

# CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF  
CAMBRIDGE

**NOTICES****Calendar**

15 January, *Tuesday*. Full Term begins.

22 January, *Tuesday*. Discussion at 2 p.m. in the Senate-House (see below).

24 January, *Thursday*. End of first quarter of Lent Term.

26 January, *Saturday*. Congregation of the Regent House at 2 p.m.

27 January, *Sunday*. Preacher before the University at 11.15 a.m., Sister Jane Livesey, *N*, General Superior of the Congregation of Jesus.

**Discussions (Tuesdays at 2 p.m.)**

22 January

5 February

19 February

5 March

19 March

**Congregations (Saturdays unless otherwise stated)**

26 January, *at 2 p.m.*

23 February, *at 2 p.m.*

23 March, *at 11 a.m.*

30 March, *at 11 a.m.*

**Discussion on Tuesday, 22 January 2019**

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 105), to attend a Discussion in the Senate-House on Tuesday, 22 January 2019 at 2 p.m., for the discussion of:

1. Annual Report of the Council for the academic year 2017–18, dated 19 November 2018 (*Reporter*, 6530, 2018–19, p. 181).
2. Annual Report of the General Board to the Council for the academic year 2017–18, dated 31 October 2018 (*Reporter*, 6530, 2018–19, p. 190).
3. Reports and Financial Statements for the year ended 31 July 2018 (*Reporter*, 6530, 2018–19, p. 201).
4. Report of the Council, dated 10 December 2018, on the age limit on membership of the Regent House and other related matters (*Reporter*, 6531, 2018–19, p. 278).
5. Report of the Council, dated 10 December 2018, on members co-opted to the Finance Committee (*Reporter*, 6531, 2018–19, p. 280).
6. Report of the Council, dated 10 December 2018, on the governance of the remuneration of the Vice-Chancellor and senior post-holders and other pay related matters (p. 297).

Further information on Discussions, including details on format and attendance, is provided at <https://www.governance.cam.ac.uk/governance/decision-making/discussions/>.

**Amending Statutes for St Edmund's College**

7 January 2019

The Vice-Chancellor begs leave to refer to his Notice of 12 December 2018 (*Reporter*, 6531, 2018–19, p. 267), concerning proposed amending Statutes for St Edmund's College. He hereby gives notice that in the opinion of the Council the proposed Statutes make no alteration of any Statute which affects the University, and do not require the consent of the University; that the interests of the University are not prejudiced by them, and that the Council has resolved to take no action upon them, provided that the Council will wish to reconsider the proposed Statutes if they have not been submitted to the Privy Council 7 January 2020.

**Notice of a benefaction**

7 January 2019

The Vice-Chancellor gives notice that he has accepted with gratitude a bequest of at least £1.45m from Dr William George Percival Lamb as endowment to support the Strangeways Research Laboratory, of which the University is sole trustee under the terms of a scheme sealed by the Charity Commissioners on 30 July 2010 (*Reporter*, 2009–10, 6191, p. 938 and 6196, p. 1152; and 2011–12, 6251, p. 397). The Council is submitting a Grace (Grace 6, p. 303) to establish regulations to govern the William Lamb Fund.

**Appointment of deputies with power to affix the Common Seal**

The Vice-Chancellor has designated the following as his deputies under Statute A II 13(c), concerning the power to affix the Common Seal of the University: the Senior Pro-Vice-Chancellor, or when absent the longest serving Pro-Vice-Chancellor present in the Old Schools.

## Appointment of Deputy Chair of the University Council

Under the provisions of Statute A IV 5(b) (*Statutes and Ordinances*, p. 7), the Council at its meeting on 10 December 2018 agreed to appoint Mr Mark Lewisohn, *CHR*, member of the Council in class (e), to serve as Deputy Chair for two years from 1 January 2019.

## Annual Remuneration Report, 2017–18

The Council publishes the following report on remuneration to provide assurance that the Council, acting through its Remuneration Committee, has discharged its responsibilities effectively. The report also provides a further breakdown of remuneration data, which can be read in parallel with the remuneration data provided in the Notes to the Accounts section of the Reports and Financial Statements for the year ended 31 July 2018 (*Reporter*, 6530, 2018–19, p. 201 at p. 234).

### ANNUAL REMUNERATION REPORT, 2017–18

This is the first annual remuneration report of the University of Cambridge. It is based on new guidance provided by both the Committee of University Chairs (CUC) and the Office for Students (OfS). The guidance includes a number of changes to previous reporting metrics. The report is in three parts:

- A. a description of the University's Remuneration Committee;
- B. the general principles behind the University's overall approach to remuneration for all staff; and
- C. details about the required pay disclosures set out in the University's Reports and Financial Statements for the year ended 31 July 2018.

#### A. THE REMUNERATION COMMITTEE

The University's Remuneration Committee operates under delegated authority from the University's Council and is responsible, *inter alia*, for setting the Vice-Chancellor's pay, reviewing their performance, and advising on senior staff<sup>1</sup> remuneration. The Committee meets about ten times a year and is comprised of a majority of individuals who are not employed by the University.<sup>2</sup> The role of the Committee continues to evolve in response to the emergence of best-practice guidance from a range of bodies.

#### 1. Terms of reference

Until 10 December 2018, the Committee was operating under terms of reference (ToR) agreed by the Council in March 2018.<sup>3</sup> These ToR were interim pending publication of the CUC Higher Education Senior Staff Remuneration Code, the Office for Students Regulatory Framework for Higher Education in England, and revisions to the Financial Reporting Council Corporate Governance Code. In light of the recent publication of these documents, a further iteration of the terms of reference was approved by the Council on 10 December 2018 [see p. 300].

The emphasis of the Committee's work is to set the policy for senior reward so that it supports the objectives of the institution, facilitates recruitment and retention, ensures fairness, equity, and transparency; and to decide on matters of senior pay, making recommendations to the Council as appropriate. A written report of the Committee's business is submitted to the following Council meeting (usually a month later).

#### 2. Membership of the Committee

Membership is set out in the ToR. The current members are as follows:

<i>Name</i>	<i>Position</i>	<i>Appointing Body</i>
Ms Sara Weller ( <i>Chair</i> )	External, Member of the Council <sup>4</sup>	The Council
Dr Richard Anthony	Bursar of Jesus College, Member of the Council <sup>4</sup>	The Council
Professor Fiona Karet	Professor of Nephrology, School of Clinical Medicine, Vice-Master of Darwin College, Member of the Council	The Council
Professor Michael Proctor	Provost of King's College, Member of the Council <sup>4</sup>	The Council

#### *In attendance:*

Ms Emma Rampton	Registry ( <i>Secretary</i> )
Professor Eilis Ferran	Pro-Vice-Chancellor for Institutional and International Relations
Ms Emma Stone	Director of Human Resources

<sup>1</sup> Currently defined as all grade 12 members of staff including those who report directly to the Vice-Chancellor.

<sup>2</sup> As long as they are not employed by the University, these individuals may be members of a Cambridge College or other organisations associated with the University.

<sup>3</sup> *Reporter*, 6506, 2017–18, p. 572.

<sup>4</sup> Not employed by the University.

### 3. Meetings

The Committee meets monthly. The dates of meetings held during the 2017–18 academic year are set out below:

25 September 2017	22 January 2018	21 May 2018
16 October 2017	19 February 2018	18 June 2018
20 November 2017	19 March 2018	16 July 2018
11 December 2017	23 April 2018	

## B. GENERAL PRINCIPLES BEHIND THE UNIVERSITY'S OVERALL APPROACH TO REMUNERATION

### 1. Operating environment and markets

The University's mission is 'to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence'. It is proud to be one of the world's leading academic centres and is committed to attracting the most talented staff and students from the UK and from overseas to further that mission.

Cambridge strives to fulfil its mission by adhering to its core values of freedom of thought and expression, freedom from discrimination, and a commitment to the confederation of the University with its 31 constituent and independent Colleges. The University ranks in the top five in international league tables for the quality of its research. Cambridge can claim 107 Nobel Prize winners.

Undergraduate and postgraduate education, provided in conjunction with the Colleges, is of the highest quality. Students and staff live and work in collegiate communities that are microcosms of the wider University's comprehensive range of academic subjects and research centres.

The University Group<sup>5</sup> includes Cambridge University Press and Cambridge Assessment. Across the Group, the University has an annual income of almost £2 billion and employs more than 16,000 staff. Research income, won competitively from the UK Research Councils, the European Union (EU), and major charities and industry, exceeds £500 million per annum and continues to grow.

The Academic University<sup>6</sup> has more than 12,000 staff, with a further 4,000 employed by its subsidiaries. Of the Academic University staff, approximately half are employed on academic or research contracts. The University's people strategy is based on four themes:

- to attract and retain the best talent from across the world and give them the best possible start;
- to contribute to the personal and professional development of staff as part of a high performance culture and to enable them to contribute fully to the University and society;
- to reward, recognise, and retain outstanding staff at all levels; and
- to foster a thriving community and culture of inclusivity, diversity, health, and well-being.

The Academic University has 22,000 students studying in more than 150 Departments, Faculties, and institutions. The University is in contact with over 220,000 of its alumni around the world. They are important members of the wider Cambridge family, supporting the University, its values, its success, and its fundraising.

The University Group is financially strong with a AAA (stable) rating from Moody's, a balance sheet of £5.2 billion, and a well-performing endowment fund of £3.2 billion that has, over the past several years, achieved returns above its benchmark. The University faces significant financial challenges in the context of increased international competition, and more than ever will need to employ its resources strategically and effectively. It also operates in a challenging UK environment, under intense public scrutiny, and in an increasingly globally competitive market.

During a period of political uncertainty over the UK's relationship with the EU, the University has placed renewed emphasis on strengthening its global position and has established strategic partnerships around the world. These include the Cambridge-Africa Programme, involving universities in Ghana, Uganda, and elsewhere in Africa, a new partnership with universities and the city government of Nanjing in China, and a close association with the Government of India to pursue new research in crop science. European partnerships remain centrally important to Cambridge. Over the past academic year, the University has signed strategic partnerships with the Max-Planck Society, the Ludwig-Maximilians Universität München (LMU Munich), and with Sciences Po in Paris. It will continue to seek out collaborations with organisations that share its aspirations.

Providing teaching and an education of the highest quality remains central to the University's purposes. The collegiate University remains committed to admitting the best students regardless of their background and, at undergraduate level, it invests considerable resources both in widening access and financial support. Through the Cambridge Commonwealth, European and International Trust and the Gates Cambridge Trust, among others, significant funds are also available for postgraduate students. Attracting the very best research students from around the world to Cambridge remains a core strategic objective.

Research and teaching are enhanced by the University's special collections. The University Library, the Fitzwilliam Museum, Kettle's Yard, the Botanic Garden, and the other six museums play a significant role in enriching the educational and research experience of the Cambridge community and public understanding of the work of the University.

In October 2015, the University and the Colleges jointly launched a £2 billion fundraising Campaign, of which close to £1.3 billion has already been secured. The University and the Colleges work closely together in this endeavour with a team of professionals working on fundraising and alumni relations in Cambridge.

<sup>5</sup> The 'University Group' includes the teaching and research activities of the University together with Cambridge Assessment and Cambridge University Press, all subsidiary companies, Associated Trusts, and joint ventures.

<sup>6</sup> The 'Academic University' is defined as the core teaching and research activities of the University, excluding Cambridge University Press, Cambridge Assessment, and all subsidiaries, trusts, and joint ventures.

## 2. Fundamental principles guiding decisions related to remuneration of all staff

The Academic University's approach to setting remuneration for all staff, and therefore the principles governing the Remuneration Committee's decisions, are as follows:

- the need for the University to operate in a competitive local, national, and international market for the most talented staff. Its reward strategy needs to offer sufficiently competitive rates of pay to attract and retain the most talented staff to help the institution maintain its leading position in research and teaching;
- all staff should be rewarded in a way that demonstrates fairness and consistency, paying due attention to addressing equal pay and other areas of potential inequality;
- a commitment to valuing appropriately the contribution from all staff, recognising that different structures of remuneration may be appropriate to different categories of staff;
- a recognition that while pay and benefits are central, non-financial reward mechanisms are also important and should form part of an attractive total remuneration approach;
- the principle that remuneration must be affordable and consistent with the charitable status of the University, noting that it is unlawful for a charity to overpay its staff; and
- a commitment to transparency about senior remuneration. Decisions are made transparently and outcomes are reported to the University Council.

## 3. Policies and procedures guiding the remuneration of staff

The Academic University has established a number of procedures and policies to guide the remuneration of staff drawing on the principles identified above. These include schemes to reward significant contribution to the Academic University (which for senior academics can also include promotion); systems to recognise difficulties in recruitment and retention; and an ability to reward individuals who take on responsibilities in addition to their normal duties. Details of these systems are included in Appendix 1.

## 4. Factors in considering remuneration proposals for senior staff

At **recruitment**, the factors taken into account when developing the total remuneration package include:

- appropriate remuneration needed to attract and appoint senior staff;
- current remuneration;
- benchmarked salary data for similar roles from the Universities and Colleges Employers' Association (UCEA), the Russell Group Survey, and, where available and relevant, international salary surveys;
- the extent to which the individual has a demonstrable record of achievement (and how this could transfer to the role in question) in areas identified as being of strategic importance to the institution;
- the extent to which the individual has supported staff development and strategic leadership in their area(s); and
- for senior clinical academic roles, the appointment package will be in line with their existing NHS national pay and conditions, including any Clinical Excellence Awards in payment, together with payment for any additional clinical activity.

For cases of **retention**, the factors set out in the University's procedures include:

- evidence of exceptional contribution and achievements for which the individual is responsible and which demonstrate the furtherance of the University's mission;
- implications of the loss of the employee to the University, including organisational performance, reputation, student and teaching impact, and research impact;
- evidence of any offer of alternative employment or approach from another university/organisation; and
- salary data including external and internal comparisons and benchmarks.

The University draws data from many sources to support senior staff remuneration decisions. These include:

- annual participation in the UCEA, Russell Group, and CUC salary surveys and provision of an analysis of these data to the Remuneration Committee to show the University's position in the market. These data are used in the consideration of the Vice-Chancellor's remuneration and during discussions about the recruitment or retention of Professorial and other senior staff; and
- internal comparisons of pay for similar senior academic and professional services roles, and an equal pay analysis.

## 5. Job evaluation, pay awards, and pension schemes

For most roles, the Academic University uses the Higher Education Role Analysis (HERA) job evaluation method. This does not apply to the four Professorial bands (in grade 12, the highest grade), where assessment is based on meeting the band criteria for each of the Professorial levels under the headings of research, teaching, practice, and leadership.

The University is a member of UCEA and participates in the national pay negotiations. The University's policy is to implement the outcomes of the pay negotiations across all staff, with the exception of clinical academic staff where the University applies the NHS pay uplifts, as translated by the UCEA to clinical academic salaries once agreed nationally.

The University operates or participates in the following pension schemes:

- Universities Superannuation Scheme (USS);
- Cambridge University Assistants' Contributory Pension Scheme (CPS);
- National Health Service Pension Scheme (NHSPS);
- Cambridge Colleges' Federated Pension Scheme (CCFPS); and
- MRC Pension Scheme.

## 6. Performance-related pay

The Academic University does not operate a specific performance-related pay scheme, other than administering awards made under the NHS scheme for some senior clinicians. Grade 12 post-holders can progress through the Professorial Pay Review Scheme (for Professorial roles) or the Contribution Reward Scheme (for academic-related roles).

The staff of the Investment Office (which manages a University endowment of over £3 billion and the endowments of related Colleges and trusts) and the West and North West Cambridge Development Office (which is responsible for the delivery of the mixed-use housing, retail, and research facility at West and North West Cambridge) have bonus arrangements which are assessed by their respective remuneration committees and reported to the University's Remuneration Committee for review and, as appropriate, approval.

## 7. Expenses policy

The University's expenses policy is included in the Financial Procedures Manual. It applies to all staff of the Academic University.

### C. SENIOR PAY DISCLOSURES

#### 1. The Vice-Chancellor

##### (a) Pay and remuneration

With income of approximately £2 billion, more than 16,000 staff across the Group, and a diverse range of academic and non-academic strands, the University is a complex organisation. It is one of the largest universities in the UK, with impressive academic standing and global presence, regularly appearing in the top five of global university rankings.

Consequently, when considering the remuneration for the Vice-Chancellor, the Remuneration Committee undertakes detailed analysis of comparable salaries in the UK, North America, and Australia. The Remuneration Committee considers the range within which a salary can be offered and proposes a package to the Council once the candidate is identified.

The last recruitment exercise for Vice-Chancellor was undertaken in 2016–17. The current Vice-Chancellor is appointed for a fixed term of seven years.

The Vice-Chancellor's performance is assessed annually against objectives agreed by the Council. The Vice-Chancellor's remuneration is reviewed at the end of the second, fourth, and sixth years of the term of office. Based on that assessment, the Council determines any salary increase, having been advised by the Remuneration Committee and taking due regard of salary growth across the wider University.

##### (i) Details of the remuneration of the current Vice-Chancellor (from 1 October 2017)

The remuneration of the current Vice-Chancellor is detailed in the table below. It relates to the ten-month period from 1 October 2017, when the Vice-Chancellor took up office, to 31 July 2018 and also includes salary for an additional month (September 2017) as Vice-Chancellor-Elect.

<b>Emoluments of the Vice-Chancellor</b>	Year ended 31 July 2018 (£'000)	Year ended 31 July 2017 (£'000)
Salary for the period	335	n/a
Deductions to reflect salary sacrifice arrangements	(8)	n/a
Net salary paid in the year	<b>327</b>	n/a
Taxable benefits in kind	12	n/a
Non-taxable benefits in kind	33	n/a
Total excluding employer pension contributions	<b>372</b>	n/a
Employer pension contributions	19	n/a
Payments made in lieu of pension	37	n/a
<b>Total</b>	<b>428</b>	n/a

The salary for the period is the basic contractual salary before adjusting for salary sacrifice arrangements under which, in common with other employees, the Vice-Chancellor sacrificed an amount of pay relating to enhanced opt-out benefits for Death in Service and Ill Health. The £19k employer pension contribution was paid to the Universities Superannuation Scheme and includes an employee payment of £8k.

Taxable benefits in kind were relocation expenses of £5,922, private healthcare of £1,902, accommodation costs (heating, lighting, and maintenance) of £2,308, and tax consultancy services of £1,486. Non-taxable benefits were the provision of accommodation independently valued at market rental for a similar property and pro-rated to reflect only the personal use of the property, as opposed to business and entertaining use (£16,668); relocation flight travel (£7,320) and personal flight travel (£8,890).



*(ii) Details of the remuneration of the previous Vice-Chancellor (up to 30 September 2017)*

The remuneration of the previous Vice-Chancellor, who demitted office on 30 September 2017, is detailed in the table below. The information spans two periods: the year from 1 August 2016 to 31 July 2017; and the two months from 1 August 2017 to 30 September 2017.

<b>Emoluments of the previous Vice-Chancellor</b>	Year ended 31 July 2018 (covering two months in office) (£'000)	Year ended 31 July 2017 (full year) (£'000)
Salary for the period	59	343
Deductions to reflect salary sacrifice arrangements	–	–
Net salary paid in the year	<b>59</b>	<b>343</b>
Taxable benefits in kind	4	12
Non-taxable benefits in kind	–	17
Total excluding employer pension contributions	<b>63</b>	<b>372</b>
Employer pension contributions	1	7
Payments made in lieu of pension	–	–
<b>Total</b>	<b>64</b>	<b>379</b>

Taxable benefits in kind for 2017–18 were accommodation costs of £3,000 and utilities (heating, lighting, maintenance) of £583.

Non-taxable benefits in 2016–17 were the personal use element of the provision of accommodation at £16,667.

*(b) External appointments – payments from external bodies to the Vice-Chancellor (current and previous)*

Income generated from external bodies is set out in the University's Private Work and Consultancy Policy.

The Vice-Chancellor is a member of the International Academic Advisory Panel (IAAP) established by the Government of Singapore. The meetings occur every 2–3 years and the Vice-Chancellor last attended in June 2018. The fee for the Vice-Chancellor's advisory work is paid directly to the Vice-Chancellor's Office; it is not paid personally to the Vice-Chancellor.

*(c) The pay ratio – Head of Institution against median of all staff*

The methodology used in this calculation was provided by UCEA in 2018. Under this formula, pay ratios are calculated as the ratio between the Head of Institution's (HoI's) total pay and the median all-staff total salary (sources: HESA, UCEA, and Times Higher Education).

During the period from 1 August 2017 to 31 July 2018 the median pay for employees was:

- *Median basic salary*: £32,417, calculated on a full-time equivalent basis of the salaries paid by the University to its staff; and
- *Median total remuneration* (including employers' pension contribution): £38,833.

The median pay calculation includes over 1,100 agency staff employed on temporary contracts through the University's Temporary Employment Services (TES).

Based on the above figures, the pay multiples for the current Vice-Chancellor (appointed on 1 October 2017) and the previous Vice-Chancellor are as follows:

*(i) Current Vice-Chancellor<sup>7</sup>*

- The current Vice-Chancellor's **basic** salary is **11.3** times the median pay of staff.
- The current Vice-Chancellor's **basic** salary is **6.0** times the median basic salary of academic staff of £60,410 (including clinical staff).
- The current Vice-Chancellor's **total** remuneration is **12.4** times the median total remuneration of staff.
- The current Vice-Chancellor's **total** remuneration is **6.7** times the £72,005 median total remuneration of academic staff (including clinical staff).

*(ii) Previous Vice-Chancellor<sup>7</sup>*

- The previous Vice-Chancellor's **basic** salary was **11.0** times the median pay of staff.
- The previous Vice-Chancellor's **basic** salary is **5.8** times the median basic salary of academic staff of £60,410 (including clinical staff).
- The previous Vice-Chancellor's **total** remuneration was **9.9** times the median total remuneration of staff.
- The previous Vice-Chancellor's **total** remuneration is **5.3** times the £72,005 median total remuneration of academic staff (including clinical staff).

<sup>7</sup> In each case, the ratio reflects the full year basic salary equivalent for the Vice-Chancellor and uses a full time equivalent basis of the salaries paid by the University to its staff.

## 2. Salaries over £100,000

### (a) Overview of the University Group<sup>8</sup>

The table below shows changes in basic salaries over £100,000 between 2017–18 and 2016–17 in the University Group. The figures for 2016–17 have been adjusted to be consistent with new metrics provided by the OfS in June 2018.

	TOTAL GROUP					
	Clinical Academic		Non-clinical Academic and other		Total number	
	2018	2017	2018	2017	2018	2017
£100,001 – £150,000	47	46	229	207	276	253
£150,001 – £200,000	0	0	26	22	26	22
£200,001 – £250,000	0	0	7	4	7	4
over £250,000	0	0	5	6	5	6
	47	46	267	239	314	285

Note: figures based on new OfS guidance for basic salary (with comparative restated).

### (b) Detailed breakdown within the Group

#### (i) Academic University<sup>9</sup>

##### Overview

Band	2018	No change	Moved up from a lower band	Moved down from a higher band	New employees	2017
						2017
A	196	156	29	4	7	187
B	11	3	8	0	0	9
C	2	1	0	1	0	1
D	3	1	1	0	1	3
TOTAL	212	161	38	5	8	200

Note: figures based on new OfS guidance for basic salary (with comparative restated).

Movement between bands, both up and down, is common. Promotions and Professorial Pay Reviews are the main reason for upward movements. Total remuneration falls when, for example, ending a Head of Department role, or ending payments for additional duties.

By band, the main reasons for change are:

- *Band A*: Professorial Pay Reviews, promotions;
- *Band B*: changes resulting from a mix of the effect of the annual pay award, Head of Department and teaching payments, promotions, and movements in Investment Office staff to a lower banding;
- *Band C*: the changes are due to the downward movement involving one individual to reflect the re-balancing of basic salary and bonus payments; and
- *Band D*: this reflects two recent appointments.

##### Breakdown by staff group

The chart below shows the breakdown of the Academic University between clinical academic and non-clinical academic salaries.

	Academic University					
	Clinical		Non-clinical		Total number	
	2018	2017	2018	2017	2018	2017
£100,001 – £150,000	47	46	149	141	196	187
£150,001 – £200,000	0	0	11	9	11	9
£200,001 – £250,000	0	0	2	1	2	1
over £250,000	0	0	3	3	3	3
	47	46	165	154	212	200

Note: Figures based on new OfS guidance for basic salary (with comparative restated)

<sup>8</sup> See footnote 5 for the definition of ‘University Group’.

<sup>9</sup> See footnote 6 for the definition of ‘Academic University’.



*(ii) Cambridge University Press and Cambridge Assessment*

The following chart gives details for Cambridge University Press and Cambridge Assessment:

	Cambridge University Press		Cambridge Assessment	
	2018	2017	2018	2017
£100,001 – £150,000	43	43	31	20
£150,001 – £200,000	7	7	5	5
£200,001 – £250,000	1	1	4	2
over £250,000	2	2	0	1
	<b>53</b>	<b>53</b>	<b>40</b>	<b>28</b>

*Note: Figures based on new OfS guidance for basic salary (with comparative restated)*

For Cambridge University Press, there was no change in the number of staff in the higher pay bands.

For Cambridge Assessment, there was an increase of twelve staff in the higher bands. This resulted from pay increases for a number of staff previously just below the threshold, the full-year effects of new joiners and international expansion (taking account of the currency effect of weaker sterling).

*Trusts and subsidiaries*

The following chart gives details for trusts and subsidiaries:

	Trusts		Subsidiaries	
	2018	2017	2018	2017
£100,001 – £150,000	2	2	4	1
£150,001 – £200,000	0	0	3	1
£200,001 – £250,000	0	0	0	0
over £250,000	0	0	0	0
	<b>2</b>	<b>2</b>	<b>7</b>	<b>2</b>

*Note: Figures based on new OfS guidance for basic salary (with comparative restated)*

Trusts include:

the Cambridge Malaysian Education and Development Trust, 1 FTE (no change); and  
Cambridge Commonwealth European and International Trust, 1 FTE (no change).

Subsidiaries include:

Cambridge Enterprise, 1 FTE (no change);  
Judge Business School Executive Education Limited (JBSEEL), 2 FTE (up from 0 in 2017);  
Institute for Manufacturing Education and Consultancy Services (IfM ECS), 2 FTE (up from 1 in 2017);  
the Cambridge Centre for Advanced Research and Education in Singapore (CARES), 1 FTE; and  
the PHG Foundation, 1 FTE.

*(c) Compensation for Loss of Office*

Across the University Group, a total of 67 payments were made in the year to staff for loss of office (settlement agreements). This is a reduction in number from 120 in the previous financial year. The breakdown is as follows:

Compensation for loss of office	2018		2017	
	Amount		Amount	
	Number	£'000	Number	£'000
Academic University	28	807	31	842
Cambridge Assessment	18	537	64	997
Cambridge University Press	21	775	25	973
	<b>67</b>	<b>2,119</b>	<b>120</b>	<b>2,812</b>

*(d) Like-for-like comparison between 2017–18 and 2016–17 (based on the old definitions)*

To show clearly the changes year-on-year on the basis of the HEFCE/SORP definitions as used in previous years, the 2017–18 data have been reproduced using the same method as in 2016–17. The comparison is set out in Appendix 2 for the total Group.

Guidance from the OfS published in June 2018 requires providers to include a number of disclosures including the ‘number of staff with a basic salary of over £100,000 per annum, broken down into bands of £5,000’. Further, the OfS guidance suggests banding disclosures for the year ended 31 July 2018 should comply with the following definition:

Providers should calculate the basic salary prior to any adjustment for salary sacrifice. For these reporting purposes, basic salary should exclude bonus payments, market supplements, allowances, and clinical excellence awards and other such payments.’

This definition is a significant change to that used in previous years when remuneration was defined as total emoluments received in the year (including taxable benefits in kind, but excluding employer pension costs except to the extent that these result from the sacrifice of an element of pay).

In summary, the definition of pay has been changed to a more restrictive definition (i.e. basic pay rather than total remuneration) and the banding increments have been reduced from £10,000 to £5,000.

Some of the key pay elements included/excluded in the pay definitions are:

Pay element	Year end: 2017–18 (OfS definition)	Year end: 2016–17 (HEFCE/SORP definition)
Basic salary	✓	✓
Market pay supplements / retention payments / enhancements	Not included	✓
Bonus	Not included	✓
Local and National Clinical Excellence Award payments	Not included	✓
Pension cash supplements	Not included	n/a – policy not in place in 2016–17
Additional programmed activity payments (Clinical academic staff only)	Not included	✓
Wellcome Trust Merit Awards / Wolfson Awards and equivalent	Not included	✓

Both the 2017–18 definitions and the 2016–17 definitions have defined the pay bandings to be before (i.e. gross of) salary sacrifice arrangements, and excluding employer pension contributions.

The result of the new definitions was a reduction in the number of staff in the higher pay bandings as certain additional payments such as Clinical Excellence Awards, bonus payments, and market payments, some of which are significant, are excluded.

## APPENDIX 1

### Reward and progression schemes

The University operates a number of contribution, reward, and progression schemes. These include:

- Professorial Pay Review, <https://www.hr.admin.cam.ac.uk/professorial-pay-review-2016>
- Senior Academic Promotions Scheme, <https://www.hr.admin.cam.ac.uk/policies-procedures/senior-academic-promotions-2019>
- Senior Researcher Promotions Scheme, <https://www.hr.admin.cam.ac.uk/policies-procedures/senior-researcher-promotions-procedure-and-guidance-2019>
- Contribution Increment Scheme for researchers
- Contribution Increment Scheme for grade 12 academic-related staff
- Contribution Reward Scheme for academic-related and assistant staff grades 1–11, <https://www.hr.admin.cam.ac.uk/pay-benefits/pay-and-reward/reward-policies/reward-schemes/contribution-reward-scheme>
- Additional Responsibility Payments, <https://www.hr.admin.cam.ac.uk/pay-benefits/pay-and-reward/reward-policies/additional-responsibility-payments>
- Market Pay Policy, <https://www.hr.admin.cam.ac.uk/pay-benefits/reward-schemes>
- Advanced Contribution Supplements
- Recruitment Incentive Schemes

The University's promotion processes apply to academic and research staff. For all other categories of staff, promotion occurs through the advertising of vacancies, and an application and selection process including interviews.

For staff in grades 11, 12, and those above the scale, there is no automatic incremental progression, only the annual nationally negotiated uplift in the salary scale points. For staff in grades up to grade 10, annual automatic incremental progression applies.

#### *Professorial Pay Review*

The current Professorial Pay Review (PPR) process involves Professors applying, should they wish to, every two years. The process involves the applicant supplying evidence of achievement against the band descriptors, of which there are four bands. The determination of awards is made by the Vice-Chancellor's Advisory Committee on Professorial Pay. This Committee receives recommendations for awards in bands 1 and 2 from a School-level committee and determines progression to bands 3 and 4.

#### *Senior Academic Promotions Scheme*

The Senior Academic Promotions Scheme allows eligible academic staff to apply for promotion to the offices of University Senior Lecturer, Reader, and Professor.

*Contributory Increment Scheme for Researchers*

This termly scheme allows Heads of Institution to reward research staff on the basis of outstandingly good work by the member of staff in comparison with others of the same grade and for which some additional recompense is appropriate; or, where a recruitment incentive payment cannot be awarded, on the basis of the need to retain the specialist skills possessed by a particular member of staff who would otherwise be likely to seek a more highly paid appointment elsewhere.

*Contribution Increment Scheme for Grade 12 Academic-Related Staff*

The University operates a biennial contribution reward scheme for academic-related grade 12 post-holders. To be eligible for consideration, individuals must have been in post and performing their duties at their current grade for at least two years prior to the effective date of the award. Increments are awarded for sustained and ongoing contribution and there must be some indication that the cost is justified by the benefit brought to the University over the longer term.

Cases are considered by the Registry, relevant Pro-Vice-Chancellor, or Chair of School (as appropriate) who will put forward recommendations to the Vice-Chancellor's Advisory Committee on Supplementary Payments for Non-Academic Officers in the Professorial Grade 12.

*Contribution Reward Scheme for Academic-Related and Assistant Staff in Grades 1–11*

The University operates an annual contribution reward scheme for academic-related and assistant staff in grades 1 to 11. The scheme has two components:

1. *Contribution Increments (for sustained/ongoing contribution)*  
The award of additional increments (in the normal pay range or in the contribution range for the grade) to recognise an individual's outstanding contribution over and above the normal expectation for the role, over a period of at least a year and in the context of expected continuation at that level.
2. *Single Contribution Payments (for one-off/time limited contribution)*  
The award of one off payments of 3% (individual awards) or 2% (team awards) of salary to recognise an individual's outstanding contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is finite in nature.

*Additional Responsibility Payments*

Additional Responsibility Payments can be made to employees who are taking on additional responsibilities over and above those set out in their job description and at a higher level, with the agreement of their institution. Examples include, if the employee is taking on additional higher graded duties for a percentage of time rather than for their full hours; or for temporary acting-up duties. Additional Responsibility Payments can be paid to academic, academic-related, and assistant staff irrespective of grade or type.

*Market Pay*

In terms of market pay considerations, the grade of an office or post is first determined prior to advertisement using the HERA scheme. Where evidence indicates that similar posts outside the University command a higher salary than that determined by role analysis, it may be appropriate to request a Market Pay award in order to secure the recruitment or retention of an individual. Market Pay can be awarded to holders of assistant and academic-related posts where a particular specialist skill exists, but the majority of payments are made to recruit or retain academic staff where there are particular pay pressures in the discipline.

*Advanced Contribution Supplement*

In view of the difficulties experienced in defining the 'market' in relation to academic posts, where justified, an Advanced Contribution Supplement (ACS) may be awarded as the primary means of supplementing the salary of an academic member of staff for retention or recruitment purposes. An ACS is awarded in the expectation that an individual will reach a certain level of achievement (normally no more than five years ahead). The value of the ACS is reduced as the individual receives increases in basic pay through senior academic promotion or pay progression under the professorial pay review.

Contribution reward and progression schemes apply to all employees on the single salary scale.

**Recruitment Incentive Schemes**

*Recruitment incentive payments* are one-off, taxable, *ex gratia* payments that do not form part of the employee's salary. Payments can only be made to individuals taking up their first appointment at the University. The award of a payment is conditional upon the employee completing at least three years of service; repayments are required if the employee leaves before that time is up. All requests for recruitment incentive payments must be considered by the Head of the relevant School, and by the Registry in the case of Council institutions.

There are a number of other recruitment incentives available to staff, including:

- the *rental deposit loan scheme*, which provides an interest free loan of up to £3,000. This can be used for some of the costs associated with private rental accommodation, such as initial deposit, first month's rent and other fees;
- the *shared equity scheme* is available to new permanent members of staff (grade 7 and above) and holders of certain Fellowships, to help with the purchase of living accommodation if they have to relocate to take up their appointment. Under the scheme, the University may make a contribution towards the capital cost of purchasing a property close to, or within Cambridge, and would hold a share of the equity in proportion to its capital contribution; and
- the *visa loan scheme*. The University recognises that UK immigration fees present a considerable burden for non-EEA staff, particularly members of the postdoctoral community who may struggle to meet these costs for themselves and their families. The scheme offers an interest-free loan for prospective staff and their dependants, up to a certain value, which staff members can use towards meeting the costs of these visas.



	<i>Based on new OfS definitions</i>						<i>Based on old definition</i>					
	<b>TOTAL GROUP</b>						<b>TOTAL GROUP</b>					
	<b>Clinical</b>		<b>Non-clinical</b>		<b>Total number</b>		<b>Clinical</b>		<b>Non-clinical</b>		<b>Total number</b>	
	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>
£600,000	0	0	0	0	0	0	0	0	0	0	0	0
£610,000	0	0	0	0	0	0	0	0	0	0	0	0
£620,000	0	0	0	0	0	0	0	0	0	0	0	0
£630,000	0	0	0	0	0	0	0	0	0	0	0	0
£640,000	0	0	0	0	0	0	0	0	0	1	0	1
£650,000	0	0	0	0	0	0	0	0	0	0	0	0
£660,000	0	0	0	0	0	0	0	0	0	0	0	0
£670,000	0	0	0	0	0	0	0	0	0	0	0	0
£680,000	0	0	0	0	0	0	0	0	0	0	0	0
£690,000	0	0	0	0	0	0	0	0	0	0	0	0
£700,000	0	0	0	0	0	0	0	0	0	0	0	0
£710,000	0	0	0	0	0	0	0	0	0	0	0	0
£720,000	0	0	0	0	0	0	0	0	0	0	0	0
£730,000	0	0	0	0	0	0	0	0	0	0	0	0
£740,000	0	0	0	0	0	0	0	0	0	0	0	0
£750,000	0	0	0	0	0	0	0	0	0	0	0	0
£760,000	0	0	0	0	0	0	0	0	1	0	1	0
£770,000	0	0	0	0	0	0	0	0	0	0	0	0
£780,000	0	0	0	0	0	0	0	0	0	0	0	0
	<b>47</b>	<b>46</b>	<b>267</b>	<b>239</b>	<b>314</b>	<b>285</b>	<b>120</b>	<b>116</b>	<b>384</b>	<b>357</b>	<b>504</b>	<b>473</b>

## Discussion of a topic of concern to the University: The future of the Investment Office

7 January 2019

The Registry gives notice that she has received a request for the discussion of the following topic of concern to the University: The future of the Investment Office.

The request is supported by the following ten members of the Regent House:

S. J. BEARD	M. HREBENIAK	T. J. MILEY
P. DOMINIAK	M. R. LAVEN	M. G. MORENO FIGUEROA
J. A. GUARNERI	C. L. LEMANSKI	
A. M. GUTE	E. E. MAWDSLEY	

The Council has agreed that this topic will be included among the matters for consideration at the Discussion to be held in the Senate-House at 2 p.m. on **Tuesday, 5 February 2019**.

## VACANCIES, APPOINTMENTS, ETC.

### Vacancies in the University

A full list of current vacancies can be found at <http://www.jobs.cam.ac.uk>.

**Professor of Chemistry (1968) in the Department of Chemistry**; tenure: from 1 October 2019 or as soon as possible thereafter; informal enquiries: Professor David Wales, Chair of the Theory Group (tel: 01223 336343 or email: [dw34@cam.ac.uk](mailto:dw34@cam.ac.uk)) or Professor John Pyle (tel: 01223 336473 or email: [jap12@cam.ac.uk](mailto:jap12@cam.ac.uk)); closing date: 28 February 2019; further details: <http://www.jobs.cam.ac.uk/job/19995>; quote reference: MA17791

**University Lecturer (Honorary Consultant) in Palliative Care in the Department of Public Health and Primary Care**; salary: £77,913–£105,042; closing date: 28 March 2019; informal enquiries: Dr Stephen Barclay, University Senior Lecturer (email: [sigb2@medschl.cam.ac.uk](mailto:sigb2@medschl.cam.ac.uk)); further details: <http://www.jobs.cam.ac.uk/job/18072>; quote reference: RH16077

**University Lecturer in Design Research in Architecture in the Department of Architecture**; tenure: from 1 September 2019; salary: £40,792–£51,630; closing date: 20 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19657>; quote reference: GC17499

**University Lecturer in the World Christianities in the Faculty of Divinity**; tenure: from 1 September 2019; salary: £40,792–£51,630; closing date: 15 February 2019; further details: <http://www.jobs.cam.ac.uk/job/19268>; quote reference: GF17153

**University Lecturer in Artificial Intelligence and Neuroscience in the Department of Engineering (in association with Wolfson College)**; tenure: from 1 September 2019 or as soon as possible thereafter; salary: £40,792–£51,630 (possible supplement in exceptional circumstances); closing date: 1 February 2019; further details: <http://www.jobs.cam.ac.uk/job/19416>; quote reference: NM17288

**University Lecturer in Gender Studies in the Centre for Gender Studies**; tenure: from September 2019; salary: £40,792–£51,630; closing date: 30 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19903>; quote reference: UE17708

**University Lecturer in Medieval Art and Architecture in the Department of History of Art**; tenure: from 1 September 2019; salary: £40,792–£51,630; closing date: 17 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19659>; quote reference: GD17501

**University Lecturer in Public Policy in the Department of Politics and International Studies (two posts available)**; tenure: from 1 September 2019; salary: £40,792–£51,630; closing date: 30 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19887>; quote reference: UE17694

**University Lecturer in the Department of Psychology (in association with Lucy Cavendish College)**; tenure: from 1 April 2019 or as soon as possible thereafter; salary: £40,792–£51,630; closing date: 31 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19824>; quote reference: PJ17642

**Head of Education Quality and Policy Office in the Academic Division**; salary: £54,765–£58,089; closing date: 18 January 2019; further details: <http://www.jobs.cam.ac.uk/job/19861>; quote reference: AK17675

*The University values diversity and is committed to equality of opportunity.*

*The University has a responsibility to ensure that all employees are eligible to live and work in the UK.*

## Elections, appointments, reappointment, and grants of title

The following elections, appointments, reappointment, and grants of title have been made:

### ELECTIONS

Professor Mark Girolami, B.Sc., *University of Glasgow*, Ph.D., *University of Paisley*, Chair of Statistics, Imperial College London, elected to the Sir Kirby Laing Professorship of Civil Engineering with effect from 19 March 2019.

Professor Christoph Hess, M.D., Ph.D., *University of Basel*, Professor, University of Basel, elected to the Genzyme Professorship of Experimental Medicine with effect from 1 April 2019.

### APPOINTMENTS

#### University Lecturers

*Chemistry*. Dr Alexander Charles Forse, M.Sci., Ph.D., *TH*, appointed from 16 September 2019 until the retiring age and subject to a probationary period of five years.

*Philosophy*. Dr Julia Anna Sarah Borcharding, M.A., *Humboldt, Germany*, Ph.D., *Yale*, and Dr Jessie Clare Munton, JN, B.A., *Oxford*, Graduate Diploma in Law, *BPP School of Law, London*, B.Phil., *Oxford*, Ph.D., *Yale*, appointed from 1 September 2018 until the retiring age and subject to a probationary period of five years.

*Psychology*. Dr Rebecca Lawson, *PET*, M.A., *Glasgow*, Ph.D., *DAR*, appointed from 1 January 2019 until the retiring age and subject to a probationary period of five years.

*Pure Mathematics and Mathematical Statistics*. Dr Dhruv Ranganathan, JN, B.Sc., *Harvey Mudd College, California*, Ph.D., *Yale*, appointed from 1 January 2019 until the retiring age and subject to a probationary period of five years.

#### Deputy Director

*University Offices (Academic Division)*. Ms Alice Margaret Benton, *W*, M.A., *N*, appointed from 1 January 2019 until the retiring age, subject to a probationary period of nine months, and designated Head of Education Services.

### REAPPOINTMENT

#### Assistant Director of Studies

*Public Health and Primary Care*. Dr Kinnary Martin, reappointed from 1 December 2018 for a further year.



## GRANTS OF TITLE

**Affiliated Lecturers**

*Human, Social, and Political Science.* Dr Robert Nathan Duschinsky, *SID*, and Dr Jane Lichtenstein, *JE*, have been granted the title of Affiliated Lecturer from 1 October 2018 until 30 September 2020.

*Modern and Medieval Languages.* Dr Roberto Blas Sileo, *JE*, has been granted the title of Affiliated Lecturer from 1 October 2018 until 30 September 2020.

**EVENTS, COURSES, ETC.****Announcement of lectures, seminars, etc.**

The University offers a large number of lectures, seminars, and other events, many of which are free of charge, to members of the University and others who are interested. Details can be found on individual Faculty, Department, and institution websites, on the What's On website (<http://www.admin.cam.ac.uk/whatson/>), and on Talks.cam (<http://www.talks.cam.ac.uk/>). A variety of training courses are also available to members of the University, information and booking for which can be found online at <http://www.training.cam.ac.uk/>

Brief details of upcoming events are given below.

<i>Equality and Diversity</i>	Holocaust Memorial Day Lecture: <i>Torn from Home</i> , by Rabbi Mordechai Zeller, Cambridge University Jewish Society, on 28 January 2019 at 12 noon in the Hick Room, University Centre, Granta Place.	<a href="https://www.equality.admin.cam.ac.uk/events/holocaust-memorial-day-lecture-torn-home">https://www.equality.admin.cam.ac.uk/events/holocaust-memorial-day-lecture-torn-home</a>
<i>Department of History of Art</i>	The Slade Professor of Fine Art Lecture Series 2019: <i>The Matrix: Contemporary Art and the Life of Print</i> , by Professor Jennifer L. Roberts, Harvard University. Every week on Tuesdays, from 22 January to 12 March 2019, from 5 to 6 p.m. in Mill Lane Lecture Room 3.	<a href="https://www.hoart.cam.ac.uk/aboutthedept/sladeprofs">https://www.hoart.cam.ac.uk/aboutthedept/sladeprofs</a>

**NOTICES BY THE GENERAL BOARD****Senior Academic Promotions, 1 October 2019 exercise: Committee amendments**

Further to the notice published on 28 November 2018 (*Reporter*, 6528, 2018–19, p. 134), the General Board has approved the following amendments to the membership of the committees:

**General Board's Senior Academic Promotions Committee; and General Board's School Committee (Physical Sciences)**

Professor Richard Vincent Penty has been appointed as a member of the General Board's Senior Academic Promotions Committee and as Chair of the School Committee (*Physical Sciences*), with effect from 31 December 2018.

**Faculty Committees (Earth Sciences and Geography)**

Professor Clive Matthew Martin Oppenheimer and Professor Sally Anne Gibson have been appointed as members of the Faculty Committee (*Earth Sciences and Geography*) in place of Professor Christine Susanna Lane and Professor Michael Allan Carpenter respectively, with effect from 29 November 2018.

**Sainsbury Laboratory Board of Management**

(*Statutes and Ordinances*, p. 674)

**With immediate effect**

The General Board, on the recommendation of the Sainsbury Laboratory Board of Management, has approved an amendment to the regulations concerning the Board of Management to provide greater flexibility in the periods of appointment for members appointed on the nomination of the Gatsby Charitable Foundation. In Regulation 1 of the regulations for the Sainsbury Laboratory, the paragraph at the end of the regulation has been replaced with the following new paragraph:

Members in classes (a) and (d) shall be appointed in the Michaelmas Term to serve for four years from 1 January following their appointment. Members in class (b) shall be appointed for such periods as the General Board shall determine. Among the members in classes (a) and (b) shall be no fewer than three scientists working in institutions overseas and one business person with a scientific background.

## FORM AND CONDUCT OF EXAMINATIONS

Notices by Faculty Boards, or other bodies concerned, of changes to the form and conduct of certain examinations to be held in 2018–19, by comparison with those examinations in 2017–18, are published below. Complete details of the form and conduct of all examinations are available from the Faculties or Departments concerned.

### Law Tripos, 2018–19: Correction

Further to the Notice published on 5 December 2018 (*Reporter*, 6529, 2018–19, p. 163), the Faculty Board of Law gives notice of a correction to the conduct of the examination for the following paper for the Law Tripos from 2018–19:

*Paper 37. Jurisprudence*

The paper will contain no fewer than eight questions of which candidates will be required to attempt any **three**.

The Faculty Board is satisfied that no candidate's preparation for the examination in 2019 will be affected by this change.

### Innovation, Strategy, and Organization for the M.Phil. Degree, 2018–19: Correction

Further to the Notice published on 5 December 2018 (*Reporter*, 6529, 2018–19, p. 172), the Faculty Board of Business and Management gives notice of a correction to the list of subjects for the examination in Innovation, Strategy, and Organization for the degree of Master of Philosophy as follows:

ISOE7 Seminar in strategy process: the length of the individual paper and response letter will be **3,000 words** (max. 25 pages) [not 12,500 words]. All other elements of this examination remain unchanged.

The Faculty Board is satisfied that no candidate's preparation for the examination in 2019 will be affected by this change.

### Strategy, Marketing, and Operations for the M.Phil. Degree, 2018–19: Correction

Further to the Notice published on 5 December 2018 (*Reporter*, 6529, 2018–19, p. 174), the Faculty Board of Business and Management gives notice of a correction to the list of subjects for the examination in Strategy, Marketing, and Operations for the degree of Master of Philosophy as follows:

ISOE7 Seminar in strategy process: the length of the individual paper and response letter will be **3,000 words** (max. 25 pages) [not 12,500 words]. All other elements of this examination remain unchanged.

The Faculty Board is satisfied that no candidate's preparation for the examination in 2019 will be affected by this change.

## REPORTS

### Report of the Council on the governance of the remuneration of the Vice-Chancellor and senior post-holders and other pay-related matters

The COUNCIL begs leave to report to the University as follows:

1. In this Report the Council proposes that it be granted authority to approve all pay-related matters concerning the Vice-Chancellor and certain other senior post-holders, to be set out in a new Special Ordinance. The opportunity is also being taken to consolidate in the same Special Ordinance the authority already granted to the Council for related matters and the Council's commitments to publish information about those matters.

2. In June 2018, the Office for Students (OfS) welcomed the publication of the Higher Education Senior Staff Remuneration Code by the Committee of University Chairs (CUC). The Council agrees with the CUC, as noted in the introduction to its Code, that fair and appropriate remuneration is key to the success and development of the UK's HE sector, operating as it does in an intensively competitive global environment.<sup>1</sup> The Council also endorses the CUC's view that fair and appropriate remuneration requires three elements: a fair, appropriate and justifiable level of remuneration; procedural fairness;

and transparency and accountability. The proposals in this Report are aligned with the principles set out in the CUC's Code. The OfS has since published its own guidance on preparing and publishing financial statements<sup>2</sup> and the Financial Reporting Council has revised its Corporate Governance Code.<sup>3</sup> The Reports and Financial Statements published with the Council's Annual Report in December 2018 (*Reporter*, 6530, 2018–19, p. 179) already reflect these new requirements.

3. Under the existing Ordinances, the Council approves the stipends of certain named officers including the Vice-Chancellor and the Pro-Vice-Chancellors, and also the stipends of officers in institutions for which it is the competent authority. This Report is seeking approval for the extension of that authority in relation to the Vice-Chancellor and other named senior post-holders, to enable the Council to determine the total remuneration offered and to make decisions concerning incentive schemes and severance pay for those individuals.

<sup>1</sup> <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code.pdf>

<sup>2</sup> <https://www.officeforstudents.org.uk/publications/regulatory-advice-9-accounts-direction-guidance-on-preparing-and-publishing-financial-statements/>

<sup>3</sup> <https://www.frc.org.uk/directors/corporate-governance-and-stewardship/uk-corporate-governance-code>

4. Changes to Ordinances are also proposed to enable the following:

- (a) the granting of authority to the Council to determine a policy for payments to external members of committees, when it is necessary to offer a financial incentive to secure the input of individuals who can provide the specific expertise and experience sought, in the manner of non-executive directors serving on commercial boards;
- (b) confirmation of the commitments to publish annually staff statistical information, as approved by Grace 7 of 27 July 2005.

5. Most of the existing powers granted to the Council in relation to senior pay are exercised on its behalf by the

6. The Council recommends:

- I. That the new Special Ordinance set out in Appendix I be approved and the existing Special Ordinances C (ii)–(xiii) be renumbered accordingly.
- II. If Recommendation I is approved, that the amendments to Ordinances set out in Appendix II be approved.

<i>10 December 2018</i>	STEPHEN TOOPE, <i>Vice-Chancellor</i>	FIONA KARET	JOHN SHAKESHAF
	RICHARD ANTHONY	MARK LEWISOHN	SARA WELLER
	ANTHONY FREELING	JEREMY MORRIS	MARK WORMALD
	DAVID GREENAWAY	SUSAN OOSTHUIZEN	JOCelyn WYBURD
	JENNIFER HIRST	MICHAEL PROCTOR	

<sup>4</sup> As noted in the interim terms of reference for the Remuneration Committee (*Reporter*, 6506, 2017–18, p. 572).

#### NOTE OF DISSENT

We welcome aspects of this Report such as the publication of the Remuneration Committee’s Terms of Reference. However, the new Terms of Reference are not aligned with the third principle of the Higher Education Senior Staff Remuneration Code of the Committee of University Chairs, namely ‘transparency and accountability’ (see paragraph 2 of the Report).

Paragraph 6.3 of the new Terms of Reference stipulates that ‘no individual’s salary figures shall be stated other than when reporting to the Council the salary figures of the Vice-Chancellor and the Vice-Chancellor-Elect’. We believe that the Council has missed an important opportunity to improve transparency and accountability in relation to the total remuneration of the senior post-holders named in the Report. The changes to the Remuneration Committee should increase transparency rather than reducing it, and the practice used in the case of the Vice-Chancellor’s remuneration should be followed for other senior post-holders. At the very least, the remuneration of senior post-holders should continue to be disclosed to the Council (since delegation does not relieve Council of the responsibility for the decisions).

Indeed, on the basis that charities should be more transparent and accountable than quoted companies (which are required to publish detailed information about directors’ remuneration), consideration should be given to the publication of detailed information about senior post-holders’ remuneration.

ROSS ANDERSON	R. CHARLES	NICHOLAS GAY	MARCEL LLAVERO PASQUINA
EVIE ASPINALL	STEPHEN J. COWLEY	NICHOLAS HOLMES	SOFIA ROPEK-HEWSON

## APPENDIX I

## SPECIAL ORDINANCE C (ii):

*Remuneration of the Vice-Chancellor and senior post-holders and other pay-related matters  
(Special Ordinance under Statute C II 1)*

1. The Council shall have authority:
  - (a) to determine the remuneration and conditions of service, and to approve incentive schemes and the severance terms, of the Vice-Chancellor; and
  - (b) to determine the remuneration and conditions of service, and to approve incentive schemes and the severance terms, of senior post-holders;
 

where

    - (i) remuneration shall include stipend, payments additional to stipend that are related to the post including bonus and market payments, housing, and other benefits and allowances available to University officers; and
    - (ii) senior post-holders shall be the Pro-Vice-Chancellors, the Registrar, the Executive Director of Development and Alumni Relations, and the Director of Information Services as being those who report to the Vice-Chancellor, and such other post-holders as the Council may determine from time to time by Notice.<sup>1</sup>
2. The Council may delegate any part of its authority under Section 1(b) of this Special Ordinance to another body, provided that in relation to that body:
  - (a) a majority of the members, including the Chair, shall be external members;
  - (b) the Vice-Chancellor shall not be a member;
  - (c) the Council shall receive regular written reports of decisions made under that delegated authority.
3. The Council shall publish in the *Reporter* by Notice at least once a year such statistical and other information concerning remuneration as may be determined by Ordinance.

<sup>1</sup> The Council has determined that the Chief Financial Officer, the staff of the Investment Office, and the project staff of the North West Cambridge development team are included in this list.

## APPENDIX II

**Regulations for Stipends** (*Statutes and Ordinances*, p. 688):

By revising Regulation 5(a) to read as follows:

(a) The stipends of the Pro-Proctors, and Additional Pro-Proctors, the University Organist, and the University Marshal shall be determined by the Council.

**Regulations for Payments Additional to Stipend** (*Statutes and Ordinances*, p. 691):

By inserting the following new regulation after Regulation 12:

13. The Council shall publish in the *Reporter* at least once a year:
  - (a) an annual remuneration statement, which shall provide such information as the Council deems appropriate in order to be able to provide accurate and transparent information, taking into account such guidance as may be issued or adopted by the regulator from time to time;
  - (b) (i) anonymized statistical information about the number of non-clinical staff on each step of the single spine, for the institution as a whole and by School (or equivalent), according to staff category, grade, and gender; and
  - (ii) anonymized information by School (or equivalent), according to staff category, grade, and gender, of additional payments made under the regulations for payments additional to stipend (including market pay), but excluding payments for clinical responsibility.

**New regulation**

## PAYMENTS FOR EXTERNAL MEMBERS OF COMMITTEES

1. The Council shall have power to determine a policy for payments to external members of committees, as published from time to time in the *Reporter*, and to approve such payments.
2. The Council may delegate its authority under Regulation 1 to another body.

## APPENDIX III

**Remuneration Committee terms of reference****1. Purpose**

- 1.1. The purpose of the Committee is:
  - 1.1.1. to consider, recommend to the Council, and where appropriate approve remuneration matters for the senior post-holders of the University;<sup>1</sup>
  - 1.1.2. to discharge certain responsibilities for remuneration matters relating to other staff of the University;
  - 1.1.3. to provide independent scrutiny of the University's public disclosures relating to remuneration;
  - 1.1.4. to provide independent, expert remuneration advice to the Vice-Chancellor and the Council on matters related to its remit;
  - 1.1.5. to receive information on remuneration matters concerning Cambridge Assessment and Cambridge University Press and other associated entities as appropriate.
- 1.2. In all matters the Committee is required to take account of the context in which the University operates including recruitment and retention needs, and to pay due regard to the responsibilities and best practice expectations on the University as a charity and as a regulated Higher Education institution, and to matters of equality, diversity, and inclusion. The Committee shall take legal advice as appropriate.
- 1.3. The Human Resources Committee is responsible for broader matters of remuneration strategy and policy and for remuneration matters for all staff outside the remit of the Committee. The Committee may refer matters of policy and of operation to the Human Resources Committee for consideration and where appropriate for decision.
- 1.4. The Committee will provide written reports to the Council of its meetings, and report annually both externally and internally to promote transparency and openness of its decision-making. The Committee will seek to base its recommendations on clear, independently sourced benchmark data.

**2. Membership**

- 2.1. The membership of the Committee shall be determined by the Council. It will comprise:
  - 2.1.1. a Chair who will be an external member of the Council;
  - 2.1.2. four other members at least two of whom will also be members of the Council. Of those four members, at least two will not be employed by the University but will have a demonstrable knowledge of the University.
- 2.2. The members at 2.1 shall be appointed by the Council.
- 2.3. Attending officers shall be:
  - 2.3.1. the Pro-Vice-Chancellor (Institutional and International Relations), and
  - 2.3.2. the Registry (Secretary).
- 2.4. The Committee may invite others to attend as it considers necessary. The Vice-Chancellor shall not ordinarily attend meetings of the Committee but may be invited to do so when appropriate. The Director of Human Resources will ordinarily attend to provide procedural advice and to support the Registry in the administration of Committee business.
- 2.5. The Chair may appoint a deputy to chair specific meetings or for specific purposes.
- 2.6. Members shall serve on the Committee for a period that is co-terminous with their period of appointment to the Council, or a period of three years in the case of non-Council members.
- 2.7. To ensure the Committee has appropriate expertise, members will be asked formally to record their relevant experience as part of the appointment process and periodically thereafter for review purposes. Specific training and briefings will be provided to members as required.
- 2.8. Members may be re-appointed to serve for a second period provided that no member shall serve more than two full terms.
- 2.9. No-one may have any part in deciding their own remuneration (see also paragraph 5.4 concerning declarations of conflicts of interest).
- 2.10. The quorum shall be the Chair plus two of those members at 2.1.2.

**3. Duties***The Vice-Chancellor*

- 3.1. To recommend to the Council the stipend and conditions of service of the Vice-Chancellor at appointment and thereafter every two years (or such other period as the Council may determine) for the period of their employment.
- 3.2. To recommend to the Council the objectives of the Vice-Chancellor and the process of evaluating performance against those objectives.
- 3.3. To carry out the annual evaluation of the Vice-Chancellor's performance against the agreed objectives for report to, and approval by, the Council.

<sup>1</sup> The following terms are defined for the purposes of these terms of reference as follows: *Senior post-holders* are the post-holders who report directly to the Vice-Chancellor, in institutions for which the Council is the competent authority and such other senior posts as may be determined by the Council from time to time. *Remuneration* is taken to include basic stipend or salary, additional payments related to the role of the individual, including bonus and market payments, allowances, pension contribution, housing, shared equity scheme, relocation terms, salary sacrifice arrangements, and CAMbens benefits.



- 3.4. To advise the Council on appropriate action in the case of the Vice-Chancellor not meeting the agreed objectives for the academic year.

*Senior post-holders – the Pro-Vice-Chancellors, Registry, Chief Financial Officer, Executive Director of Development and Alumni Relations (CUDAR), Director of Information Services (UIS)*

- 3.5. To recommend to the Council the range for the stipend of the office on appointment.
- 3.6. On the recommendation of the Vice-Chancellor, to approve the individual stipends and conditions of service of the post-holders on appointment.
- 3.7. To provide advice to the Vice-Chancellor in relation to contribution exercises relevant to the post-holders and on any other aspects of their remuneration as the Vice-Chancellor so requests (see further paragraph 4.6 below).
- 3.8. To advise the Vice-Chancellor on the process for determining the objectives of the senior post-holders and the process of evaluating performance against those objectives annually at the beginning of academic year.
- 3.9. To receive a report from the Vice-Chancellor on the annual evaluation of performance of senior post-holders against their agreed objectives.
- 3.10. To advise the Vice-Chancellor on appropriate action in the case of a senior post-holder not meeting the agreed objectives for the academic year.

#### *General*

- 3.11. *Private work and consultancy*: to monitor the application of policy determined by the Council on the recommendation of the Human Resources Committee in relation to the retention by senior post-holders of any additional earnings generated in a personal capacity where permissible under their contractual terms. The Council may at its discretion, or at the request of the General Board, extend the Committee's remit in relation to additional income to other staff, either on an individual basis or as a group.
- 3.12. *Severance payments*: to review and approve severance terms for senior post-holders. The Committee shall ensure that severance payments are reasonable and justified. The Council may at its discretion or at the request of the General Board extend the Committee's remit in relation to severance payments to other staff, either on an individual basis or as a group.
- 3.13. *Expenses of senior post-holders*: to monitor the use of the University's expenses policy by senior post-holders. The Council may at its discretion or at the request of the General Board extend the Committee's remit in relation to expenses to other staff, either on an individual basis or as a group.
- 3.14. *Payments to external members*: to review on an annual basis policy set by the Council relating to payments made to external members of committees.
- 3.15. *Market payments*: to receive regular reports of market payments awarded to university staff (see also paragraph 4.5 below).
- 3.16. *Reporting*:
- 3.16.1. to receive and comment on draft reports for publication including the annual Staff Statistical Report, Equal Pay Report, Gender Pay Gap Report and to consider other reports, papers, and minutes as appropriate to the work of the Committee;
  - 3.16.2. to review and recommend to Council the annual remuneration statement to be published on the University website which will include disclosure and explanation of remuneration matters, relating as required by the relevant codes in effect at that time;
  - 3.16.3. to ensure compliance with reporting requirements set by the Office for Students relating to salaries at or above specified thresholds;
  - 3.16.4. to review and recommend to Council the statement to be published on the University's website on the University's choice of comparator institutions/organizations as regards recruitment and retention matters of senior post-holders.
- 3.17. *Other Remuneration Committees*: to review, and as the Committee considers appropriate, to approve:
- 3.17.1. recommendations from the Remuneration Committee of the West and North West Cambridge Estates Board;
  - 3.17.2. recommendations from the Investment Office Employment and Remuneration Committee.
- 3.18. *Other*: to consider any other remuneration matters as may be referred to the Committee by the Council, the General Board, the Human Resources Committee or its working groups, or other relevant bodies.
4. **Advisory role**
- 4.1. The Committee may contribute to the development of the University's internal talent and succession strategies for senior post-holders.
- 4.2. The Committee may provide advice to the Vice-Chancellor on the remuneration packages of staff other than those covered by the above provisions as the Vice-Chancellor so requests or as the Committee considers appropriate, and drawing on appropriate external expertise as appropriate.
- 4.3. The Committee may review and make recommendations based on the annual University gender pay and equal pay reporting and other aspects of remuneration decisions affecting gender and other protected characteristics within the University.
- 4.4. The Committee may consider and, as it considers appropriate, refer to the Human Resources Committee the development of best practice in the use of contribution increment schemes (or equivalent).



*Other remuneration for senior post-holders and other Grade 12 staff<sup>2</sup>*4.5. *Market payments:*

- 4.5.1. to receive plans from institutions relating to their remuneration strategies for grade 12 posts where market pay may be relevant. The Committee will seek to be appraised at an early stage of the proposed salary ranges for those posts so that it may, as necessary, approve the range within which negotiation with a successful candidate may be concluded. The Committee should expect a reasoned evidence-based case, in advance, where an appointment is anticipated to require a market payment of 10% or higher of the lowest salary point of the grade or band.
- 4.5.2. in relation to recruitment and retention cases, to consider and, if appropriate, to approve market payments to senior post-holders where such payments exceed 10% of the lowest salary point of the grade or band,<sup>3,4</sup> and
- 4.5.3. in relation to market payments made under paragraph 4.5.2, to consider and, if appropriate, to approve renewal of those market payments.

4.6. *Contribution payments:*

- 4.6.1. to receive a biennial report from the Vice-Chancellor's Advisory Committee for Contribution Reward payments for Non-Academic Officers in grade 12; and
- 4.6.2. to receive a biennial report from the Vice-Chancellor's Advisory Committee on Professorial Pay.

4.7. *Payments additional to stipend:* to review and, if appropriate, to approve individual and group bonus payments or other incentive structures and outcomes.5. **Operation**

- 5.1. The Committee shall meet in person, a minimum of twice each term.
- 5.2. The Committee may conduct business by correspondence where appropriate. Any decision taken by correspondence shall be formally noted by the Committee at its next meeting.
- 5.3. In cases of exceptional urgency, the Chair may act on behalf of the Committee. Any decisions taken by the Chair in this way shall be reported to the Committee as soon as possible thereafter.
- 5.4. It is recognized that there may be general remuneration matters in which members will have an interest e.g. pension arrangements. Members will be required to declare any specific conflicts of interest and these will be recorded. No senior post-holder shall be present at any discussion about their own remuneration.
- 5.5. Decisions can be taken by a majority of voting members of the Committee.
- 5.6. Formal minutes will be kept of the Committee's business.

6. **Reporting**

- 6.1. A written report of the Committee's business will be made to Council under Reserved Business as soon as reasonably possible after each meeting of the Committee. An oral report may be made to the Council in addition, if appropriate.
- 6.2. In the interests of transparency, a summary report of Committee business will be published on the University's Governance website after the Committee has reported to the Council.
- 6.3. In reporting the Committee's business no individual's salary figures shall be stated other than when reporting to the Council the salary figures of the Vice-Chancellor and the Vice-Chancellor-Elect.
- 6.4. A member of the Council can request to see the Committee papers on application to the Secretary for the purposes of discharging his or her duties as a member of the Council.
- 6.5. An annual written report of the Committee's business, as part of the University's annual reporting cycle, will be submitted to Council under Reserved Business as soon as reasonably possible at the end of each academic year.

7. **Administration**

- 7.1. The Committee papers will be circulated under confidential cover five working days in advance of each meeting.
- 7.2. Apologies for absence should be made to the Secretary.
- 7.3. Draft minutes will be circulated to all Committee members within one week of the meeting.

8. **Review**

- 8.1. These terms of reference shall be reviewed annually.
- 8.2. The effectiveness of the Committee's operation against the terms of reference shall be reviewed annually to ensure that it is fulfilling its purpose and to adapt to any changes in approach and structures.

<sup>2</sup> The Remuneration Committee will retain responsibility for payments to all grade 12 staff until the approval of the new Pay Committee, at which point the Remuneration Committee's responsibility will be limited to the senior post-holders, as defined under these terms of reference. The terms of reference will then be updated as appropriate.

<sup>3</sup> See further paragraph 9.3.

<sup>4</sup> The Vice-Chancellor, as Head of Institution, has authority to approve market payment to senior post-holders where such payments are up to and including 10% of the lowest salary point of the grade or band.

## 9. Authority

- 9.1. The Council is the competent authority in relation to University officers appointed to Council institutions.<sup>5</sup> The Council also makes such decisions concerning staff of the University as may be referred to it under the Statutes and Ordinances of the University<sup>6</sup> and by Grace of the Regent House.
- 9.2. The Remuneration Committee is a committee of the Council which acts on the Council's behalf in accordance with its terms of reference, as approved from time to time by the Council.
- 9.3. The Committee has authority under the Second Joint Report of the Council to approve market pay for professorial or equivalent staff, i.e. those in grade 12.<sup>7</sup>

<sup>5</sup> Statute C I 1(b).

<sup>6</sup> Including the nomination of the Vice-Chancellor under Statute C III 1, the appointment of the Pro-Vice-Chancellors under Statute C III 15, and the appointment of the Registry under Statute C VI 2.

<sup>7</sup> Joint Report of the Council on amendments to the pay and grading scheme for non-clinical staff implemented following the Second Joint Report of 25 July 2005 (*Reporter*, 6302, 2012–13, p. 423, as approved by Grace 2 of 22 May 2013). The Remuneration Committee will retain responsibility for payments to all grade 12 staff until the approval of the new Pay Committee, at which point the Remuneration Committee's responsibility will be limited to the senior post-holders, as defined under these terms of reference. The terms of reference will then be updated as appropriate.

## GRACES

### Graces submitted to the Regent House on 9 January 2019

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 105) will be deemed to have been approved at 4 p.m. on Friday, 18 January 2019.

1. That Professor Mary Fowler, Master of Darwin College, be reappointed one of the Septemviri to serve from 1 January 2019 until 31 December 2020.
2. That Dr Robert Henderson, *EM*, be appointed one of the Septemviri to serve from 1 January 2019 until 31 December 2020.
3. That Mr John Dix, *DAR*, be appointed one of the Septemviri to serve from 1 January 2019 until 31 December 2020.
4. That Professor Richard Prager, *Q*, be appointed a member of the Finance Committee in class (*e*) to serve from 1 January 2019 until 31 December 2021.
5. That Professor Evis Sala, *G*, be appointed a member of the Finance Committee in class (*e*) to serve from 1 January 2019 until 31 December 2021.
6. That a William Lamb Fund be established in the University, to be governed by the following regulations:<sup>1</sup>

#### WILLIAM LAMB FUND

1. The bequest received from William George Percival Lamb, together with such other sums as may be received or applied for the same purposes, shall form an endowment fund called the William Lamb Fund to support the Strangeways Research Laboratory (or its successor body) in the study of special diseases<sup>1</sup> and the furtherance of scientific research in its various branches.

2. The Managers shall be responsible for the administration of the Fund and the application of its income and shall comprise the Head of the School of Clinical Medicine, the Head of the Department of Public Health and Primary Care, and a member of the Department of Public Health and Primary Care appointed by the Faculty Board of Clinical Medicine who shall serve for such period as the Faculty Board shall determine.

3. The income of the Fund shall be used to provide awards in the form of research grants, studentships, or fellowships to support the Laboratory's research. The number and the tenure of the awards made in any given year, the expenses to be covered by an award, the application process, and the selection criteria to be applied, shall be at the discretion of the Managers.

4. Any unexpended income may, at the discretion of the Managers, be added to the capital of the Fund or accumulated for use as income in accordance with Regulation 3 in any one or more subsequent years.

<sup>1</sup> Under the terms of a scheme concerning the trust governing the Strangeways Research Laboratory, which was approved by the Charity Commission on 30 July 2010, 'special diseases' is defined as 'some of the more important diseases the pathology and treatment of which are at present undetermined'.

<sup>1</sup> See the Vice-Chancellor's Notice (p. 283).

7. That the ARUK Professorship of Rheumatology be retitled the Versus Arthritis Professorship of Rheumatology and the Fund for the Professorship be retitled accordingly (*Statutes and Ordinances*, pp. 756 and 777).<sup>2</sup>

<sup>2</sup> The Council, on the recommendation of the General Board and the Head of the School of Clinical Medicine, proposes these changes to reflect the change in name of the donor charity which endowed the Professorship.

## ACTA

### **Approval of Graces submitted to the Regent House on 5 December 2018**

The Graces submitted to the Regent House on 5 December 2018 (*Reporter*, 6529, 2018–19, p. 176) were approved at 4 p.m. on Friday, 14 December 2018.

E. M. C. RAMPTON, *Registrar*

**END OF THE OFFICIAL PART OF THE ‘REPORTER’**

**COLLEGE NOTICES****Elections***Clare College*

Appointed as Dean and elected into a Fellowship in Class B from 1 January 2019:

The Rev'd Dr Mark Smith, M.A., M.Phil., Ph.D., *PET*

*Newnham College*

Elected as Principal with effect from 1 September 2019:

Ms Alison Rose, B.A., M.A., *N*, British Ambassador to Belgium

*Robinson College*

Elected into a Fellowship in Class B with effect from 1 December 2018:

Dr Johan Petter Larsson, M.Sc., Ph.D., *Jönköping, Sweden*

*St Edmund's College*

Elected as Fellow under Title A:

Dr Linda King, B.Sc., *Witwatersrand*, M.Sc., Ph.D., *Cape Town*

Elected as Fellow under Title B:

Dr Magdalen Connolly, B.A., *Exeter*, M.Phil., Ph.D., *EM*

Elected as Bye Fellow:

Dr Esther-Miriam Wagner, M.A., *Friedrich-Schiller-Universität Jena*, Ph.D., *Q*

Dr Junqing Wu, B.A., M.A., *East China Normal*, Ph.D., *Nottingham*

Dr Rachel Shute, M.A., B.M.B.C.H., *Oxford*, M.A., Med.Ed., *Bedfordshire*

Dr Salim Al-Gailani, B.A., *UCL*, M.Phil., Ph.D., *DAR*

Dr Chris Heath, M.Biochem., *Bath*, M.Phil., Ph.D., *Yale*

Appointed as Associate (PDRA):

Dr Xavier Renaudin, B.Sc., M.Sc., *UPMC Paris*, Ph.D., *Institut Gustave Roussy*

Dr Simone Ferrari-Toniolo, M.Sc., Ph.D., *Rome*

Dr Beth Tennyson, B.S., *University of Wisconsin*, M.S., Ph.D., *University of Maryland*

Appointed as Research Associate:

Dr Merav Rosenfeld, B.A., *Bar-Ilan*, B.A., M.A., *Tel-Aviv*, Ph.D., *ED*

Appointed as Visitor to the Senior Combination Room:

Dr Kayla Friedman, B.Sc., *University of Virginia*, M.Arch., M.U.D., *Washington University*, Ph.D., *HO*

Dr Diana Beech, B.A., *Durham*, M.Phil., *SID*, Ph.D., *PET*

**Vacancies**

*Christ's College*: Bye-Fellowships in Economics for University Teaching Officers in the Faculty of Economics; salary: standard intercollegiate rate plus a small annual bonus; closing date: 15 February 2019; further details: <https://www.christs.cam.ac.uk/vacancies-christs-college>

*Darwin College*: Stipendiary Research Fellowship: the Adrian Research Fellowship in History or Anthropology of Science or Medicine in societies and cultures other than the modern West; tenure: from 1 October 2019; closing date: 28 January 2019; further details: <http://www.dar.cam.ac.uk/research-fellowships>

*Girton College*: Science Research Fellowship; tenure: three years from 1 October 2019; stipend: £19,850–£23,557, plus 80 hours teaching a year at £3,973; closing date: 14 January 2019; further details: <https://www.girton.cam.ac.uk/vacancies>

*Robinson College*: Non-stipendiary Fellowship in Engineering (candidates with an interest in teaching Electrical/Electronics or Mechanics particularly welcome); tenure: up to five years from 23 April 2019 (or as soon as possible thereafter); closing date: 15 January 2019; further details: <https://www.robinson.cam.ac.uk/about-robinson/job-vacancies/fellowship-engineering>

**Memorial Service****Jesus College***Memorial Service for Professor David Fieldhouse*

A Memorial Service will be held in Jesus College Chapel on Saturday, 23 February 2019 at 2 p.m. for Professor David Fieldhouse, F.B.A., Litt.D., prominent historian of the British Empire, Fellow and Emeritus Fellow of Jesus College. Refreshments in Jesus College will follow the service. All are welcome.

**EXTERNAL NOTICES****Oxford Notices**

*St Benet's Hall*: Senior Tutor; tenure: permanent from 1 September 2019; stipend: £50,000–£57,000; closing date: 7 February 2019 at 12 noon; further details: <https://www.st-benets.ox.ac.uk/vacancies>

*University College*: The Scott Family Junior Research Fellowship in Autism; salary: £24,983 plus benefits; closing date: 30 January 2019 at 12 noon; further details: <https://www.univ.ox.ac.uk/jobs-at-univ-2/>

*Wadham College*: Fixed-term Fellowship in Ancient History; salary: £29,515; closing date: 7 February 2019 at 12 noon; further details: <https://www.wadham.ox.ac.uk/about-wadham/jobs/academic/fixed-term-fellowship-by-special-election-in-ancient-history>