

KING'S COLLEGE, CAMBRIDGE

At the Annual Congregation
held on Thursday 5 December 2024
at 09:30 in Keynes Hall and via Zoom.

Present (starred names attended on Zoom)

Dr Zoe Adams*	Professor Chez Hall	Dr Perveez Mody
Dr Ronojoy Adhikari	Dr Iris Hardege	Professor Geoff Moggridge
Dr Tess Adkins	Professor Ross Harrison	Dr Kamiar Mohaddes
Dr Sebastian Ahnert	Mr Api Hasthanasombat	Dr Ken Moody
Professor Anna Alexandrova	Dr Katie Haworth	Dr Basim Musallam*
Professor John Arnold	Mrs Lorraine Headen	Dr Rory O'Bryen
Professor Mike Bate	Dr Felipe Hernandez	Professor Robin Osborne
Dr Marcus Böick	Dr Kate Herrity	Dr Sophie Pickford
Dr Giulia Boitani	Dr Myfanwy Hill	Professor Chris Prendergast
Dr Mirjana Bozic	Dr David Hillman	Professor Mike Proctor
Professor Nick Bullock	Professor Dame Carrie Humphrey DBE	Dr Ben Ravenhill
Dr Katie Campbell	Dr Said Reza Huseini	Professor Thomas Roulet
Professor Matei Candea	Professor Martin Hyland	Dr Angus Russell
Dr Keith Carne	Ms Polly Ingham	Professor Hamid Sabourian*
Professor Richard Causton	Professor Ian James	Dr Andjela Sarkovic
Dr Ivan Collister	Dr Malar Jayanth	Dr Georgia Seabra Nesseh
Professor Francesco Colucci	Professor Mark Johnson	Professor Jason Sharman
Dr Laura Davies	Mr Peter Jones	Dr Sharath Srinivasan
Professor Anne Davis	Dr Dale Kedwards	Dr James Taylor
Professor Pete de Bolla	Professor Barry Keverne	Dr Gillian Tett
Dr James Dolan	Dr Patrycja Kozik	Mr Jim Trevithick*
Professor John Dunn	Professor Richard Lambert*	Dr Marco Tripodi
Dr Mark Dyble	Dr Zhuangnan Li*	Dr Sophie Turenne
Professor George Efstathiou	Professor Charlie Loke	Professor Caroline Van Eck*
Professor Elisa Faraglia	Professor Sarah Lummis	Professor Bert Vaux
Professor Matthew Gandy	Professor Alan Macfarlane	Dr Rob Wallach
Professor Chryssi Giannitsarou	Professor Nick Marston	Dr Dror Weil
Professor Simon Goldhill	Professor Jean Michel Massing	Professor Darin Weinberg*
Dr David Good	Professor Cam Middleton	Professor Godela Weiss-Sussex
Professor Henning Grosse Ruse-Khan	Dr Fraz Mir	Dr Tom White*

119. **Apologies**

Dr Nick Atkins	Professor Lord Tony Giddens	Dr Cicely Marshall
Dr Seda Basihos	Professor Ingo Gildenhard	Dame Judith Mayhew Jonas
Dr Francesco Bianchini	Professor Chris Gilligan CBE	Professor Dan McKenzie
Dr Shannon Bonke	Professor Caroline Goodson	Dr Jonah Miller
Professor Richard Bourke	Professor Gillian Griffiths	Dr Gabriela Montejo-Kovacevich
Professor Angela Breitenbach	Professor Mark Gross	Professor Rosanna Omitowoju
Professor Jude Browne	Dr Tiffany Harte	Professor John Perry
Ms Berenice Bulteel	Professor John Henderson	Professor Surabhi Ranganathan
Rev Dr Stephen Cherry	Dr Ryan Heuser	Professor Robert Rowthorn
Dr Alexandra Clarà Saracho	Dr Stephen Hugh-Jones	Professor Paul Ryan
Dr Sarah Crisp	Professor Herbert Huppert	Dr Mira Siegelberg
Professor Aytek Erdil	Mr Daniel Hyde	Dr Mike Sonenscher
Dr Sebastian Eves-Van den Akker	Dr Aileen Kelly	Professor Nick Tosca
Professor James Fawcett	Dr Phil Knox	Professor Jamie Vicary
Professor Iain Fenlon	Dr Joanna Kusiak	Professor John Young
Dr Tim Flack	Professor James Laidlaw	Professor Nicolette Zeeman
Professor Rob Foley		

On Leave

Professor Matthew Gandy	Professor Sarah Lummis	Professor Thomas Roulet
Professor Chez Hall	Dr Rory O'Bryen	Professor Jason Sharman
Professor Alice Hutchings	Dr Ben Ravenhill	Dr Dror Weil
Dr Malar Jayanth		

Open Business Only

Mx Teddy Graham	Mr Spencer Lee Boya	Mr Luca Limoncelli
Mr Benjamin Warner	Mr Ubayd Ajanaku	

OPEN BUSINESS

131. **Declarations of Interest**

None.

132. **Minutes of Open Business of the Ordinary Congregation on 21 October 2024**

Approved.

133. **Matters arising from the Minutes**

None.

Routine Business

134. **Annual Report**

The Vice Provost drew attention to the availability of the College's *Annual Report* online.

135. **Year End Review**

The First Bursar presented Governing Body with the College's formal year-end reporting documents; the Annual Report & Financial Statements, the report of the College's external auditors, and the annual report of the Investment Committee (the 'Investment Report'). He noted Council's request that the College retender its auditors for the financial year 2025-26. The First Bursar proposed that this process be led by the Finance Committee, reporting to Council, with a recommendation being presented to Governing Body in Easter Term.

Turning to the Year End review, the First Bursar spoke to four evolving priorities for the College: academic strength in teaching and research; our community environment; telling our story (to support the College's intellectual life, admissions and fundraising); and responsible stewardship for the long-term. The First Bursar emphasised that, within these priorities, the recent focus has been on improvements that will have the quickest impact in strengthening our core mission.

The Senior Tutor then spoke to the work underway to develop the academic strength of the College. She highlighted additional administrative support being provided to Fellows, greater welfare provision for students, and drew Governing Body's attention to key data in her report (paper 137).

The Domus Bursar commented on how she and her teams have been starting improvements on the College's community environment. She thanked Governing Body for the support they gave her restructure of the College's capital works and maintenance teams and noted that the benefits of this were now being seen. She emphasised her commitment to reduce the impact that income-raising activity has on the College, and to maximise the financial returns the College receives without putting income above King's core mission.

The First Bursar spoke to two further priorities in relation, firstly, to the College's development and communications activity ('telling our story') and, secondly, regarding its longer-term stewardship of the institution, estate and endowment. Particular highlights here were the forthcoming College website, the successful development campaign, ongoing planning for decarbonisation of the estate, and work on a responsible investment policy for the Endowment.

Set against the activities and investments in these four areas, the First Bursar showed the progress the College has made in returning to surplus. He explained that work to strengthen the College has necessarily been limited by the need to make a financial recovery, but that he saw prospects for additional funding in both operating activity and the Endowment. In the former, there appeared to be a significant opportunity in use of accommodation outside of term (item 145). For the Endowment, the First Bursar highlighted the potential impact of investment income and donations, if a long-term strategy can be set.

The First Bursar concluded by noting that a growth in funding was critical to meeting the College's ambitions, including more support for education and research, and aspirations to decarbonise the estate. An increase in funding was also a prerequisite if the College was to mitigate the impacts of financial pressure on the University and on the wider funding landscape, particularly for the arts and humanities. The First Bursar suggested that the Governing Body might begin discussion of these larger strategic questions later in the year.

Governing Body asked how the First Bursar would manage trade-offs between spending on academic activities and the significant costs of sustainability initiatives. The First Bursar reassured Governing Body that detailed planning, including clarity on financial trade-offs and scenarios, would be undertaken. The potential impact of such trade-offs for the College as a whole necessitated careful consideration of the College's long-term strategic aims. This was work that was only just getting underway and would need to be shaped, debated and agreed by the Governing Body in due course.

Governing Body:

- a) Noted the Annual Report & Financial Statements, 2023–24;
- b) Received the Investment Report, 2023–24;
- c) Noted the auditors' report for the financial year 2023–24; and
- d) Agreed to reappoint Peters, Elworthy & Moore as the College's auditors for the financial year 2024–25.

136. Report of the Audit & Scrutiny Committee

The Audit & Scrutiny Committee spoke to their report after items 137, 138, 139, 140 and 141 had been discussed.

Dr Mody presented the annual report of the Audit & Scrutiny Committee. She explained the process undertaken by the Committee during 2024 and highlighted their key recommendations (that the College should arrange an independent audit of processes in the production of financial information and Bursary resourcing, that 'Data for the Audit' should be re-named 'Financial information from the Bursary', and that the College should revisit its policy on cryptocurrency donations).

Governing Body discussed the challenges posed by restricted donations, and considered how Fellows might have greater influence over Development Strategy.

Governing Body asked the Committee to comment on their experience of having an external member. The Committee had mixed views. They noted the challenges of explaining the Committee's aims to the external member, but also found having access to a qualified accountant beneficial.

Governing Body discussed whether splitting the Committee into two, an Audit Committee and a Scrutiny Committee, might better meet the College's needs. Governing Body noted that Council may benefit from guidance on how the Governing Body feels that the Committee, and its relationship with the external member, might be developed.

Governing Body considered College historic spending trends on staff and on administration. The First Bursar welcomed the notion of tracking

administrative spend as a proportion of total costs. He noted that increases in staff costs were related in part to an increase in the number of employed Fellows and, additionally, to increases in pay intended to mitigate the impacts of exceptionally high rates of inflation on staff and Fellows' wages. Within this, the College had adopted a purposefully progressive policy on pay, which had substantially increased salaries for those on lowest salaries. With regard to administration costs, the First Bursar noted that a significant proportion of the change was the result of the transfer of two employees, who were not Fellows, from the Fellowship to the Administration budget. Governing Body encouraged caution in further expanding administrative staffing.

Governing Body thanked the Audit & Scrutiny Committee for their report.

137. Senior Tutor's Report

The Senior Tutor spoke to her annual report to Governing Body during item 135. Governing Body were invited to ask questions about her report (or about reports from the Undergraduate and Graduate Admissions Tutors, and the Presidents of King's College Students Union and King's College Graduate Society, which were included alongside it).

Governing Body discussed metrics of student success, and which indicators are best suited to assessing outcomes against the College's educational aims.

Governing Body thanked the Senior Tutor, Admissions Tutors, the KCSU representatives and the KCGS representatives, and noted the reports.

138. Research Report

The Research Managers, Dr Good and Professor Griffiths, presented their annual report to Governing Body. Dr Good spoke to the report.

He encouraged Governing Body and the College's committees to dedicate time to discussing research, and to take opportunities to celebrate the research achievements of Fellows at all stages of their careers.

Governing Body thanked the Research Managers, and noted the report.

139. Chapel Report

The Dean of Chapel was unable to attend the Annual Congregation, but a recording that had prepared to accompany his written report was played for Governing Body.

He commented on the Chapel and Choir's public-facing successes, and also their work in service of the College and its community.

Governing Body thanked the Dean of Chapel, and noted the report.

140. Domus Report

The Domus Bursar presented her annual reports on Health and Safety and the Visitors' Department to Governing Body.

She had commented on other aspects of the Domus Bursar's activities as part of the Year End Review (item 135). She invited comments from Governing Body, in particular their views on her suggestion that in future the contents and recommendations from the two reports should be incorporated into a holistic report incorporating all Domus activity (including, for example,

reporting on accommodation and catering as equally important areas of delivery).

Governing Body discussed the need for improvements to the College's approach to internal charging.

The First Bursar suggested that College Officers should bring a paper to Governing Body suggesting methods Officers might develop to improve how feedback from Fellows is gathered. Governing Body welcomed the opportunity to dedicate more time to discussion.

Governing Body:

- a) Noted the Visitor Department Annual Report July 2023 to June 2024;
- b) Agreed to approve the Annual Health and Safety Report (2024) and agree objectives for 2025; and
- c) Agreed to support the Domus Bursar's proposal that information on Visitor Services activity and Health & Safety matters should be reported to Governing Body as part of a comprehensive update on Domus activity at future Annual Congregations.

141. Development Report

The Head of Development presented her annual report to Governing Body. She highlighted the successes of the King's Campaign, launched in 2018, which include the College's learning centre in Middlesbrough and the close match between the aims of the campaign and the money raised for each of those aims; only the Chetwynd Court project was conspicuous in not attracting donations at the level required. She also drew Governing Body's attention to the College's first 'Giving Day', which was taking place at the same time as this Annual Congregation.

Governing Body thanked the Head of Development and the Development Office, and noted the report.

Principal Business

142. Responsible Investment Policy

The Dr Carne presented a paper on behalf of the College's Responsible Investment Working Group.

The Group put forward a draft policy statement which would provide a framework for the College's overarching approach to responsible investment (which would, in practice, be led by the Investment Committee). He explained that those involved in developing the policy had been keen to ensure it would remain workable for the College in the long term and support the College's compliance with legal obligations (for example, under charities law).

The Group recommended further action by the Investment Committee to test and evaluate the possible outcome of the proposed policy, and that the Group should continue into 2025 so it could consider issues such as policy governance.

The President of KCSU spoke about students' involvement in the Group's process, and how it had provided a valuable framework through which students had been able to engage directly with the College on these issues.

The First Bursar welcomed the involvement of Fellows and students in the group, as well as the engagement of the wider student body. He highlighted positively the clarity and strength of feeling with which the students had set out their concerns.

Governing Body noted descriptive definitions used in the draft policy, discussed their intended meaning, and invited the Group to ensure key policy concepts are clearly defined.

Governing Body agreed to take forward preparatory measures to implement a Statement on Responsible Investment by no later than the end of the academic year 2024-25.

The Responsible Investment Working Group and the Investment Committee will provide a combined report to Council and Governing body in Lent Term.

143. **Managing Research**

The Vice Provost presented a proposal from the Research Committee to adopt a new structure for managing research, formed with a view to giving greater prominence to it. The proposed structure would consist of a single 'Research Director' who would have College Officer status, a Deputy Research Director, and a Research Committee where the electoral choices of the Fellowship are constrained by the broad fields in which Fellows work. The Research Committee had modified the proposal in the light of the observation from the Junior Caucus that the needs of HASS and STEM Fellows and of research in HASS and STEM are so different that no single Director would be in a position to initiate and bring to fruition appropriate research initiatives in the two different areas; hence the plan was for the Research Director and Deputy Research Director to be drawn one from HASS and one from STEM.

The election of Research Managers and of the Research Committee had been postponed to Lent Term, pending Governing Body's decision on this proposal.

Governing Body discussed the fact Research Fellows are not able to sit on the Research Committee but acknowledged that the arrangement is in place to manage conflicts of interest.

Governing Body noted that Junior Caucus members continued to oppose the hierarchy that the new arrangements introduced in order to have research represented at College Officer level.

Governing Body welcomed the opportunity to have further input into a Job Description for a Research Director.

Dr Good, Research Manager, spoke in favour of the proposal. He highlighted the breadth of tasks the Research Managers currently take on. His view was that the College should take this opportunity to establish a Director role so the appointee can start work developing the College's research strategy.

Governing Body agreed:

- a) To replace the appointment of two Research Managers with the appointment of a Research Director and an Assistant Research Director, with concurrent 4-year terms, one drawn from HASS and one from STEM.
- b) To ask the Research Committee to draw up amendments to Ordinances and Regulations to reflect this change; job descriptions for these roles; and to advertise these roles with a view to the election of a Research Director and Assistant Research Director by Governing Body in Lent term.
- c) To hold elections for the Research Committee in Lent term, under arrangements designed to ensure that of the nine elected members of the Research Committee, four come from a STEM background and four from a HASS background.

The Research Committee plan to bring draft Job Descriptions to the first Congregation of Lent term, with a view to Governing Body making an appointment at the second Congregation of Lent term.

144. **Arts Theatre**

The First Bursar asked Governing Body to approve an arrangement by which the College can (subject to advice from agents, solicitors and insurance brokers) grant approval for an ambitious renovation and construction project being pursued by the Arts Theatre. He proposed that Governing Body should, in accordance with Ordinance O.1.3, delegate to Council the authority to approve and grant the use of the Common Seal to the relevant licences and any other legal documents that may be necessary to facilitate the works.

Governing Body agreed to delegate to Council the approval of legal arrangements with the Arts Theatre and to grant approval for the use of the Common Seal, subject to advice.

145. **Kx Software**

The Domus Bursar asked Governing Body to approve the in-year spend of £104,896 to support the College-wide implementation of Kinetics (Kx) 'Student' to support the management of College accommodation.

She described the extensive process that had led to the proposal. A full review of accommodation management had been conducted and its outcomes and recommendations were presented to Finance Committee and Council. Both committees had recommended that Governing Body approve the spending request.

She noted that Council had authorised the convening of working group processes to consider accommodation, events and room bookings, which will work alongside implementation of the Kx software.

Governing Body agreed to support the implementation of Kx on an initial 3-year contract and approves the associated in year costs for the 2024-2025 financial year.

146. **Any Other Business**

None.

The Congregation ended at 13:05.