

# KING'S COLLEGE, CAMBRIDGE

At the Annual Congregation  
held on Thursday 4 December 2025  
at 09:30 in Keynes Hall and via Zoom.

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

Dr Zoe Adams*	Professor Ingo Gildenhard	Dr Perveez Mody
Dr Tess Adkins	Professor Simon Goldhill	Professor Geoff Moggridge*
Dr Sebastian Ahnert	Dr David Good*	Dr Ken Moody
Professor Nick Atkins	Professor Henning Grosse Ruse-Khan	Professor Rory O'Bryen
Professor Gareth Austin	Professor Chez Hall	Professor Rosanna Omitowoju
Professor Mike Bate	Dr Sophie Harbour	Dr Rebecca Orr
Dr Umang Bhatt	Dr Iris Hardege	Professor Robin Osborne
Dr Marcus Böick	Professor Ross Harrison	Dr Minjung Park*
Dr Giulia Boitani	Mrs Lorraine Headen	Professor Tina Phillips
Professor Richard Bourke	Dr Felipe Hernandez	Dr Sophie Pickford
Dr Mirjana Bozic	Dr Christoph Hess	Professor Surabhi Ranganathan
Professor Angela Breitenbach	Dr Ryan Heuser*	Professor Thomas Roulet
Professor Jude Browne*	Dr Myfanwy Hill	Dr Angus Russell
Professor Nick Bullock	Dr David Hillman	Professor Hamid Sabourian*
Dr Katie Campbell	Dr Stephen Hugh-Jones	Dr Andjela Sarkovic
Professor Matei Candea	Professor Dame Carrie Humphrey DBE	Dr Georgia Seabra Nasseh
Dr Keith Carne	Professor Alice Hutchings	Professor Jason Sharman
Professor Richard Causton	Professor Martin Hyland	Dr Mike Sonenscher
Rev Dr Stephen Cherry	Ms Polly Ingham	Professor Sharath Srinivasan
Dr Ivan Collister	Professor Ian James*	Dr Nile Stephenson
Professor Francesco Colucci	Mr Peter Jones	Dr James Taylor*
Dr Laura Davies	Dr Dale Kedwards	Dr Gillian Tett
Professor Anne Davis	Professor Barry Keverne	Dr Marco Tripodi
Professor Pete de Bolla	Dr Phil Knox	Professor Bert Vaux*
Dr James Dolan	Dr Harin Lee	Dr Dror Weil
Professor John Dunn	Professor Sarah Lummis	Professor Darin Weinberg*
Professor Aytak Erdil*	Professor Alan Macfarlane	Professor Godela Weiss-Sussex
Professor Iain Fenlon*	Professor Nick Marston	Dr Tom White*
Dr Tim Flack	Professor Jean Michel Massing	Professor Nicolette Zeeman
Professor Rob Foley	Professor Cam Middleton	Dr Ruiyi Zhu

Professor Chryssi Giannitsarou

### 135. Apologies

Dr Anna Allen	Professor John Henderson	Professor John Perry
Dr Seda Basihos	Mr Daniel Hyde	Professor Chris Prendergast
Dr Francesco Bianchini	Dr Aileen Kelly	Professor Mike Proctor
Dr Shannon Bonke	Professor James Laidlaw	Professor Robert Rowthorn
Professor George Efstathiou	Professor Richard Lambert	Professor Paul Ryan
Professor Sebastian Eves-Van den Akker	Dr Zhuangnan Li	Professor Gareth Stedman Jones
Professor James Fawcett	Professor Charlie Loke	Professor Nick Tosca
Professor Lord Tony Giddens	Dame Judith Mayhew Jonas	Dr Sophie Turenne
Professor Chris Gilligan CBE	Professor Dan McKenzie	Professor Jamie Vicary
Professor Caroline Goodson	Dr Fraz Mir	Dr Rob Wallach
Dr Tiffany Harte	Dr Kamiar Mohaddes	Professor John Young
Mr Api Hasthanasombat		

### On Leave

Dr Ronojoy Adhikari	Professor Elisa Faraglia	Professor Mark Gross
Professor Anna Alexandrova	Professor Matthew Gandy	Professor Mark Johnson
Professor John Arnold	Professor Gillian Griffiths	Dr Ben Ravenhill
Dr Mark Dyble		

### Open Business Only

Mr Sabeeh Ahmad	Ms Olivia Sally	Mr Benjamin Warner
Ms Sophia O'Callaghan	Mr John Teare	

## OPEN BUSINESS

### 149. Declarations of Interest

Ms Olivia Sally (KCGU President) and Mr Sabeeh Ahmad (KCGU Treasurer) gave the oath for new junior members of Governing Body. Ms Sophia O'Callaghan (KCSU Vice-President) gave the oath in the Provost's presence following the meeting. Governing Body thanked Mr Benjamin Warner (outgoing KCSU President) for his contributions as a junior member of Governing Body and his leadership of KCSU.

There were no declarations of interest.

150. **Minutes of Open Business of the Ordinary Congregation on 20 October 2025**

Approved.

151. **Matters arising from the Minutes**

None.

152. **Oral Reports**

None.

**Routine Business**

153. **Annual Report**

The Vice-Provost reported that the *Annual Report* for alumni would be published in Lent Term.

154. **Year End Review**

The First Bursar presented the formal year-end reporting documents, i.e. the Annual Report & Financial Statements, the Investment Report, and the Audit Matters report from the College's external auditors. He suggested that this was a good moment to take stock and review the College's recovery since the pandemic as well as start a conversation about the culture and ethos of the College. Governing Body briefly discussed the importance of visitor income to the College, as well as how the expansion of the community could be used to strengthen the College, while the risk of stretching resources too thin needed to be managed.

155. **Report of the Audit & Scrutiny Committee**

Professor de Bolla as chair or convenor of the Audit & Scrutiny Committee introduced the report, thanking the other members of the Committee, Dr Mody and Professor Sharman, as well as the external member Mr Robert Gardiner for their hard work in producing it. The Committee had met more than 24 times, demonstrating the considerable commitment of its members.

Professor de Bolla then made some personal remarks, not as chair/convenor of the Committee. He highlighted the change in demography of the College, and what the College was spending money on. Forty years ago, the habitus of the College as akin to a family, whereas now it might be described as something closer to a corporation. The change was not necessarily for the worse, both families and corporations having strengths and weaknesses, but this distinction merited reflection.

Governing Body discussed the forms of habitus present with the College, what directions the College might want to take, and how this could be achieved. Changes in recent decades, including time pressure on academics, the research culture of the College, and the growth of non-academic staffing received particular attention. The First Bursar welcomed the discussion and hoped the Fellowship might engage in further such conversations. He suggested that the Governing Body's concerns were framed by two scarce resources, time and money, and welcomed an open discussion about how

these could be better allocated. The coming years would likely raise difficult decisions in this regard – with work already underway to alleviate some pressure through new income. The First Bursar welcomed the timing of Governing Body’s discussion, noting that the current ‘foundational phase’ of the College will run perhaps to 2027. This present phase seeks to balance investment in education and research, with removal of some significant risks, and the College’s financial recovery from the impact of the pandemic. With that work progressing well, this was a good moment to start discussion of the College’s plans after 2027.

Governing Body agreed to request the College Council to commission a review of the Finance department.

Governing Body thanked the Audit & Scrutiny Committee for their work and dedication, as well as starting this discussion.

## 156. **Education Report**

The Senior Tutor introduced her report, drawing particular attention to the poor examination results. It was necessary to understand how choices made in previous years had impacted these in order to address carefully and critically all stages of the academic life cycle. The results had already been discussed by the July Congregation, as well as meetings of the Education Committee and of Directors of Studies, and data from a student survey had been analysed. The Senior Tutor emphasised that the performance data were suggestive of a low conversion of 2.i candidates in to first class candidates, and that this, combined with information from the Tutorial Survey, the Fellows Teaching Hours Review, and feedback from other parts of the College suggest that we need to give more consideration to how we support our students through Direction of Studies and supervisions by Fellows. The Senior Tutor reported that 16% of the College’s Official Fellows not on leave did not engage in teaching at all, and that there was a large overlap between disengagement from teaching and disengagement from wider College business e.g. governance. It was necessary for the College to understand the barriers to engagement, to ensure that this improved.

Governing Body noted that although our undergraduate performance was weaker, we remain in the top ten Colleges for value add at Undergraduate level, and we show strong continuation in to postgraduate study. The Tutorial Survey continues to demonstrate high levels of satisfaction with and affection for the College.

It was discussed how King’s could attract the best applicants, especially those from educationally disadvantaged backgrounds, and that focus needed to be placed on fostering excellence. This should form part of interviewers’ discussion, and the Senior Tutor offered to attend post mortem discussions in the post admissions interview phase to support our rigorous selection for as many subjects as possible.

Members of the Governing Body offered their thoughts on revitalising the intellectual life of the College and fostering a culture of excellence. Points for discussion included the need to invest in good quality College Teaching Officer appointments that support College focused teaching; consideration of concepts such as an Ideas Lab to recreate the enthusiasm for the E-Lab; a

refocussing on academic excellence in our selection processes, advertising and communications; bolstering of our high performing subjects; and looking at ways to improve the quality of teaching delivered.

The Senior Tutor stressed that ongoing analysis was required to understand what worked, as outstanding results were achieved by different subjects in different ways. She reminded Governing Body that funds were available to support activities to bolster intellectual development through the academic societies fund available to all DoSs, and that fund restrictions needed to be carefully considered.

The Graduate Admissions Tutor drew Governing Bodies attention to his suggestions for a possible new strategic direction for graduate admissions and funding, The Senior Tutor reminded colleagues that the strategy was not for voting on at this time, and would be discussed by Council and Education Committee in Lent term, never the less, a concern was raised from amongst the Fellowship that the strategy, which focussed on admitting new graduate students on doctoral paths to work with primarily King's academics, was not well suited to the Arts and Humanities where Masters programmes are a core part of progression to doctoral study, and does not have sufficient regard to either the intellectual freedom of the candidate to explore their own questions, or to the relationship of mentoring of doctoral students which differs greatly in the Arts and Humanities from that in STEM

Governing Body noted the reports from the Senior Tutor, Graduate Admissions Tutor, Undergraduate Admissions Tutor, KCSU President and KCGU Presidents.

**157. Research Report**

This item was discussed before item 156.

The Research Director introduced his report and highlighted that more research events were happening than everyone was aware of, with workshops often going ahead without funding requests, and work in progress seminars still taking place. The Research Committee' budget for research events had also been increased by 50% in the current financial year, and significantly more funding proposals had been submitted.

Governing Body noted that the remuneration of stipendiary Research Fellows, as well as extending the applicant pool beyond Oxbridge, were receiving attention from the Research Directors.

Governing Body noted the report from the Research Directors and thanked them for their work.

**158. Chapel Report**

The Dean expressed his gratitude that a report about the Chapel had been made part of the Annual Congregation. This year external events had been limited to allow more College use. He reported that the global reach of the Chapel was still remarkable, as demonstrated by the sales of the CD "All the Stars Looked Down" and streams/downloads since its release last week. At his last Annual Congregation, the Dean asked Governing Body to bear in mind how unique the College Chapel is, and to treasure it.

Governing Body noted the report from the Dean and thanked him for his service to the Chapel and the College.

**159. Domus Report**

Governing Body noted the report from the Domus Bursar.

**160. Development Report**

The Head of Development thanked Governing Body for their support in reaching and exceeding the £100m target of the King's Campaign, which had only begun in 2018. She also expressed her gratitude to all donors.

Governing Body noted the report from the Head of Development, congratulated her on exceeding the target of the King's Campaign, and thanked her for remaining in post for this academic year while the College recruits a new Director of Development.

**Principal Business**

**161. Appointment of Auditors**

Governing Body agreed to appoint Peters, Elsworth and Moore as the College's auditors for the financial year 2025/26.

**162. Gibbs' Client Brief**

The Domus Bursar introduced the paper on behalf of the Working Group. It was presented now to gain Governing Body's approval for the proposed way forward, as part of the new project reporting process.

Governing Body discussed the paper and particularly whether it was appropriate at this stage to foreclose on the possibility of the Gibbs' Building being used for residential Fellows' accommodation again.

Governing Body agreed

1. To ask the Working Group to explore the possibility of using part of the Building for Fellows' residential accommodation;
2. Otherwise to support in principle the proposed approach set out in the paper;
3. To support the proposed approach to the project, notably the distinct operational impact workstream to ensure that there is equal focus on how the project will impact College life alongside the refurbishment aspirations; and
4. To permit the use of the restricted Gibbs Refurbishment Fund (current total £426,988) to continue the early stages of this project in this financial year.

**163. Any Other Business**

None.

The Congregation ended at 13:10.