

University of Cambridge

COUNCIL

Minutes of a meeting of the Council held on Monday 21 January 2013 at 10.15 am in the Council Room, The Old Schools.

Present: The Vice-Chancellor (in the Chair); the Master of Christ's, the Master of Jesus, the Warden of Robinson College; Professor Donald, Professor Hopper, Professor Karet; Dr Bampos, Mr Caddick, Dr Cowley, Mr Du Quesnay, Dr Lingwood, Dr Oosthuizen, Dr Padman; Mr Lewisohn, Dame Mavis McDonald (Deputy Chairman), Mr Shakeshaft; Mr Bell, Ms Old, Mr Wakeford; with the Registrary, the Head of the Registrary's Office, the University Draftsman, the Academic Secretary and the Director of Finance; the Pro-Vice-Chancellor (Education), the Pro-Vice-Chancellor (Institutional Affairs) and the Pro-Vice-Chancellor (International Strategy).

Apologies for absence were received from the Master of Fitzwilliam; Professor Gay; Dr Good; and Professor Pearce.

The Senior and Junior Proctors were present.

The Vice-Chancellor welcomed the Master of Jesus, Professor Karet, Mr Caddick, Dr Lingwood, Mr Lewisohn and Professor Pearce to their first meeting and congratulated Professor Yates, Professor Donald, Dr Good and Dr Padman on their reappointment.

UNRESERVED BUSINESS

PART A: PRELIMINARY, LEGISLATIVE AND STRAIGHTFORWARD BUSINESS

45. Declarations of Interest

No personal or prejudicial interests were declared.

46. Minutes

The unconfirmed minutes of the meeting held on 17 December 2012 were received and approved.

Action: Personal Assistant to the Head of the Registrary's Office to web.

47. Procedure of the Council

(a) Approval of arrangements for the chairing of agenda items

It was proposed that the Vice-Chancellor should chair the entire meeting. The Council approved this arrangement.

(b) Business starred as straightforward

The Council approved matters for decision set out in the confirmed starred items.

(c) Council Circulars

The Council noted issue and approval of the following:

Circular	Issue	Approval
28/12	7 December	17 December
1/13	4 January	14 January
2/13	11 January	21 January

48. Vice-Chancellor's Report

(a) The Council congratulated members of the University named in the recent New Year's Honours list as follows:

Professor Frank Kelly, Master of Christ's	CBE
Professor Mary Beard, <i>N</i>	OBE
Professor Janet Todd, President of Lucy Cavendish	OBE

Dr David Cleevely, Centre for Science and Policy	CBE
Ms Sherry Coutu (Finance Committee)	CBE

Dr Rowan Williams, Master of Magdalene from January 2013	Life Peerage
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Action: Vice-Chancellor's Private Secretary

(b) Professor Geoffrey Ward, currently the Vice-Principal for Students and Staff at Royal Holloway, would succeed Dr Kate Pretty as Principal of Homerton with effect from 1 October 2013.

(c) The Vice-Chancellor, the Pro-Vice-Chancellors, the Registry, the Academic Secretary and the Director of Finance had met with their Oxford counterparts on 11 January 2013. There had been some discussion about Massive Open Online Courses (MOOCs). The Education Committee had established a group, chaired by the Pro-Vice-Chancellor (Education), to consider the University's position on MOOCs. It was intended that there would be an on-line discussion forum to allow wider consultation.

It was important that the University was seen actively to engage with the MOOC debate. It was inevitable that MOOCs would impact upon the University; it would be important to ensure that any MOOC provision was of the highest quality in order to safeguard the University brand. It would, therefore, be necessary to devote appropriate time and effort to establishing an agreed strategy and approach for the University as a whole. In the meantime, it was recognized that individuals and academic groups within the University were already successfully piloting the provision of lectures and other teaching materials as open learning resources on the internet.

(d) The Department for Business, Innovation and Skills had confirmed its allocations to the Higher Education Funding Council (HEFCE) for the 2013-14 financial year. A copy of the letter would be included in the next Council Circular. The University would expect to receive its allocation letter from HEFCE in March 2013.

49. Council, legislative and comparable matters

(a) Council Work Plan 2010-11

The updated Work Plan was received.

(b) Business Committee

The minutes of the meeting held on 14 January 2013 were received, together with a paper listing the dates of Council, General Board and Finance Committee meetings for 2013-14 and provisional dates for 2014-15.

Mr du Quesnay noted, in the context of the first stage Report of the Council on the alteration and refurbishment of the Arup Building, that the Information Strategy and Services Syndicate (ISSS), at its meeting on 17 January 2013, had considered the programme and the preparations for the relocation of UCS and MISD. It had originally been intended that the move would be completed by October 2014; that date had now been brought forward a year to October 2013. The resilience of the University's IT infrastructure and business systems throughout the relocation process was of paramount importance. The ISSS was concerned to ensure that appropriate risk management and contingency measures were in place for the project. It was agreed that the matter should be brought back to the Council for discussion at its meeting on 18 February 2013.

(c) Strategic meetings

It was noted that the Council's spring strategic meeting would take place after the ordinary meeting of the Council on Monday 22 April 2013. The Council's September strategic meeting would take place after the ordinary meeting of the Council on Monday 23 September and on Tuesday 24 September.

50. Ballots of the Regent House: electronic voting

A draft Report, produced by the Council's Working Group on electronic voting (comprising the Principal of Homerton (Chair); Dr SJ Cowley, Mr B Dowling (Council); Dr MC Elliott, Professor DJ Feldman (Faculty of Law)), was received.

The Working Group had considered the various options for electronic voting and now proposed to the Council that an in-house system for electronic voting based on the Basic Online Ballots (BOB) system should be implemented with effect from the date of the next promulgation of the roll of the Regent House (6 November 2013). It was proposed that electronic voting should be the default system of voting but that members of the Regent House would be able to opt, on an annual basis, to receive and submit a hard copy voting papers. It was noted that the BOB system had been used successfully in student union elections and for the election of student representatives to Faculty Boards for a number of years.

The Council signed the Report for publication.

51. General Board

The minutes of the General Board's meeting on 28 November 2012 were received. The Council particularly considered the following minute:

C1: Education Committee

The Committee had noted that, from a significant response rate, the results in the Postgraduate Taught Experience Survey (PTES) were less favourable than the University's results in the National Student Survey (NSS) and in comparison (by a couple of percentage points) with the PTES results in other Russell Group institutions. The results indicated that, in a number of regards, the needs and expectations of Masters students were not being adequately met. The Schools would be asked to scrutinise the data for their constituent institutions and to identify particular areas of concern. Many Faculties and Departments already routinely undertook detailed course satisfaction surveys. Further, there would be a survey of graduate research students during the Lent Term 2012. It was noted that taught postgraduates received significantly less College input and support than did undergraduates; it would be important to consider the extent to which this was a significant factor in student satisfaction in the overall Cambridge experience.

PART B: MAIN BUSINESS

52. Finance, Planning and Resources **Finance**

The minutes of the meeting of the Finance Committee held on 9 January 2013 were received. The Council particularly considered the following minutes:

103(i): Cambridge University Assistants' Contributory Pension Scheme (CPS)

Negotiations about changes to the CPS had been conducted in the knowledge that the state second pension scheme was likely to be reformed into a single scheme.

105: Investments

The Finance Committee had received the Annual Report of the Cambridge University Endowment Fund (CUEF) which would be distributed to investors. The Finance Committee would investigate whether it would be possible to make further information available about the performance of the CUEF to members of the Regent House while ensuring that compliance considerations and the Fund's commercial operations were unaffected.

107: Cambridge Enterprise Follow-on Fund

The Finance Committee, at its meeting on 21 November 2012, had approved, in principle, the establishment of a follow-on fund. However, it had agreed to establish a small advisory group (comprising the Senior Pro-Vice-Chancellor (chair), Mr Summers, Mrs Cheffins (Joint Head of the Legal Services Office) and Mr Sykes (Head of Taxation)), to work with Cambridge Enterprise to develop the principles behind and the detailed proposals for the Fund, along with the associated documentation, to ensure that the University's interests were met and relevant risks were managed appropriately. The Committee, at its meeting on 9 January 2013, had received the recommendations of that advisory group both as to

principles and as to practice. There had, as recorded in the minutes, been a long and detailed discussion at the Finance Committee during which the financial, governance and reputational implications of the proposed scheme were considered. In particular, the Committee considered the case for the proposed structure of the Fund – namely the establishment of a separate company, Cambridge Innovation Capital (CIC), based in the UK but with a Jersey subsidiary. The Committee had concluded that a corporate structure involving a Jersey subsidiary was not inappropriate in the circumstances; if a UK corporate vehicle made the investments any chargeable gain would be taxable both in the hands of the UK investment vehicle and of the ultimate investors. Capital gains were not taxed in Jersey, therefore using a Jersey subsidiary to make the investments would mean that tax would only be payable once by the investors, making it much more likely that they would invest. It was recognised that there were, potentially, reputational and other risks associated with the Jersey subsidiary but the Committee had agreed that these were within manageable limits. The paper set out detailed conditions in order to ensure that those risks were managed properly. The University would be a shareholder in the company and would have two Directors on its board; it would have a power of veto over any appointment of an executive director and, *in extremis*, the right to withdraw from any involvement in the Fund, including the use of the University's name. The Committee had taken the view that the benefits inherent in establishing the Fund outweighed the risks. The Finance Committee had therefore agreed that the Fund should be established on the basis set out in the paper. Full documentation would be provided to the Committee before the Fund was launched formally. The Senior Pro-Vice-Chancellor would maintain oversight of developments on the Committee's behalf as discussions progressed with potential investors. It was recognised that the matter was one on which the Finance Committee had authority, under the Council, to exercise the University's powers under Statute F. However, it was agreed, given the significance of the governance and reputational issues, that the paperwork which had been provided to the Finance Committee should also be provided to the Council. The full paperwork, once finalised, would also be circulated.

Action: The Senior Pro-Vice-Chancellor,
the Director of Finance

53. Audit

The Audit Committee had met on 17 January 2013. There were no matters of urgent business to report. The minutes would be circulated for the February meeting of the Council.

54. External Affairs and Communications Periodic report

The Council received the annual report of the Office of External Affairs and Communications (OE&C). The Director of External Affairs and Communications reported. There had been a number of key developments since the last report. New strategies had been approved and were currently in the process of implementation in the following areas: political affairs; internal communication; public engagement; and digital communication. OEA&C had an increasingly important leadership role to play in response to the inexorable rise and profound impact of new developments in all areas of social and digital media. There had been major positive developments in the area of research communications, particularly around public engagement. The Director of OEA&C had continued to work with the Vice-Chancellor and the Pro-Vice-Chancellors to build relationships and to strengthen the University's positioning with senior political figures and

government officials. The Office had supported CUDO and CARO in the early stages of planning for the new fundraising campaign.

The Director would shortly be leaving the University to take up the post of Director of Communications at the Ministry of Defence. He considered that the University's communications function had been transformed (in terms both of professionalism and of global reach) over the past eight years. He identified particular achievements and progress in the OEA&C as follows: support for the 800 campaign; enhanced political engagement and positioning; the negotiation of the Colleges protocol to facilitate more extensive and strategic interaction with the Colleges; the Festival of Ideas; Research Horizons; and the consolidation, rationalisation and promotion of the Cambridge 'brand'. The OEA&C was now well positioned to respond to the imminent social media revolution and the associated challenges for the University's communications function. It would be important to be at the forefront of developments in the digital media; to enhance internal communications in order that members of the University felt equipped to act as its ambassadors; and to maintain and develop the University's engagement with senior editorial and political audiences.

The following points were amongst those raised in the course of discussion:

- There had been a fundamental change over recent years in the way in which the media operated; news, increasingly, was a commodity. OEA&C therefore now put out stories through social media from which, if there were sufficient hits, journalists would pick them up. There was an increased emphasis on case studies and discursive comment, particularly around widening participation and research.
- The shelf life of on-line news stories was increasingly short. It was therefore important to be able to respond rapidly and effectively to stories about the University and Higher Education issues more generally.
- It was anticipated that the launch of new mobile-enabled templates for University websites would make it easier for Faculties, Departments and Institutions to enhance and develop a tailored web presence. It would be important to ensure the wide and appropriately directed dissemination of information about the availability and the functionality of the new resources.
- It was recognised that no single approach to social media would be applicable across the University. It would be important, however, to make it as easy as possible for Faculties, Departments and Institutions to engage to the extent and in such ways as they considered useful and appropriate.
- The OEA&C had routinely engaged with the student press while recognising and respecting its editorial independence. It was inevitable that a lively student press would, on occasion, find itself at odds with the OEA&C.
- The recent work on an internal communications strategy and on initiatives such as the interactive online newsletter and employee website were welcomed. It was recognised, however, that internal communications would always be a challenge for a large, complex and diverse organisation.

The Council recorded its thanks to the Director of External Affairs and Communications for his contribution to the work of the University and, in particular, to the strategic development of its communications activities.

55. North West Cambridge

The Pro-Vice-Chancellor for Institutional Affairs reported. There continued to be good progress. The Syndicate, at its meeting on 28 January 2013, would be asked to sign off the Stage C designs for the Phase 1 plots. The Council, at its meeting on 18 March 2013 would receive a substantive update report and presentation.

Vice-Chancellor
18 February 2013