this stage, approval of the planning application was recognised as a critical step in progressing the development. The Council agreed to support the submission of the planning application, recognising its strategic importance for the University's growth and community provision, which was approved by the Regent House on 27 June 2025.²

Mill Lane North disposal

In April, the Council considered a proposal for the disposal of the Mill Lane North site, following an offer from a College. The Council noted that the site had been earmarked for disposal in previous master planning and the proposal had been endorsed by the Property Board as representing a positive financial outcome for the University. Members also recognised the potential benefits for decarbonisation, with the new owner expected to be in a position to advance this in a shorter timescale than the University. The Council recommended the proposal to the Regent House, which approved the disposal on 6 June 2025.³

People-related matters

Equality, diversity and inclusion

In February, the Council reviewed the statutory Equality and Diversity Information Report, including an overview of staff and student data, pay reports and gender pay gap results. The report highlighted progress across all diversity characteristics, however there was still a substantial gender pay gap and limited diversity at the senior management level. Members welcomed the progress made but expressed concern about persistent challenges in senior representation. The Council approved the 2023–24 reports for publication⁴ and agreed to separate pay gap reporting from broader equality and diversity information going forward to enable more targeted action and communication.

The Council also considered a detailed analysis of the base pay gap undertaken by the Human Resources Division, which indicated incremental positive trends over recent years but also showed that disparities remain, particularly at senior academic grades. The Council reiterated the importance of transparent promotion processes and endorsed further in-depth analyses to be conducted at School and Non-School Institution level. The need for a streamlined and inclusive promotions process was also emphasised, accompanied by a commitment to reduce workload associated with career progression processes.

During the year, the Council provided feedback on the University's draft application and action plan for the renewal of the University's Race Equality Charter Bronze Award. In July, the Council approved the final application and action plan 2025–2030 for submission to Advance HE in September.

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. A more detailed account of student-related matters over the 2024–25 academic year is included in the Annual Report of the General Board (at p. 183).

Final 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.⁵ In April, the Council endorsed the Group's proposals, emphasising the need for ongoing oversight of the progress of the recommendations, particularly regarding the potential short-term increase in staff workload involved in their implementation and in ensuring that implementation was considered fully across all Triposes.

Gender awarding gap

In June, the Council received an update on work to address the gender awarding gap in relation to first-class examination results. While there was a lot of activity in this area in the University, it was often carried out in a localised manner without dedicated institution-wide support. The Council welcomed the creation of a SharePoint site as a central resource to bring together studies, reports and best practice to bring together and accelerate existing initiatives and identify further opportunities for tackling the awarding gap.

Working Group on Investments in and Research funded by Companies belonging to the Defence Industry

In October, the Council considered its response to a Grace initiated by members of the Regent House in July 2024 requesting that the University commit to divestment from the arms industry by Michaelmas Term 2025 and that the Council take steps towards that goal, including the publication of a Report setting out the costs and effects.

The Council, willing to investigate the costs and effects of such divestment, authorised the Grace for submission to the Regent House. It also agreed to expand the remit of a working group set up following dialogue between senior officers and students representing those taking part in the King's Parade encampment, to cover the additional points the Grace raised, alongside the matters raised by the students.

² See Grace 1 of 18 June 2025 (*Reporter*, 6789, 2024–25, p. 665).

³ See Grace 2 of 29 May 2025 (*Reporter*, 6786, 2024–25, p. 583).

⁴ See <https://www.equality.admin.cam.ac.uk/equality-reports/equality-information-reports>.

⁵ See section 1.2 of the General Board's Report, p. 183.

Election of the Chancellor

In February, a year after indicating his intention to resign, The Lord Sainsbury of Turville confirmed that he would step down from the office of Chancellor on 24 June.⁶ This advance notice allowed the Council the time to consider how to make sure the election of the next Chancellor was a success. Those plans included preparing for the implementation of online voting as an alternative option to in-person voting by members of the Senate and the introduction of a ten-year fixed term for the Chancellor.⁷ Over the 2024–25 academic year, the Council approved the election arrangements and received regular progress updates. In January, it published a role profile for the Chancellor and in February, alongside confirmation of the vacancy in the office, it set out a full timetable and the arrangements for submitting nominations and registering for online voting.⁸ On 23 July, the Rt Hon. Lord Smith of Finsbury, *PEM*, was elected Chancellor with 10,569 votes out of the total 25,054 votes cast after applying STV rules – over four times the total number of votes cast in the previous election.⁹ The Council is grateful to the ten candidates who showed their commitment to the University by standing for election.

PART II: REPORTS FROM COMMITTEES AND WORKING GROUPS

Audit Committee

In 2024–25, the Audit Committee focused on challenges outlined in its previous Annual Report. It received updates on cyber-security risks linked to the University's fragmented IT infrastructure, including internal audits on Software Asset Management and an advisory review of departmental support needed for compliance with the Systems Management Policy by April 2026. The Committee welcomed the appointment of a Chief Information Officer and Director of University of Information Services to lead efforts in mitigating IT-related risks and noted the potential financial impact should these risks materialise. The Committee also continued to pay attention to research grant administration, with a focus on compliance with funder terms and conditions and the challenges of managing this in a devolved structure.

Updates were also provided on buildings compliance activities following a change in approach, and on travel and health and safety risks identified in earlier audits. The Committee reviewed the University Risk Register and acknowledged the growing maturity of risk management processes. It conducted deep-dives into risks around investment capacity and change and transformation programmes, taking assurance from improvements to the latter since 2024 and the leadership driving recommendations from the Change at Cambridge report. Continued monitoring of these risks will focus on assurance frameworks in place over the transformation portfolio.

The Committee reviewed the audit of the University's Financial Statements and recommended the appointment of a new external audit firm for the 2027–28 financial year, following a competitive tender. The current auditors were reappointed until 31 July 2025 and are expected to remain in post until 31 July 2027.¹⁰

Finance Committee

During 2024–25, the Committee continued to focus on securing long-term financial sustainability to maintain the University's profile as a world-leading institution while welcoming a new Chair and four new members. The Committee continued to make significant and valuable contributions to the development of financial strategy in the context of the challenges of recent years with the Committee's work supported by a significant revision to the ten-year cash-flow model.

On the recommendation of the Property Board and the General Board, the Committee approved the acquisition of the Island site at the Cambridge Biomedical Campus to secure a long-term home for the School of Clinical Medicine.

The Committee continued to exercise oversight over subsidiary companies via reviewing revisions to memoranda of understanding and recommending changes to board memberships to the Council.

The Committee received the annual Financial Statements, the quarterly management accounts, and regular updates from the Treasury and Investments Department in the Finance Division and on pensions from 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 Enterprise, Cambridge University Press & Assessment, and the Endowment Fund, as well as the Finance Transformation Programme.

Planning and Resources Committee (PRC)

The work of the PRC has been informed in large part by the requirement to achieve material and sustainable reductions in the University's operating expenditure, with an initial target to reduce overall operating expenditure by 5% across the 2024–25 and 2025–26 financial years. Informed by the work of the Change and Programme Management Board, the PRC has approved business cases to complete the Finance Transformation Programme and Transforming Research Support and has authorised expenditure to enable the suspension of the HR Transformation Programme (Processes and Systems). Together with the Estates Committee and the General Board, it has participated in the work to agree a Strategic Estate Capital Plan within the context of the Strategic Estate Framework. Business cases to implement Schools' academic priorities for postgraduate education continue to be tested via the Surplus Improvement Fund (SIF); several further approvals have been given in 2024–25.

Human Resources Committee (HRC)

Work on the review of the University's pay offer and grading structure continued and the remit was broadened to encompass all aspects of reward and recognition. The Committee approved a proposal to bring together this review and three other related projects under one over-arching Employer Value Proposition Programme, ensuring intersections between projects are considered at every stage. It also approved proposals to support institutions in preparing for the future implementation of myHR.

⁶ *Reporter*, 6771, 2024–25, p. 273.

⁷ See the section on changes to the University's Statutes, p. 181 below.

⁸ *Reporter*, 2024–25: 6768, p. 235; 6771, p. 273.

⁹ *Reporter*, 6794, 2024–25, p. 763. 5,558 votes were cast in the October 2011 election of the Chancellor; *Reporter*, 6239, 2011–12, p. 72.

¹⁰ See Graces 4 and 5 of 29 May 2025 (*Reporter*, 6786, 2024–25, p. 583).

Following the approval of the new Academic Career Pathway (ACP) for Research staff,¹¹ the Committee approved the implementation plan for the new pathway, together with proposals to enable greater alignment between, and improved efficacy of, the different ACP schemes. The promotion and pay progression elements of these schemes were separated, and amendments were made to other schemes to ensure consistency across all staff groups.

Following the successful renewal of the University's Athena Swan Silver Award, the Committee recommended the application to renew its Race Equality Charter Bronze Award. It also approved revised guidance on menopause support, the introduction of neonatal leave above the statutory rate of pay and updated guidance on alcohol and substance misuse. It also approved recommendations to develop Childcare Services following an external review and commended the third Outstanding Ofsted rating for the West Cambridge Day Nursery.

The introduction of new legislation, such as the Higher Education (Freedom of Speech) Act 1923, required a significant amount of policy revisions to ensure the University remained compliant. Work was also progressed on a new single Disciplinary Policy for unestablished staff.

Remuneration Committee

The Remuneration Committee published the 2023–24 Annual Remuneration Report for the University in February 2025.¹² 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 reviewed and commented on the University's Equality and Diversity Information Report 2023–24.⁴ It also led the annual process for the review of the Vice-Chancellor's performance against her objectives and delivered a report to the Council in October 2025.

The Committee was kept updated on work being undertaken as part of the University's ongoing review of pay and benefits.

Committee on Benefactions and External and Legal Affairs (CBELA)

CBELA 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 2024–25, CBELA scrutinised a range of engagements between the University and external parties to ensure that they were appropriate in terms of reputational risk. The Committee's business covered varied risk profiles and regions. CBELA continued to receive guidance from an expert on research security considerations in engaging with the People's Republic of China, and also from a separate individual with expertise on the Middle East. The Committee further received guidance on research security from the University's export control team and relevant governmental bodies.

In December, the Committee received a report summarising trends in legal claims against the University. In March, members participated in a workshop organised by Development and Alumni Relations on the principles of fundraising and due diligence, and on the procedure for admission to the Vice-Chancellor's Circle and the Guild of Benefactors, the recognition groups for benefactors to the University.

Information Services Committee (ISC)

During 2024–25, the Information Services Committee (ISC) continued its strategic oversight of the University's information services and digital infrastructure.

The Committee supported the development of an interim UIS-focused information and digital services strategy and investment plan, with the long-term goal of creating a University Digital Strategy. Following the arrival of the new CIO/Director of UIS in April 2025, development of this strategy will be a major focus for the Committee throughout 2025–26.

The ISC maintained oversight of the Cyber Security Risk Reduction Plan, with an emphasis on clear and actionable technical metrics. The Committee monitored compliance with the Systems Management Policy and supported the rollout of device monitoring and enhanced anti-malware protection. Following a successful trial the Committee recommended a revised Email Address Allocation and Retention Policy to the General Board and the Council. The policy was approved and came into force on 1 April 2025.

One major component of the Committee's work was the response to the Clinical School Cyber Security incident, and it established a Recovery Task Force to oversee the recovery process. The lessons learnt review and the recovery experience underlined the need for robust IT infrastructure, the vulnerabilities associated with non-standard systems and the need for fast, decisive communication.

The Committee reviewed major business cases to support critical systems, website migration and IT service unification, and endorsed improvements to IT portfolio governance and resource management. The ISC also regularly reviewed the University's technology-related risks recommending adjusted risk scores to reflect operational realities and advocating for increased adoption of common infrastructure solutions.

Environmental Sustainability Strategy Committee (ESSC)

During the first half of 2024–25, the ESSC provided input to the review, commissioned on behalf of the Council, of the University's approach to operational environmental sustainability. Members provided feedback on the proposed approach to the review, as well as the initial recommendations coming out of the review before these were finalised and presented to the Council.

The Committee approved the allocation of funding from the Carbon Reduction Fund to commission consultancy work, required to inform further development of the heat decarbonisation programme for the operational estate. This work provides more granularity on capital costs and energy usage associated with low carbon heating solutions.

¹¹ *Reporter*, 6784, 2024–25, p. 563.

¹² *Reporter*, 6773, 2024–25, p. 379.

⁴ See <https://www.equality.admin.cam.ac.uk/equality-reports/equality-information-reports>.

The outcomes will help to inform and shape allocations from the Strategic Estate Capital Plan by identifying the most cost-effective solution for heat decarbonisation in buildings and sites that are refurbished as part of the Reshaping our Estate programme.

The ESSC has continued to provide oversight of development of the University's Carbon Contribution Scheme. In July, the ESSC agreed to establish a new working group to advise on the University's wider and longer-term approach to offsetting carbon.

The ESSC continues to provide management review of the University's Environmental Management System (EMS) to ensure the system remains fit for purpose and maintains ISO14001 certification (gained in September 2024); and to provide oversight of Risk 14 (Failure to make demonstrable progress towards becoming an environmentally sustainable University).

International Strategy Committee

The University's international engagement has continued to expand over the past year, supported by renewed partnerships, new collaborations, and structures that ensure staff, students, and research teams are well placed to work internationally.

The Committee met in Michaelmas Term 2024 to discuss a change to the management structure of the Cambridge Centre for Advanced Research and Education in Singapore (CARES). Following subsequent changes to the Pro-Vice-Chancellor portfolios, the arrangements for chairing the Committee are being revised and will be confirmed when the Committee reconvenes in Michaelmas Term 2025.

The Committee's regional sub-groups remained active and continued to play an important role. The China Strategy Working Group and the South Asia Strategy Working Group both provided important platforms to guide the University's engagement, focusing on opportunities and challenges and supporting partnership development in their respective regions. The International Response Taskforce also continued to provide support in humanitarian contexts, offering targeted assistance to students and scholars affected by conflict and crises, while the International Advisory Engagement Working Group expanded its role in facilitating and supporting those engaged in international activities.

Estates Committee

The Estates Committee's principal focus in 2024–25 was the development, through the Reshaping our Estate Programme, of a Strategic Estate Framework and a 20-year Strategic Estate Capital Plan for the operational estate. These documents, approved by the General Board in June and the Council in July, articulate a long-term vision for the operational estate and a phased investment strategy. Together they will deliver a higher-quality estate that better serves the University's academic mission whilst also supporting financial efficiency and sustainability objectives.

In parallel, the Committee recommended the progression of various projects, now forming part of the new Framework and Capital Plan, such as the sale of the Mill Lane North site to King's College and a long-term programme to develop and evaluate potential options for the future of the University Library building. It also reviewed and supported business cases including the refurbishment of the Early Cancer Institute, the construction of a temporary facility for the Molecular Imaging Chemistry Laboratory, and urgent improvements to the cooling infrastructure of the West Cambridge Data Centre.

The Committee received regular reports from its sub-committees, including updates on its Technical Sub-Committee's monitoring of statutory compliance. It reviewed risks related to the estate and environmental sustainability, and approved operational budgets and guidance to support efficient estate management, as well as endorsing the approach to decarbonisation of the University's electricity supply.

Health and Safety Executive Committee (HSEC)

In 2024–25, the Health and Safety Executive Committee (HSEC) advanced several initiatives to strengthen the University's health and safety compliance and culture.

A major focus was the implementation and refinement of Peregrine Foresight, the University's pre-travel risk assessment system. Following feedback from stakeholders, the Committee approved the formation of a majority academic working group to review risk appetites for travel with a view to ensuring the system is calibrated to meet both legal obligations and user needs. The Committee also oversaw the rollout of the Safety Management Hub and a pilot rollout of a digital platform for Display Screen Equipment assessments prior to the platform's wider deployment in 2025–26. These tools enhance risk visibility and enable departments to manage safety more efficiently and autonomously.

The Committee received regular updates on the transition of maintenance responsibilities from the external provider Equans to an in-house model. It monitored progress and welcomed improvements in both compliance reporting and addressing legacy issues. The Consultative Committee for Safety (CCFS), the Study Away Risk Assessment Committee (SARAC), and the Advisory Committee for Working with People who have Offended (ACWPO) also provided regular reports to HSEC.

Health and safety governance reform remains a priority for HSEC, with ongoing efforts to improve academic engagement in sub-committees. A planned review of the University's safety governance structure is due to report in the second half of the next academic year.

Press and Assessment Board (PAB)

The Press and Assessment Board (PAB) met regularly in 2024–25 to oversee Cambridge University Press & Assessment's strategy and the management of its finance, property and broader affairs around the globe. The PAB discussed all areas of the business during the year, and topics receiving particular engagement included IELTS (International English Language Testing System) and other English proficiency tests, artificial intelligence, environment, exam process transformation, digital high-stakes assessment, cybersecurity, and education reform.

The Board also focused throughout the year on the management of risks, including geopolitical and other challenges impacting customers' ability to access Cambridge products and services, and on change programmes across shared services areas to maximise efficiency and effectiveness. The organisation's annual accounts and financial plans were approved, as were regulatory Statements of Compliance for Cambridge's assessment provision. The annual PAB and Executive Board conference provided an opportunity for in-depth consideration of the global market outlook and the organisation's longer term strategic ambitions.

Committee on Prevent and Freedom of Speech

During 2024–25, 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 2023–24 Prevent accountability and data return to the Office for Students (OfS).

The Council received reports on the University’s preparations for the new statutory duties set out in the Higher Education (Freedom of Speech) Act 2023 following the government’s announcement of their commencement with effect from 1 August 2025. This included the approval of consequential changes to policies and procedures falling within the Act’s purview to address the expectations of the OfS with regard to the implementation of the new statutory duties in specific areas. Some other aspects of the legislation remain under review by the government; the Committee is monitoring external developments as well as internal progress and will report to the Council as necessary during 2025–26.

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

Ballots and Topics of concern

In Lent Term 2025, members of the Regent House requested a ballot on and proposed an amendment to a Grace recommending the arrangements for the implementation of an Academic Career Pathway for research staff. The amendment sought to revise the frequency of a new contribution reward scheme, retaining its termly schedule instead of adopting an annual cycle aligned with similar schemes for other staff groups. The Council agreed to add the amendment to the ballot paper. It noted that, even if it were approved, the General Board would not be bound to accept the change it proposed. This is because the General Board is responsible for the academic and educational policy of the University and for processes for the management of employment by the University. In the ballot, the Grace was approved in its original form (904 in favour out of 1,643 votes cast).¹³

Two Topics of concern were discussed during the year, the first on the future of the Employer Justified Retirement Age (EJRA) in October 2024¹⁴ and the second on support for the veterinary course in March 2025.¹⁵

In July 2025, the Council received two Graces initiated by members of the Regent House, one proposing directions for the University administration and the Council in relation to injunctions and the other proposing that the list of members of the Guild of Benefactors be made public. The Council agreed to authorise submission of the Graces, after observing that both were advisory and not binding. In relation to the proposed Grace on injunctions, the Council noted its exclusive authority to conduct legal proceedings on behalf of the University. Whether to publish the membership of the Guild of Benefactors was

also a matter for decision by the Council, as the University’s trustee body. Following submission of the Graces, members of the Regent House requested ballots on them both. The votes will take place in the Michaelmas Term 2025.¹⁶

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:

- November 2024: Changes to Statutes A I, B I and D II updating provisions concerning membership of the University.¹⁷
- May 2025: Amendments to Statute A I introducing a fixed ten-year term for the Chancellor and High Steward, following a ballot in October 2024.¹⁸

Changes in the University’s senior leadership

In November, Professor Bhaskar Vira, Pro-Vice-Chancellor (Education and Environmental Sustainability) and Professor Kamal Munir, Pro-Vice-Chancellor (University Community and Engagement) were jointly awarded the title of Senior Pro-Vice-Chancellor by the Vice-Chancellor, with effect from 1 January 2025.

In April, on the recommendation of the Nominating Committee for the Office of Pro-Vice-Chancellor, the Council approved the reappointment of Professor Bhaskar Vira to the office of Pro-Vice-Chancellor (Education and Environmental Sustainability) for a second term of three years from 1 October 2025.

The General Board approved the appointment of Professor Jon Simons as Head of the School of the Biological Sciences from 1 February 2025 until 31 January 2029. Professor Simons was Acting Head of the School of the Biological Sciences from 1 October 2024 until 31 January 2025. It further approved the appointment of Professor Manali Desai as the Head of the School of the Humanities and Social Sciences from 1 October 2025 until 30 September 2029, to replace Professor Tim Harper.

David Hill was appointed as Chief Information Officer and Director of University Information Services (UIS) from April 2025.

Anthony Odgers and Daniel Benham will continue in their existing roles as Chief Financial Officer (CFO) and Interim Director of Finance and therefore the merger of the offices of CFO and Director of Finance has been postponed until further notice.

¹³ *Reporter*, 2024–25: 6772, p. 281; 6775, p. 413; 6778, p. 456; 6784, p. 563.

¹⁴ *Reporter*, 2024–25: 6752, p. 3; 6755, p. 48; 6759, p. 113.

¹⁵ *Reporter*, 2024–25: 6774, p. 396; 6778, p. 462; 6795, p. 770.

¹⁶ *Reporter*: 2024–25, 6795, p. 786; 2025–26, 6796, p. 3 and 6807, p. 152.

¹⁷ *Reporter*, 6759, 2024–25, p. 111.

¹⁸ *Reporter*, 2024–25: 6758, p. 106; 6783, p. 553.

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 2024–25 academic year was as follows:

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

Professor Deborah Prentice, *CHR*

Elected as Heads of Colleges (class (a))

Professor Dame Madeleine Atkins, *LC*
(until 31 December 2024)

Ms Heather Hancock, *JN*

Baroness Sally Morgan of Huyton, *F*

Lord Simon McDonald of Salford, *CHR*
(from 1 January 2025)

Professor Alan Short, *CLH*

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

Professor Anthony Davenport, *CTH*
(until 31 December 2024)

Professor Daniela De Angelis (from 1 January 2025)

Professor Richard Mortier, *CHR*

Professor Sharon Peacock, *JN* (until 31 December 2024)

Professor Jason Scott-Warren, *CAI*

Professor Garth Wells, *JE* (from 1 January 2025)

17 December 2025

DEBORAH PRENTICE,
Vice-Chancellor

WILLIAM ASTLE

GAENOR BAGLEY

MATTHEW COPEMAN

DANIELA DE ANGELIS

AUGUSTIN DENIS

JOHN DIX

ALEX HALLIDAY

HEATHER HANCOCK

SCOTT MANDELBROTE

EWA MAREK

SALLY MORGAN

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

Dr Zoe Adams, *K* (until 31 December 2024)

Dr William Astle (from 1 January 2025)

Ms Milly Bodfish

Mr John Dix, *DAR*

Dr Louise Joy, *HO* (until 31 December 2024)

Mr Scott Mandelbrote, *PET*

Dr Ewa Marek, *JE* (from 1 January 2025)

Dr Ella McPherson, *Q*

Dr Mezna Qato, *N* (from 10 January 2025)

Dr Michael Sewell, *SE* (until 31 December 2024)

Dr Pieter van Houten, *CHU*

Student members (class (d))

Ms Sarah Anderson, *F* (until 20 June 2025)

Mr Sumouli Bhattacharjee, *F* (until 18 July 2025)

Mr Matthew Copeman, *F* (from 7 July 2025)

Mr Augustin Denis, *W* (from 7 July 2025)

Mr Darragh O'Reilly, *Q* (from 7 July 2025)

Mr Alex Myall, *R* (until 30 June 2025)

External members (class (e))

Ms Gaenor Bagley, *TH*

Ms Sharon Flood

Professor Sir Alexander Halliday

Professor Andrew Wathey

MEZNA QATO

JASON SCOTT-WARREN

ALAN SHORT

PIETER VAN HOUTEN

ANDREW WATHEY

GARTH WELLS

Annual Report of the General Board to the Council for the academic year 2024–25

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 2024–25 academic year:

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

As noted in previous Reports, following the 2022–23 planning process the General Board agreed four priority areas for focus, namely: 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.

The General Board received a report on the outcome of a review of scholarships and funding arrangements in Michaelmas Term. The report stressed the importance of improving links between the University fees and funding teams and the Cambridge Trust and other partners. The report also emphasised the need to prioritise Ph.D. scholarships as a central plank of the University's future fundraising efforts. The first round of the Trinity–Cambridge Research Studentships was launched providing thirty-four studentships funded jointly by Trinity College and University institutions. It is anticipated that the scheme will attract significant additional match funding on top of that already committed.

As noted below, the Research Policy Committee has commissioned a review of research income and cost recovery. A particular concern was the relatively low level of industry funding for research compared to some key peers. A review of the Strategic Partnerships Office was carried out in 2024–25, in part to consider how best to support industry partnerships in future.

The Review of Teaching's final recommendations to reduce student workload were approved in Lent Term. The impact of their implementation will be monitored over the next few years. The report included a recommendation regarding academic staff workload which may be addressed in part through a more consistent approach to academic staff stint models. The General Board's Education Committee will lead on the development of institutional teaching stint principles and the need to review and rationalise course content, the HR Committee will lead on work to support Heads of Institution in addressing workload concerns, and both committees will lead on aspects of work to address 'on demand' cultures.

A key achievement during Easter Term was the approval of the Strategic Estate Framework and Strategic Estate Capital Plan for the operational estate, as noted under Estates matters later in the Report. This capital planning framework will incorporate the priorities identified through School Visions and provide a mechanism to prioritise and schedule capital developments across University sites. Development of the operational estate will continue to be informed by academic priorities overseen by the General Board.

In order to provide improved support for academic planning and data and analysis it was agreed that the non-financial teams previously part of the Academic and Financial Planning and Analysis (AFPA) section in the Finance Division should move to the Academic Division forming a new Academic Planning and Strategy Office (APSO).

1.2 Education and other student-related matters

Review of Teaching

Education remained central to the Board's agenda. In April, the Board approved the final recommendations of the Teaching Review, which followed comprehensive consultation and proposed a range of enhancements to undergraduate education.¹ The recommendations included: systemic recommendations to enable change through infrastructure, culture and policy; enhancement recommendations to ensure continued educational excellence; and communication recommendations to provide clear and coherent information for students and staff.

The Review also recommended that further action should be taken to address staff workload concerns and articulate the value of teaching. The Human Resources Committee (HRC) and the General Board's Education Committee (GBEC) proposed four collaborative strands of work to be taken forward in 2025–26. The Board approved these proposals in June.

Education Vision

The Board approved an Education Vision statement to supplement the University's Mission and Core Values in July. The Statement provides a framework against which the collegiate University can develop, map, and report strategic educational developments in relation to all educational offerings.²

Undergraduate admissions governance

In April, following a Strategic Review of Admissions and Outreach and consultation across the collegiate University, the Board and the Council published a Report³ proposing a new joint governance committee with responsibility for oversight and decision-making on undergraduate admissions matters. The new arrangements will rationalise the governance of undergraduate admissions and ensure appropriate College and University representation in the decision-making process.

¹ *Reporter*, 6781, 2024–25, p. 533.

² <https://www.cam.ac.uk/about-the-university/how-the-university-and-colleges-work/the-universitys-mission-and-core-values/our-education-vision>.

³ *Reporter*, 6781, 2024–25, p. 534.

Review of the approach to provision for disabled students

In January, the Board received the recommendations of a comprehensive external review of how the University and Colleges support disabled students. The recommendations centred around improving coordination, removing barriers, and ensuring equitable access, with a move to standardised adjustments for students with non-complex conditions to enable a greater focus upon students requiring a bespoke approach. The Board welcomed the results and endorsed the direction of travel.

Doctoral student funding and review of scholarship funding arrangements

In November, the Board received reports on doctoral student funding at the University and on scholarships funding arrangements, with options for enhancing the administration of scholarships. The Board discussed the importance of addressing the gap in the volume and value of scholarships and the decline in doctoral funding, along with the need to improve the effectiveness of operational funding arrangements. The Board will receive further updates and a strategic plan to improve doctoral student funding in 2025–26.

Black, Asian and Minoritised Ethnic Student Mental Health Advisory Group report

In July, the Board received an update on progress made against the recommendations of the Black, Asian and Minoritised Ethnic Student Mental Health Advisory Group report, which aim to improve the experience of minoritised students. The Board noted the work undertaken, planned activities, and barriers or risks requiring further consideration, and that the recommendations had been taken into account in the development of the University's Race Equality Charter application and action plan. The Board will receive a further progress update in 2025–26.

Veterinary Sciences Tripos

The Board considered the initial findings of the Veterinary School Review Group in October, which had been commissioned to establish a sustainable way forward for the School. In November, the Royal College of Veterinary Surgeons (RCVS) changed the registration status of the Department of Veterinary Medicine from 'full' to 'conditional', and the Board received regular updates on work being undertaken in relation to each of these matters during 2025–26. Measures were put in place to support the Department and the Veterinary School under the oversight of the School of the Biological Sciences, and in March the Board approved the continuation of recruitment to the Veterinary Sciences Tripos in 2026. The Board will receive further updates during 2025–26.

Gender awarding gap

In January, the Board received an update on work to address the gender awarding gap that exists in the proportion of male and female Tripos students receiving a first-class award. A dedicated SharePoint site had been created containing information and resources to enable information-sharing across the University and to provide support for projects and initiatives to tackle the awarding gap.

Office for Students (OfS) condition of registration E6 relating to harassment and sexual misconduct

Work on the collegiate University's approach to the new OfS condition of registration relating to harassment and sexual misconduct was taken forward under a Steering Group chaired by the Pro-Vice-Chancellor for Education and Sustainability, with College and student representation. Information on related staff training and HR policy changes can be found in the Human Resources matters section.

Reform of examination allowances

In May and June, the Board and the Council approved the publication of a Report⁴ proposing revisions to examination allowances, which followed an external review of examination access and mitigation processes and collegiate University-wide consultations. The revisions relate to the criteria for examination allowances and the examination allowances available, and the introduction of a maximum period of registration beyond the expected course end date.

Phase 2 post-marking and assessment boycott exam regulations review recommendations

Also in May and June, the Board and the Council approved the publication of a Report⁵ proposing changes to Ordinances recommended by the Task and Finish Group for Phase 2 of the review of the post-marking and assessment boycott exam regulations. The recommendations removed operational details from Ordinances and devolved to Faculty Boards and equivalent bodies the responsibility for appointing Examiners and Assessors.

Student Protection Plan

The Board approved revisions to the Student Protection Plan in February, in response to a request from the OfS that the Plan should include information on how the University would mitigate the closure of a College, a Faculty or Department, or a course, or loss of accreditation.

1.3 Research matters

In December, the General Board endorsed the Annual Research Integrity Report for 2023–24, which provided evidence of the key measures the University has taken to sustain and enhance the integrity of research and ensure compliance with the Concordat to Support Research Integrity,⁶ along with a table of assurance of compliance with the Concordat. Production of this annual report is a requirement of the Concordat.

The Board also received the University Research Ethics Committee Annual Report, outlining the Committee's work in co-ordinating the development and dissemination of the University's research ethics policies and consideration of ethical aspects of research applications referred to it. The Board will receive proposals for revisions to the University Research Ethics Policy in 2025–26.

The Board noted in the August circular that the Research Policy Committee had commissioned a Research Income and Cost Recovery Review. The Review will examine how research funding is generated and distributed across the institution, assess the effectiveness and sustainability of current cost recovery models, and make recommendations to inform future strategy and financial planning in support of institutional priorities. The outcomes of the Review will be reported to the Board during 2025–26.

⁴ *Reporter*, 6784, 2024–25, p. 560.

⁵ *Reporter*, 6787, 2024–25, p. 606.

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/>.

1.4 Human resources matters

Researcher reward and progression arrangements

The Board approved several initiatives aimed at improving staff experience, career progression, and institutional equity during 2024–25. In November, the Board approved the publication of a Report⁷ proposing a new Academic Career Pathways (Research) scheme supported by a new annual Contribution Reward Scheme. The scheme provides a coherent single progression and career development scheme, and introduces new grades and titles, for research staff.

Contribution Reward Scheme for Academic and Research Staff

In July, the Board approved the extension of the Contribution Reward Scheme for Research Staff to include academic staff on the Research and Teaching and the Teaching and Scholarship pathways, thereby creating the Contribution Reward Scheme for Academic and Research Staff. The new scheme enables academics in Grades 9, 10, and 11 to progress to previously restricted contribution points in their grade, and mirrors the contribution reward schemes for other staff groups.

Changes to the Contribution Reward Scheme for Academic-related Staff at Grade 12

Also in July, the Board and the Council approved changes to the guidance for the Contribution Reward Scheme for Academic-related staff at Grade 12 (CRS 12),⁸ to ensure consistency with other University pay progression schemes.

Equality, diversity and inclusion

In January, the General Board received the University's annual Equality and Diversity Information and Gender Pay Gap Analysis Report. The Board noted that for academic staff in particular the gender pay gap continued to be a concern, and further analyses would be carried out to identify the causes, along with actions to address the gap. The Board also noted the recent move of teaching-focused staff to Academic (Teaching and Scholarship) contracts had been a contributing factor to the academic staff gender pay gap, but that the new promotions process for academics on Teaching and Scholarship contracts was helping to reduce the gender pay gap for this group. The Board recommended the report to the Council for publication.

In July, the General Board and the Council approved the institutional Race Equality Charter application and action plan for 2025–2030, which had been developed following wide consultation. The University's Bronze institutional award is due for renewal in September 2025.

Staff training and policy changes in accordance with legislative and regulatory changes to address harassment and sexual misconduct

In July, the Board and the Council approved proposals for policy amendments and mandatory staff training⁹ in order to ensure compliance with the Worker Protection (Amendment of Equality Act 2010) Act 2023 relating to the prevention of sexual harassment of workers in the course of employment, the new Office for Students condition of registration (E6) designed to tackle harassment and sexual misconduct, and a regulatory case report published by the OfS.¹⁰ A risk-based approach had been taken to identify appropriate levels of training for different staff groups.

⁷ Reporter, 6761, 2024–25, p. 144.

⁸ Reporter, 6795, 2024–25, p. 769.

⁹ Reporter, 6795, 2024–25, p. 770.

¹⁰ <https://www.officeforstudents.org.uk/publications/regulatory-case-report-for-university-of-sussex/>.

Enhanced neonatal care pay

The Neonatal Care (Leave and Pay) Act 2023 introduced a new statutory right for parents to receive up to 12 weeks of leave on statutory pay if their baby requires neonatal care from 6 April 2025. The Board and the Council approved the enhancement of neonatal care pay to full pay in March.

1.5 Other matters

Estates-related matters

In 2025–26, the Board considered various proposals to enable better informed strategic decision-making. In June, the Board endorsed the new Strategic Estate Framework, which sets out the University's long-term vision and design philosophy for the operational estate. The Framework is a result of the Reshaping our Estate programme, and is supported by a 20-year Strategic Estate Capital Plan which the Board also approved in June.¹¹ The Capital Plan sets out the projected funding for projects to deliver the long-term vision and an expectation of maximum expenditure. It provides a reference point against which all future major operational estate projects and funding decisions can be considered and will be reviewed annually. The Council also approved the Strategic Estate Framework and the Capital Plan in June.

In July, the Board endorsed the Vision for the Cambridge West Innovation District. The aim of the Vision is to deliver a unique academic and commercial offering through the development of space and facilities at West Cambridge that will foster collaborative research, science, and innovation, within the University and with global companies. Planning and associated activities will progress during 2025–26.

University Business Data Strategy

The Board and the Council approved the new Business Data Strategy in July. Development of the Strategy had been initiated by the Change and Programme Management Board to improve the use of data held by professional services staff, and assist decision-making, operational efficiency, allocation of resources, and compliance matters.

Governance-related matters

The Board also considered a number of governance-related matters. In November, the Board and the Council approved the publication of a Report¹² proposing the establishment of a University Theatre Committee and bringing the ADC Theatre under the General Board's oversight. In December, the Board approved the publication of a Report¹³ proposing the establishment of the Department of Public Policy within the Faculty of Human, Social and Political Science, entitled the Bennett School of Public Policy. In May, the Board approved a proposal to hold a Strategic Review of Cambridge Digital Humanities, to help to inform decisions about its future development.

In addition, to streamline decision-making, the Board delegated to the Schools the authority to approve the following appointments: Heads of Department and Deputy Heads of Departments, Directors and Visiting Professors (where the appointment is the responsibility of the General Board), and memberships of Boards of Electors for elections to Professorships. The General Board remains responsible for decisions made on its behalf, and delegations will be reviewed annually.

¹¹ Reporter, 6795, 2024–25, p. 776.

¹² Reporter, 6761, 2024–25, p. 141.

¹³ Reporter, 6764, 2024–25, p. 196.

2. REPORTS FROM COMMITTEES

*Committees reporting to the General Board***Change and Programme Management Board (CPMB)**

In the period September 2024 to July 2025, the CPMB continued to oversee the development and management of the University's change programmes.

In order to secure capital funding for the successful progression of the HR Transformation Programme, Finance Transformation Programme, and Transforming Research Support (TRS) programme, the CPMB considered and recommended several business cases to the Planning and Resources Committee for approval.

In October, the CPMB received Mayer Consulting Limited's comprehensive assessment of the CPMB's portfolio of transformation programmes (the Change Review), with recommendations to maximise successful delivery of the programmes. Recommendations were made in relation to delivery management, benefits management, change management, assurance, and developing a culture of trust and collaboration. The CPMB endorsed the recommendations and is progressing the suggested improvements, including changes to its terms of reference and the introduction of a new Senior Responsible Owner role across all programmes to provide overall leadership and accountability for each programme's success.

The CPMB noted assurance activities undertaken within the portfolio, including a TRS review and lessons learned, Finance Systems Replacement (FSR) benefits realisation, plus a significant piece of work to ensure the institution was ready for the ensuing FSR prior to entering into a contract with the implementation partner, KPMG.

The CPMB commissioned the creation of a University Business Data Strategy to provide a strategic foundation for managing administrative data across the University.

Finally, given the University's need to reduce costs by 5%, the CPMB recognised the need for a more holistic review of the financial position across the portfolio and now reports at every meeting as to the latest position.

General Board's Education Committee (GBEC)

GBEC continued to be the primary authority with operational responsibility for education, teaching, quality assurance and standards, and other student-related matters. In addition to the matters referred to the General Board, GBEC undertook the activities summarised in the following section.

Course provision

The following new courses and significant course amendments were approved by the Academic Standards and Enhancement Committee (ASEC) and the Postgraduate Committee (PC), both sub-committees of GBEC.

- Linguistics and Modern Languages Tripos (Faculty of Modern and Medieval Languages and Linguistics)
- M.Phil. in Digital Policy (Bennett Institute for Public Policy)
- M.Phil. in Translational Medical Research (Clinical School)
- M.Phil. in NeuroAI and Intelligent Systems (Clinical School)
- M.Phil. in Global History of Art and Architecture (History of Art)

- M.Phil. in Brain Health and Disease: Clinical Neuroscience (Clinical School)
- M.Phil. in Electrical and Electronic Engineering (Engineering)
- M.Res. in Sensor Technologies and Applications (Engineering)
- Advanced Diploma in Classics (Classics)
- Diploma in Coaching (Level 5 Apprenticeship) (Professional and Continuing Education)
- Ph.D. in Literature, Culture and Thought
- Ph.D. in Sustainable Energy Materials Innovation
- Ph.D. in Data Intensive Science

Significant amendments

- The Manufacturing Engineering Tripos (Engineering) amended admissions regulations relating to Part IIb to ensure good candidates from other Triposes had equal access.
- Permission was given by ASEC and the PC to allow students on the revised M.Phil. in Therapeutic Sciences to take two-term placements.
- A new pathway through the M.Phil. in Asian and Middle Eastern Studies called East Asian Popular Culture Across Time was approved.
- Approval for the Land Economy Tripos to be renamed the Environment, Law, and Economics Tripos with effect from 2027.

Assessment Formats Ordinance

The following courses opted to move under the Ordinance for Assessment Formats,¹⁴ which takes effect from Michaelmas Term 2025:

- 15 Triposes
- 17 Master's courses, including the LL.M. and M.C.L.
- 31 M.Phil. courses by Advanced Study
- 1 Advanced Diploma

Education Vision and strategic priorities

The Committee approved the Vision and its recommendation to the General Board. The Vision aims to expand on the word 'education' in the University's mission statement and, whilst not able to capture all strands or categories of the University's teaching and learning, aims to cover the key concepts.

The Pro-Vice-Chancellor for Education and Sustainability identified two key strategic priorities for GBEC:

- Teaching, learning, and assessment: focusing on removing blockers and ensuring compliance with regulatory commitments.
- Postgraduate and doctoral education: supporting expansion and scholarship funding, aligned with the upcoming University fundraising campaign and Research Excellence Framework (REF) preparations.

Review of doctoral education

The Committee noted updates on the progress of the review, commissioned by the Postgraduate Committee, to confirm the value and purpose of doctoral education at Cambridge and to consider the extent to which current arrangements are appropriate considering changes in the doctoral education landscape.

¹⁴ *Reporter*, 6704, 2022–23, p. 743.

Professional, Statutory and Regulatory Bodies (PSRBs)

The Committee supported the Department of Veterinary Medicine's efforts to regain full accreditation from the Royal College of Veterinary Surgeons, including the formation of an Education Accreditation Project Group and engagement of external advisors.

Additionally, a new protocol was approved to guide Faculties and Departments in managing accreditation processes, particularly those undertaking a review/visit for the first time.

Mental health and inclusion

The Committee reviewed reports on serious incidents, student deaths, and the mental health of minoritised students. Recommendations from the Black, Asian and Minoritised Ethnic Student Mental Health Advisory Group were referred to relevant committees for action. The Committee endorsed the draft application and associated action plan for renewal of the Race Equality Charter, noting their alignment with the Access and Participation Plan.

Other work

During 2024–25, the Committee approved the following initiatives:

- Development of a working group to improve co-ordination, communication, and data dissemination of student surveys.
- New policies in the following areas: family leave for students; fee liability following mid-year course changes; extensions to dissertations and coursework; fitness to practise procedure for the Faculty of Education; and screen recordings during examinations.
- A shift from hourly rates to standardised piece rates for examiner payments. The rates will continue to align with Ordinances but simplify operational procedures and fee transparency for examiners.
- A statement on examiner use of AI tools including Microsoft Copilot.
- A mutual expectations document to support part-time postgraduate students.
- The Careers Service Strategy, which was welcomed as informative and forward-looking.

The Committee also noted with special appreciation the retirement of Ms Alice Benton, Head of Education Services, who acted as GBEC Secretary for 18 years.

Collections Committee

During 2024–25, the Committee received updates and provided input on the following matters: progress on the development of a University Collections Strategic Road Map; consideration of the Collections in planning for the future estate and discussions with the Reshaping our Estate project team; the development of philanthropic income across the Collections from the University's Development and Alumni Relations team; Collections' documentation, security matters, and risk management and discussions with Risk and Assurance colleagues; the maintenance of collections spaces and risk management, and discussions with the Estates Division; the work of the National Portfolio Organisation programme funded by Arts Council England; the work of the Connections–Collections–Communities Strategic Research Initiative,¹⁵ and the 2025 Higher Education Innovation Funding (HEIF) application process.

The Pro-Vice-Chancellor for Research attended an additional meeting in July to discuss HEIF activity and funding.

Research Policy Committee (RPC)

During 2024–25, the RPC continued the implementation of the recommendations of the 2024 review of the Strategic Research Initiatives (SRIs) and Interdisciplinary Research Centres (IRCs), resulting, in January 2025, with the agreement of new pathways for development of the IRCs and proposals for a competition to establish new SRIs.

The RPC also continued its focus on environmental sustainability. In October, the RPC received and endorsed the report of the Climate and Environmental Sustainability Research Working Group and the University became a signatory of the Concordat for the Environmental Sustainability of Research and Innovation Practice. In order to facilitate effective delivery of the requirements of the Concordat, funder requirements, and University priorities for sustainable research, the RPC approved revisions to the terms of reference of the Sustainable Research Working Group and agreed to receive and monitor an action plan during 2025–26.

In November 2024, the RPC received the first Research Office Operational Plan, which includes seven cross-cutting strategic change priorities. The RPC will receive annual updates on delivery across the plan's priority areas, enabling the RPC to monitor the evolution of the Research Office's strategy.

The RPC has also maintained its focus on research culture matters. In January, the RPC received a report on the University's Research Culture programme and endorsed a scoping exercise aimed at understanding where support exists in the University and where additional efforts will be required. The RPC also received the first report of the Improving Inclusivity in Grant Funding Project in March. The report focused on mapping gender disparities in grant-seeking behaviour by academics and researchers in Cambridge, based on data from the last nine years. This mapping exercise is part of a longer-term project that will also report to the Human Resources Committee, given its relevance to equality, diversity and inclusion matters.

In March, the RPC initiated a review of research income and cost recovery for which terms of reference were agreed in May. The project will be delivered by a Fellow appointed from the Fellowship Programme for Emerging Academic Leaders alongside a Working Group reporting to the RPC. In May, the RPC approved changes to the University's Export Control Procedure and began to monitor the University's implementation of compliance measures for the Foreign Influence Registration Scheme. The RPC also endorsed a new communications push by the Research Office on these and other research security legislation. The RPC has also received regular updates on internal and external developments regarding REF 2029.

During 2025, the RPC has also taken a strong interest in research innovation and impact activities, overseeing a revised process for HEIF funding applications, monitoring performance in the Knowledge Exchange Framework and providing academic views into a range of developments designed to support the University's research innovation ecosystem. In order to provide a more structured approach to providing input into research innovation activities, the RPC established an Interim Innovation Sub-Committee in June.

¹⁵ See <https://www.ccc.cam.ac.uk/> for further information on the Collections–Connections–Communities Strategic Research Initiative.

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.

In 2024–25, UREC completed a detailed review of the University Research Ethics Policy. The revised policy is now under consideration for operational approval, with the governance approval process expected to be completed in Michaelmas Term. With the Policy's guiding principles now agreed, the UREC will proceed with the development of an online induction module for new and existing Departmental and School research ethics committee (REC) members, expected to launch in 2025–26.

The UREC continued to advise RECs to ensure they meet University standards, including reviewing revised documentation for a School-level REC and updating its guidance on ethical review procedures to provide greater clarity on minimal ethical risk.

Responding to the sustained increase in the number of ethics applications reviewed by RECs in the 2023–24 academic year, the UREC endorsed the University procurement of an ethical review module to better support REC administration. The module has been purchased and will be made available for optional use by RECs.

As part of broader updates to ethical review guidance, the UREC endorsed new guidance for researchers working with sensitive personal data. It also endorsed the University's proposed response to the Wellcome audit of its research ethics framework and advised on the ethical review requirements for research funded by U.S. Health and Human Services.

*Committees reporting jointly to the Council and the General Board***Fitzwilliam Museum Syndicate**

The Syndicate played a key role in shaping the Museum's evolving strategic plan, advancing the Museum's institutional transformation, and supporting its activities in accordance with the University's mission and key priorities (including Reshaping our Estate and Enhanced Financial Transparency). The Syndicate approved the Museum's refreshed Vision and Mission, which are now being embedded into organisational planning.

The Syndicate continues to monitor closely the implementation of the Museum's improved income generation model, including the introduction of charging for temporary exhibitions, as well as an updated membership scheme, and targeted fundraising campaigns with a view to arriving at financial sustainability.

The Syndicate provided critical input into the delivery phase of the relocation of the Hamilton Kerr Institute's (HKI) conservation and research services to the University Printing House site on Shaftesbury Road. The expanded HKI conservation services support income generation and a more integrated working across the HKI and the Museum's conservation, learning, and scientific teams.

The Syndicate continued to support the Fitzwilliam's leadership as a research-led Museum, with a strong focus on interdisciplinary and participatory research. The Syndicate supported the Museum's continued leading role in the Collections–Connections–Communities Strategic Research Initiative and Cambridge Visual Culture (with partners in each initiative). The Syndicate also oversaw governance arrangements for a new programme of collaborative doctoral training and research fellowships.

A new impact framework for research, co-developed with University partners, was endorsed by the Syndicate.

The Syndicate approved several major acquisitions that demonstrate the Museum's commitment to telling larger, more inclusive and more complex histories, and its new engagement with the contemporary world. Those include paintings by Shaquella Whyte, Lubaina Himid and Jennifer Packer.

Kettle's Yard Committee

During 2024, the Committee implemented a governance review to ensure that Statutes and Ordinances relating to the Committee were up-to-date and supported the good governance of Kettle's Yard by a diverse committee. Five new members with diverse skills were subsequently recruited to the Committee. In February, the Committee held a strategic planning day on financial planning.

In November, the Committee considered the future exhibition programme to 2028, and approved the revised Reserves and Legacy Policies. In January, the Committee received and discussed a presentation of the Community and Learning programme. In April, the Committee approved the revised Acquisitions and Disposals and Loans Policies. In June, Committee members discussed the Security Review and recommended actions, and agreed that these would return to the Committee with updates during 2025–26.

At every meeting, the Committee continues to monitor the following:

- 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 and include Evaluation Reports for key activities such as exhibitions.
- The Risk Register.
- The Management Accounts (including in the June meeting the forecast for 2025–26).
- Progress against the Strategic Ambitions.
- Reports on the charged ticketing for the house.
- Progress of the Endowment Campaign.

The following sub-committees report to every meeting: the Finance and Risk, Friends of Kettle's Yard, Music and Development Committees.

Library Syndicate

The Syndicate was pleased to welcome Professor John Aston, acting as the Vice-Chancellor's Deputy, as its new Chair.

In the course of the academic year, there continued to be a focus on strategic financial planning for Cambridge University Libraries (CUL). The Syndicate received and discussed a vision and a strategic delivery plan for reimagining and reshaping Library Services across collegiate Cambridge. These high-level discussions were underpinned by business items including the CUL Strategic Risk Register and long-term financial forecasting and reporting. On other financial matters, the Syndicate was updated, in the context of 'collections as services' and a content review, on the approach to journals negotiations with regard to the 'big 5' deals coming up for renewal.

The Syndicate discussed estates strategy at each of its meetings. The Planning and Resources Committee, at its meeting on 23 October 2024, approved a business case and warrant to commission a Site Spatial Framework for the University Library. Following a competitive selection

process, in which some members of the Syndicate were involved, Herzog & de Meuron were appointed to undertake the work. There was a special meeting of the Syndicate on 16 June 2025 at which Herzog & de Meuron gave an update report on their work to date. On other capital matters, the Seeley Library successfully moved into the University Library over the Christmas vacation to allow work to be undertaken on the Stirling Building.

The Syndicate received update reports on significant initiatives, including the Research Institute; the Digital Preservation Programme; and the African Collections Futures report. It commended CUL on progress in these important areas of activity.

The Syndicate gave initial consideration to a review of its own provisions as set out in Statutes and Ordinances. This will be continued in the coming academic year.

Sports Committee

The Sports Committee continued to oversee the work of the University Sports Service in delivering the objectives of the Strategy for Sport and Physical Activity (2023–27).

The Committee received updates on the ongoing success of the Active Students programme, with 700 hours of free, fun, social, inclusive and welcoming sport sessions delivered by the Sports Service, and a total of 1,248 participants and 6,870 attendances. The Committee noted the very positive feedback in relation to physical and mental wellbeing, social connections, and the broader student experience.

The Committee also received updates on the new Active Staff programme which commenced in January and has provided 326 free fitness classes during the calendar year with 3,764 bookings and positive feedback from participants. The Sports Service introduced a programme of ‘Learn to’ short courses, which included running, padel and tennis. The Committee noted that these courses provided a further 298 opportunities to get physically active and were fully booked.

The Sports Committee received discussion papers from the Sports Club Registration Sub-committee, on student workload/barriers to participating in sport, coach and volunteer arrangements in University Sports Clubs, and the practical implications of the UK Supreme Court judgment in *For Women Scotland v The Scottish Ministers*¹⁶ for Cambridge Sport. Further reports and draft guidance documents will now be developed and discussed in Michaelmas Term 2025.

In January, the Sports Service commissioned SUMS Consulting to develop a strategic investment case for sport and physical activity facilities in line with the Strategy. In June, the Sports Committee received a presentation and draft report from SUMS. The final report will be considered in September 2025 and, if approved, will shape the Sports Service facility development strategy for the future.

Over the last 18 months, the Committee has received updates on the development of Grange Road and the support provided by the Sports Service as it transitions from its traditional grass pitch to a state-of-the-art artificial turf pitch, expected to open in mid-October. This will be transformative for rugby and football, various University and local clubs, and the ‘Active’ programmes for staff and students.

Padel tennis launched successfully in September. There have been 5,085 court bookings, 2,728 attendances at group coaching sessions and 1,508 at Padel Open Nights. There are currently 127 active padel members on monthly or annual memberships, with significantly higher than typical uncovered court usage rates. The Committee noted that the Service is looking to expand provision by building three more courts in the next academic year.

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 HRC, the Information Services Committee, the International Strategy Committee and the PRC 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 above (at p. 178).

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:

- Professorship of Public Policy
- Professorship of Data-intensive Mathematical Physics
- Kidani Professorship of Integrated Cancer Medicine
- Childers Professorship of Irish History
- Professorship of Economic History
- Dawson Professorship of Young People’s Mental Health

Head of School appointments are listed in the Council’s Annual Report (at p. 181).

Incident Management and Business Continuity Plans (IMBCPs)

The Board received an annual report on the status of Incident Management Plans (IMBCPs) in General Board institutions. Almost all institutions have an IMBCP in place, with the remaining plans progressing well. The Business Continuity team will support the completion of all plans by the end of Michaelmas Term 2025 and will ensure all plans are formally signed off annually by the Head of institution. The team will also support institutions in complying with the requirement under the Incident Management and Business Continuity Policy to exercise plans against different scenarios on an annual basis. Typical scenarios include occupations and protests, building incidents such as floods, fire and power outages, and loss of IT. The Business Continuity team will facilitate one exercise per institution every three years and an exercise pack with guidance and templates is available to support institutions in running their own desktop exercises in between. More than half of institutions have already exercised their plans in the last twelve months, either through planned exercises or as a response to real incidents experienced over the last year.

¹⁶ <https://www.supremecourt.uk/cases/uksc-2024-0042>.

Risk registers for Schools and Non-School Institutions

During Michaelmas Term 2024, the General Board considered the risk registers of the School of Clinical Medicine, the School of Humanities and Social Sciences, the School of the Physical Sciences and the School of Technology, together with the risk registers of the Non-School Institutions (NSIs) under the Board's supervision (all of which had been postponed from the July 2024 meeting). The Board then considered the risk registers of all Schools during Lent Term 2025 and of the NSIs, including the ADC Theatre, during Easter Term 2025. Key and common risks identified by the Schools and NSIs remained consistent with 2023–24, falling broadly under the categories: staff recruitment and retention; financial sustainability; estates; IT risks; and research, particularly in relation to research and doctoral funding models. NSIs also identified risks relating to collections documentation and security as being of particular concern. The Board noted the mitigating actions being taken to address the risks.

Annual Reports

During 2024–25, the Board received and noted annual reports from the following committees/institutions:

- 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
- Estates Committee
- Fitzwilliam Museum and Hamilton Kerr Institute
- Health and Safety Executive Committee

17 December 2025

DEBORAH PRENTICE,
Vice-Chancellor

JESSICA ASIEDU-KWATCHEY

AUGUSTIN DENIS

MANALI DESAI

PATRICK MAXWELL

NIGEL PEAKE

RICHARD PENTY

ALAN SHORT

JON SIMONS

PIETER VAN HOUTEN

BHASKAR VIRA

JOCELYN WYBURD

ACTA**Approval of Graces submitted to the Regent House on 3 December 2025**

The Graces submitted to the Regent House on 3 December 2025 (*Reporter*, 6806, 2025–26, p. 136) were approved at 4 p.m. on Friday, 12 December 2025.

Congregation of the Regent House on 12 December 2025

A Congregation was held at 2 p.m. in the Senate-House. The Graces submitted to the Regent House (*Reporter*, 6807, 2025–26, p. 152) were approved.

R. B. SACHERS, *Director of Governance and Compliance*

END OF THE OFFICIAL PART OF THE 'REPORTER'

- Information Services Committee
- Institute of Continuing Education
- Kettle's Yard
- McDonald Institute for Archaeological Research
- Office of Student Conduct, Complaints and Appeals
- Scott Polar Research Institute
- 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
- Collections Committee
- 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
- International Strategy Committee
- Library Syndicate
- Planning and Resources Committee
- Research Policy Committee
- Reshaping our Estate Programme Board
- University Biomedical Services Governance and Strategy Committee
- University Sports Committee

REPORT OF DISCUSSION

Tuesday, 9 December 2025

A Discussion was scheduled by videoconference. Deputy Vice-Chancellor Dr Michael Rands, *DAR*, was presiding, with the Registrar's deputy, the Senior Proctor and the Junior Pro-Proctor as the attending officers.

Remarks were received as follows:

Joint Report of the Council and the General Board, dated 19 November 2025, on exchanges of Professorships

(*Reporter*, 6804, 2025–26, p. 118).

Mr G. P. ALLEN (Wolfson College and former Academic Secretary):

Deputy Vice-Chancellor, elections to established Professorships are a serious matter for the University. In the sciences they often entail a substantial investment of start-up funds and the subsequent recurrent salary and other costs of the Professor can be a seven-figure sum. The arrangements in Special Ordinance C (vii) set out detailed provisions for: reviewing the field of a forthcoming vacancy, the constitution of a Board of Electors representative of expertise internally and externally (usually from our international peers), to safeguard against an election being 'stitched up' internally, and for the maintenance of high academic standards. There is no 'undo option' if an unsatisfactory election is made and we know that Professors seldom leave before retirement, so the process must be taken seriously, and it may take time for a Board to search the field and secure the election of an internationally outstanding candidate.

This Report is the Board's second attempt to effect the transfer of a Professor between Professorships without involving a Board of Electors. The response to the Discussion of the General Board's (withdrawn) Report on the Herchel Smith Professorship of Biochemistry¹ notes that 'this scenario is rare but more common than originally thought'. Accordingly, the current Report briefly outlines a 'light-touch' process to give effect to Professorial transfers where the standard procedure is thought disproportionate. The Report is thin on process – in the case of the withdrawn Report the Board noted that the proposed exchange had the support of the Heads of Department, the relevant Fund Managers, and the Head of School – fine but that's not the same as assuring academic standards. The current Report provides no enlightenment what such more common 'scenarios' might be and goes on to say that the General Board will consider each such case on its merits but is silent on how high standards are to be maintained and an internal stitch up, by three or so individuals, avoided.

I can think of two scenarios where an exchange might be thought by some to be appropriate. First, where the sole established Professorship in a small Department is vacant and the holder of a personal Professorship in that Department is recognised to be the outstanding candidate. There would be obvious advantages in electing the latter since it would create a consequential vacancy at a junior level and relieve the Department of an expensive Professorial salary. Secondly, where the vacant Professorship is endowed with substantial funds for research support and the holder of a personal Professorship in the Department promotes themselves as a strong candidate. Both cases arose on my watch as Academic Secretary and were dealt with in the usual way through Boards of Electors.

The standard process may be thought 'disproportionate' but how under the 'light touch' process is the standing of candidates to be established without external participation and testing the strength of the field of candidates, preferably internationally? Such safeguards are surely worthwhile to maintain the academic excellence of the University and in the best interests of successful candidates who will be seen to have been elected, after an open search, and will not risk being labelled 'light touch' Professors.

¹ *Reporter*, 6804, 2025–26, p. 117.

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

Deputy Vice-Chancellor, it is proposed that in the case of 'any vacant Professorship to which the General Board agrees to elect the holder of another Professorship', the election to the vacant Professorship should take effect 'from the date of resignation from the other Professorship'. That will ensure that no-one holds two Professorial offices simultaneously but it opens some questions about the process or permissibility of transfer of an individual from one to another. Special Ordinance C (vii) 7 permits transfer not of the Professor but of the office:

The University shall assign each Professorship to a Faculty or Department or other institution under the supervision of the General Board, as appropriate, and may change the assignment from time to time.

Three dissenters have added a Note to the present Report. They:

cannot support a proposal that would allow the General Board to elect its favoured candidates into some of the world's most prestigious Professorships without so much as an explanatory Notice to the University. If transfers between Professorships are to be allowed they should be approved by Grace of the Regent House following the publication of a Report.

The University has been here before over the need to keep the General Board in its place in appointment to Professorships. In the Discussion of the Joint Report of the Council and the General Board, on standing and *ad hoc* Boards of Electors, dated 7 October 2025, it was pointed out that when *ad hoc* Boards were originally proposed in 1971, Professor O. L. Zangwill, (1913–1987),¹ a member of what was then the Council of the Senate, had objected that 'if a Board is constituted specially to fill a particular vacancy, electors may be nominated with the names of particular candidates in mind'. He knew of such a case, where the *ad hoc* Board was so constituted as to narrow the acceptable field and thus narrow the number of possible candidates. Could this be a risk as the dissenters suggest when the present proposal is approved, if in practice that allowed the General Board 'to elect its favoured candidates'?

The role of the General Board proved controversial in 1997–98, during the last period of significant dispute about appointment to a Cambridge Professorship. A. W. F. Edwards, now Emeritus Professor, had been the Chairman of the General Board's General Purposes Committee which had dealt with the extensive revision of 1978. In 1997 he made a representation to the Vice-Chancellor under what was then Statute K, 5 that undated Notices recording appointments to two Professorships were unconstitutional. A Grace was needed.

The representation that the procedures followed in the 1997 promotions exercise had been ‘flawed’ and had involved contraventions of the *Statutes and Ordinances* was referred to the Commissary, then Lord Oliver of Aylmerton. A Notice in the *Reporter* of 22 October 1997 on the Annual Report of the General Board on the establishment of personal Professorships and Readerships included in full the documents he relied on, which may be read there.

He gave detailed consideration to the history of the then promotions procedure as it had been ‘introduced in 1966’. He considered that it had been followed in the case before him, though it was now ‘about to be amended for appointments for the year 1998’. He explained that the procedure then involved a consideration within Faculty Boards of ‘the case for promotion of eligible officers’. A Faculty Board assembled ‘supporting documents’ and provided the names of referees for the General Board to consult if it wished. The resulting proposals then went to the General Board’s Promotions Committee which asked the Secretary General ‘to call for written references from such of the named referees as it requires’.

The Commissary said he was ‘not persuaded’ that the current procedures had not been followed correctly. There followed an application for judicial review. Mr Justice Sedley perceived ‘arguable deficiencies’ in the 1997 procedures.² He granted leave to proceed but ruled that all further proceedings should be stayed, and that an application to the Court to lift the stay may be made if ‘good cause’ can be shown, for example if the conduct of the 1998 round of promotions failed to cure them. The University sought to ensure that it had done so, and continued for some years to add that assurance when it announced a new round of annual promotions, namely that:

The Board were able to see how recommendations had been arrived at so that, without repeating the entire exercise itself, they could either approve the recommendations or, if they so wished, consider the basis on which any of the recommendations had been made.³

The Annual Report of the General Board on the establishment of personal Professorships and Readerships published on 29 July 1998 called for any amendments, which were to be received by 5 August.⁴ On 30 October 1998 appeared a Report of the General Board on the procedure for the consideration of applications for the establishment of personal Professorships and Readerships in 1999 and subsequent years.⁵

With the General Board considering recommendations at its meeting of 1 December 1999, the then Registry sought legal advice on its lawfulness. This made the important point that the word ‘Professor’ had a ‘status’ beyond the constitutional, which might well make it ‘a fundamental element of the contract of employment’.⁶ That encouraged the retention of the constitutional requirement that a Grace is needed to fill a Professorship.

Perhaps the most important consequence of the controversy of a quarter of a century ago was the expectation that ‘reasons’ should be given for the promotion of a given individual so that the ‘basis’ of the recommendation might be clear. ‘Criteria’ were introduced. The present Report proposes to set aside that requirement except for a promise that if this Grace is approved ‘the General Board will consider each new proposal for such an election on its merits’. It will then set steps to be taken – so as to ‘ascertain’ the ‘standing’ of the individual ‘in the field of the vacant Professorship’, bearing in mind ‘the need to maintain high standards of academic excellence in elections to all Professorships’.

It is envisaged that ‘a light-touch process may be appropriate’. Perhaps the General Board will explain when and why that will be acceptable and what elements of the requirements may then be set aside.

¹ His legacy survives in the Zangwill Club, a lecture series which still takes place in the Department of Psychology.

² *Reporter*, 5716, 1997–98, p. 62.

³ For example, *Reporter*, 5948, 2003–04, p. 395.

⁴ See *Reporter*, 5746, 1997–98, from p. 963.

⁵ *Reporter*, 5753, 1998–99, p. 106.

⁶ General Board Paper 1, Meeting of 1 December 1999.

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

Deputy Vice-Chancellor, it should be obvious from the Note of Dissent attached to this Report that my remarks are not made on behalf of the Council.

Statute A X 4 requires that

A Report of the Council, or of any other body that has the right of reporting to the University, shall be signed by those members of the reporting body who agree with the Report; provided that no person shall sign a Report if he or she has been excluded, under the provisions of any Statute or Ordinance for reserved business, from any part of the discussion of the Report.

The Report we are discussing attracted signatures from eleven of the twenty-three serving members of the Council (there is presently a vacancy in class (e), amongst the appointed members). Assuming no exclusions, that constitutes a minority.

Not all the Professorships in the University are alike. There are ‘personal Professorships’ and ‘Professorships [established] under a University promotions scheme’.¹ When the General Board proposes the establishment of a Professorship of either sort it must publish a Report so that the proposal is put up for Discussion.² Then, there are Professorships ‘to be established for an individual’. The Special Ordinances are not very clear as to how those differ from ‘personal Professorships’. Nevertheless, when the General Board proposes to establish one without publishing a Report, it must publish a Notice confirming ‘the process by which the individual was selected’.¹

In these cases, where a Professorship is intended for a particular person, the proposal to appoint the individual to the Professorship is bound up with the proposal to establish the office. Since Special Ordinance C (vii) A 3 provides that ‘No Professorship shall be established in the University except by Grace of the Regent House’, the Regent House always has the opportunity to reject the proposed appointment by voting *non placet* on the proposal to establish the office, if it believes the process by which the individual was selected to have been inadequate, for example because it lacked independence or failed to protect academic standards.

The remaining Professorships are those established indefinitely, either by Statute or by Grace of the Regent House. They are often particularly prestigious and are sometimes supported by a generous endowment, the surplus income from which may be used by the holder of the Professorship to support his or her research. Except in a handful of cases listed in Special Ordinance C (vii) B 1, appointments to these Professorships are made by independent Boards of Electors (or if they fail to make an election, potentially by the Chancellor or High Steward), following the process specified in Special Ordinance C (vii) B.

At present then, except in exceptional cases, a Professor is either elected using the Board of Electors procedure or the Regent House must approve a proposed appointment by Grace. If the changes to the Special Ordinances proposed in this Report are approved, the General Board will gain the power to transfer into any vacant Professorship the holder of any other Professorship, without a requirement for it to give an academic justification or an explanation, and without the need for a Grace of the Regent House.

Does the General Board have the expertise to elect a Lucasian Professor of Mathematics, a Cavendish Professor of Physics, a Regius Professor of Greek, a Lady Margaret's Professor of Divinity, or a Downing Professor of the Laws of England, even if it must do so only by choosing an existing Professor? What assurance is there that the General Board will make elections independently and in the interests of the academic standards of the University? At the very least, the proposal, if effected, must create a risk of the appearance of patronage. If exchanges of Professorships are to be allowed, what reasons are there not to require a Grace of the Regent House?

¹ Special Ordinance C (vii) A 3 (*Statutes and Ordinances*, p. 81).

² Ordinance for Discussions (*Statutes and Ordinances*, p. 111).

Report of the Council, dated 19 November 2025, on removal of membership of the University Centre

(*Reporter*, 6804, 2025–26, p. 119).

Mr G. P. ALLEN (Wolfson College):

Deputy Vice-Chancellor, this Report makes dismal reading. It represents the final stage of the progressive withdrawal of catering and social facilities in the city centre for members of the University and staff without College membership, notwithstanding the growth of those staff, including the number of postdoctoral research staff. For decades, staff in the city centre could obtain snacks and light meals in both the University Combination Room and the Centre's Main Dining Hall and Riverside Restaurant. I declare an interest as a regular user of all three for personal and official entertaining; all are now gone.

No clear rationale is given for finally closing the Centre's facilities, other than that the catering operation lost money and that the Centre building requires a major refurbishment which the University apparently can't afford for up to 15 years. There's no mention of important considerations of maintaining the community, wellbeing, and supporting the postdoc population. Instead, the Report notes the temporary use of space in this (apparently crumbling) building, for various purposes including the Newcomers and Visiting Scholars organisation, and Occupational Health. Staff who work in the city centre and want food and social facilities can look forward to the prospect of 'themed forums' to be provided on an unspecified timescale – presumably no shorter than the timescale for refurbishing the Centre building? We often hear that staff are our greatest asset so can the Council think again and commit to a less vague timescale to accelerate some action?

Finally, the construction of the Centre was funded by the Wolfson Foundation, one of the University's most long-standing and generous donors. While recognising that the University needs flexibility to respond to changing needs, the situation of the Centre hardly reads like a model of good donor stewardship. What consultations have taken place with the Foundation about the changes of use set out in the Report and what was the Foundation's reaction?

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

Deputy Vice-Chancellor, the University is engaged in an adventurous development of its estate outwards into a 'Greater Cambridge'.¹ This Report asserts that a Grace seeking Regent House approval for the Report's proposals is not required under Statute F II 3 because 'none of the changes is intended to be permanent nor do they require substantial alterations'. It is true that the Statute has nothing to say about the permanence of any changes to a University building only that:

approval by Grace of the Regent House shall be required for the erection of a new University building or for the demolition or substantial alteration of an existing University building.

Nor does it expressly cover the use of the University's land apart from any buildings erected upon it. However the 'use' of the University's property has a place in Section K, para. 32.3 of the Financial Regulations, which requires that 'the University's Taxation Section must be consulted about VAT and the tax implications of property acquisitions, disposals, and usage'.²

The Report has a good deal to say about the proposed future 'usage' of the land, with plans 'to develop facilities that better connect people across the University estate, within the principal University sites and buildings'. These are to be 'in the region of ten 'themed forums' across the University' with 'collaborative spaces, a café, private working and meeting rooms as well as labs or workshops that will enable collaboration within and across Schools' allowing 'students, staff and visitors' to 'meet both for work and to socialise'.

So given the limitations of the wording of Statute F II 3 it is reassuring that the Council has agreed that it would now be appropriate to seek Regent House approval to remove the Ordinance for the University Centre before going ahead with the development of these considerable proposed innovations in the ways it is to be 'used'.

¹ <https://www.greatercambridge.org.uk/>.

² Reproduced at *Statutes and Ordinances*, p. 1063.

Dr M. J. RUTTER (Cavendish Laboratory):

Deputy Vice-Chancellor, the University Centre was built in the late 1960s to provide recreational and meeting space and catering facilities for those within the University community who did not have access to College amenities. Its construction was funded by the Wolfson Foundation. Informally it was known as the 'Grad Pad', referring to its use by postgraduate registered students to whom Ordinance grants membership. Though here we see an anomaly. Graduate registered students do have access to College amenities.

It has now been closed for so long that most of our graduate students and postdocs will never have seen it operational, and certainly not before it started a slow decline which led up to Covid. So first a brief description of its past facilities.

It had a main dining hall, open seven days a week for a cafeteria lunch and dinner. Its Sunday carveries were so popular that the queue sometimes reached down the stairs. Groups would wander in from nearby churches after their Sunday morning services, particularly from Little St Mary's.

The floor below contained the ‘Riverside Restaurant’. Some Colleges used to direct their Fellows there during periods when their own kitchens were being refurbished. It was also a popular venue for people entertaining their parents when graduating – cheaper than central hotels, and with better views.

The top floor contained a coffee lounge, complete with newspapers, sandwiches, views over the Mill Pond and Darwin College, and no obligation to purchase the coffee and cakes on offer. It was an excellent place to meet and to chat.

Other facilities included a bar on the ground floor, a reading room, a television room, and rooms bookable for events. It was open late each evening, my recollection is until at least 11 p.m., and was certainly a safe place to be. Taxis could drop one the width of a narrow pavement from the front door, itself a short distance from a (slightly small) lift. It was quite, though not perfectly, disabled-friendly. The taxi drop-off point to front door distance at the West Hub is much greater.

It was an extremely convenient place to arrange to meet people from disparate Colleges. No-one had to play host and be the first to arrive and last to depart, as all were members. And waiting for others to arrive in a coffee lounge, or bar, was no hardship.

Though not members by Ordinance, alumni were welcome, as were the guests of members. The attraction of the Centre was remarkably broad, with regular visitors ranging from graduate students to emeriti.

The Report I am meant to be addressing states ‘the West Hub provides recreational and meeting space and catering facilities equivalent to those previously provided in the University Centre, albeit not in the historic city centre’. I do not believe that is so.

The West Hub is not open at weekends, and closes at 7 p.m. on weekdays. It is fully closed for two weeks this Christmas, and partially closed for three weeks. Social places are needed more when Departments are closed, not when Departments are open. In the 1990s the University Centre had impressively long opening hours and short holidays.

The addendum ‘albeit not in the historic city centre’ is quite significant. For anyone wishing to entertain family, other guests, or for visiting alumni, the West Hub, however pleasant the food (and it is pleasant), has the ambience of Milton Keynes, not of Cambridge. From the Coffee Lounge, or Riverside Restaurant, of the University Centre one could see the Cam, and a bridge or two. It was unequivocally in Cam-bridge and, lest there be any doubt, punts were usually visible too.

More practically, many had business nearby, whether in their Colleges, Departments, or the City’s shops. It is good that the West Hub exists for the increasing number of Departments and flats in West Cambridge, but the centre of gravity of the University is not yet on JJ Thomson Avenue. Perhaps its closure at weekends is an admission that few are likely to traipse out to West Cambridge just to access the West Hub.

The University Centre did have one problem. It lost money. In other words, the benefits afforded to the University community by its existence came at a financial cost. That sentence could also be applied to the University Library, to undergraduates who pay Home Fees, and to Discussions of the Regent House. Many of our graduates are investment fund managers, seeking every opportunity to maximise financial returns, but University managers should not act like fund managers.

The Report suggests that, given that the Centre has already been closed for five years, it should be closed for at least twenty years. I do not believe that such pessimistic timescales should be so lightly accepted. Many loss-making activities were effectively suspended for Covid, but have since resumed. It is not obvious to me that the University Centre should be different, and is not needed as much today as it was in the 1960s when the Bridges Committee identified the need for such a facility. One might even argue that places for socialising are more important in our current stressful times with high rates of mental health issues than they were in the 1960s. In the 1960s it took under six years from Committee Report to building completion.

I was struck by how many candidates in the recent election process for the Chancellor expressed a desire to increase the amount of philanthropic donations to the University. The University has been unfortunate recently. I think particularly of the new Ray Dolby Centre, in which I have an office. The rumours I hear concerning the shortfall in the amount of money raised from external sources for constructing the new building, the move, and the demolition of the old, suggest that the University had to provide well over £100m for this project. The West Hub itself, a separate project, cost around £40m.

The Report makes no mention of the likely cost of refurbishing the University Centre building, other than ‘unlikely to be affordable for ten to fifteen years’ and ‘current figures suggest that those costs will exceed the existing allowance for capital expenditure’, phrases of which it is difficult to make a quantitative interpretation. Nor is it clear why something unaffordable now might become affordable in ten to fifteen years. Is the issue affordability, or prioritisation?

The Report reads to me as though we should accept the closure of a central social centre as permanent, and a *fait accompli*, and not a temporary aberration. With the optimism from various candidates for the Chancellorship about the possibility of increasing donations to the University, I am not so sure. Cambridge derives much of its strength from the way in which it is structured to encourage interactions between people, and particularly between people from different Departments. Casual, chance, social interactions often lead to valuable academic exchanges.

Colleges play a large part in this, but so too did the University Centre. Do we believe in reducing the privilege gap between those with meaningful College memberships, and those without? Do we believe that social interactions, particularly ones crossing Departmental and College boundaries, are important enough to be worth money? Or is our future narrower and cheaper?

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

Deputy Vice-Chancellor, I do not make these remarks for the Council.

I confess that I suggested to the Council that the Ordinance for the University Centre should be rescinded. I did so because I was unconvinced that the Ordinance, which implies the existence of an institution offering catering services and social facilities to its members, can be consistent with a plan for the Centre's building to be used for other purposes for at least the next ten years. The Board of Scrutiny had previously asked questions about the plans for current and future use of University Centre.¹ Consequently, I thought that the Regent House ought to be given the opportunity to decide whether it wished to rescind the Ordinance or, perhaps, to indicate in Discussion how it might wish the Council to alter the University's plans for the Centre.

It may be difficult to argue for additional investment in buildings during a period in which the Schools are expected to make 5% cuts in their operating expenditure. However, in better times I hope that the Council will consider the case for reopening a refurbished University Centre as a membership organisation along the lines originally envisaged. I am unconvinced that the 'themed forums' described in paragraph 6 of the Report can substitute for the catering and social facilities that the University Centre was intended to provide to staff without membership of a College, the number of whom continues to increase.

¹ *Reporter*: 2022–23, 6697, p. 627; and 2023–24, 6728, p. 264.

COLLEGE NOTICES

Elections

Robinson College

Elected to a Fellowship in Class B from 5 January 2026:

Iheanyichukwu Onwuegbucha, B.A., M.A., *Nigeria*,
M.A., *Leeds*, M.A., *Princeton*

Vacancies

Clare College: Senior Tutor; tenure: for three years in the first instance, up to a maximum of ten years; closing date: 2 February 2026; further details: <https://www.clare.cam.ac.uk/senior-tutor> and <https://www.minervasearch.com/current-opportunities/clarecollege/>

Gonville and Caius College: Visiting Bye-Fellowship for scholars from the Global South; open this year to those working in science, technology or medicine; tenure: one year from 1 October 2026 (or other agreed date); stipend: £30,000 plus research allowance; applications open: 2 February 2026 at 12 noon; closing date: 25 February 2026 at 12 noon; further details: <https://www.cai.cam.ac.uk/vacancies/visiting-bye-fellowship-for-scholars-from-the-global-south>

Magdalene College: Visiting Fellowships and Yip Visiting Fellowships (both non-stipendiary); tenure: one term during the 2026–27 academic year; closing date: 30 January 2026 at 12 noon; further details: <https://www.magd.cam.ac.uk/about/vacancies/academic-vacancies>

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