

CONFIDENTIAL

GENERAL COLLEGE MEETING
Friday 2 December 2016 at 9.15 a.m. in the Munro Room
MINUTES

OBSERVERS: Dr Walker and Dr Patterson

JUNIOR MEMBERS: Mr Wakelam, Mr Albrow-Owen and Mr Dixon

NOTE-TAKER: Mrs Pope

UNRESERVED BUSINESS

I UNRESERVED MINUTES of the College Meeting held on 9 November 2016

The Minutes of the unreserved minutes of the College Meeting held on 9 November 2016 were approved.

II MATTERS ARISING

There were no matters arising.

III COLLEGE OFFICERS' AND FELLOWS' BUSINESS

(1) Admissions Tutor – Dr Thompson thanked fellows in advance for their efforts during the forthcoming round of interviews.

(2) Estates Bursar – Dr Walker gave an update on 2 projects:

(a) The scaffolding around the Munro Room is in the process of coming down and should be completely cleared by Christmas. This will conclude this phase of this particular building project, next year will see the same works commence on the opposite side of Old Court.

(b) Riverbank repairs – Dr Walker reported that the project had been going well until 1 December, when the ground anchors failed. (Subsequently, the contractors installed working ground anchors, completed their phase of the works and vacated the site.)

We expect completion of next phases by Easter.

(c) Dr Gog, as Senior Treasure of Magsog, reported on an excellent concert conducted by Edward Reeve earlier in the week, and encouraged Fellows to attend future concerts.

IV CHRISTMAS CLOSURE

The following proposal was approved by the Governing Body:

To close the Porters' Lodge and keep locked all gates to the College from 2200hrs on Saturday 24 December 2016 until 0800hrs on Tuesday 27 December 2016 inclusive.

From 0800hrs on Tuesday 27 December until 2000hrs Saturday 31 December inclusive, the Porters' Lodge will be open. At 2000hrs on Saturday 31 December the Porters' Lodge will be closed and will re-open at 0800hrs on Sunday 1 January. The gates would remain accessible via the University Card.

The Housekeeping Department's last working day will be Thursday 22 December 2016, returning to work on Tuesday 3 January 2017. This applies to the main site and outside properties.

V FUTURE OF THE COLLEGE: STRATEGY REVIEW SUMMARIES (CM3621)

The President opened the discussion on CM3621, reminding fellows that all reports on which it is based were circulated at end of the last academic year. He added that the chairs of all ad-hoc committees met earlier this term, and it became evident that there were a series of major themes that affected all reports. It was therefore not possible to go on to a detailed discussion until these themes were pulled together, resulting in CM3621 which was circulated to give everyone the opportunity to consider the detail of the reports within a defined framework.

The President said that the over-arching and major issue emerging is size of the College which needs to be considered and agreed before any ad-hoc committee can go forward with more detailed proposals.

It was noted that the undergraduate committee recommends the College should stay the same size – the Dean disagreed and said he would like to see the size of the undergraduate community reduced.

Dr Gog, as co-chair of the Undergraduate ad-hoc committee, said that whilst they had been explicit about size, they carefully didn't say to stay the *same* as there is a trade off. The proposal would be to survey all Directors of Studies - the implication is if we do not grow, we have to choose to do one subject or another or shrink larger subjects to have diversity.

Dr Allison said he was relieved that these questions are for a preliminary discussion. He asked whether senior College officers had been present at the meeting of the chairs – the President confirmed that they were.

Dr Milgate said he felt quite uncomfortable discussing such serious matters without hearing the views of the various committees about their thinking behind these issues. He added there had been no discussion by the Governing Body so far, and was therefore concerned about considering this in such a brief meeting – he said he had not been able to read in detail since the circulation of the papers.

Prof. Jones said he also felt rather uncomfortable about the process. The reports circulated in June were 'interim' and he had expected to have more than a short discussion in a Governing Body meeting to discuss the complexities. He felt as if we are being pushed into making hard and clear-cut decisions with a lack of information.

Prof. Jones added that he found it difficult to make a simple decision when the complexity has not been explained and with little time to reflect. He was concerned as a trustee on the wider issues on this question in the time available.

Dr Thompson, as chair of the Graduate committee, said they did not reflect on numbers and size, they were more concerned about the issues around them. Building on the work previously done by the Vice-President, they revisited the nature of the graduate community. Dr GMcShane said the concerns about the graduate community related to disconnection with the college therefore we need to think around particular strategies to approach housing and other resources.

Dr Fraser, as chair of the Fellowships ad-hoc committee, said that the two key issues were fellows contracts and the increasing flexibility of contracts which ties into the size of both the undergraduate and the graduate communities. The committee also discussed increasing the size of the post-doc community, thinking about how they might contribute to act as a bridge between the MCR and SCR.

Prof. Hall said in terms of the graduate community, the conclusion of her earlier report that the size is about right at present arose from looking both at the balance between the one-year students and 3 plus year students, and finding that the total number produced a community which was attractive to graduates. There was also a feeling that by increasing the size of the community, this would start turning it into anonymous rather than a more personal community. Balance was a much more difficult issue. There was a general feeling from the graduates at the time (which has not been tested this year) that PhD students were beginning to become swamped with one year students. Looking at the total numbers, they do not look to be particularly out of balance but amongst first-years, where the interactions start, the number of one-years substantially outnumber the three-year students. There is a concern the the PhD community is getting small and getting lost.

The President reiterated that the size of the College is the inter-locking theme therefore it will be difficult for each group to develop ideas unless we have an interim view to take.

There followed a discussion about capacity, capability and accommodation.

The JCR President said that part of the secondary consideration was thinking about the interaction with the undergraduate body. We do not want to have a college which is very atomised and where students do not interact with each other. Having a small enough size is important for fostering a collaborate environment where students know each other. There are a number of larger colleges where you hear that the student experience is inferior to ours. Prof. Hall added this also applied to the Graduate side.

Dr Thompson noted that the paper suggests admitting 145/150 undergraduates per year. He said that the historic trend has been greater which is due to University pressure and related to teaching contracts because of certain subjects with certain number of students which need to be admitted. This needs to be carefully considered. Dr Milgate agreed and said he would welcome a detailed discussion as we have not yet heard all the arguments about reducing the size of the College. We need to discuss whether the recent increase in numbers needs to be stopped, or reversed – he did not feel equipped to be able to make this decision today.

The President reminded the Governing Body that when this review process started, the Fellowship said they wanted a decision within one year, therefore he was trying to define the key points which have emerged out of the reviews, which have been in front of the Governing Body for at least six months. For example, the next issue is

whether we should split the administration of the college – this is not for decision today, but it is to put before the Governing Body after what emerges from the papers. The hope was that a decision could be made today.

Dr Milgate felt we must ask this Governing Body to discuss together and form a view about these significant decisions. Ideally he felt this matter should move forward in a similar way to statutes revision – that all members of the strategy committees need to go through all of the key issues with the Governing Body.

Prof. Hall put forward a suggestion that we ask the undergraduate and graduate committees, which will drive the size of the college, to produce some models of the options so we have a basis of information for discussion and make a decision at an evening/lunch meeting of the Governing Body? Perhaps starting with some worked up examples to give us a bit more substance? The idea of an away-day was mooted.

Prof. Prager said that his impression from the University, and from the way the structure and finances are evolving is that, the University will wish to avoid substantive changes in the way it operates, given the current pressures on resources and desire to avoid these changes. The only way to do this without impacting on finances is by a gradual increase in the number of students we take as a University. In the short term this is likely to happen on the Graduate side, rather than the Undergraduate side. He said it was difficult to predict the future, he could not see how the University will not get bigger across the board. The President agreed – he said the question is whether we get bigger or whether the University will create more colleges.

Mr Harling, referring to Prof. Hall's suggestion regarding models, asked for consideration to be given to the following model to put forward - what the undergraduate community would look like with all rooms with single occupancy in Fisher Building, and on the graduate community, with 100 extra rooms.

Prof. Scott said she would like to see evidence on both sides on which the committees have relied upon, and evidence behind the arguments from both the Undergraduate and Graduate committees for changing the size of the College as there appear to be inconsistencies.

The President said it was clear that the Governing Body wanted a long discussion to consider this. Given that evening meetings were not desirable, he asked when would be the best time for this meeting. This was discussed and it was agreed that the mid-term meeting during the Lent term, where there is usually a very shortened administrative agenda, would be the best opportunity. The meeting would commence at 1.30pm and that the whole afternoon should be allowed for this meeting.

Dr Fraser left the meeting

It was noted that other major questions will require discussions around Fellows contracts and teaching obligations, the roles of non-official fellows, eg Fellow commoners performing other roles for the College – is this something we like or dislike, as well as what will be the impact of a large increase in the PDRA community?

Dr Milgate thanked all those involved in the committees for their work so far.

Prof. Hall asked that if anyone identifies any more background work needing to be done prior to the mid-term meeting, could they please send notes to either the President or the Vice-President outlining what information they would like.

VI APPEALS & DONATIONS COMMITTEE (CM3609)

CM3609 was approved by the Governing Body

VII SAFETY OFFICER: Safety Committee Annual Report 2015/2016 (CM3610)

CM3610 was noted and the Governing Body noted its thanks to Dr Callingham for his hard work and efforts on this important issue.

VIII QUEENS' COLLEGE LIBRARY AND ARCHIVE COMMITTEE – MINUTES OF THE MEETING HELD ON 21 OCTOBER 2016

The Minutes of the Queens' College Library and Archive Committee meeting held on 21 October 2016 were noted. Dr Patterson added that the new librarian is in place.

X ANALYSIS OF SUBJECTS AND STUDENT NUMBERS 2016/2017 (CM3611)

CM2611 was noted. Mr Spence added that he has asked the Clerk to the Tutors for information on intermitters, and when they return – there is a significant omission in understanding the dynamics. The information requested will go back to 2013 which should help give a greater understanding.

X UNCONFIRMED MINUTES: TEACHING AND LEARNING COMMITTEE ON 16 NOVEMBER 2016

The Unconfirmed Minutes of the Teaching and Learning Committee meeting held on 16 November 2016 were noted.

XI MINUTES OF THE PREVENT COMMITTEE MEETING ON 11 NOVEMBER 2016

The Minutes of the Prevent Committee meeting held on 11 November 2016 were noted.

The JCR President was commended for his contribution to this committee.

XII UNRESERVED MINUTES OF THE TUTORIAL COMMITTEE MEETING ON 16 NOVEMBER 2016

The Unreserved Minutes of the Tutorial Committee meeting held on 16 November 2016 were noted. The President noted that item 1 is likely to cause controversy within the University.

XIII QUEENS' PRIZE FOR OUTSTANDING CONTRIBUTION TO COLLEGE EDUCATION (CM3620)

JE introduced CM3620 and congratulations were noted to the three Fellows who have been awarded prizes.