GENERAL BOARD OF THE FACULTIES

University of Cambridge

A meeting of the Board was held at 2.15 p.m. on Wednesday 9 July 2008 in the Syndicate Room, The Old Schools.

Present: the Vice-Chancellor, Mr Bagshaw, Dr Bampos, Professor Barker, Professor Bell, Professor Sir Tom Blundell (except for item R6), Mr Bortrick, Professor Brown, Professor Ford, Professor Sir Richard Friend, Professor Hunter, Dr MacDonald, Professor McKendrick, Professor Sissons and Professor White, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Professor Minson, Dr Pretty, the Registrary and the University Draftsman were also present.

Professor David Ford and Dr Richard Rex (Faculty of Divinity) attended for item B1.

Apologies for absence were received from Professor Cliff and Professor Leslie.

The Vice-Chancellor expressed thanks to Professor McKendrick, who was attending for her last meeting, for her contribution to the work of the Board. She welcomed Mr Bagshaw and Mr Bortrick to their first meeting as undergraduate and postgraduate student members respectively.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. Declarations of interest

No such declarations were made.

A2. Minutes

The Minutes of the meeting of the Board held on 4 June 2008 were approved and signed (Paper No. 08.A.19).

The Board noted that a General Board circular (06/08), issued on 27 June 2008, was approved on Friday 4 July 2008.

A3. Report by the Vice-Chancellor

The Vice-Chancellor commented on the recent HEFCE Assurance visit.

A4. **Report of the General Board on a Faculty of Politics, Psychology, Sociology, and International Studies (PPSIS)**

The Board received a Draft Report proposing the establishment of a Faculty to be formed from the Department of Politics, the Centre for International Studies, the Department of Social and Developmental Psychology, the Department of Sociology and the Centre for Family Research (Paper No. 08.A.20).

After Professor Bell and Professor Brown had spoken, the Board agreed to approve the Report and they signed it.

A5. **Cambridge Programme for Industry: Notice**

The Board received a draft Notice incorporating the Cambridge Programme for Industry as an institution within the School of Technology, together with supporting papers (Paper No. 08.A.21).

After Professor White and Professor Friend had spoken, the Board agreed to approve the Notice.

A6. **David and Elaine Potter Fund for Human Rights and Governance: Notice and Grace**

The Board received a draft Notice and Grace establishing the David and Elaine Potter Fund for Human Rights and Governance (Paper No. 08.A.22).

The Board agreed to approve the Notice.

Part B - Principal Business:

B1. **Review of Teaching and Learning Support Services** Minute 07.10.B1

The Board were reminded that at their meeting on 10 October 2007 they had agreed to set up a committee to review teaching and learning support services in the University and they received the Report of the Committee (Paper No. 08.B.16).

Professor McKendrick introduced the Report and commented on the principal recommendations contained within it. The following were amongst the substantive points in the subsequent discussion:

- The proposed development of the University Librarian's role in teaching and learning support should not be at the expense of the Library's role in supporting research, particularly in the arts and humanities.

- While noting the loss of autonomy arising from the proposed coordination of journal subscriptions, Professor Friend welcomed the clear recommendations for action contained within the report.
- Professor Hunter commented on the need for careful implementation of the governance recommendations so as to safeguard the level of service provided by Faculty and Departmental libraries.
- There was an opportunity for those libraries which were embedded in Faculties and Departments to benefit from interaction at certain levels.
- Further work was needed in relation to the role of the University Computing Service in pedagogy.
- The creation of a single supervisory body, incorporating the function of the Library Syndicate and the Board's Committee on Libraries, was strongly supported.

The Board agreed to approve, in principle, the recommendations as set out in Chapter 6, and to consult with the authorities concerned on the detailed implementation of them. The Board agreed to receive proposals for an implementation steering group at their next meeting.

B2. **Cambridge Interfaith Programme progress report** Minutes 06.01.C1, 06.03.A2, 06.05.C1, 07.07.B4

The Board were reminded that at their meeting on 11 January 2006 they had received a proposal from the Committee of Management for the Cambridge Interfaith Programme (CIP) concerning the possible development of a Centre in London. The Board had received an oral progress report at their meeting on 8 March 2006 and further written reports at their meetings on 10 May 2006 and 11 July 2007.

The Board received copies of the following papers (Paper No. 08.B.17):

- Cambridge Inter-Faith Programme: Feasibility Study Report
- Letter, dated 20 June 2008, from the Secretary of the School of Arts and Humanities
- Extract from the Minutes of the Faculty Board of Divinity held on 22 Many 2008
- Summary paper by the Secretary.

The Secretary reminded the Board of their main concerns in their previous discussions, which had centred around the extent of the University's responsibility for the proposed London Centre and the need to avoid encroaching on the activities of London HEIs.

Professor David Ford and Dr Rex responded to questions about the broader engagement of the Faculty with CIP and the scope for developing the London Centre in a partnership with a major London-based institution. In particular the Board were concerned that the success of the programme should not depend solely on Professor Ford.

With regard to the London Centre, the Board reiterated their concern about the possible risks to the University, which might, however, be lessened if the development was pursued as a partnership. In the course of discussion Professor Hunter noted that the initiative was intellectually promising, and drew attention to the possibility of an initial phase for the London Centre.

The Board agreed to approve the propositions in Section A of the Secretary's paper. With regard to the London Centre the Board agreed that the Officers should continue discussions with the Coexist Foundation according to the principles set out in Section B of the Secretary's summary paper and, subject to (a) ensuring that there should be clear evidence of the independence of the governance arrangements for the proposed London Centre from the University and (b) the addition of an additional criterion to indicate the Board's very strong preference for the collaboration to involve an institutional partner, or partners, in London able to provide complementary skills and expertise to sustain the long-term success of the Centre. The Board agreed to receive a further report in the Michaelmas Term.

B3. Proposal to the Qatar Foundation

The Board received a paper from the Pro-Vice-Chancellor (Research), together with a copy of this proposal (Paper No. 08.B.18).

Dr Pretty noted that representatives of the Qatar Foundation would shortly be visiting the University and that it was therefore important that the Board's position on the proposal was clear. Professor White spoke in strong support of the proposal. During the discussion, the need for continuing consultation with other Schools, namely the School of the Biological Sciences and the Clinical School, was noted. In particular, the Board endorsed Professor Sissons' observation, in relation to the clinical aspects, that the proposal should not make undertakings that cannot be delivered.

The Board agreed to concur with the proposal (and the proposed name of the Cambridge Qatar Institute), subject to clarification and amendment in the light of their discussion.

B4. Draft General Board Work plan for 2008-09

The Board received a draft work plan for 2008-09, drawn up by the officers (Paper No. 08.B.19).

After members had been invited to send comments on the draft to the Secretary, the Board agreed to receive a further draft at their next meeting.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 2 July 2008 were received (Paper No. 08.C.29).

In relation to Minute 3.6, concerning the Learning and Teaching Review of the Department of History of Art, Professor McKendrick drew attention to the key recommendations of the Review, in particular recommendation 4.3 regarding the Department's relationship with the Fitzwilliam Museum. In this connection Professor Hunter emphasised the need to avoid disturbing the arrangements for the Faculty of Architecture and History of Art.

In relation to Minute 3.9, concerning the Institute of Continuing Education: Training Course for Imams, Professor McKendrick noted that the governmental departments concerned had encouraged a revised proposal for the training course to be offered for three years. The Board agreed to approve the proposal subject to the conditions set out by the Education Committee and subject also to a commitment for one year in the first instance.

Professor McKendrick also drew attention to Minute 3.7, concerning the Judge Business School: proposal for an Executive MBA programme, and to Minute 4.3, concerning NST Part III History and Philosophy of Science.

Subject to what is said above, the Board approved the recommendations in the Minutes.

C2. Human Resources Committee

The Minutes of a meeting of this Committee held on 19 June 2008 were received, together with the University Retirement Policy (Paper Nos. 08.C.30 and 30a respectively).

The Board, for their part, approved the recommendations in the Minutes.

C3. Undergraduate Admissions Committee

The Minutes of a meeting of this Committee held on 30 June 2008 were received (Paper No. 08.C.31).

The Board approved the recommendations in the Minutes.

C4. Research Policy Committee

The Minutes of a meeting of this Committee held on 12 June 2008 were received (Paper No. 08.C.32).

The Board approved the recommendations in the Minutes.

C5. Planning and Resources Committee

The Minutes of a meeting of this Committee held on 18 June 2008 were received (Paper No. 08.C.33).

The Board, for their part, approved the recommendations in the Minutes.

C6. General Board Committee on Libraries

The Minutes of a meeting of this Committee held on 28 May 2008 were received (Paper No. 08.C.34).

The Board approved the recommendations in the Minutes.

RESERVED

General Board

Review of Teaching and Learning Support Services

Report

July 2008

Contents

1. Introduction

At their meeting on 6 June 2007 the General Board considered proposals from the Pedagogic Support Providers Coordinating Group for the improved coordination of central support for teaching currently provided, albeit in a fragmented way, by various institutions including: the Language Centre, the University Computing Service (UCS), Centre for Applied Research in Educational Technologies (CARET), Staff Development and the Academic Division. In particular the Board considered whether to set up a Pedagogic Steering Group, as a first step, as recommended by the Education Committee. The Board agreed not to proceed immediately with that recommendation, but to await the outcome of further discussions by the officers about the appropriate structure, taking account also of the review of the future of CARET which is coming to the end of its current phase of funding.

In the course of 2006-07 an Advisory Committee was commissioned by the Vice-Chancellor to advise her on the future development of the University Library (UL), in the context of the University's development programme. The Committee's principal strategic recommendations were the need for greater integration of the University's libraries and that a rapid expansion of the use of e-content should become a key objective for the UL. While not a prerequisite for future fund-raising, the Advisory Committee were of the view that opportunities for fund-raising would be enhanced if these recommendations were adopted.

At their meeting on 10 October 2007, the General Board set up a committee to review teaching and learning support services in the University. The scope of the review principally concerned activities currently supported by the UL, the UCS, the Language Centre, and CARET, as well as the coordination of pedagogic support.

The Terms of Reference were to review the University's provision for the support of teaching and learning, and to make recommendations for the future having particular regard to:
- the provision of high quality, cost-effective pedagogic support services to students and staff of the University
- ensuring a leading and innovative role in the use of e-media in support of learning at both the undergraduate and graduate level
- the physical location of these activities and possible infrastructural requirements
- resource requirements and opportunities for fund-raising
- future arrangements for the organisational structure and governance of these activities
- the development of the University library system.

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The membership of the Committee was:

Professor Andrew Cliff (Chairman)   (PVC Human Resources)
Professor Tony Badger   (Chairman of the Colleges Committee)
Dr Nick Bampos   (Senior Tutor, member of the Council and General
                                     Board)
Mr Peter Coulthard   (Academic Affairs Officer, CUSU)
Mr Simon Lebus   (Chief Executive, Cambridge Assessment)
Professor Melveena McKendrick   (PVC Education)
Professor John Morrill   (member of the Library Syndicate)
Ms Jan Wilkinson   (University Librarian and Director of the John
                                     Rylands University Library, University of Manchester)
Professor Steve Young   (Chairman ISSS, and of the Management
                                     Committees of the Language Centre and CARET,
                                     member of the Council)

Graham Allen (Secretary)   (Academic Secretary).
Julian Evans (Assistant Secretary)   (Academic Division)

2.   Process

The Review Committee held four meetings between February and June 2008. They considered a wide range of documentary evidence (listed in Appendix 1) including submissions received following the publication of a Notice in *Reporter* on 20 February 2008.

The following individually attended a meeting with the Review Committee, to discuss their perspective on the terms of reference:
- Dr Andrew Brown (Managing Director, Academic and Professional Publishing, Cambridge University Press);
- Mr Peter Fox, University Librarian;
- Professor Sir Richard Friend (as Chairman of the Journals Coordination Steering Committee);
- Mrs Anny King, Director of the Language Centre;
- Dr Ian Lewis, Director of the UCS;
- Mr John Norman, Director of CARET;
- Professor Richard Taylor, Director of the Institute of Continuing Education.

3. Overview of institutions involved

3.1 The UL

3.1.1 Background

The Standard Review of the UL in 2004 highlighted a number of key issues to the General Board. The main recommendations were that: a post be created to coordinate journal purchasing and the sharing of resources across the University and, in time, to find ways in which the entire library system can be streamlined and more effectively coordinated; the Library Syndicate and the Committee on Libraries be merged; the Library be spared further funding cuts even if this resulted in a further drain on other resources. In the longer term it was thought that more radical solutions were likely to be necessary to address the perception of the under-resourcing of critical services.

The submission from the UL in the Planning Round 2007 reiterated the concerns about funding in particular the need for the above-inflation increases to meet the rising costs of journals and staff. The Journals Coordination Scheme is now in operation in three Schools, and two more Schools are expected to join in 2008/09; some cancellations have been made, and duplication eliminated, reducing the impact of rising prices.

3.1.2 Resources

Total library direct expenditure in the University and Colleges is now over £20M[1]. Within the University libraries about 75% of the £18.5M expended (2006/07) and 75% of the 440fte staff, are in the UL and its four dependent libraries. Outside the UL and its dependents, 46 Faculties, Departments and other institutions have their own libraries.

Oxford's library expenditure is known to be relatively high, reported at £28M in 2005/06.

SCONUL[2] data extracts (2005/06) indicate that total library expenditure at Cambridge, per user or student, is second only to Oxford[3] and significantly higher than most[4]. Expenditure on library staff at Cambridge, as proportion of total library expenditure, is average for UK HE institutions.

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[1] The data on College expenditure is patchy, but it does indicate a proportionally greater spend on books.

[2] Society of College, National and University Libraries

[3] Except two institutions of a different nature, Cranfield and SOAS, also scored highly by this measure.

[4] Cambridge Library expenditure as a proportion of total expenditure is likely to be understated, relative to Oxford for example, in the SCONUL published data. It appeared that total institutional expenditure data for Cambridge, at £880M, included UCLES and CUP. If the more correct figure of £560M total institutional, for "little u", were used, Cambridge library expenditure was 3.7% of total institutional expenditure, well above average and closer to that of Oxford (at 4.6%, and where total expenditure appeared to be correctly stated).

Expenditure on journal subscriptions across the University of Cambridge is about £3.7M in total (2006/07) of which:

(i)   about £2.9M is made by the UL and its dependents, including the £1.5M though the Journals Coordination Scheme (JCS);

(ii)   about £600k is made outside the JCS by Faculties and Departments, £400k from University Education Fund (UEF) monies and £200k from non-UEF sources.

3.1.3 Quality of Services

The recent review of HEFCE funding for research libraries (Professor Sir Ivor Crewe, March 2008), for example, presented Cambridge UL in a strong light as follows:

"Cambridge

The scale, distinction and uniqueness of the Cambridge University Library collection are reflected in the quality of the services and facilities it offers external users. Particularly strong features include the complete digitisation of, and thus remote on line-access to, the main catalogue and all rare books, the almost complete digitisation of the manuscript catalogue (at the collection level), the ambitious rolling programme of digitisation of special collections and the extensive volume of e-journal subscriptions. The immensity of CUL's holdings restricts open access to about 30% of its collection but this is mitigated by an on-line advance ordering system and a rapid fetching time (18 minutes). Comment from external users in the consultation was overwhelmingly positive (all 46 user-respondents rated it 'excellent' or 'good'), with particular reference to the quality and depth of the collection. Opening hours (59.25 hours a week for most of the year), which exclude Sundays and mid/late evenings, are more restricted than in some other major research libraries. CUL participates in the inter-library loan system but does not permit borrowing by external users (for which some respondents expressed disappointment) and has not joined the two main national borrowing schemes, *UK Libraries Plus* and *SCONUL Research Extra,* on the grounds that it would be overwhelmed with borrowing requests were it to do so."

"Oxford

The world stature of Oxford's library collections is reflected in the feedback from the user-respondents in the consultation exercise, who in most cases emphasized the depth and uniqueness of material available. However, in contrast to Cambridge, LSE and Manchester, some features of Oxford's library services and facilities were found wanting, notably the combination of closed access (73% of the main collection) and very slow fetching times (almost two hours for same day requests from the main stack, half a day from the repository and 2-3 days from store). Users expressed disappointment at the absence of borrowing rights: the Bodleian is a reference-only library and in parallel with Cambridge does not belong to the two national borrowing schemes. External users were also frustrated by the limited opening hours, especially at weekends and out of term. A partly compensating feature of OULS is the comprehensive on-line catalogue comprising almost the entire Bodleian collection and the significant future digitisation programme for holdings, including the Oxford-Google Digitisation Project (one million items alone), by far the most ambitious of any of the research libraries."

3.1.4   Support for Teaching & Learning

The UL has traditionally supported the research needs of postgraduate students and academics whilst the Faculty and Departmental Libraries have primarily supported undergraduate teaching. Progress with electronic books and journals and on-line access to some teaching materials means that this distinction is breaking down. The UL is coordinating the majority of electronic journals purchases, and would like to move into electronic books; Faculty and Departmental Libraries are operating mainly with print and commonly pass electronic materials in their field over to the UL. The UL is keen to take a greater role in the support of teaching and learning. The time period in which this would be possible depends on the speed of the transition to electronic publishing and the will of the University to make the change. The UL has the structures in place to enable the development of a broader view of the provision of materials for the support of teaching, learning and research than at present.

3.2   The UCS

The UCS provides the information technology and communications infrastructure to support both the academic and administrative needs of the University and its Colleges. In addition, the Service provides many centrally managed services and facilities to support the teaching and research activities of the University, including teaching rooms, public access facilities, training programmes, the provision of consultancy and advice and the management of software site-licensing for the University as a whole. The Service manages the jointly owned Granta Backbone Network (GBN) on behalf of the University and Colleges, overseen by the GBN Management Committee. In addition, through the incorporation of the Telecommunications Office, it has also assumed overall responsibility for the telephone network of the University.

Following approval of a recent Report of the Council and General Board on the governance of information strategy and services within the University, the ITS, GBN and JTMC have been replaced by a single overall committee, the Information Strategy and Services Syndicate (ISSS), which also encompasses the remit of the former separate Information Strategy Group.

The mission of the UCS is to provide coordinated information technology services in support of the academic activities of the University, as well as the necessary Information Technology infrastructure to support both its academic and administrative IT activities. These services are critical to the success and reputation of the University and its Colleges, and the UCS delivers these services and facilities maintaining the cost-effectiveness and the efficiencies of scale achieved by the centralisation of shared services.

The support provided by the UCS for teaching and learning can be broadly classified into three categories: the infrastructure which underpins much of the IT operation of the University, specific targeted facilities which are available for use by individual users and institutions, and general support for students and staff in their daily work.

Information Technology is an extremely rapidly developing field, and to ensure that the University is able to take advantage of these developments for its teaching and learning activities, in a professional, co-ordinated and well supported way, the combined skills and experience within the UCS are of paramount importance. As an

academic support service under the General Board it is well placed to provide the technical infrastructure support necessary for teaching and learning activities.

The normal annual operating expenditure of the Service in recent years has been approximately £7.5m, of which about a third comes from income raised from charges directly to the customers of its services. This has increased significantly since 2006/07 following the incorporation of the telecommunications activities; the total income to UCS in 2007/08 is forecast to be about £10M, of which almost half is provided by the UEF and the balance of the majority is associated with trading. The UCS currently has about 140 staff, including the telecommunications office.

3.3 The Language Centre

The Language Centre's mission is:
- to provide language learning opportunities for all members of the University and for the staff of the University;
- to provide taught courses aimed at non-specialist language learners and EAP courses to overseas students;
- to provide support and advice for the teaching of languages in the Faculties of the University;
- to promote the application of new technology to all aspects of language learning.

The Centre supports four main activities:
- general language training for students and staff (CULP);
- English for Academic Purposes (EAP);
- services tailored to specific Departments' needs;
- E-programmes, considered strong in French and Spanish.

The Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face. Language teaching demands a high proportion of face-to-face teaching, but all courses have some on-line provision. Courses at advanced level have a greater proportion of on-line provision whereas the more basic courses incorporate the study skills training needed to enable students to work at a distance further into their programme. This structure makes best use of limited human resource, where it can be most effective; it is potentially transferrable to other disciplines and discussions along these lines are ongoing with the Department of Engineering and the Faculty of English, for example.

The Director has a vision for language learning in the UK and the Centre considers itself to be pioneering, ahead of competitors like Oxford. Much of the intellectual development takes place in-house. The Centre brings in writers and web developers as necessary to create courses; it also creates products notably for French and Spanish in cooperation with the BBC. However, it has not so far been possible to develop a sustainable funding model which can be extended to cover a large range of languages. The Centre also undertakes activities intended to serve audiences outside the University and whilst these are invariably worthy, there is a concern that they divert resource from its core purpose. Finally, as the range of on-line courses expands, there is a growing need to provide routine maintenance support which is beyond the current resources of the Centre.

Income to the Language Centre is of the order of £1M p.a., two-thirds of which comes from the UEF. There are about 16 core UEF-funded staff.

3.4 The CARET

CARET is an interdisciplinary innovation group the aims of which are:
- to develop and provide innovative support services for learning, teaching and research;
- to evaluate current practice and user and stakeholder requirements and help formulate university Learning, Teaching and Research strategy in the future;
- to sustain and embed innovative services through engagement and partnerships with other parts of the university and the handover of maturing technologies;
- to be recognised as an international player and world leader in this area.

CARET supports teaching and learning in the University through:
- infrastructure for access-controlled collaborative workspaces (mainly CamTools) to support courses, research and course evaluation;
- fee or project funded development of special teaching applications;
- individual self-paced learning provision for school-University transition (in development).

CARET is a small organisation which meets a need to support innovation; the latter is encouraged in an organisation which is able to respond rapidly to opportunities and is willing to take risks. But like the Language Centre, there is a need for good transfer mechanisms if a developed product is to be passed on to another organisation to deliver once it is in full operational use.

CamTools is an example of innovation in teaching support which, despite some criticism, is widely used. It is the only available option for the majority of teaching staff and it is rapidly becoming embedded across the University. However, there is no official University policy to provide a facility like CamTools and consequently no explicit resource to support it.

Income to CARET is of the order of £1.5M p.a., of which one quarter currently comes from the UEF; the core UEF funding is formally non-recurrent, pending the resolution of the Centre's future.

3.5 Other institutions

The Institute of Continuing Education (ICE) currently offer online support for 20-30% of their programmes. The majority of their professional programmes are supported by online resources or are blended courses i.e. teaching takes place both face to face and online. The international summer schools are supported by the delivery of information, pre-study materials and learning resources online, but all teaching takes place face to face. Several of their MSt courses are supported online and some of the regional/public programmes are offered totally online. ICE aim to have the majority of their courses and all credit bearing courses with online support and/or teaching by 2009/10.

The Staff Development section of the HR Division have four teams in academic staff development supporting professional development for each staff group:
- the Graduate Development Programme for graduate students;
- Researchers Development Programme, for contract researchers;
- Pathways in Higher Education (PHEP), for newly appointed University and College Teaching Officers;
- "CAPCam", for experienced academics throughout their careers.

4.   Changing environment

4.1   Background

One of the issues emerging during the consultation on a revised version of the University's Learning & Teaching Strategy (Lent Term 2006) was the need for better coordination of the current providers of pedagogic support, and better communication between those providers and the Faculties and Departments.

Following this, the Report of the Pedagogic Support Providers' Co-ordination Group (May 2007) to the Education Committee recommended the formation of a structure which would seek to build on cross-disciplinary and cross-functional networks in order to foster developments that will benefit student learners and their teachers. The specific proposals of the report have been put on hold pending the outcome of this review.

4.2   External factors

The Review Group sought to develop a better understanding of the rate of change of the balance between hard copy and electronic publishing. They noted how resilient the book has proved to be, contrary to predictions of 15 years ago. Journals are in the forefront of pure electronic provision, most notably in scientific subjects as demand in arts, humanities and social sciences is lower. The nature of research is changing to take advantage of wider access to materials.

A survey commissioned by the British Library in 2004[5] forecast, amongst other things, that:
- published titles will continue to grow (at about 3% p.a. to 2020) because of short run print technology and growth in electronic publishing - more content will be generated in smaller packages;
- the migration to e-publishing will depend on the type of publication and its intended audience;
- few new monographs are published solely in e-format
- parallel publishing is expected to grow with only 12.5% of new titles being uniquely in print by 2020;
- the proportion of new titles uniquely in electronic form is expected to rise to 10% by 2014 then more steeply to 40% by 2020;
- for monographs in the UK, print will not die out completely in the foreseeable future – by 2020 18% of publishing output is still expected to be available only in print;

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[5] Paper 6a, referenced in Appendix 1.

- in the UK, the migration to electronic delivery for journals is well ahead of monographs – it is expected that the leading publisher will switch less popular titles to e-only in 2009 and this will accelerate the transition.

A more recent study[6] finds that 60% of the total 20,000 active peer-reviewed journals are now available in electronic form. Many, typically younger and scientific users prefer the convenience of electronic provision, others insist on access to paper copies. Libraries and publishers continue to support the expense of hybrid provision.

It is currently not straightforward to forecast expenditure on electronic journal subscriptions separately from that on paper based provision, however, as:
- publishers commonly offer paper-plus-electronic packages;
- some journals, used for the support of teaching, are only offered on paper for the first year;
- there remains some demand for paper copies;
- at present, VAT is charged on electronic-only format, but not paper or paper-plus, making electronic-only currently less desirable.

4.3   Internal developments

Once electronic delivery of materials becomes the norm, the only cost-effective option is likely to be to centralisation of electronic provision. The continued growth of Faculty and Department based print collections may become questionable in the longer term. The current structure of independently run Faculty and Department libraries does not permit the delivery of a coherent strategy, and those libraries are often keen to maintain their independence. They have considerable resource, including staff resource, which could be redirected in response to changing needs if necessary; similar skills in organising information were thought to be required in an electronic environment. Extending coordination of materials to the numerous College libraries may be desirable but is likely to be complex in practice.

Progress with Virtual Learning Environments (VLE) is piecemeal at present, there being no overall structure; it is centred on CARET and involves a number of Departments where individual academics have developed an interest. CamTools is the VLE developed by CARET following the recognition that Cambridge was behind others in making use of this type of technology in education. CamTools is now in widespread use and consideration should be given rapidly to how it may be properly supported as an operational service.

There is potential to develop closer links between the UL, CARET and the Language Centre. CARET could provide the necessary technical services, and the Language Centre continue to develop innovative courses, whilst the UL take on a role overseeing the development of pedagogic support. One of the strengths of the smaller organisations is that they are small, "hungry", able to move fast and take risks; they would need to maintain the freedom to operate in this way to encourage innovation. But they do not have the infrastructure to roll out the delivery of large scale operations once the R&D is complete, and it is not clear in what forum their strategy is developed.

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[6] Paper 6b, referenced in Appendix 1.

The UCS Public Workstation Facilities (PWF) provide access to the major software packages needed by Departments and Colleges. However, whilst 98% of undergraduate students now arrive in Cambridge with their own laptops capable in principle of hosting these packages, current wireless technology and licence management is not yet sufficient to deliver them directly to laptops. It is estimated that this will change over the next 5-10 years and the PWF "Clusters" may then become unnecessary.

With more coordinated online access to materials, some Departmental libraries, especially in the sciences, appear to be becoming more like spaces populated by PCs to facilitate access to the network. Some departments are considering moving paper journals out to the UL and its dependent libraries to provide social workspace. Wireless access, which could become the main channel for the delivery of pedagogic support materials to students' laptops, has been slow to spread and this has caused frustration in some areas.

The Review Group identified a specific problem for students at the Institute of Continuing Education (ICE): electronic access is currently not available as it depends on access through the Raven authentication system managed by UCS who will only service matriculated students. The same barrier may apply to some Education and CPI students. Access to the electronic resources of the UL would be of huge benefit to ICE students. The issue of access to Raven for non-matriculated students must be resolved.

5. Future direction

5.1 Teaching & Learning online

Teaching and Learning in the future is expected to depend increasingly on the following requirements:
- teaching materials including e-Books, video, and multimedia delivered on-demand anywhere in the University;
- web tools for teachers to manage all aspects of course delivery, students to manage their learning experience, researchers to collaborate both within and across institutions, for on-line assessment and to create a web of social networks covering many aspects of university life;
- integration of student record data with teaching and learning tools;
- remote access to course-specific licensed software packages (eg CAD tools);
- a mechanism for ensuring that every student has a capable personal computing device with wireless networking.

The pace of change is expected to accelerate and is unlikely to reach a stable position in the foreseeable future. To meet the above requirements, the following challenges must be addressed:
- the University must put in place strategic and implementation plans to deliver the above requirements;
- Library and IT support institutions must be organised to ensure that a teaching and learning services strategy can be efficiently and effectively delivered;
- to ensure that Cambridge is at the forefront of teaching and learning in a period of rapid change, our ability to innovate must be protected and encouraged;

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- there must be a mechanism which allows a smooth transition from innovation to service delivery;
- the current gaps in our institutional capacity to deliver the necessary strategic objectives must be closed.

5.2   Summary: the need and opportunity to reconfigure

In 2004, the Standard Review of the UL highlighted the impact that lack of resource was having on some services and emphasised the need to find ways in resources could be shared and the entire library system could be streamlined and more effectively coordinated.

During 2006/07, the General Board were alerted to the need to consider increased coordination of central support for teaching by the Pedagogic Support Providers Coordination Group. At the same time, the Visiting Committee of the UL, in its first annual report to the Library Syndicate, reflected on the future development of the UL. Its observations included the need for: greater integration of the University's libraries; accelerated progress towards a single library system managed through a Director of Library Services; the rapid expansion of the use of e-content; and that consideration should be given to broadening the UL's role to become a learning resource for undergraduates as well as researchers.

As noted in section 3.1.4, the UL has traditionally supported research whilst the Faculty and Departmental Libraries have supported undergraduate teaching. Progress with electronic books and journals and on-line access to some teaching materials mean that this distinction is breaking down. The quality of the services currently provided by the UL is recognised to be high.

The UCS provides the information technology and communications infrastructure to support the academic needs of the University. UCS provide a responsive service aligned to Faculty and Departmental needs and a platform used by numerous individuals but do not aim to develop teaching and learning support materials. They also provide transferrable skills training mainly in the form of courses on software for students and staff.

The Language Centre has developed a distinctive method of delivering teaching and learning, combining on-line and face-to-face provision. This makes the best use of limited resource and is potentially transferrable to other disciplines. However, the Centre is struggling to replicate on-line materials across a large range of languages and it does not have the resource to support service delivery beyond the innovation phase.

CARET has been successful in meeting a need to support innovation and has examples of innovation in pedagogic support in widespread use. However, it operates without a clear strategic steer from the University and, like the Language Centre, it does not have the resources to manage and deliver products in volume as operational services.

The migration to electronic publishing is accelerating and 80% of the University's journal purchasing is already managed by the UL, including the Journals Coordination Scheme. The time is now therefore ripe for the UL to become

responsible for the provision and dissemination of electronic materials for teaching and learning across the University. The UL can provide the structure necessary for the management of all content. The UL could oversee and focus innovation in CARET and the Language Centre without restricting the ability of the smaller organisations to manoeuvre. In this way, the UL would coordinate the development and maintenance of the necessary pedagogic support to be delivered over the networks maintained by the UCS.

Following the announcement by Mr Fox of his intention to retire from the Office of Librarian with effect from the end of March 2009, it is important to consider the future of that role. The Committee considers that the role of the University Librarian should be rapidly developed to become *de facto* Director of Library Services to oversee the broader remit of all the University libraries in pedagogic support that this report recommends.

A long term plan for teaching and learning support must encompass the provision of content and the IT infrastructure needed to deliver it; the latter will require the involvement of all of the organisations described in section 3 above. Whilst the new Information Systems and Strategy Syndicate (ISSS) aims to supervise the University's information strategy, there nevertheless remains an urgent need for greater coordination and integration of effort. The proposed new role for the UL would contribute importantly to improved communications and cooperation.

There should therefore be a rolling development programme of pedagogic support and innovation implemented by the UL but steered by a new *Teaching & Learning Services Steering Group* (TLSSG) to be a joint sub-committee of the Education Committee, determining policy, and the ISSS, setting IT Strategy.

6. Summary of Recommendations

The Committee recommends:

(1)   The role of the University Librarian should be rapidly developed to become *de facto* Director of Library Services[7] and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. This role should have responsibility for ensuring the provision across the University not only of electronic resources, which are rooted in the traditional activities of the UL (e-journals and e-books), but also the wide spectrum of web-based e-learning resources available over the internet. Close collaboration with the Education Committee will be essential to ensure that the provision of pedagogic support services is congruent with the teaching and learning mission of the University.

(2)   Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single Syndicate[8] which is able work with and develop with the University Librarian a strategic vision which will ensure, amongst other things, that the UL can deliver the e-information and e-learning support for the University's institutions.

(3)   The Librarian will need to work with the library staff in the faculties and departments to ensure that faculty and departmental libraries can deliver e-learning support to their users. Different methods of delivery, working environments and a closer managerial relationship with the UL should be considered.

(4)   The governance structure of CARET should be changed, along with its basis of funding, to ensure the longer term future of this organisation which develops critical pedagogic support to staff and students. It is proposed that CARET should be placed within two years, along with permanent core funding, under the umbrella of the UL by adopting the sub-department model of governance (Statutes and Ordinances, p.595). This would give CARET an ability to run its own affairs and budget within the constraints of overall report to the University Librarian. A consequence is that a Management Committee for CARET would no longer be required.

(5)   The Language Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face and there is potential for extending this to other subject areas. To exploit this potential, the Language Centre should also be reassigned to the UL within two years, together with its allocation, under the sub-Department model. As with CARET, a Management Committee for the Language Centre would no longer be required.

(6)   In the interests of efficiency and cost, the purchase of all subscriptions for journals (and, in time, electronic books) should become the responsibility of the University Librarian in consultation with the Journals Coordination Steering Committee (JCSC). It is recommended that UEF funds currently allocated to the UL and Schools for these purposes should be transferred to a separate fund under the control of the University Librarian for 2009/10 onwards. The

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[7] In accordance with the recommendation of the last Standard Review of the UL and the response from the Library Syndicate; the latter supported the view that the time may soon be ripe.

[8] Also as recommended by the Standard Review; at the time the Library Syndicate believed the merger should take place in the wake of other changes, or when such changes are agreed and are to be implemented

University Librarian should be invited to work, in the future, with the Colleges (through the Cambridge College Libraries Forum) to improve the coordination of library services across the Cambridge library system.

(7) The role of the UCS in pedagogy should be reviewed, in consultation with ISSS and the Education Committee, to include, for example, consideration of a strategy for improving support for academic activities and access to on-line resources for all students. The former would be enabled by the development of a culture more receptive to external innovation. The latter would be accelerated by the rapid spread of the Lapwing wireless service and the development of mechanisms by which non-matriculated students can gain access thorough Raven authentication.

(8) The (academic) Staff Development section of the HR Division has a role to play in helping to deliver staff training in pedagogy. The University Librarian and the Director of HR should be invited to work with the PVC (Education) to report on how this might be achieved.

(9) When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of co-locating some of the many small units discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.

The General Board has been made aware of the constraints under which the UL and the other institutions are operating and will understand that some resources will inevitably be required to realise this strategic vision. While some economies of scale will be possible, it is likely that there will be a need to provide some funding to enable the restructure in the short and possibly medium term. This might include provision for the costs of:

- rationalisation of paper versions of low use materials which are available electronically to include, potentially, re-housing, cataloguing and the need for a destination space;
- the software and hardware necessary to support the development of pedagogic support materials, as well as the additional cost of those resources themselves;
- staffing needed to support and manage these methods of pedagogic support, which may be additional to those currently provided by either the UL or Faculties and Departments, and/or may require training, development and reorganisation to maintain skills in step with developments.

7. Proposed structure and governance

The Committee recommends that an effective strategy for teaching and learning support should include the following elements:

(1) There should be a rolling development programme for pedagogic support steered by a *Teaching & Learning Services Steering Group* (TLSSG) to be a joint sub-committee of the Education Committee, determining policy, and the ISSS, setting IT Strategy.

(2) The TLSSG should be chaired by the PVC (Education) and have representatives from all stakeholders including "users" and "suppliers". Consideration should be given to how the TLSSG would interface with the University Library Syndicate and the General Board's Committee on Libraries (or the proposed single combined Syndicate).

(3) The UL should be responsible for *providing content*: e-Books, electronic Journals, multimedia, interactive learning programs, etc. to include procuring content from external sources, digitising local content, and promoting the generation of new content within Cambridge.

(4) The UL should be given a more pro-active role in the organisation of Faculty and Departmental libraries and liaising with College libraries with the aim of providing cost-effective, high-quality delivery of library and e-information services through the University Librarian acting as Director of Library Services.

(5) The UCS should be responsible for delivery of services throughout the University and Colleges to include a high quality network (both wired and wireless) easily accessible by all staff, students and *bona fide* visitors, enabling web technologies, support for the specific software components agreed by the TLSSG and identity authentication.

(6) CARET and the Language Centre should become sub-departments of the UL. CARET's primary role should be to support innovation in teaching and learning including the investigation and development of new technologies, advice on pedagogical issues and engagement with individual academics to develop new teaching. The Language Centre should continue to fulfil its core mission of delivering language teaching whilst seeking to pool its on-line development expertise with the wider support for teaching and learning.

(7) Congruence between the work of CARET, the Language Centre, and other institutions, and the general oversight of pedagogic support articulated through the University Librarian, would be overseen by the "Teaching and Learning Services Steering Group" outlined above.

(8) There should be a permanently established Teaching & Learning Innovation Fund managed by the TLSSG which can provide "pump-priming" for innovative academic-led teaching and learning projects.

Figure 1. Organisation of teaching and learning support

Policy
Direction
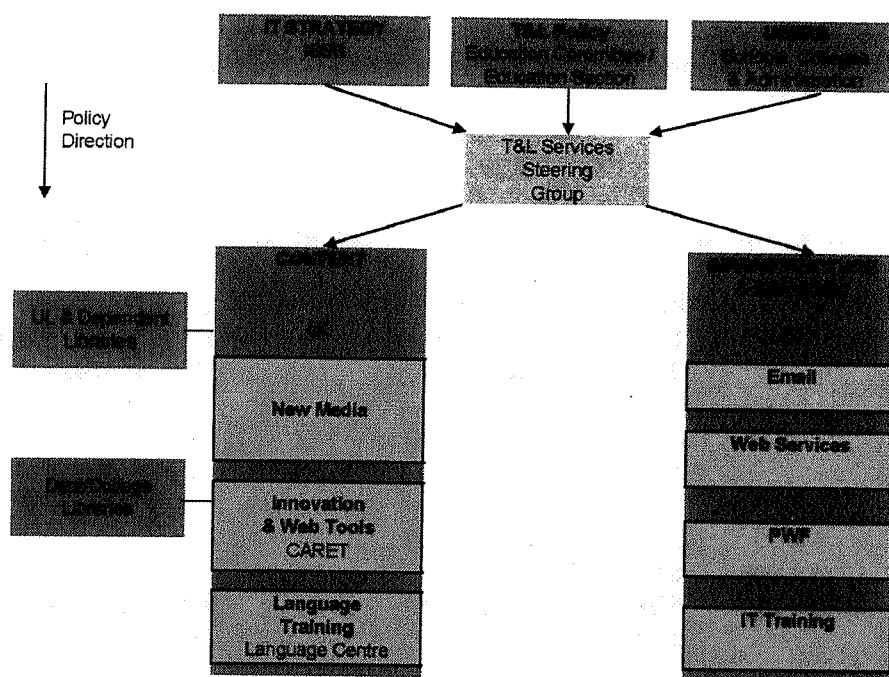
8.   Appendix: list of papers received by the Review Committee

1.   Membership of the Review Committee.
2.   Background to the establishment of the Committee and Terms of Reference.
3a.   Report of the GB Departmental Reviews Committee Standard Review of the UL (May 2004).
3b.   UL: Planning Round 2007 statement and annual report.
3c.   UCS: Planning Round 2007 statement and annual report.
3d.   Language Centre: Planning Round 2007 statement and annual report.
3e.   CARET: Planning Round 2007 statement and annual report.
3f.   Summary table of funding for the above four institutions.
3g.   Report of the Pedagogic Support Providers' Coordination Group (May 2007).
4.   Questions put in advance to the visitors to the March meeting of the Committee.
5a.   Notes from the Director of the Language Centre emailed to the Committee on 4 March 2008.
5b.   The Director of the UCS' tabled papers of statistical information at the March meeting.
5c.   The Director of CARET tabled a paper "CARET eLearning Strategy" at the March meeting.
5d.   Notes from the Associate Director e:Learning at the Institute of Continuing Education (ICE) arising from the March meeting.
5e.   Notes from the Director of CARET, arising from the March meeting.
5f.   Data on expenditure on subscriptions for 2005/06 and 2006/07, with source of funds, across the University.
5g.   Information on Library expenditure in Cambridge during 2006/07, including Departmental and College Libraries.
5h.   Information on UK University Library expenditure 2005/06, extracted from SCONUL.
5j.   Information on the current UL staff profile.
5k.   Information on the location of PWF and Managed Clusters, and on the roll out of the Lapwing wireless service.
5m.   Information on usage of the Language Centre by Department.
5n.   A paper from the Director and Deputy Director of the UCS in response to the Notice published in *Reporter* on 20 February 2008.
5p.   A paper from Bob Dowling of the UCS in response to the Notice published in *Reporter.*
5q.   A paper from the Director of the Centre for Excellence in Teaching and Learning in response to the Notice published in *Reporter.*
6a.   *Publishing Output to 2020,* The British Library/EPS Ltd, January 2004.
6b   Extracts from *The E-only Tipping Point for Journals*, Johnson & Luther, Association of Research Libraries, 2007.
6c.   Extracts from *Review of HEFCE Funding for Research Libraries*, Professor Sir Ivor Crewe, March 2008.
6d.   A letter from the Project Manager: Graduate Education Review, dated 2 April 2008.
7a.   Questions put in advance to the visitors to the April March meeting of the Committee.
7b.   A note from Professor John Bell (as Chairman of the GB Committee on Libraries).
8a.   UCS Expenditure by service: appendix 3 extracted from Report of IT Syndicate for 2006/07.
8c   Language Centre report on survey of departmental language teaching courses 2005.

GENERAL BOARD OF THE FACULTIES

A meeting of the Board was held at 2.15 p.m. on Wednesday 8 October 2008 in the Syndicate Room, The Old Schools.

Present: Mr Bagshaw, Dr Bampos, Professor Barker, Professor Sir Tom Blundell, Mr Bortrick, Professor Brown, Professor Ford, Professor Sir Richard Friend, Professor Hunter, Dr MacDonald (in the Chair), Professor Rallison, Professor Sissons and Professor White, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Professor Minson, Dr Pretty, the Registrary and the University Draftsman were also present.

Apologies for absence were received from the Vice-Chancellor, Professor Bell, Professor Cliff and Professor Leslie.

UNRESERVED BUSINESS

The Board noted that as the Vice-Chancellor was away on University business, she had, in accordance with Statute C,I,5, appointed Dr MacDonald as her Deputy to be Chairman for the meeting.

Part A - Preliminary and Legislative

A1. **Declarations of interest**

No such declarations were made.

A2. **Minutes**

The Minutes of the meeting of the Board held on 9 July 2008 were approved and signed (Paper No. 08.A.23).

The Board noted that a General Board circular (07/08), issued on 2 September 2008, was approved on Friday 19 September 2008.

The Board noted that a General Board circular (08/08), issued on 30 September 2008, was approved on Friday 3 October 2008. In connection with item 2, concerning a benefaction from the MAVA Fondation, the Board gave approval for the Secretary to make minor amendments to the Regulations on their behalf.

A3. **Report by the acting-Chairman**

The Chairman noted with pleasure the award of the prestigious Albert Lasker Award for Basic medical research to Professor David Baulcombe.

He also recorded thanks to Professors Bell, Hunter, Sissons and White for attending the Council's Awayday.

A4. Report of the General Board on the establishment of a Professorship of Molecular Pathology

The Board received a Report on the establishment of this Professorship (Paper No. 08.A.24).

While supporting the proposal to appoint at the professorial level in the field of study, the Board questioned whether the specification of the post, as expressed in paragraph 2 of the Report, was sufficiently broad enough to attract a strong field of applicants.

The Board accordingly agreed to receive a revised version of the Report, amended in the light of the discussion, for signature by circulation.

A5. Report of the General Board on the establishment of a Centre for Development Studies

The Board received a draft Report on the establishment of a Centre for Development Studies as an institution within the School of the Humanities and Social Sciences (Paper No. 08.A.25).

Professor Barker commented on the background to the proposal. Other members, whilst accepting the principle underlying the proposal, suggested that the draft Report should make clearer the Centre's objectives, its relationship to the School, the role of the Director (including his/her relationship with the Chair of the proposed Committee of Management), and, noting the size of the Committee of Management, how the proposal would improve governance arrangements. It was also agreed that the regulations should require the Director to be an officer within one of the School's constituent institutions.

The Board agreed to receive a revised draft, taking into account what is said above, at a future meeting.

Part B - Principal Business:

B1. Draft Annual Report of the General Board to the Council 2007-08

The Board received a first draft of their Annual Report to the Council, together with the draft Annual Report of the Council 2007-08 (Paper No. 08.B.20).

Dr Pretty suggested that a fuller reference to international activities be included and agreed to provide draft text. The Secretary asked for proposed textual amendments to be sent to him by 31 October.

The Board agreed to receive a final version for signature at their next meeting.

B2. Review of Teaching and Learning Support Services Minutes 07.10.B1 and 08.07.B1

The Board noted that at their last meeting they had agreed to receive proposals for the establishment of an implementation steering group. The Secretary suggested the following membership for the group:

Professor Cliff (Chair), Professor Rallison, Professor Hunter, Dr Bampos, and Professor S J Young, with the Academic Secretary.

The Board agreed to approve the membership.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 1 October 2008 were received (Paper No. 08.C.35).

In relation to Minute 3.2, concerning the National Student Survey 2008, Professor Rallison drew attention to the data to be made publicly available (as a consequence of the University having met the threshold participation rate for publication) and to the more detailed data (provided for internal use only), which was being analysed by the Education Section and would be made available to the Faculty Boards concerned. Mr Bagshaw, having confirmed that CUSU were no longer discouraging participation in the NSS, welcomed the potential internal use of the more detailed data. Dr Pretty made reference to a survey of international students and agreed to provide its results at a future meeting.

In relation to Minute 3.5, concerning Requirements for the BA and Ordinary Degrees, Professor Rallison reminded the Board of their previous support for the proposal that the award of a BA Degree with Honours should require successful completion of a Part II examination and noted that the matter of the Ordinary Degree would now be subject to separate consideration.

In relation to Minute 3.6, concerning pre-sessional courses for freshers, Professor Hunter expressed regret at the Education Committee's decision regarding the pre-sessional course in Classics. Professor Rallison explained the rationale for that decision.

Subject to what is said above, the Board approved the recommendations in the Minutes.

C2.   Research Policy Committee

The Board noted that the Minutes of a meeting of this Committee held on 25 September 2008 would be taken at their next meeting.

C3.   Centre for Science and Policy Minute 07.10.C4

The Board received a paper on a Centre for Science and Policy (Paper No. 08.C.37).

The Secretary commented on the background to the paper, an earlier version of which had been seen by the Board in 2007-08. Professors Blundell and Friend spoke in support of the proposal, noting that the Centre would be resourced through external fundraising with a small element of HEIF funding. The Board noted that the budget in the paper was intended to be sufficient to initiate the Centre's activities. They further noted that discussions were ongoing as to whether the budget represented direct or full costs. They also noted that, initially, no more than ten staff would need to be accommodated and that the appointment of the Director would be a matter for discussion between the Director of the Judge Business School and the proposed Executive Committee.

Subject to what is said above, the Board approved the objectives and administrative arrangements for the Centre.

C4.   Human remains claims procedure

The Board received a draft Report on the procedure for handling claims for the transfer of stewardship of human remains (Paper No. 08.C.38).

The Secretary noted that the proposed procedure was modelled on governmental guidance. The Board noted that the Curators' Group for the Museum of Archaeology and Anthropology would be considering the draft Report at their meeting on 20 October.

The Board agreed to receive a final version, amended in the light of any substantive comments from the Curators' Group, for approval by circulation.

Vice-Chancellor
12 November 2008

GENERAL BOARD OF THE FACULTIES

A meeting of the Board was held at 2.15 p.m. on Wednesday 7 January 2009 in the Syndicate Room, The Old Schools.

Present: the Vice-Chancellor, Mr Bagshaw, Dr Bampos, Professor Barker, Professor Bell, Professor Sir Tom Blundell, Professor Brown, Professor Franklin, Dr Padman, Professor Rallison, Professor Sanders, Professor Sissons and Professor White, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Professor Leslie, Professor Minson, Dr Pretty, the Registrary and the University Draftsman were also present.

Apologies for absence were received from Mr Bortrick, Professor Ford and Professor Cliff.

The Vice-Chancellor welcomed Professor Franklin, Dr Padman and Professor Sanders to their first meeting of the Board.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. **Membership of the Board** (Paper No. 09.A.01).

The Board received a paper on membership and terms of reference for information.

A2. **Declarations of interest**

No such declarations were made in respect of the unreserved business.

A3. **Minutes**

The Minutes of the meeting of the Board held on 3 December 2008 were approved and signed (Paper No. 09.A.02).

The Board noted that a General Board circular (11/08) had been issued on 17 December 2008. A request had been received for Paper No. 08.126, concerning appointments of Heads of Departments, to be discussed at the Board (see Minute R3).

A4. **Report by the Vice-Chancellor**

The Vice-Chancellor noted with pleasure the award in the New Year's Honours List of a CBE to Professor Peter Nolan (Judge Business School) and an OBE to Professor Marcial Echenique (Department of Architecture). She noted the appointment of Dame Mavis McDonald and

Dr Vanessa Lawrence as additional external members of the Council from 1 January 2008. The Vice-Chancellor spoke about the programme of events in the 800th Anniversary Year. She commented on the uncertainties surrounding the financial position over the next few years in the context of the different sources of income to the University. The Vice-Chancellor reported on her forthcoming trip to India.

A5. Responses to remarks made at Discussion: Report of the General Board on Diplomas and Certificates awarded by the Institute of Continuing Education and other bodies

The Board received a draft response, prepared by the Officers, to remarks made at the Discussion on 9 December 2008 on the above Report (Paper No. 09.A.03).

Subject to minor textual amendments, the Board commended the response to the Council for publication.

Part B - Principal Business:

B1. 2008 Research Assessment Exercise outcome

The Board received a paper prepared by the Pro-Vice-Chancellor (Research) and the officers concerning the outcome of the 2008 Research Assessment Exercise (RAE), together with Appendices A-D (Paper No. 09.B.01).

The Pro-Vice-Chancellor (Research) commented on the outstanding results for the University, noting that they contained clear recognition of excellence across all subject areas. He commented that it was particularly pleasing to see improved results in subjects which had been of particular interest to the Board in recent years. He noted that it was too early to comment further in detail at this stage, particularly as the QR funding consequences were not yet known, but that a report, taking account of the panel feedback, on proposed actions, would be brought to a future meeting of the Board. Members of the Board commented that the policy of adopting an inclusive approach for the submission appeared to have served the University well, and noted the positive feedback from panels concerning the depth of expertise in certain fields of study.

The Board expressed their thanks to the Pro-Vice-Chancellor and to Mrs Stevens, and agreed that the Vice-Chancellor, on their behalf, should formally convey congratulations to both academic and administrative staff for their contribution to the submission.

B2. International Strategies Minutes 08.12.B2, 07.02.B2, 06.03.B4, C. 05/05/4

The Board were reminded that, at their meeting on 3 December 2008, they had received a discussion paper prepared by the Pro-Vice-Chancellor (International Strategy) on the further development of an International Strategy, and that they had agreed to receive proposals for taking matters forward at their next meeting. The Board received a paper (Paper No. 09.B.02).

After Dr Pretty had commented, the Board agreed to approve the establishment of the Working Group proposed in the paper and further agreed that the Group report by the end of the academical year.

B3. Review of Learning and Teaching Support Services Minutes 07.10.B1, 08.07.B1 and 08.10.B2

The Board were reminded that, at their meeting on 8 October 2008, they had agreed to appoint an implementation group, comprising Professor Cliff (Chair), Dr Bampos, Professor Hunter, Professor Rallison and Professor Young, to consider comments received on the Report of the Review Committee for Teaching and Learning Support Services and to make proposals for the implementation of the Report's recommendations.

The Board received a report from a meeting of the implementation group held on 15 December 2008 (Paper No. 09.B.03) to give preliminary consideration to the responses to the consultation on the Report.

The Secretary commented on the widespread support for the thrust of the Report to improve coordination and integration of library services, whilst noting that further discussions were to be held and that progress in certain areas would await the appointment of the next University Librarian.

The Board approved the actions proposed by the Group.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 10 December 2008 were received (Paper No. 09.C.01). Professor Rallison drew attention to Minute 4.1, concerning Bologna and Burgess (Paper Nos. 09.C.01b and 09.C.01c respectively), noting that the two position papers were intended for circulation to the Councils of the Schools and Faculty Boards.

In the course of discussion the following points were made:

- the Bologna paper should take into account the 9 month length of some M.Phil programmes;
- the University should remain particularly vigilant regarding Integrated Masters courses and the proportion of Masters level work in each course;
- equally, the nature and content of such courses should remain based on what the relevant institutions considered educationally desirable;
- care should be taken in the production of transcripts for incoming Erasmus students and for undergraduates withdrawing before completion of a full degree programme.

In connection with Minute 6.1, concerning the Minutes of a meeting of the Board of Graduate Studies on 18 November 2008, Professor Rallison drew attention to the Committee's and that Board's intention to promote adherence to the Board's Code of Practice. Professor Brown welcomed the Committee's support for the Board of Graduate Studies. Dr Pretty suggested that the Working Group on Graduate Supervision, established by that Board, consider the linguistic ability of Supervisors whose first language was not English.

Subject to what is said above, the Board approved the recommendations in the Minutes.

C2. Planning and Resources Committee

The Minutes of a meeting of this Committee held on 26 November 2008 were received (Paper No. 09.C.02).

In connection with Minute 1089, concerning the Old Press Site, Professor Minson commented that a Notice would be published explaining the nature of the public consultation on a development framework for the Site.

The Board, for their part, approved the recommendations in the Minutes.

C3. Research Policy Committee

The Minutes of a meeting of this Committee held on 20 November 2008 were received (Paper No. 09.C.03), with a draft Notice on the establishment of a University Research Ethics Committee (Paper No. 09.C.036).

In connection with Minute 6(f), concerning the RCUK's Funding Assurance Programme, Professor Leslie commented on the positive outcome of the RCUK's visit on 4/5 December 2008. In connection with Minute 6(g), concerning criteria and controls for signing off grants, he noted that procedures were being drawn up in consultation with

Professor Minson. He also drew attention to Minute 9 (Ethics) and 12 (m) (Industry Pricing).

The Board approved the recommendations in the Minutes and the draft Notice.

RESERVED

**Vice-Chancellor
4 February 2009**

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Note of the first meeting of the Implementation Steering Group held on Monday 15 December 2008.

Present: Professor AD Cliff (Chair), Professor JM Rallison, Professor RL Hunter, Dr N Bampos and Professor SJ Young, with Mr GP Allen and Mr JG Evans.

1.   Minutes

The Minutes of the fourth meeting of the Review Committee held on 9 June 2008, and extracts of the Minutes of the General Board meetings of 9 July and 8 October 2008, were circulated for information.

2.   Consultation on the Review Report and Implementation

The Group were informed that the Report of the Review Committee had been circulated to interested parties including the institutions involved, the Councils of the Schools and the Library Syndicate on 6 August 2008 for consultation.

A draft table was circulated summarising the recommendations of the Report and the responses to the consultation, for discussion. (Paper ISG1)

The Report and the responses to the consultation were circulated for information. (Paper ISG2)

The Group agreed to proceed as summarised in the attached table (ISG1a) edited to reflect the discussion at the meeting.

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) framework

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
1	The role of the University Librarian should be rapidly developed to become *de facto* Director of Library Services and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. This role should have responsibility for ensuring the provision across the University not only of electronic resources, which are rooted in the traditional activities of the UL (e-journals and e-books), but also the wide spectrum of web-based e-learning resources available over the internet. Close collaboration with the Education Committee will be essential to ensure that the provision of pedagogic support services is congruent with the teaching and learning mission of the University.	Some respondents noted that Departmental Librarians were not consulted before the report of the review was received by the GB. The ISG recognises the need to implement with all parties involved. Some respondents expressed concern that paper-based libraries would be compromised and that small subjects often depended more on print based materials as on-line provision was limited in these areas. The ISG confirms that this was never an intended outcome of the Review. ISG notes that moves towards greater coordination of provision centrally must not result in the University losing sight of its diverse needs.	ISG members to offer to attend further meetings with those involved e.g. members of the School of Arts & Humanities and representatives of existing Librarian groups. ISG to consider creation of Teaching & Learning Services Steering Group. ISG recommends that Schools remain mindful of minority needs when prioritising provision.
2	Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single Syndicate which is able work with and develop with the University Librarian a strategic vision which will ensure, amongst other things, that the UL can deliver the e-information and e-learning support for the University's institutions.	Some respondents questioned the assumption that Departmental libraries were primarily teaching resources. The ISG notes that the management strategy for the University Librarian must be clearly defined and take account of the synergies between teaching and research.	Await new University Librarian.
3	The Librarian will need to work with the library staff in the faculties and departments to ensure that faculty and departmental libraries can deliver e-learning support to their users. Different methods of delivery, working environments and a closer managerial relationship with the UL should be considered.	Some respondent sought clarity on what this might mean in practice. The ISG recommends the development of a structural template which might usefully follow the model of Academic Division administrators assigned to Faculties and Departments. There would thus be a professional reporting line from Departmental Librarian to the University Librarian, but day to day operations would remain managed within the Department.	ISG to consult?

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
4	The governance structure of CARET should be changed, along with its basis of funding, to ensure the longer term future of this organisation which develops critical pedagogic support to staff and students. It is proposed that <u>CARET should be placed within two years</u>, along with permanent core funding, under the umbrella of the UL by adopting the sub-department model of governance (Statutes and Ordinances, p.595). This would give CARET an ability to run its own affairs and budget within the constraints of overall report to the University Librarian. A consequence is that a Management Committee for CARET would no longer be required.	ISG notes that RMC in October 2008 agreed to extend the non-recurrent core funding to CARET for a further three years (i.e. up to and including 2011/12) in order to maintain key activities and provide some assurance to staff whilst the outcomes of this Review were finalised and implemented. ISG notes general support for this rationalisation in the consultation and the need for an appropriate level of core funding for the support of key elements like CamTools to be included in the transition.	ISG to consider the most appropriate timing for the re-assignment.
5	The Language Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face and there is potential for extending this to other subject areas. To exploit this potential, the <u>Language Centre should also be reassigned to the UL within two years</u>, together with its allocation, under the sub-Department model. As with CARET, a Management Committee for the Language Centre would no longer be required	ISG notes a mixed response to this proposed rationalisation in the consultation ISG remains of the view that this should be the policy.	ISG to consider the most appropriate timing for the re-assignment.
6	In the interests of efficiency and cost, the purchase of all subscriptions for journals (and, in time, electronic books) should become the responsibility of the University Librarian in consultation with the Journals Coordination Steering Committee (JCSC). It is recommended that <u>UEF funds currently allocated to the UL and Schools for these purposes should be transferred to a separate fund under</u> the control of the University Librarian for 2009/10 onwards. The University Librarian should be invited to work, in the future, with the Colleges (through the Cambridge College Libraries Forum) to improve the coordination of library services across the Cambridge library system.	ISG notes that JCSC and RMC are currently considering the details of the implementation of the recurrent transfer of UEF funding for journals subscriptions to be effective 2009/10. ISG recommends that: (1) JCSC review the demand for paper versions of journals,and consider the benefits of embracing e-books,during 2009/10. (2) JCSC develop their links with the Colleges, esp. as Senior Tutors have expressed some enthusiasm for coordinated provision and Colleges are already benefiting from the University's expenditure on electronic resources. (3 School Councils consider setting budgets for the remainder of UEF Departmental Library funding at School level for 2009/10 onwards. Schools could then determine their priorities annually in consultation with their Libraries and the University Librarian.	JCSC JCSC RMC

GBRTLSS Implementation Group opening

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
7	The role of the UCS in pedagogy should be reviewed, in consultation with ISSS and the Education Committee, to include, for example, consideration of a strategy for improving support for academic activities and access to on-line resources for all students. The former would be enabled by the development of a culture more receptive to external innovation. The latter would be accelerated by the rapid spread of the Lapwing wireless service and the development of mechanisms by which non-matriculated students can gain access through Raven authentication.	The ISG recognises the urgency in commencing the review of USC in tandem with the other developments under the remit of the Group.	ISG recommends GB set up Review Committee? Under PVC (E)?
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver staff training in pedagogy. The University Librarian and the Director of HR should be invited to work with the PVC (Education) to report on how this might be achieved.		Alert new Director HR. Await new University Librarian.
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of co-locating some of the many small units discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	ISG notes support from some Schools but the need to remain in touch with interested parties, including the institutions and Departments involved.	Alert PRC, SMAG?

GBRTLSS Implementation Group opening

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
10	The General Board has been made aware of the constraints under which the UL and the other institutions are operating and will understand that some resources will inevitably be required to realise this strategic vision. While some economies of scale will be possible, it is likely that there will be a need to provide some funding to enable the restructure in the short and possibly medium term. This might include provision for the costs of: ■ rationalisation of paper versions of low use materials which are available electronically to include, potentially, re-housing, cataloguing and the need for a destination space; ■ the software and hardware necessary to support the development of pedagogic support materials, as well as the additional cost of those resources themselves; ■ staffing needed to support and manage these methods of pedagogic support, which may be additional to those currently provided by either the UL or Faculties and Departments, and/or may require training, development and reorganisation to maintain skills in step with developments.	ISG recommends that consideration be given in the current Planning Round to making provision for additional funding for the UL to enable the University Librarian to revive a second Assistant Librarian post if necessary. ISG notes that there is a need for a more thorough costing of the implementation of the recommendations of the Review which must rapidly follow clarification of the scheduling of the principal elements of the process with the incoming Librarian.	Await new University Librarian.

ISG membership

PVC Cliff
PVC Rallison
Professor Hunter
Professor Young
Dr Bampos
with Mr Allen
and Mr Evans.

JGE
2 Dec 2008

GBRTLSS Implementation Group opening

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) framework December 2008

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
1	The role of the University Librarian should be rapidly developed to become *de facto* Director of Library Services and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. This role should have responsibility for ensuring the provision across the University not only of electronic resources, which are rooted in the traditional activities of the UL (e-journals and e-books), but also the wide spectrum of web-based e-learning resources available over the internet. Close collaboration with the Education Committee will be essential to ensure that the provision of pedagogic support services is congruent with the teaching and learning mission of the University.	Some respondents noted that Departmental Librarians were not consulted before the report of the review was received by the GR. The ISG recognises the need to implement with all parties involved.

Some respondents expressed concern that paper-based libraries would be compromised and that small subjects often depended more on print based materials as on-line provision was limited in these areas.
The ISG confirms that this was never an intended outcome of the Review. ISG notes that moves towards greater coordination of provision centrally must not result in the University losing sight of its diverse needs. | ISG members (inc. Cliff, Hunter, Allen) to schedule an open meeting for Faculty/Dept. Librarians in February 2009.

ISG to consider creation of Teaching & Learning Services Steering Group at a future meeting.
ISG recommends that Heads of Schools remain mindful of minority needs when prioritising provision. |
| 2 | Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single Syndicate which is able work with and develop with the University Librarian a strategic vision which will ensure, amongst other things, that the UL can deliver the e-information and e-learning support for the University's institutions. | Some respondents questioned the assumption that Departmental libraries were primarily teaching resources.
The ISG notes that the management strategy for the University Librarian must be clearly defined and take account of the synergies between teaching and research. | Await new University Librarian. |
| 3 | The Librarian will need to work with the library staff in the faculties and departments to ensure that faculty and departmental libraries can deliver e-learning support to their users. Different methods of delivery, working environments and a closer managerial relationship with the UL should be considered. | Some respondent sought clarity on what this might mean in practice.
The ISG recommends the development of a structural template which might usefully follow the model of Academic Division administrators assigned to Faculties and Departments. There would thus be a professional reporting line from Departmental Librarian to the University Librarian, but day to day operations would remain managed within the Department. | Recommended structural template for management to be outlined and discussed at Librarians' open meeting as (1) above. Also, on the same occasion, the extent to which Dept. Librarians are currently providing e-learning support is to be established. |

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
4	The governance structure of CARET should be changed, along with its basis of funding, to ensure the longer term future of this organisation which develops critical pedagogic support to staff and students. It is proposed that CARET should be placed within two years, along with permanent core funding, under the umbrella of the UL by adopting the sub-department model of governance (Statutes and Ordinances, p.595). This would give CARET an ability to run its own affairs and budget within the constraints of overall report to the University Librarian. A consequence is that a Management Committee for CARET would no longer be required.	ISG notes that RMC in October 2008 agreed to extend the non-recurrent core funding to CARET for a further three years (i.e. up to and including 2011/12) in order to maintain key activities and provide some assurance to staff whilst the outcomes of this Review were finalised and implemented. ISG notes general support for this rationalisation in the consultation and the need for an appropriate level of core funding for the support of key elements like CamTools to be included in the transition.	ISG members (inc Cliff, Allen, Evans) to meet Director CARET in January 2009 to consider the most appropriate timing for the re-assignment Funding for CamTools to be considered in the current Planning Round.
5	The Language Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face and there is potential for extending this to other subject areas. To exploit this potential, the Language Centre should also be reassigned to the UL within two years, together with its allocation, under the sub-Department model. As with CARET, a Management Committee for the Language Centre would no longer be required	ISG notes a mixed response to this proposed rationalisation in the consultation. ISG remains of the view that this should be the policy. ISG notes request for a Review.	ISG members (inc Cliff, Hunter, Bampos, Allen, Evans) to meet Director and Chair Management Committee Language Centre in January 2009 to consider the most appropriate timing for the re-assignment and assess the need for a Review.
6	In the interests of efficiency and cost, the purchase of all subscriptions for journals (and, in time, electronic books) should become the responsibility of the University Librarian in consultation with the Journals Coordination Steering Committee (JCSC). It is recommended that UEF funds currently allocated to the UL and Schools for these purposes should be transferred to a separate fund under the control of the University Librarian for 2009/10 onwards. The University Librarian should be invited to work, in the future, with the Colleges (through the Cambridge College Libraries Forum) to improve the coordination of library services across the Cambridge library system.	ISG notes that JCSC and RMC are currently considering the details of the implementation of the recurrent transfer of UEF funding for journals subscriptions to be effective 2009/10. ISG recommends that: (1) JCSC review the demand for paper versions of journals, and consider the benefits of embracing e-books, during 2009/10. (2) JCSC develop their links with the Colleges, esp. as Senior Tutors have expressed some enthusiasm for coordinated provision and Colleges are already benefiting from the University's expenditure on electronic resources. (3 School Councils consider setting budgets for the remainder of UEF Departmental Library funding at School level for 2009/10 onwards. Schools could then determine their priorities annually in consultation with their Libraries and the University Librarian.	ISG (Evans) to facilitate discussions between JCSC and the two Schools not yet in the Scheme. (1) JCSC (2) ISG members (Cliff, Allen), with JCSC representative, to meet with Cambridge College Libraries Forum (CCLF) in Lent term 2009. (3)Heads of Schools

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
7	The role of the UCS in pedagogy should be reviewed, in consultation with ISSS and the Education Committee, to include, for example, consideration of a strategy for improving support for academic activities and access to on-line resources for all students. The former would be enabled by the development of a culture more receptive to external innovation. The latter would be accelerated by the rapid spread of the Lapwing wireless service and the development of mechanisms by which non-matriculated students can gain access through Raven authentication.	The ISG recognises the urgency in commencing the review of USC in tandem with the other developments under the remit of the Group.	ISG members (Cliff, Young, Rallison, Allen, Evans) to meet with Director UCS in January 2009 with a view to setting up a Review in Lent 2009 and undertaking in during 2009/10.
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver staff training in pedagogy. The University Librarian and the Director of HR should be invited to work with the PVC (Education) to report on how this might be achieved.		Alert new Director HR. Await new University Librarian.
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of co-locating some of the many small units discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	ISG notes support from some Schools but the need to remain in touch with interested parties, including the institutions and Departments involved.	Alert Head PRAO.

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
10	The General Board has been made aware of the constraints under which the UL and the other institutions are operating and will understand that some resources will inevitably be required to realise this strategic vision. While some economies of scale will be possible, it is likely that there will be a need to provide some funding to enable the restructure in the short and possibly medium term. This might include provision for the costs of: ▪ rationalisation of paper versions of low use materials which are available electronically to include, potentially, re-housing, cataloguing and the need for a destination space; ▪ the software and hardware necessary to support the development of pedagogic support materials, as well as the additional cost of those resources themselves; ▪ staffing needed to support and manage these methods of pedagogic support, which may be additional to those currently provided by either the UL or Faculties and Departments, and/or may require training, development and reorganisation to maintain skills in step with developments.	ISG recommends that consideration be given to making provision for additional funding for the UL to enable the University Librarian to revive a second Assistant Librarian post if necessary. ISG notes that there is a need for a more thorough costing of the implementation of the recommendations of the Review which must rapidly follow clarification of the scheduling of the principal elements of the process with the incoming Librarian.	Take into account in current Planning Round – PRAO. Await new University Librarian.

ISG membership

PVC Cliff
PVC Rallison
Professor Hunter
Professor Young
Dr Bampos
with Mr Allen
and Mr Evans.

JGE
19 Dec 2008

GBRTLSS Implementation Group summary Dec08

GENERAL BOARD OF THE FACULTIES

A meeting of the Board was held at 2.15 p.m. on Wednesday 8 July 2009 in the Pitt Building, Trumpington Street.

Present: the Vice-Chancellor, Dr Bampos, Professor Bell, Professor Brown, Professor Ford, Professor Franklin, Professor Gamble, Dr Padman, Professor Rallison, Professor Sanders, Professor Sissons, Mr Wakeford, Professor White and Mr Xia, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Professor Leslie, Professor Minson, the Registrary and the University Draftsman were also present. The Development Director attended for items B1 and C5.

Apologies for absence were received from Professor Blundell, Professor Cliff and Dr Pretty.

Mr Wakeford and Mr Xia were welcomed to their first meeting. The Board recorded their thanks to Professors Bell, Blundell and Minson for their contributions to the Board's work.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. Declarations of interest

No declarations were made.

A2. Minutes

The Minutes of the meeting of the Board held on 3 June 2009 were approved and signed (Paper No. 09.A.14).

The Board noted that a General Board circular (06/09), issued on 26 June 2009, had been approved on Friday 3 July 2009.

A3. Report by the Vice-Chancellor

The Vice-Chancellor noted with pleasure the following awards in the Queen's 2009 Birthday Honours: Professor Sir David Baulcombe (knight bachelor), Dr Kate Pretty (CBE) and Professor Lynn Gladden (CBE). The Vice-Chancellor also congratulated Professor Mary Beard on the award of the Wolfson History Prize, and Professor Sir Richard Friend on the award of the Institute of Physics Business and Innovation Medal. The Vice-Chancellor reported on the extensive lobbying of Ministers regarding the potential damage to the international work of the University which the new Points Based Immigration system was likely to cause. She also reported very considerable concerns about the level of the HE budget for 2010 and beyond.

A4. Joint Report of the Council and the General Board on the requirements for the B.A. Degree by Honours Minute 09.03.A5

The Board were reminded that at their meeting on 4 March 2009 they had signed a Consultative Report on the requirements for the B.A. Degree by Honours, which had been discussed on 12 May 2009. They received a further Report, proposing legislative changes in the light of remarks made at that Discussion (Paper No. 09.A.15).

The Board agreed to approve the Report and they signed it.

A5. Response to Remarks made at the Discussion on the Report of the General Board on Senior Academic Promotions

The Board received a draft response to remarks made at the Discussion on 26 May 2009, on the above Report (Paper No. 09.A.16), together with the remarks made at the Discussion.

After the Secretary had commented, the Board recommended the response, subject to textual amendment, to the Council, noting that other remarks at the Discussion were for the Council to respond to.

Part B - Principal Business:

B1. Report on 800th Campaign Minutes 08.12.B1, 08.02.B1, 07.06.B1, 07.01.B1, 06.04.B1

The Director of Development and Alumni Relations delivered a presentation on the performance of the 800th Campaign for the current financial year up to 30 June 2009. He commented that year-end data would include donations made direct to Faculties and Departments, and those funds raised by the Colleges.

The Director reported on the volume and value of gifts, and noted that there had been a significant reduction for those gifts to the University in excess of £1m on the previous year. He further noted that a significant proportion of the University funds raised to date came from those gifts in excess of £100K.

The Board noted that while it had been a difficult year for fundraising, the Development Office had undertaken much work in connection with gifts under active consideration and in the pipeline. The Board were informed of the successful telephone campaigns undertaken by certain Colleges, and noted that while gifts in excess of £100K to the Colleges had also fallen away, the value and volume of smaller donations appeared to have held up very well during the year.

The Director commented that, despite the poor underlying performance in the current year, the cumulative total in the Annual Campaign Report

would be in excess of £900m, and that it was anticipated that the £1 billion milestone would still be reached before the end of the campaign in 2012.

The Board noted the importance of maintaining the momentum of the campaign, and the success of the 800th Campaign in raising participation rates and levels of giving.

B2. Graduate Education Review: Third Progress Report from the General Board's Steering Committee Minutes 08.11.B2, 08.04.B2, 07.07.B2, 06.11.B2, 06.03.B2, 06.01.B1 and 05.10.B1

The Board received the third progress report from the Steering Committee overseeing the implementation of the action plan arising from the review of graduate education, together with the minutes of a meeting of the Steering Committee held on 28 May 2009 (Paper Nos. 09.B.16 and 09.B.17 respectively).

Professor Leslie, as Chair of the Steering Committee, drew attention to the outstanding issues noted in paragraph 8 of the report on which the Steering Committee sought further progress before it expected to be wound up, noting also that other issues were being taken forward by the Board of Graduate Studies.

In the course of an extensive discussion the following were amongst the points made:

- It was envisaged that once interest in various 'shared' admissions models had been scoped, two or three models would be taken forward after being costed.
- Concern was expressed about the efficiency of the Board of Graduate Studies, in particular the large amount of Reserved Business for the Board's meetings and the excessive level of detail with which the Board seemed to be concerned, particularly in respect of M.Phil programmes; duplication of registry functions; the extent to which CamGRAD had impeded prompt reporting by Supervisors; and the need enhance CamSIS's functionality and to introduce electronic referencing.
- Professor Rallison, as Chairman of the Board, acknowledged certain of those observations, whilst noting that some matters necessarily took longer to progress than others and that some body was necessary to deal properly with examination representations and student complaints, consideration of which necessarily took time.
- Inconsistencies of performance and effectiveness across the Degree Committees posed challenges to the rationalization of graduate education administration. There was potential for savings of time and manpower were the number of Degree Committees to be reduced.

- Professor Brown, as a former Chairman of the Board, expressed concern over the slow progress which was apparently being made in respect of student complaints and examination representations procedures.
- The Secretary reported on progress being made in bringing together cognate record-keeping functions within the Academic Division.
- The General Board's Review of Social Sciences might prove an opportunity for rationalization of the management of graduate education in the School of the Humanities and Social Sciences.
- Relations between the Board and the Cambridge Trusts had improved significantly.
- Professor Bell drew attention to the need for uniformity in collecting disability data at undergraduate and postgraduate levels. He also suggested that the respective roles of the Board and of the Education Committee in considering new postgraduate course proposals required rationalization.
- The possibility of a Graduate School in the Arts and Humanities was under active consideration by the Council of the School of Arts and Humanities.

The Board agreed to refer the relevant observations to the Board of Graduate Studies and to receive a further progress report in the Michaelmas Term.

B3. Review of Learning and Teaching Support Services Minutes 07.10.B1, 08.07.B1 and 08.10.B2

The Board were reminded that, at their meeting on 7 January 2009, they had received a first report from the Implementation Steering Group and had noted that the implementation of recommendations in certain areas would await the appointment of the next University Librarian.

They received an interim report together with the Minutes of a meeting of the Implementation Steering Group held on 26 May 2009 and a work plan showing progress and next steps (Paper No. 09.B.18).

Professor Rallison drew attention to progress being made with some of the more straightforward issues arising from the review now that the new University Librarian was in post. The Review had been the subject of a Discussion on a topic of concern on 7 July at which various concerns had been expressed about the report not having been published and about the implications for the Language Centre, CARET and the University Computing Service. The Board noted that they would in due course be requested to respond to the remarks.

In the course of discussion the following were amongst the points made:

- The University was some way behind its principal competitors in the use of e-media in Teaching and Learning.

- Once the managerial arrangements for Teaching and Learning Support Services had been put in place, it would be important to ensure that e-media was properly integrated with teaching activities.
- Professor Sanders noted the potential financial penalty to the University when Colleges cancelled subscriptions to printed journals.

The Board agreed to accept the interim report.

B4. Review of the 2008 RAE submission to the Agriculture, Veterinary and Food Science Unit of Assessment Minute 09.01.B1

The Board received a report on the Review of the 2008 RAE submission to the Agriculture, Veterinary and Food Science Unit of Assessment (Paper No. 09.B.19).

After Professor Leslie had drawn attention to certain aspects of the report, the Board agreed to accept the report and to approve its recommendations.

B5. Draft Joint Report of the Council and the General Board on disciplinary, dismissal, and grievance procedures

The Board received a report from the Joint Working Group of the Council and the General Board (Paper No. 09.B.20), together with a draft Report to the University setting out legislative proposals, and responses to comments received on the consultative white paper, published in December 2008 (Reporter, p. 301).

Professor Brown drew attention to the key points in his summary paper, acknowledging the valuable contributions made through an extensive consultation process. He reminded the Board that the University's current procedures were not legally compliant and that the reforms now proposed were long overdue. The Joint Working Group considered that the draft now met the points raised in the consultation.

The Board noted that the Report would be considered at the Council's next meeting and subsequently at a special joint meeting of the Council and the Board, with a view to a final version being available for signature in the Michaelmas Term. The Board indicated their acceptance of the draft Report and expressed their thanks to Professor Brown and the other members of the Group for their work.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 1 July 2009 were received (Paper No. 09.C.29), together with papers on the Student

Attainment Equality Impact Assessment and the Student Admissions Equality Impact Assessment (Paper Nos. 09.C.29a and 09.C.29b respectively).

In connection with Minute 3.1, concerning conversion of 'locally certified' awards into University awards, Professor Rallison drew attention to the significant progress made in the conversion process.

In connection with Minute 3.2, concerning the Learning and Teaching Review of the Faculty of Archaeology and Anthropology, he drew attention to the need to ensure that Ancient and Near East (ANE) staff, students and resources were properly integrated into the Faculty, in accordance with the recommendation from the General Board's earlier Review of the (then) Faculty of Oriental Studies. Professor Franklin acknowledged the need for the relocation of the staff concerned (currently still based in the Faculty of Asian and Middle Eastern Studies). Professor Bell noted that the School of the Humanities and Social Sciences had agreed a way forward but this still required the cooperation of the staff concerned before implementation.

In connection with the two Equality Impact Assessments Reports, Professor Rallison, having noted the legal obligation to publish the Reports, drew attention to the action proposed by the Education Committee in connection with the Student Attainment Report. So far as the Student Admissions Report was concerned, he commented that both the Undergraduate Admissions Committee and the Board of Graduate Studies had expressed serious concerns with the report's recommendations and the quality of the research undertaken. Both bodies had agreed that rather than publish the summaries prepared by the Head of Equality and Diversity, the reports should be accompanied by shorter statements to: highlight good practice; indicate the further investigations necessary so as to place conclusions on a sound statistical footing; indicate which recommendations were to be acted on; but also to make clear which recommendations were not accepted with reasons for that. Professor Bell strongly urged that future Equality Impact Assessment Reports should be undertaken internally. He also noted the considerable work on performance by particular ethnic groups undertaken under the auspices of the former Joint Committee on Academic Performance.

Subject to what is said above and having noted that consideration of the Review of Genetics (Minute 4.1.2) had been deferred, the Board approved the recommendations in the Minutes.

C2. Human Resources Committee

The Minutes of a meeting of this Committee held on 11 June 2009 were received (Paper No. 09.C.30), together with a draft Notice on the Pay Settlement for Clinical Academic Staff (Paper No. 09.C.30a) and a

report and paper on Recruitment Equality Impact Assessment (Paper No. 09.C.30b).

In connection with Minute 1082/09, concerning research grants and retired principal investigators, the Secretary drew attention to the progress being made. In connection with Minute 1087/09, concerning Recruitment Equality Impact Assessment, the Board, for their part, agreed that when the Report was published, it should be accompanied by a note comparable to those to be produced in connection with the Student Attainment and Student Admissions Impact Assessments (see Minute C1 above).

Subject to what is said above, the Board, for their part, approved the recommendations in the Minutes and approved the draft Notice concerning stipends for the holders of clinical academic offices and payment for clinical responsibility.

C3. Planning and Resources Committee

The Minutes of a meeting of this Committee held on 17 June 2009 were received (Paper No. 09.C.31).

In connection with Minute 1155, concerning Planning Guidance for the 2009 Planning Round, Professor Minson commented on the extent to which the guidance had to reflect changing external factors.

The Board, for their part, approved the recommendations in the Minutes.

C4. Research Policy Committee

The Minutes of a meeting of this Committee held on 24 June 2009 were received (Paper No. 09.C.32), together with a paper on Strategic Initiatives and Networks (Paper No. 09.C.32a).

In connection with Minute 4 and Paper No. 09.C.32a, concerning Strategic Initiatives and Networks at the University, members raised a number of concerns, including:

- the relationship between the proposed fund and the Strategic Planning Reserve;
- operational aspects of the proposal;
- the extent to which inter-disciplinary and multi-disciplinary initiatives could be accommodated;
- the need for close involvement by the Schools in the process;
- the extent to which the Schools of Arts and Humanities and of Humanities and Social Sciences might not be able to benefit;
- the need to recognise that there were other initiatives across the University to which the paper made no reference; and

- the need for consideration of funding by the Resource Management Committee.

The Board agreed that further work on the proposal, to take account of their concerns, was required by the Research Policy Committee.

In connection with Minute 5, concerning the Research Excellence Framework (REF), Professor Leslie indicated that the Heads of Schools had been provided with a draft list of units of assessment and that there was still an opportunity informally to influence the form of the REF before the formal HEFCE consultation in the autumn.

Subject to what is said above, the Board approved the recommendations in the Minutes.

C5. Abu Dhabi: Judge Business School

The Minute for this item has been excluded on the grounds of confidentiality.

C6. Draft work plan for 2009-10

The Board received a draft of their work plan for 2009-10 (Paper No. 09.C.34).

The Board approved the plan in principle and agreed that members should submit any items of additional business to the Secretary by 31 July 2009.

RESERVED

Vice-Chancellor
7 October 2009

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Interim report to General Board July 2009

1.   The General Board, at their meeting on 10 October 2007, set up a Review Committee. The Terms of Reference of the Committee were to review the University's provision for the support of teaching and learning, and to make recommendations for the future having particular regard to:

- the provision of high quality, cost-effective services to students and staff of the University;
- ensuring a leading and innovative role in the use of e media in support of learning at both the undergraduate and graduate level;
- the physical location of these activities and possible infrastructural requirements;
- resource requirements and opportunities for fund-raising;
- future arrangements for the organisational structure and governance of these activities;
- the development of the University library system.

The membership of the Committee was: Professor Andrew Cliff (Chairman); Professor Tony Badger; Dr Nick Bampos; Mr Peter Coulthard; Mr Simon Lebus; Professor Melveena McKendrick; Professor John Morrill; Ms Jan Wilkinson (University of Manchester); Professor Steve Young with Mr Graham Allen (Secretary) and Mr Julian Evans (Assistant Secretary)

2.   The Review Committee first met in February 2008 and aimed to develop a brief high level report for a meeting of the Board in Summer Term 2008. The Board published a Notice in Reporter 20 February 2008, informing the University of the Establishment of the Review Committee and inviting comments. The Review Committee agreed their report at their fourth meeting on 9 June 2008.

2.   The Board, at their meeting on 9 July 2008, received the report of the Review Committee. The Board agreed to approve, in principle, the recommendations in the report and to consult with the authorities concerned on the detailed implementation of them. The Board agreed to receive proposals for an implementation steering group at their next meeting. The report was circulated to institutions and bodies directly involved, and Councils of Schools, in August 2008 inviting comments by November 2008.

4.   The Board, at their meeting on 8 October 2008, approved the membership of the implementation steering group (ISG) as follows: Professor Andrew Cliff (Chairman), Professor John Rallison, Professor Richard Hunter, Dr Nick Bampos and Professor Steve Young, with Mr Graham Allen.

5.   The ISG has met twice in full during 2008/09, it has considered the responses to the Michaelmas 2008 consultations and its members have undertaken further meetings with those most closely involved i.e.: University Library (UL), University Computing Service (UCS), Language Centre (LC), Centre for Applied Research in Educational technologies (CARET) and the Departmental Librarians.

6.   The Minutes of the meeting of ISG held on 26 May 2009 are attached, together with an updated workplan showing progress and next steps. The main points on the workplan are as follows:

- the University Librarian is engaging with Departmental Librarians, initially in the School of the Humanities and Social Sciences with a focus on the Sidgwick Site, with a view to all Libraries in the School being fully integrated with the UL effective 2011/12;
- CARET will submit to Planning Round 2009 in conjunction with the UL;
- integration of the LC into the UL is a lower priority but the membership of the Committee of Management of the LC is to be reviewed to facilitate links with other parties involved in implementation;
- UCS and the UL are developing ways of working together including defining an aggregate support function in the UCS for the UL teaching and learning activities and considering how such a support function could extend to a service delivery group encompassing UCS, UL, CARET and LC – the UCS submission to Planning Round 2009 is to refer to support for the UL;
- the recurrent centralisation of UEF funding for journals is to be effective 2009/10 and developing links with the Colleges on journals purchasing has now become a priority.

JGE
17 June 2009

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Note of the second meeting of the Implementation Steering Group held on Tuesday 26 May 2009.

Present: Professor AD Cliff (Chair), Dr N Bampos, Dr I Lewis, Mrs A Jarvis, Professor JM Rallison, with Mr GP Allen and Mr JG Evans.

Apologies: Professor RL Hunter, Professor SJ Young.

3.   **Minutes**

The notes of the first full meeting of the Implementation Steering Group (ISG) held on 15 December, with accompanying work plan as at December 2008 (ISG1a), were circulated for information.

The Group noted that Professors Hunter and Young were on leave, the former for more than one term, and they agreed that the Chairman and Academic Secretary should review the membership of Professor Hunter. The Group also noted that the University Librarian and the Director of the University Computing Service had been co-opted.

4.   **Consultation and implementation**

The Group were informed that members of the ISG had been involved in further consultation with interested parties since the previous full meeting.

Circulated were the following:
- notes of a meeting with the Director and Chair of the Management Committee of the Language Centre held on 9 March 2009;
- notes of a meeting with Departmental Librarians held on 12 March 2009;
- notes of a meeting with the Director of the University Computing Service held on 20 March 2009;
- notes of a meeting with the Director of CARET held on 12 May 2009.

Also circulated were notes of a meeting between the University Librarian and the Director of the University Computing Service held on 3 April 2009, and a report on progress from the University Librarian dated 21 May 2009.

In the light of the above, the Group reviewed progress on each of the recommendations of the Review Committee and, as far as possible, outlined a timetable of next steps, with a view to presenting an update to the General Board meeting scheduled for 8 July 2009. The conclusions are summarised in the revised work plan attached to these notes (ISG1b).

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) workplan May 2009

	Recommendations of Review Committee	Consultation feedback and status	Next steps
1	The role of the University Librarian should be rapidly developed to become *de facto* Director of Library Services and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. This role should have responsibility for ensuring the provision across the University not only of electronic resources, which are rooted in the traditional activities of the UL (e-journals and e-books), but also the wide spectrum of web-based e-learning resources available over the internet. Close collaboration with the Education Committee will be essential to ensure that the provision of pedagogic support services is congruent with the teaching and learning mission of the University.	The University Librarian suggests that it will be some time before sufficient progress has been made to conclude that declaring *de facto* Director of Library Services is realistic.	ISG to consider creation of Teaching & Learning Services Steering Group at a future meeting.
2	Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single Syndicate which is able work with and develop with the University Librarian a strategic vision which will ensure, amongst other things, that the UL can deliver the e-information and e-learning support for the University's institutions.	The University Librarian does not recommend proceeding with this merger until close links with a mass of Faculty/Department Libraries were more generally established.	

	Recommendations of Review Committee	Consultation feedback and status	Next steps
3	The Librarian will need to work with the library staff in the faculties and departments to ensure that faculty and departmental libraries can deliver e-learning support to their users. Different methods of delivery, working environments and a closer managerial relationship with the UL should be considered.	ISG members held an open meeting for Faculty/Dept. Librarians in March 2009. The University Librarian was engaging initially with the Librarians in the School of the Humanities and Social Sciences, with the support of the Council of the School - the first phase would focus on the Sidgwick Site Libraries in the School. There were individual areas in the School of the Arts & Humanities which were also receptive. The Science and Technology Schools had not yet been approached. The University Librarian favoured a strategy of integrating one School (HSS) successfully first before extending the model to others.	(1) The University Librarian to establish generalised oversight of all of the Libraries in HSS for the start of the 2010/11 academic year, with a view to them all being fully integrated effective 2011/12. (2) The University Librarian to bring forward request to RMC for non-recurrent funding for supporting consultant to develop business case for integration and develop assimilation models.. (3) ISG Chairman and Academic Secretary to meet Head of Arts & Humanities to discuss more coherent approach in that School.
4	The governance structure of CARET should be changed, along with its basis of funding, to ensure the longer term future of this organisation which develops critical pedagogic support to staff and students. It is proposed that CARET should be placed within two years, along with permanent core funding, under the umbrella of the UL by adopting the sub-department model of governance (Statutes and Ordinances, p.595). This would give CARET an ability to run its own affairs and budget within the constraints of overall report to the University Librarian. A consequence is that a Management Committee for CARET would no longer be required.	ISG members met Director CARET in May 2009 to consider the most appropriate timing for the re-assignment to the UL.	CARET to submit to Planning Round 2009 in conjunction with UL with a view to integrating effective 2010/11. The appropriate level of recurrent funding for CARET, including CamTools, to be considered as an element of this process.

	Recommendations of Review Committee	Consultation feedback and status	Next steps
5	The Language Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face and there is potential for extending this to other subject areas. To exploit this potential, the <u>Language Centre should also be reassigned to the UL</u> within two years, together with its allocation, under the sub-Department model. As with CARET, a Management Committee for the Language Centre would no longer be required	ISG members met Director and Chair Management Committee Language Centre in March 2009. ISG reiterated that integration with UL remained an aim but that this was not the most urgent priority.	Academic Secretary to review the membership of the Committee of Management to facilitate links with the partners involved in implementation.
6	In the interests of efficiency and cost, the purchase of all subscriptions for journals (and, in time, electronic books) should become the responsibility of the University Librarian in consultation with the Journals Coordination Steering Committee (JCSC). It is recommended that <u>UEF funds currently allocated to the UL and Schools for these purposes should be transferred to a separate fund under the control of the University Librarian for 2009/10 onwards</u>. The University Librarian should be invited to work, in the future, with the Colleges (through the Cambridge College Libraries Forum) to improve the coordination of library services across the Cambridge library system.	The recurrent transfer of UEF funding for journals subscriptions is to be effective 2009/10. Developing links with the Colleges had become a priority to reduce the potential for cancellation of journals paper copies by the Colleges generating penalties for University journals purchasing arrangements. Council of the School of the Humanities and Social Sciences had agreed to include the University Librarian when any Library vacancy is under consideration with a view to determining priorities in consultation with the University Librarian.	The University Librarian to highlight the severity of the issue to the Colleges Committee.
7	The <u>role of the UCS in pedagogy should be reviewed</u>, in consultation with ISSS and the Education Committee, to include, for example, consideration of a strategy for improving support for academic activities and access to on-line resources for all students. The former would be enabled by the development of a culture more receptive to external innovation. The latter would be accelerated by the rapid spread of the Lapwing wireless service and the development of mechanisms by which non-matriculated students can gain access through Raven authentication.	ISG members met with Director UCS in March 2009. The UL and UCS had held two meetings, and more were planned, with a view to developing ways of working together including defining an aggregate support function in the UCS for the UL teaching and learning activities and considering how such a support function could extend to being a service delivery group encompassing UCS, UL, CARET and LC.	The UCS submission to Planning Round 2009 to include at least an annex on support for this element of the UL's work.
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver <u>staff training in pedagogy.</u> The University Librarian and the Director of HR should be invited to work with the PVC (Education) to report on how this might be achieved.	The Centre for Personal and Professional Development was evolving.	

	Recommendations of Review Committee	Consultation feedback and status	Next steps
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of co-locating some of the many small units discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	The Council of the School of the Humanities and Social Sciences was encouraging the University Librarian to consider consulting, as soon as was practically possible, on the potential for accommodating the libraries of the intended occupants of 7 West Road on or closer to the Sidgwick Site on a timescale parallel to the completion of the new building.	Head PRAO to remain aware of other potential opportunities to reconfigure space in support of implementation.
10	The General Board has been made aware of the constraints under which the UL and the other institutions are operating and will understand that some resources will inevitably be required to realise this strategic vision. While some economies of scale will be possible, it is likely that there will be a need to provide some funding to enable the restructure in the short and possibly medium term. This might include provision for the costs of: ■ rationalisation of paper versions of low use materials which are available electronically to include, potentially, re-housing, cataloguing and the need for a destination space; ■ the software and hardware necessary to support the development of pedagogic support materials, as well as the additional cost of those resources themselves; ■ staffing needed to support and manage these methods of pedagogic support, which may be additional to those currently provided by either the UL or Faculties and Departments, and/or may require training, development and reorganisation to maintain skills in step with developments.	ISG notes that consideration must be given to making provision for additional funding for the UL to enable the University Librarian to implement this general program of work.	Take into account in Planning Round 2009 – UL/PRAO.

ISG membership currently:

PVC Cliff, PVC Rallison, Professor Hunter, Professor Young, Dr Bampos, Mrs Jarvis, Dr Lewis, with Mr Allen and Mr Evans.

JGE
28 May 2009

GENERAL BOARD OF THE FACULTIES

A meeting of the Board was held at 2.15 p.m. on Wednesday 7 October 2009 in the Basement Seminar Room, Institute of Criminology, Sidgwick Avenue Site.

Present: the Vice-Chancellor (in the Chair), Dr Bampos, Professor Brown, Professor Ford, Professor Franklin, Professor Gamble, Professor Gilligan, Dr Padman, Professor Rallison, Professor Sanders, Professor Sissons, Mr Wakeford, Professor White and Mr Xia, with the Deputy Academic Secretary as Acting Secretary and Mr Thompson. Professor Cliff, Professor Leslie, Professor Young, the Registrary and the University Draftsman were also present. Mr Evans, Secretary of the Council of the School of Humanities and Social Sciences, attended for item B1.

Apologies for absence were received from the Academic Secretary and Dr Pretty.

The Vice-Chancellor welcomed Professor Gilligan to his first meeting of the Board and welcomed back Professors Brown and Young in their capacities as Chair of the Council of the School of Humanities and Social Sciences and Pro-Vice-Chancellor (Planning and Resources) respectively.

Sir David Williams

The Board observed a minute's silence in memory of Professor Sir David Williams, Vice-Chancellor Emeritus, who had died on 6 September 2009.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. Declarations of interest

No such declarations were made.

A2. Minutes

The Minutes of the meeting of the Board held on 8 July 2009 were approved and signed (Paper No. 09.A.17).

The Board noted that a General Board circular (07/09), issued on 7 August 2009, had been approved on Friday 21 August 2009.

The Board noted that a General Board circular (08/09), issued on 25 September 2009, had been approved on Friday 2 October 2009.

A3. Report by the Vice-Chancellor

a)   Appointments and Awards

The Vice Chancellor noted with pleasure the following appointments and awards:

Nobel Prizes: Nobel Prize in Medicine: Professor Elizabeth Blackburn (Honorary Sc.D and alumna of Darwin College); Nobel Prize in Chemistry: Dr Venki Ramakrishnan (MRC Laboratory of Molecular Biology and Fellow of Trinity College);

Royal Society: Professor Jeremy Sanders, Department of Chemistry (Davy Medal); Professor Ron Laskey, Department of Zoology, and Professor Chris Dobson, Department of Chemistry (Royal Medal);

Presidential Medal of Freedom: Professor Stephen Hawking, Department of Applied Mathematics and Theoretical Physics;

Fellows of the British Academy: Professor Simon Baron-Cohen, Department of Psychiatry; Professor John Duncan, MRC Cognition and Brain Sciences Unit; Professor Philip Ford, Department of French; Professor Jonathan Haslam, Department of Politics and International Studies; Professor Mary Jacobus, Faculty of English and Director, Centre for Research in the Arts, Social Sciences, and Humanities; Professor Susan Rankin, Faculty of Music; and Dr John Marenbon, Fellow of Trinity College;

Fellows of the Royal Academy of Engineering: Professor Ross Anderson, Computer Laboratory; Professor John Williams, Department of Engineering;

Chief Scientific Advisor (Department of Energy and Climate Change): Professor David Mackay, Department of Physics;

Albert Lasker Basic Medical Research Award: Emeritus Professor John Gurdon (former chairman of the Wellcome CRC (now Gurdon) Institute and Honorary Fellow of Magdalene College).

b) **Abu Dhabi**

The Vice Chancellor reported on a constructive visit to Abu Dhabi in connection with the proposed collaboration between Judge Business School and the UAE University.

c) **Regius Professor of Botany**

Following approval by Her Majesty the Queen and the Government, a Report had been signed by the Board and Council and would be published on 14 October 2009. Her Majesty would be visiting the University on 19 November 2009.

d) **Statute U**

A Joint Meeting with the Council would take place at 9.15 am on 16 October 2009, following which the Board would be briefed on the recommendations for appointment of Pro-Vice-Chancellors.

A4. Response to Remarks made at Discussion on a Topic of Concern: review of Teaching and Learning Support Services

The Board received a draft response to remarks made at the Discussion on 7 July 2009 on a Topic of Concern, together with the remarks made at that Discussion (Paper No. 09.A.18).

After Professor Cliff had commented, the Board agreed to approve the response and submit it to the Council for publication, and to recommend that the report to which the response referred should be published in the unofficial part of *Reporter*.

A5. Joint Report of the Council and the General Board on the reestablishment of the Degree of Master of Music

The Board received a report on the reintroduction of a Master of Music Degree (Paper No. 09.A.19).

Professor Rallison reminded the Board of the Education Committee's earlier consideration of the proposal and noted that it would be the Faculty's responsibility to arrange suitable College placements.

The Board, for their part and having noted that the level of fee for which Home/EU/Island students would be liable had yet to be determined, agreed to approve the Report and they signed it.

A6. Draft Report of the General Board on the establishment of a Sainsbury Laboratory

The Board received a first draft of this Report (Paper No. 09.A.20).

After Professors Gilligan and Young had commented, the Board agreed to receive a revised draft, following consultation with the Council of the School of the Biological Sciences and the Gatsby Foundation, for signature by circulation.

Part B - Principal Business

B1. Response to the 2008 Schools planning round Minutes 09.06.B1 and 09.04.B1

The Board were invited to consider the submissions of the Schools of the Humanities and Social Sciences and of Arts and Humanities to the Planning Round 2008, and received summaries of those submissions (Paper No. 09.B.21).

School of the Humanities and Social Sciences

Professor Brown drew attention to particular aspects of his School's plan, including:

- the importance of the School's contribution, in collaboration with the other sciences, to interdisciplinary research;

- the importance of the outcome of the Board's review of Social Science provision in the University;
- the reduction in QR attributed to the School and the consequential impact;
- the intention to enable the filling of a proportion of current and forthcoming vacancies, on the assumption that the costs would eventually be met through increased fee income, underwritten initially by a School fund created by pooling a proportion of its institutions' unrestricted reserves;
- the importance of increased undergraduate fees and the extension of market rate fees, where appropriate, for certain taught postgraduate programmes; experience thus far had shown that higher postgraduate fees increased demand from, and the quality of, applicants;
- the large proportion of the University's undergraduate numbers in the School's institutions and their strong tradition in postgraduate teaching; and
- the tensions, in some disciplines, between the University's educational provision and demand from school leavers (and the tensions arising from the distribution and volume of teaching capacity amongst the Colleges).

School of Arts and Humanities

Professor Franklin drew attention to particular aspects of his School's plan, including:

- the high proportion of Home/EU students, and the limited potential for more overseas undergraduates;
- the high proportion of established staff in comparison with other Schools, and the high percentage of pay costs as a proportion of total expenditure;
- the tension between the large undergraduate student cohort in the School and the research time available to its UTOs;
- the importance of rebalancing teaching and research and the need to achieve more efficient delivery of teaching and administration;
- the importance of identifying, across all its institutions, departmental leaders for fundraising activities;
- the wide range of size amongst the School's institutions;
- the limited scope for significant increases in postgraduate fee levels;
- CTOs remained on ongoing issue; and
- the School's investment from strategic reserves to increase research grant income.

The following general points, arising from the presentations, were made:

- the need to meet the greater student expectations which arose from increased fees;
- the need to review those M.Phils with small student numbers; and

- the problems of governance and administrative load which small institutions generated.

Professors Brown and Franklin were thanked for their presentations.

B2. Draft Annual Report of the General Board to the Council 2008-09

The Board received a first draft of the Report (Paper No. 09.B.22).

After the Deputy Academic Secretary had commented and asked for proposed textual amendments by 21 October 2009, the Board agreed to receive a final draft for signature either by circulation or at their next meeting.

Part C - Other substantive business

C1. Academic Health Sciences Centre: Cambridge University Health Partners

The Board were reminded that at their meeting on 15 April 2009 they had noted the successful outcome of a bid to establish an Academic Health Sciences Centre at Cambridge, and had further noted that a report, proposing the governance structure for the Centre, would follow in due course. The Board received a paper by the Secretary of the Clinical School (Paper No. 09.C.35).

Professor Sissons reminded the Board that at the time of the bid the Council had agreed that the collaboration be called 'Cambridge University Health Partners' and had noted that formal proposals for the establishment of a legal entity would follow. He noted that the governance arrangements now proposed had a number of significant advantages, including: solidifying the relationships between the parties concerned; signaling the seriousness of the collaboration; protecting the University's position; and the potential to bring considerable benefits not only to the Clinical School but also to the increasing number of other University institutions with which that School interacted. Professor Leslie noted that the proposal was likely to provide better visibility for research funding. The Board noted that the Finance Committee had agreed to support the proposal subject to clarification of the IP clauses.

The Board agreed strongly to endorse the proposed governance structure.

C2. Research Excellence Framework (REF) consultation

The Board noted that HEFCE had published their consultation proposals for the structure of the REF, with a deadline for the submission of comments by 16 December 2009. They received a paper summarizing points arising from the consultation documentation (Paper No. 09.C.36).

Professor Leslie, noting that he would be having further discussions with the School, drew attention to the following points relating to the

introduction of 'impact' as one of the three sub-profiles upon which a single excellence profile would be constructed for each submitted unit:

- the inclusion of impact (with a weighting anticipated at 20-30%) was non-negotiable;
- responses to the consultation were required by 16 December notwithstanding that the pilot programmes on 'impact' (in which the University had been invited to participate with respect to English and Physics) were to be conducted in the first half of 2010;
- 'impact', which would not solely relate to the U.K., would be defined in a non-academic context: industry would have a significant role in its definition in STEM subjects, whereas the sector was likely to take the lead in the Arts, Humanities and Social Sciences.

In the course of discussion the following points were made:

- Professor Franklin commented on a joint initiative with the AHRC on the definition of 'impact';
- the removal of 'esteem' as a sub-profile and the definition of 'research' were not helpful to Cambridge;
- the proposals appeared less 'light touch' than anticipated; and
- the University's response should advocate breadth and scale in the 'environment' sub-profile.

The Board agreed that they would wish to be regularly informed as the University's draft response was developed, in advance of their December meeting.

RESERVED

Vice-Chancellor
4 November 2009

Discussion on a Topic of Concern: Notice

The Council has received the remarks made at the Discussion of a topic of concern: The unpublished report from the committee reviewing teaching and learning support services (*Reporter* 2008-09 p. 988) and has referred them to the General Board who have commented as follows.

The Board are grateful to those who spoke in the Discussion. Those remarks which relate to the substance of the recommendations of the review committee will be considered further by the Implementation Steering Group. With regard to the procedure followed by the Board, they do not accept the assertion of a number of speakers that the report should have been published immediately; nor do they agree with the proposition that all such reports should be routinely published. The Board, each year, establish numerous review groups, and other bodies, to undertake investigation of institutions and activities under the Board's supervision. The Board's normal practice after considering the reports of such bodies is to seek comments from the Councils of the Schools and other bodies concerned including the institution(s) under review; in the light of the comments received, and any subsequent modification of the proposals, an implementation plan is drawn up and, where necessary, the approval of the University sought for legislative or structural changes. To publish such reports routinely would, in the Board's view, detract from the effectiveness of the review process.

As stated in Professor Cliff's remarks in the Discussion, once they have come to a considered view on the report and on the substantive changes needed to implement the report's proposals, the Board will report, as necessary, to the University.

A number of speakers drew attention to the publication of the report on an internet site, following a request under the Freedom of Information Act. The Board regret the publication of the report in this way. However, the Board have agreed that the report should be published for the information of the University (*Reporter* 2009-010 pp...).

MINUTE A7, P2

GENERAL BOARD OF THE FACULTIES

> **PRIVATE: Uncorrected Minutes**
>
> **For members of the General Board only**

A meeting of the Board was held at 2.15 p.m. on Wednesday 4 November 2009 in the Syndicate Room, the Old Schools, Trinity Lane.

Present: the Vice-Chancellor (in the Chair), Dr Bampos, Professor Brown, Professor Ford, Professor Franklin, Professor Gamble, Professor Gilligan, Dr Padman, Professor Rallison, Professor Sanders, Professor Sissons, Mr Wakeford, Professor White and Mr Xia, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Professor Cliff, Professor Leslie, Dr Pretty, Professor Young, the Registrary and the University Draftsman were also present.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. Declarations of interest

No such declarations were made.

A2. Minutes

The Minutes of the meeting of the Board held on 7 October 2009 were approved and signed (Paper No. 09.A.21).

The Minutes of the special meeting of the Board held on 16 October 2009 were approved and signed (Paper No. 09.A.22).

The Board noted that a General Board circular (09/09), issued on 23 October 2009, had been approved on Friday 30 October 2009.

A3. Report by the Vice-Chancellor

The Vice-Chancellor noted with pleasure the appointment of the new Pro-Vice-Chancellors: Professor Gladden (Research), Dr Barnes (International Strategy) and Professor White (Institutional Affairs). She reported on her recent visits to Korea, Canada and the USA. She further noted the publication of 'Higher Ambitions: the future of universities in a knowledge economy' by the Department for Business Innovation and Skills, and the recent publication of the global rankings table by Jiaotong University (Shanghai). The Board were reminded that

the Joint Report of the Council and the General Board on Disciplinary, Dismissal and Grievance Procedures would be the subject of a Discussion on 24 November: members were encouraged to contribute to that Discussion.

A4. **Report of the General Board on the establishment of a Sir Arthur Marshall Visiting Professorship of Sustainable Design**

The Board received a Report on the establishment of this Visiting Professorship and a further Visiting Professorship (Paper No. 09.A.23).

After Professor Franklin had commented, the Board agreed to approve the Report, and they signed it.

A5. **Report of the General Board on the establishment of a Professorship of Pure Mathematics**

The Board received a Report on the establishment of a single tenure Professorship in the Department of Pure Mathematics and Mathematical Statistics (Paper No. 09.A.24).

After Professor Sanders had commented, the Board agreed to approve the Report (subject to deletion of the last sentence of paragraph 2), and they signed it.

A6. **Joint Report of the Council and the General Board on the introduction of a degree of Doctor of Education [Ed.D.]**

The Board noted that, at their meeting on 14 October 2009, the Education Committee had agreed to recommend the introduction of a degree of Doctor of Education, and they received a draft Report (Paper No. 09.A.25).

Professor Rallison summarised the need for the proposed degree, the admission requirements for which would be equivalent to the Ph.D, and noted that he had received assurances that the Faculty of Education had the required supervisory capacity. Professor Brown confirmed the support of the Council of the School of the Humanities and Social Sciences and noted that the proposed degree was consistent with the changing nature of the training of teachers in the U.K., and academic provision at other competitor universities.

The Board, for their part, agreed to approve the Report, and they signed it.

A7. **Response to Remarks made at Discussion on a Topic of concern: review of Teaching and Learning Support Services** Minute 09.10.A4

The Board were reminded that at their meeting on 7 October 2009, they had approved a response to remarks made at Discussion on a Topic of

Concern and noted the response has been referred back to the Board by the Council's Business Committee for further consideration. They received an extract of the minutes of the Business Committee (Paper No. 09.A.26), together with a draft revised response (Paper No. 09.A.26b).

With respect to the comments by the Business Committee, the Board agreed that it was not appropriate for the Notice to respond to the substantive comments, which should be considered together with other submissions in response to the consultation on the Report. On Professor Cliff's suggestion the Board agreed to ask the Registrary to consider and advise on the implications of whether, as a matter of policy, such reports should be published routinely. Dr Padman suggested that, for the future, an alternative term to 'Implementation Steering Group' be found.

The Board agreed to approve the revised response and submitted it to the Council for publication.

A8. Board of Scrutiny Minute C/09/09/1

The Board received a draft response, prepared by the Officers (Paper No. 09.A.27).

The Registrary noted that the draft Notice was intended as a constructive response to the Board's Report. The Board agreed to suggest that the response to recommendation 6 should be expanded to include a firm rebuttal of the remarks in Discussion by the former Chairman of the Board that the consultation proposals would undermine academic freedom.

The Board, for their part, concurred with the response.

Part B - Principal Business:

B1. International Strategy Minutes 09.01.B2, 08.12.B2, 07.02.B2, 06.03.B4, C. 05/05/4

The Board received a paper, prepared by the Pro-Vice-Chancellor for International Strategy, on the further development of an International Strategy (Paper No. 09.B.23), together with (as Appendix A) a paper on Cooperation between the University and the Colleges on International Matters.

Dr Pretty drew attention to the six questions posed in her paper. During the course of an extensive discussion, the following were amongst the points made:

- the University's international strategy should be based on the international activities and aspirations of University institutions

and should set out principles by which proposals from those bodies could be assessed;

- it would be helpful if the Schools were to prepare their own international strategies within this overall framework;
- there was a need for the University explicitly to market itself strategically and to present itself coherently in an international context;
- in addition to ensuring that the best overseas students were recruited, there was a cognate need to ensure the quality of their experience in Cambridge;
- the strategy should be sufficiently flexible to take account of changing relationships with institutions and particular regions; and,
- the central administrative infrastructure supporting international activities should be reviewed once there was clarity about the international purposes and priorities it was intended to support.

While confirming a previous decision that there should be no overseas campuses with the authority to award Cambridge qualifications, the Board were of the view that this should not constrain overseas research collaborations with appropriate local partners.

The Board, for their part, approved the paper on Cooperation between the University and the Colleges on International Matters, and noted that the International Strategy would be developed further, in light of their discussion, by Dr Pretty and her successor.

B2. 2008 Research Assessment Exercise outcome

The Board were reminded that, at their meeting on 4 February 2009, they had agreed that, following the publication of the RAE results, certain Units of Assessment should be subject to a follow-up review with the input of external advice. They noted that the review panels had now met, and received a report on the findings of the reviews (Paper No. 09.B.24).

Professor Leslie reminded the Board that, in addition to the institutions covered in the present paper, there had previously been post-RAE Reviews of History of Art, Sociology and Social Anthropology, and of the Department of Veterinary Medicine (concerning which a further report would be made to the Board). He indicated that, so far as the institutions to which the paper referred were concerned, the intention was to ensure that, with the cooperation of the Chairs of the relevant Schools, appropriate feedback was given to the Heads of those institutions, whilst acknowledging that various factors to be used in the REF still required definition.

So far as Linguistics was concerned, the Board noted that their Education Committee would be receiving Learning and Teaching Review reports of the Faculty of Modern and Medieval Languages

(including Linguistics) and of the Research Centre for English and Applied Linguistics (RCEAL) at their meeting in December. Subject to consideration of those reports, it was likely that the Council of the School of Arts and Humanities would, with the support of the Board, review Linguistics provision more broadly (including the relationship between the two institutions primarily concerned and the governance of RCEAL), with appropriate external input.

So far as the Faculty of English was concerned, the Board agreed that, in light of the recommendations contained in the paper and of other consideration which had previously arisen (including the Faculty's teaching provision, examination arrangements and CTO issues), there should be a full Strategic Review of the Faculty, with proposed terms of reference, membership and timing to be brought forward at a later meeting.

The Board also agreed to give further and separate consideration to the possibility (proposed with reference to the Faculty of Education in the paper) of creating a category of post or office with duties primarily or solely concerned with teaching.

B3. Draft Learning and Teaching Strategy 2009-12

The Board received the draft Learning and Teaching Strategy for 2009-12, which had been endorsed by the Education Committee at their meeting on 14 October 2009 (Paper No. 09.B.25).

Professor Rallison drew attention to the first bullet point in Section 5 concerning the support of the supervision system, to the reference to the TransSkills Project (Section 11) and to the prospective establishment of a Teaching and Learning Services Steering Group (Section 12.2). After discussion of the first of these, the Board agreed that the text following 'Direction of Studies' be deleted but that the issue to which the bullet point referred merited separate consideration.

Subject to what is said above, the Board agreed to approve the Strategy.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 14 October 2009 were received (Paper No. 09.C.37).

Professor Rallison drew attention to: Minute 3.1, concerning the Employability of Cambridge Graduates; Minute 3.4, concerning the Report of the HEFCE sub-Committee for Teaching, Quality, and Student

Experience; and Minute 4.2, concerning the overall satisfaction results by Tripos indicated in the National Student Survey 2009.

The Board approved the recommendations in the minutes.

C2. Human Resources Committee

The Minutes of a meeting of this Committee held on 8 October 2009 were received (Paper No. 09.C.38), together with paper HR09, Review of Market Supplements.

Professor Cliff drew attention to: Minute 1099, concerning Retired Principal Investigators; Minute 1106, concerning the Review of Existing Market Supplements awarded to Staff; and Minute 1107, concerning expiry of fixed-term contracts,

The Board, for their part, approved the recommendations in the Minutes.

C3. Planning and Resources Committee

The Minutes of a meeting of this Committee held on 14 October 2009 were received (Paper No. 09.C.39).

In connection with Minute 1169, concerning Financial Strategy, Professor Young reported that a letter had been sent to the Schools concerning modification of the 2009 Planning Round Guidance.

In connection with Minute 1170, concerning Consultation on Targeted Allocations, he noted that a robust response had been sent to HEFCE.

The Board, for their part, approved the recommendations in the Minutes.

C4. Learning and Teaching review of Genetics Minute 09.07.C1

The Board received a paper concerning the terms of reference for the Learning and Teaching review of Genetics (Paper No. 09.C.40).

The Board agreed to approve the paper.

RESERVED

Vice-Chancellor
2 December 2009

Business Committee of the Council

Extract of minutes

1015. Discussion 7 July 2009

   Topic of concern: review of Teaching and Learning Support Services

The Committee received a Notice which stated the views of the General Board. The Committee were informed that a member of the Council had requested that the matter be referred to the Council, and in particular had asked the question whether such review reports should be published should be considered. The Committee shared this concern, and it was also suggested that the General Board should be invited, in the comments in the Notice, to address the substantive issues which had been raised. The Committee therefore agreed that the draft Notice should be referred back to the General Board for consideration, and that the Council should be informed of the position at a meeting.

The Administrative Secretary pointed out that Departmental and similar review reports would be unlikely to be releasable under FOI.

(Subsequent note: at Council meeting on 19 October 2009, Chairman of BC just informed the Council that the GB was to consider and that GB's response would come back to Council/BC.)

Discussion on a Topic of Concern: Notice

The Council has received the remarks made at the Discussion of a topic of concern: The unpublished report from the committee reviewing teaching and learning support services (*Reporter* 2008-09 p. 988) and has referred them to the General Board who have commented as follows.

The Board are grateful for the remarks of those who spoke in the Discussion. Those remarks which relate to the substance of the recommendations of the review committee will be considered, together with the responses from authorities and other bodies, by the Implementation Steering Group. With regard to the procedure followed by the Board, they do not accept the assertion of a number of speakers that the report should have been published immediately; nor do they agree with the proposition that all such reports should be routinely published. The Board, each year, establish numerous review groups, and other bodies, to undertake investigation of institutions and activities under the Board's supervision. The Board's normal practice after considering the reports of such bodies is to seek comments from the Councils of the Schools and other bodies concerned including the institution(s) under review; in the light of the comments received, and any subsequent modification of the proposals, an implementation plan is drawn up and, where necessary, the approval of the University sought for legislative or structural changes. To publish such reports routinely would, in the Board's view, detract from the effectiveness of the review process.

As stated in Professor Cliff's remarks in the Discussion, once they have come to a considered view on the report and on the substantive changes needed to implement the report's proposals, the Board will report, as necessary, to the University.

A number of speakers drew attention to the publication of the report on an internet site, following a request under the Freedom of Information Act. The Board regret the publication of the report in this way. However, the Board have agreed that the report should be published for the information of the University (*Reporter* 2009-010 pp...).

University of Cambridge
COUNCIL

Minutes of a meeting of the Council held on 23 November 2009 at 10.15 am in the Council Room, The Old Schools.

30. Council, legislative and comparable matters

(c) Business Committee
(i) 9 November 2009

The minutes of this meeting (originally circulated in Circular 36/09) has been called into the Council for consideration at the present meeting. The Master of Trinity Hall, as chairman of the Committee, commented on the business, as did Professor Abulafia who had of necessity chaired most of the meeting. Attention was drawn to the following:

> **1037(a) Topic of concern - teaching and learning support: draft Notice in reply to Discussion on 7 July 2009**
> Received (as put forward after review by the General Board). The Council were informed that the General Board parts of the draft Notice in its present form represented the considered view of the Board, arrived at after consideration at two meetings. It was suggested in discussion that it would be appropriate to remove the reference to regret at the release of documents under the Freedom of Information Act, and to include a reference to the Board's request to the Registrary that procedure for the publication of review or consultative Reports should be reviewed. The Academic Secretary, on behalf of the General Board, confirmed that these changes would be acceptable to the Board (the latter to appear in the Council section of the draft Notice). With these changes, the Council agreed to approve the Notice for publication.

> The Council noted also that the General Board would be reporting to the University as necessary when any changes of Ordinance were necessary about this matter, but that this would be after further consideration of the comments arising from the process of consultation within the University.

Action: Draftsman

1

MINUTE C 6, P6

GENERAL BOARD OF THE FACULTIES

> **PRIVATE: Uncorrected Minutes**
>
> **For members of the General Board only**

A meeting of the Board was held at 2.15 p.m. on Wednesday 2 December 2009 in the Syndicate Room, The Old Schools, Trinity Lane.

Present: the Vice-Chancellor (in the Chair), Dr Bampos, Professor Brown, Professor Franklin, Professor Gamble, Professor Gilligan, Dr Good, Dr Padman, Professor Rallison, Professor Sanders, Professor Sissons, Mr Wakeford, Professor White and Mr Xia, with the Academic Secretary as Secretary, the Deputy Academic Secretary and Mr Thompson. Dr Barnes, Professor Cliff, Professor Leslie, Dr Pretty, Professor Young, the Registrary and the University Draftsman were also present.

Mr Agar, Director of Development and Alumni Relations, attended for Item B1. Professor R Smith, Department of Geography and Chair of the Review Committee, attended for item B2.

An apology for absence was received from Professor Ford.

The Board noted that Professor Cliff, Professor Leslie and Dr Pretty were attending their last meeting as Pro-Vice-Chancellors for Human Resources, Research, and International Strategy respectively. The Vice-Chancellor thanked them warmly for their contribution to the Board's business. Dr Good (as a member appointed by the Council) and Dr Barnes (as incoming Pro-Vice-Chancellor for International Strategy) were welcomed to their first meeting.

UNRESERVED BUSINESS

Part A - Preliminary and Legislative

A1. Declarations of interest

Declarations of interest were made by Dr Good (for items B2 and B4), and from Dr Pretty and Professor Gamble for item B2. The Board agreed that there was no need for them to absent themselves from the discussion of these items.

A2. Minutes

The Minutes of the meeting of the Board held on 4 November 2009 were approved and signed (Paper No. 09.A.28).

The Board noted that a General Board circular (10/09), issued on 20 November 2009, had been approved on Friday 27 November 2009.

A3. Report by the Vice-Chancellor

The Vice-Chancellor noted with pleasure the successful visit by Her Majesty The Queen and the Chancellor in November, as part of the 800th Anniversary Celebrations, and drew attention to Anniversary events shortly to take place in the USA.

Part B - Principal Business:

B1. Report on 800th Campaign Minutes 09.07.B1, 08.12.B1, 08.02.B1, 07.06.B1, 07.01.B1, 06.04.B1

The Board received a progress report on the 800th Campaign to 31 July 2009 (Paper No. 09.B.26).

The Director of Development and Alumni Relations reminded the Board that at the outset of the Campaign the target had been to raise £1 billion by 31 December 2012. He noted that there was now a possibility that the £1billion milestone would be passed by the end of the financial year 2009-10. He further noted that, as a consequence, discussions were taking place about how to sustain the Campaign upon passing the milestone, and how to continue to motivate prospective donors and fundraisers. He commented that the Campaign to date had been very successful, in that it had already raised £400 million more than might have been expected without a dedicated Campaign. Members of the Board commented that it would be important to communicate the benefits of the Campaign to members of the University, especially in the current economic climate, and further commented on the importance of increasing endowment income.

The Board noted that the Director would report further at their meeting in April 2010.

B2. Review of the provision of Teaching, Learning and Research in the Social Sciences

The Board received the first report of the Board's Review Committee established to consider the provision of Teaching, Learning and Research in the Social Sciences (Paper No. 09.B.27).

Professor Smith, as Chairman of the Review Committee, drew attention to the Committee's key findings, having noted that it had chosen to focus on particular areas within Cambridge's Social Science provision. He also noted, as examples of Cambridge's relatively low national and international profile in this area, the small number of FBAs in the institutions considered and the very limited number of ESRC Centres

which the University had hosted in the last twenty years. He further noted that this was the Committee's first report and that further detailed work still needed to be done.

Other members of the Review Committee also commented. Professor Leslie, noting that clear pockets of excellence existed within the University, confirmed that the Committee's recommendations (strongly supported by its external members) represented, in its view, the best way for broader areas of excellence to be nurtured to promote Cambridge Social Science; in particular, to make it more attractive to high calibre academic staff and both undergraduate and graduate students. Whist acknowledging that certain recommendations might prove controversial, he asked the Board to endorse the Report as the appropriate general direction of future travel. Professor Rallison drew attention to the generally positive reception which the proposed Social Sciences Tripos had received (including from the Senior Tutors' Committee) and to the proposals with respect to the Education Tripos. Dr Padman emphasised the benefits for postgraduate students of working in larger and broader academic environments.

Professor Brown, as Head of the School of the Humanities and Social Sciences, considered that the Report represented a reasonable basis for further negotiations with the various institutions concerned. He summarised the immediate reactions of the Heads of those institutions, noting in particular the broad support for the proposed Social Sciences Tripos and the concerns voiced about other recommendations from the Faculty of Education and the Department of Social and Developmental Psychology. He emphasized the need for institutions to continue to have particular identities and the desirability of exploring alternative organisational models for different activities (such as Tripos provision, graduate education and research collaboration). He regretted the lack of reference to the limited College teaching provision for certain of the disciplines considered. He also noted that the Council of the School had recently agreed its priorities for filling certain vacancies and asked that the posts proposed by the Review Committee should be funded from 'new money'.

During discussion, the need for an early start in devising a Social Sciences Tripos was agreed, as was the need to encourage a broad sense of ownership in developing that Tripos on the part of the institutions concerned. Dr Good, whilst welcoming the Report in principle, commented that it would have been helpful had it indicated whether other options had been addressed (for example, social science activity in Cambridge in institutions not considered by the Committee), and noted that other organisational arrangements consistent with the Committee's principles and purposes were possible. He emphasised the need for physical co-location if academic integration was to be properly fostered. Professor Gilligan, as Head of the School of Biological Sciences, broadly welcomed the Report and considered that its recommendations with respect to Psychology could, with goodwill on all

sides and sufficient resourcing, be implemented effectively. Professor Franklin and Professor Sanders commented, from their own experiences, on the ways identities could be maintained following departmental mergers and notwithstanding particular organisational structures. Dr Pretty, speaking as Principal of Homerton, noted the implications, with particular respect to loss of student numbers in certain Colleges, of the proposed abolition of the three-year Education Tripos, and suggested that the Colleges be included, through appropriate representation on the proposed SST Management Committee, in discussions about the management of undergraduate teaching in that Tripos. Professor White asked that very careful consideration be given to the means of funding the posts proposed by the Review Committee.

The Board agreed that: (a) the Review Committee's recommendations represented the appropriate direction of travel and that retention of the *status quo* was not desirable; (b) the Review Committee should continue; (c) factual corrections to the Report should be sent to the Deputy Academic Secretary; and (d) the Board should consider, at their next meeting, a draft Notice (for publication in the Reporter together with the Report) and a programme of work for taking the recommendations forward.

B3. Research Excellence Framework (REF) consultation

The Board were reminded that, at their meeting on 7 October 2009, they had received a paper summarizing points arising from the HEFCE REF consultation documentation. They received a draft response to the consultation, amended in the light of consideration by the Research Policy Committee at their meeting on 19 November 2009 and previously seen by the Chairs of the Schools (Paper No. 09.B.28).

After Professor Leslie had drawn attention to aspects of the draft response, Professor Gilligan suggested that it would be helpful to highlight more clearly the University's principal concerns.

The Board agreed, subject to taking into account Professor Gilligan's suggestion and reducing the length of the response, to approve the response in principle.

B4. Review of Senior Academic Promotions

The Board received an interim report from the Board's Review Group on Senior Academic Promotions (Paper No. 09.B.29).

Professor Cliff drew particular attention to the different purposes to which the Office of University Senior Lecturer (USL) was currently being put (section 5e)). The Board agreed that the Office should not be seen primarily as a stepping stone in career progression to a Readership, but that it should be the means by which the University recognised sustained all-round contribution in areas other than research (especially

teaching). As a consequence, the Review Group should also consider the relationship between the USL and Readership salary scales.

Subject to what is said above, the Board agreed to endorse the report as the basis for further work by the Review Group.

Part C - Other substantive business:

C1. Education Committee

The Minutes of a meeting of this Committee held on 18 November 2009 were received (Paper No. 09.C.41).

In relation to Minute 3.4.2, concerning the Schedule of Reviews 2010-11 and 2011-12, Professor Rallison drew attention to the Committee's intention to include resources and value for money in teaching within the general terms of reference for Learning and Teaching Reviews.

In relation to Minute 6.1 (Minutes of the meeting of the Board of Graduate Studies on 13 October 2009), concerning the approval of graduate degrees, Professor Rallison drew attention to the imminent consultation with Degree Committees regarding the delegation to those bodies of decision-making powers with respect to the award of graduate student qualifications.

The Board, having endorsed the matters referred to above, approved the recommendations in the Minutes.

C2. Annual Report of the Board of Graduate Studies 2007-08

The Board received the Annual Report of the Board of Graduate Studies for 2007-08 (Paper No. 09.C.42) and noted that the Report had been considered at the meeting of the Education Committee on 18 November 2009 (see item C1 above).

Professor Rallison drew attention to the new format of the Report. Members welcomed this format and encouraged the Board, in their future Reports, to draw particular attention to key issues.

The Board agreed to commend the Report to the Council for publication.

C3. Human Resources Committee

The Minutes of a meeting of this Committee held on 12 November 2009 were received (Paper No. 09.C.43), together with a paper on the findings of the Equal Pay Review 2009 (Paper No. 09.C.44).

Professor Cliff, noting that the Equal Pay Review report was to be published, drew attention to the recommendations set out on page 9 of the report. The Secretary suggested that future reports should not convey the impression that the exercise was as precisely scientific (in its approach to the data) as the present report implied.

The Board, for their part and subject to what is said above, approved the recommendations in the Minutes and the Equal Pay Review 2009 report for publication.

C4. Research Policy Committee

The Board noted that the Minutes of a meeting of this Committee held on 19 November 2009 would be taken at their next meeting.

C5. Review of the 2008 RAE submission to the Agriculture, Veterinary and Food Science Unit of Assessment Minutes 09.07.B4, 09.01.B1

The Board were reminded that at their meeting on 8 July 2009 they had received a report on the Review of the 2008 RAE submission to the Agriculture, Veterinary and Food Science Unit of Assessment. They received a further report, following discussions with the Head of the Department of Veterinary Medicine (Paper No. 09.B.19).

After Professor Leslie and Professor Gilligan had commented, the Board approved the recommendations in the report.

C6. Review of Learning and Teaching Support Services Minutes 07.10.B1, 08.07.B1, 08.10.B2 and 08.07.B3

The Minutes of a meeting of the Implementation Steering Group, held on 26 November 2009, were received (Paper No. 09.C.47).

Professor Cliff drew attention to the constructive dialogue taking place between the University Librarian and the Librarians in institutions in the School of Humanities and Social Sciences, and to the ongoing need to work with the Colleges in the management of journals subscriptions.

The Board approved the recommendations in the Minutes.

RESERVED

Vice-Chancellor
6 January 2010

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Minutes of the third meeting of the Implementation Steering Group held on Thursday 26 November 2009.

Present: Professor AD Cliff (Chair), Dr N Bampos, Dr I Lewis, Mrs A Jarvis, Professor JM Rallison, Professor SJ Young, with Mr GP Allen and Mr JG Evans.

4.   Minutes

The Minutes of the second meeting of the Implementation Steering Group (ISG) held on 26 May 2009, with accompanying work plan as at May 2009 (ISG1b), were circulated for information.

5.   Matters arising

The Group was informed that there had been a Discussion on a Topic of Concern regarding the July 2008 Report of the Review Group. The transcript of the Discussion on 7 July 2009 was available in Reporter of 15 July 2009 at: http://www.admin.cam.ac.uk/reporter/2008-09/weekly/6157/30.html

The Group received General Board papers (GB 09.A.26 and 09.A.26b) from the meeting of 4 November 2009 for information. The Group was informed that Council, at their meeting on 23 November 2009, had approved the Notice for publication.

6.   Progress with implementation

(1)   Recommendation 3: Libraries integration

The Group was informed that a report has been produced, by Dr MacDougall, dated October 2009, on a framework for developing the working relationship between the University Library and the Libraries of the Faculties, Departments and other institutions.

The Group received:
(a)   the draft MacDougall report;
(b)   a note of meeting between representatives of the Faculties of Economics and History and the Institute of Criminology, the University Librarian and the Head and Secretary of the School of Humanities and Social Sciences, held on 12 November 2009 to discuss the report;
(c)   a letter from the Faculty of Economics dated 11 November 2009.

The Group noted:
(a)   that the consultant had spent some time with the Librarians of the three libraries which were the main focus of this pilot study and they were reported to be keen to proceed with affiliation;
(b)   the draft report had been compiled in very general terms, and the details were thus as yet unclear, and there was a need to clarify the most important details, i.e. resources, governance and operation, before the proposals could be subject to effective discussion;

(c)   the draft report did not make explicit any of the benefits of affiliation which should include improved effectiveness, efficiency and better value for money;

(d)   that draft report formed a basis for this discussion but the Group did not accept its recommendations in their present form and wider circulation would not therefore be constructive.

The Group agreed that:

(a)   a model governance structure should be developed for an Affiliated Library (action: Librarian, Academic Secretary);

(b)   an implementation plan should be produced to forecast the financial outcomes and benefits of the affiliation of departmental libraries, starting with the Humanities and Social Sciences examples (action Librarian, Secretary HSS);

(c)   the above items should support consultation with the institutions involved, during Lent Term 2010, and the consultation document should be clear on the reasons for, and costs and benefits of, change (action: Librarian);

(d)   the Council of the School of Humanities & Social Sciences should consider, as a transitional measure for 2010/11, identifying and isolating agreed budgets for the three Libraries earmarked for affiliation (action: Secretary HSS).

(2)   Recommendation 4: CARET and the UL

The Group was informed that the UL and CARET aimed to prepare independent plans and sum them together to create a joint submission for Planning Round 2009. Subsequently they would work together to draw up a more integrated plan to be developed during the implementation process and completed in June 2010. A request for £100K funding for five years for the running costs of CamTools had been submitted to ISSS under the UL.

The Group agreed:

(a)   that it would be helpful to explore the possibility of seconding the Director of CARET to the UL for a period to create an opportunity for him to develop a vision of electronic services in the UL (action: Librarian, Academic Secretary);

(b)   that consideration should be given to the reconfiguration of the CARET Management Committee as a University Library E-services Committee or similar (action: Librarian, Academic Secretary);

(c)   that a clear business plan for CamTools should be developed to inform discussions about its future funding (action: Librarian, Director CARET).

(3)   Recommendation 6: journals and the colleges

The Group was informed that the Cambridge Colleges Libraries Forum (CCLF) Journals subgroup under the chairmanship of Dr Mark Nicholls (Librarian, St. John's College) planned to recommend to the CCLF that the interests of College libraries appear in principle to be best served by greater integration with or full membership of the Journals Co-ordination Scheme. The CCLF had agreed to nominate Dr Mark Nicholls as the Colleges' nominated representative on the Journals Co-Ordination Scheme Steering Group.

The Group welcomed the inclusion of college representation on the Journals Co-Ordination Scheme Steering Group but they noted that the lack of a mechanism for managing journals subscriptions, and in particular cancellations and duplications, across the whole University including the Colleges was wasteful and very costly.

The Group agreed that a paper should be produced to highlight the issues to Bursars etc. including proposals for pragmatic solutions for the benefit of Cambridge as a whole (action: Librarian).

(4)   Other recommendations

The Group reviewed progress on the other recommendations and agreed that the creation of the Teaching & Learning Services Steering Group should be a priority for the General Board in the Lent Term.

7.   Procedure of the Group

The Group noted that it was to be the final meeting under the Chairmanship of Professor Andrew Cliff and thanked him for the energy and drive he had put into its work.

The Group noted that the Pro-Vice-Chancellors (Planning & Resources and Education), with the Academic Secretary, would make a recommendation about future chairmanship of the Group.

JGE
30 November 2009