

## KING'S COLLEGE, CAMBRIDGE

At the Ordinary Congregation held on Monday 30 June 2025

at 14:00pm in the SCR and via Zoom

### **Present** (starred names attended on Zoom)

Dr Zoe Adams	Professor Chris Gilligan CBE	Dr Kamiar Mohaddes*
Dr Tess Adkins	Dr David Good	Dr Ken Moody
Dr Sebastian Ahnert	Professor Henning Grosse Ruse-Khan	Dr Basim Musallam
Professor John Arnold	Professor Ross Harrison	Professor Robin Osborne
Professor Gareth Austin	Dr Katie Haworth	Dr Sophie Pickford
Dr Marcus Böick	Ms Lorraine Headen	Professor Mike Proctor*
Dr Shannon Bonke	Dr Kate Herrity	Professor Surabhi Ranganathan*
Dr Mirjana Bozic	Dr Ryan Heuser	Professor Paul Ryan
Professor Angela Breitenbach	Dr Myfanwy Hill	Professor Jason Sharman
Professor Nick Bullock	Dr David Hillman	Professor Sharath Srinivasan
Dr Katie Campbell	Professor Martin Hyland	Dr Gillian Tett
Dr Keith Carne	Ms Polly Ingham	Dr Sophie Turenne
Rev Dr Stephen Cherry	Mr Peter Jones*	Professor Bert Vaux*
Dr Ivan Collister	Dr Phil Knox*	Dr Rob Wallach
Dr Laura Davies	Professor Alan Macfarlane	Professor Godela Weiss-Sussex
Dr James Dolan	Professor Nick Marston	Dr Tom White
Professor John Dunn	Dr Perveez Mody	Professor Nicolette Zeeman
Dr Mark Dyble	Professor Geoff Moggridge	

### 62. **Apologies**

Professor Anna Alexandrova	Dr Iris Hardege	Dr Jonah Miller
Dr Nick Atkins	Professor Chez Hall	Dr Fraz Mir
Dr Seda Basihos	Mr Api Hasthanasombat	Dr Gabriela Montejo-Kovacevich
Professor Mike Bate	Professor John Henderson	Dr Rory O'Bryen
Dr Francesco Bianchini	Dr Felipe Hernandez	Professor Rosanna Omitowaju
Dr Giulia Boitani	Dr Stephen Hugh-Jones	Professor John Perry
Professor Richard Bourke	Professor Dame Carrie Humphrey	Professor Chris Prendergast
Professor Jude Browne	Dr Said Reza Huseini	Professor Robert Rowthorn
Professor Richard Causton	Mr Daniel Hyde	Dr Angus Russell
Dr Alexandra Clarà Saracho	Professor Ian James	Dr Andjela Sarkovic
Professor Francesco Colucci	Professor Mark Johnson	Dr Georgia Seabra Nesseh
Professor Anne Davis	Dr Dale Kedwards	Dr Mira Siegelberg
Professor Pete de Bolla	Dr Aileen Kelly	Dr Mike Sonenscher
Professor George Efstathiou	Professor Barry Keverne	Professor Nick Tosca
Professor Sebastian Eves-Van den Akker	Dr Patrycja Kozik	Dr Marco Tripodi
Professor Elisa Faraglia	Dr Joanna Kusiak	Professor Caroline Van Eck

Professor James Fawcett	Professor James Laidlaw	Professor Jamie Vicary
Professor Iain Fenlon	Professor Richard Lambert	Professor Darin Weinberg
Dr Tim Flack	Dr Zhuangnan Li	Mr Benjamin Warner
Professor Rob Foley	Professor Charlie Loke	Professor John Young
Professor Chryssi Giannitsarou	Dr Cicely Marshall	Dr Boryana Hadzhiyska
Professor Lord Tony Giddens	Professor Jean Michel Massing	Ms Fee Robinson
Professor Simon Goldhill	Dame Judith Mayhew Jonas	Ms Emily Kelly
Professor Gillian Griffiths	Professor Dan McKenzie	

### **On Leave**

Dr Ronojoy Adhikari	Professor Mark Gross	Dr Ben Ravenhill
	Dr Tiffany Harte	Professor Thomas Roulet
Professor Matei Candea	Professor Alice Hutchings	Professor Hamid Sabourian
Professor Matthew Gandy	Professor Sarah Lummis	Dr James Taylor
Professor Ingo Gildenhard	Professor Cam Middleton	Dr Dror Weil
Professor Caroline Goodson		

### **Open Business Only**

Mr John Teare

## **OPEN BUSINESS**

### **63. Mr James Trevithick – In Memory**

Governing Body stood in memory of Mr James Trevithick, Life Fellow.

### **64. Declarations of Interest**

None.

### **65. Minutes of Open Business of the Ordinary Congregation on 19 May 2025**

Approved.

### **68. Matters arising from the Minutes**

None.

### **67. Oral Reports**

None.

### **Principal Business**

### **68. Planning Round 2025**

The First Bursar proposed strategic objectives, and underpinning plans and budget, for the 2025-2026 financial year. The College's risk register was presented alongside the Risk Policy.

The First Bursar stressed three points in his presentation of the paper. The first was a reinforcement of his view, expressed at earlier Congregations, that the College is working through a 'foundational' phase. As set out in the paper, he

expects this to last until 2027, by which time the officers and their teams will have worked through much (though not all) of the necessarily initiatives. The paper described what this phase entails in more detail. However, the First Bursar cautioned that the College would struggle to take on more ambitious priorities until this work was completed.

Secondly, he thanked Fellows – particularly those on HR and Finance committees and Council – for their excellent engagement this year. He noted that, now the process is beginning to mature, new questions are being raised and these will help to move the process, and College, forward. Questions this year had included: how we track the impact of spending choices; how we frame strategic issues; and how we ensure scrutiny of the large number of moving parts within the budget. The First Bursar explained that these are all issues he hopes will be debated, and addressed, in coming years. Progress in this area depends partly on the quality of our information (which in turn requires investment in systems, people and skills) and partly enabling greater scrutiny by committees of relevant plans. On this latter point, work is underway to help committees engage with departmental plans from Michaelmas next year.

Thirdly, the First Bursar described why he felt a more strategic approach was necessary. This related, in part, to the continuation of a very turbulent external environment, but also structural challenges facing the higher education sector and the College's own ambitions for the next 5-15 years. He hoped that these issues, and how the College might respond, could start to be worked through with committees and Governing Body in the coming year.

Governing Body asked how the First Bursar planned to support the fourth strategic objective of building a "culture of continuous improvement", as described in the paper. He outlined a range of measures, including the Planning Round itself, as a source of new ideas, effective scrutiny of delivery by College committees, and improved training and development opportunities for Heads of Department.

Governing Body noted Head of Department and Officers' efforts to improve the range and quality of information available to support, for example, more effective benchmarking exercises during future Planning Rounds.

The First Bursar gave particular thanks to College Officers for their support with this year's Planning Round, and to members of the Finance and HR Committees, and to Council, for their roles in shaping and refining the proposals.

Governing Body agreed to approve the College's objectives, and the underpinning plans, budget and risk approach, for the financial year 2025/26.

## 69. **Research Committee Terms of Reference**

The Research Director, on behalf of the Research Committee, presented proposed amendments to the Committee's terms of reference to Governing Body (alongside associated amendments to Ordinances).

Governing Body were highly supportive of the Director of Development attending Research Committee meetings, given the opportunities this might provide to generate additional funding for research and related projects.

Governing Body discussed whether to approve the Research Committee's proposal that it should report to Council rather than Governing Body. Governing Body considered whether responsibility for a further core area of College activity should be delegated, although acknowledged Council's position as the College's trustees and arguments in favour of making research governance consistent with

governance arrangements for comparable activities such as education (the Education Committee being a committee of Council).

Governing Body agreed:

1. To alter the terms of reference of the Research Committee per the draft included with the paper as Annex 1.
2. To approve, for the first time, amendments to Ordinances B.5 and C.2 to make the Research Committee a Council Committee.

70. **Amendment to Ordinances – Sealing Documents**

The First Bursar proposed an amendment to Ordinance 0.1.2. to make clear that authority to use the College seal to execute leases made as part of the College's investments also extends to licences relating to those leases. He explained that the proposal aimed to ensure the Ordinance articulated practice clearly.

Governing Body agreed to approve, for the first time, an amendment to Ordinance 0.1.2 (as set out in the paper) to clarify that the Governing Body gives its approval for the College seal to be used to execute licences which relate to leases made as part of the College's investments.

***Papers for report only***

71. **Investment Policy**

Governing Body noted amendments to the Statement of Investment Policy, approved by the Investment Committee, that reflect the Governing Body's approval of the Statement on Responsible Investment.

72. **Any Other Business**

None.