

ST HUGH'S COLLEGE, OXFORD

The Third Stated Meeting of the **GOVERNING BODY** in Michaelmas Term was held on Wednesday, 2 December 2020.

The Meeting was held virtually by Video Conference in Microsoft *Teams* as a result of the Coronavirus (COVID-19) pandemic.

Present:	The Principal (Chair)	Mr Marshall
	Professor Moore	Professor Leach
	Professor Garnett, Vice-Principal and Library and Archive Fellow	Professor Loutzenhiser
	Dr Kuhn	Professor Conway
	Professor Getzler	Professor Baker
	Professor Wong	Professor Mann
	Professor Mitchell	Dr Sanders
	Professor McDonald	Dr Parkin
	Mrs Vainker	Professor Husband
	Professor Duncan	Professor Doyle (Secretary)
	Professor Westbrook, Senior Tutor	Professor Jérusalem
	Professor Grainger	Professor Saupe
	Professor Macnair	Professor Morisi
	Professor Wilson	Professor Cont
	Professor Rood	Dr Taylor, Tutor for Equality
	Dr Perkins	Professor Kornmann
	Professor Powell	Mr Myring, Bursar
	Professor Martin	Professor Abate
	Professor Marshall	Professor Kocsis
In attendance:	Professor Blunsom	Dr Nichols
	Professor McMahon	Dr Vandt
	Professor Bentley	Dr Smyth
	Professor Thompson	Mr Lawrence, Director of Development
	Dr Hein	
	Ms Aitken, University Registrar	

Mr Brandts and Mr De Luca represented the MCR and Mr O'Hanlon and Mr Bakare the JCR. They attended for items 124-137, 140-154, 159-161, 165-171, 183-188 and 191-196.

124. Apologies for Absence

Apologies were received from: Professor Plunkett; Professor Harnden; Professor Perera, Dean; Professor Ballentine; Professor Eidenmüller; Professor Chalker; Professor Cook and Professor De Luca (Professor Stellardi; Professor Stevens; Professor Biro; Professor Oberhauser; Professor Cousins and Professor Carvalho on leave).

125. Governing Body Membership

The Principal thanked the Fellowship for its significant attendance at this meeting of the Governing Body, the last of Michaelmas Term.

Mr De Luca and Mr Bakare were welcomed to their first Governing Body meeting and congratulated on their election as the incoming MCR and JCR Presidents from 1 January 2021. Mr Brandts and Mr O'Hanlon were thanked for their contribution to, and work for, the College and Governing Body during the past year while they have served as MCR and JCR Presidents.

The JCR President thanked Governing Body and the College for its consideration of student issues over the past year and for working towards outcomes that benefitted students and the whole College community. The MCR President also thanked the College, and in particular, the Bursar, the Accommodation Team and the Porters, who had all been extremely helpful during the year.

126. Draft Prevent Duty Return 2019-20 (Circ Bus 26.11.20)

It was noted that the draft Prevent Duty Return 2019-20 had been circulated and approved.

127. The Minutes of the Second Stated Meeting in Michaelmas Term held on 4 November 2020 had been circulated and were approved.

128. Apologies for Absence (GB 64, 04.11.20)

It was noted that Professor Getzler had offered his apologies for absence from the previous meeting, which had not been recorded in the Minutes.

129. Screenshot of Teams Meeting of Governing Body (GB 94, 04.11.20)

As part of the Archive and Alumni Association project 'Snapshot 2020', to record College life during the pandemic and associated lockdowns, a screenshot was taken of the Governing Body meeting held virtually in Microsoft *Teams*.

130. The Minutes of the Special Meeting held on 4 November 2020 had been circulated and were approved.

131. Conflicts of Interest

None were declared.

132. JCR St Hugh's College Ball 2021 (GB 374, 17.06.20)

In the light of the continuing Coronavirus (COVID-19) pandemic it was agreed that the JCR College Ball, proposed to be held on Saturday, 8 May 2021, should not proceed on this date. Governing Body was extremely supportive of a Ball being held and strongly supported the student body in this endeavour, but had concerns about the wisdom and feasibility of holding a Ball before the pandemic was completely over. It was recognised that this was hugely disappointing for the JCR Ball Committee, who had been working tirelessly in planning the Ball for the past seven months. However, it was considered that the situation was much too uncertain for an event as large as the College Ball to take place on the planned date, and that the risks of Government restrictions around social distancing and event sizes still being in place resulting in possible financial, health and reputational risks were too great, even with the possibility of mass vaccination by this time.

Instead, there was discussion of the possibility of holding the College Ball either at the very end of Trinity Term 2021, in either late June or very early July, or of deferring the Ball to the academic year 2021-22. Governing Body was equally in favour of both timelines and it was agreed that the JCR Ball Committee should work on a proposal to be considered at the 14 January 2021 meeting of Governing Body, liaising with the Bursar prior to the meeting.

Governing Body thanked the JCR Ball Committee for all the work that they had undertaken to date preparing for the College Ball.

133. Coronavirus (COVID-19) Pandemic Update (GB 70, 04.11.20)

The Bursar advised that the College was currently conducting lateral flow tests, to enable UK students to return home safely for Christmas during the Government travel window from 3-9 December. The tests are not compulsory, but 208 had been booked so far by College students. There had been no confirmed positive test results recorded to date.

The Bursar advised that under the circumstances Michaelmas Term had gone as well as it could have and that students, following the rules and responding where there was a need to self-isolate, had been critical to the relative success of the term. The MCR and JCR were thanked for all their work in facilitating this.

The University Registrar advised that the College and the students had coped with the various issues extremely well all term, following guidance, advice and processes regarding COVID security, self-isolation and households, and lateral flow tests. She thanked the Bursar for his work to ensure that the College had run smoothly through the term. The Bursar also thanked Mr James Hatherly in the Conference and Events Team, who had taken responsibility for much of the organisation of the lateral flow tests.

It was noted that plans for Hilary Term had not yet been finalised and that the College is awaiting guidance from the Government and the University. There is likely to be a staggered return back to the College at the start of Hilary Term, similar to the staggered departure being organised this week, and students may be encouraged to take lateral flow tests upon their return. It was noted that lateral flow tests were not as reliable as PCR tests and there was a danger of both false positive and false negative results.

The University Registrar advised that there was currently a low incidence of COVID-19 amongst the student body in Oxford and in fact less incidence than in the same age-group nationally. There had also been no known cases of transfer of the virus from students to staff.

There was discussion of mental health issues arising from self-isolation and lockdowns, and the Principal advised that this was at the top of the list of concerns of the Welfare Committee.

The MCR President–elect advised that mental health issues among the student body were also at the top of his agenda, and that many Graduate students were staying over the whole of the Christmas vacation, including the College closure period, because they had no alternative option. He was pleased that the Library would remain open and that there would be some level of catering provision through the vacation for those who might need to self-isolate. He also requested that gym equipment might be made more available for students over the vacation, perhaps by providing it in a different location.

134. Report and Recommendations from Finance Committee

The unconfirmed Minutes of the Second Stated Meeting of the Finance Committee in Michaelmas Term held on 25 November 2020 had been circulated and were received.

135. Management Accounts, Period 3 - Three Months to 31 October 2020 and Forecast to 31 July 2021 (FC 8)

The Management Accounts for Period 3 (1 August–31 October 2020) and updated Forecast to 31 July 2021 had been circulated and were received. The Bursar advised that although this was early in the financial year, the Management Accounts were broadly running to budget at this point.

The Bursar highlighted that the Forecast took a cautious view of the year ahead, even with the promise of vaccination and a possible return to more normal times. Summer schools were not very likely to go ahead next summer in any normal way and little conference activity is expected for the rest of this financial year. Together, these items represent a further £1m of income that has been taken out of the Budget. However, in mitigation, there have been more students in College this term, rather than less, as had been predicted by the University, which was of significant benefit to the College's residential income. There had also been cost savings resulting from the lack of conference and summer school activity and, overall, the College is likely to end up with a slightly smaller deficit than budgeted.

It was noted that the detailed 7+5 Forecast would be presented to the Finance Committee and Governing Body in Hilary Term. This Forecast would be useful in the preparation for a bid to the College Contributions Scheme, when applications open in March 2021.

On the recommendation of the Finance Committee, the Management Accounts for Period 3, to 31 October 2020, and the updated Forecast to 31 July 2021 were approved.

136. Report and Recommendations from Investment Committee, 27 October 2020 (FC 9)

The unconfirmed Minutes of the Stated Meeting of the Investment Committee in Michaelmas Term held on 27 October 2020 had been circulated and were received.

137. Drawdown from the Endowment (FC 9a) (GB 90, 04.11.20)

It was noted that on the recommendation of the Finance Committee, the proposal to continue to maintain the income drawdown from the endowment at its current level of 3.77% had been approved by Governing Body at its previous meeting on 4 November 2020.

138. Report and Recommendations from Investment Committee, 20 November 2020 (FC 10)

The unconfirmed Minutes of the Extraordinary Meeting of the Investment Committee held on 20 November 2020 had been circulated and were received.

139. Investment Review (FC 10a) (GB 335, 20.05.20)

On the recommendation of the Finance Committee, the proposal to transfer the endowment funds currently invested with BlackRock to actively-managed funds with CCLA and Sarasin & Partners was approved.

The Principal thanked the Investment Committee for its work on the Investment Review, particularly over the past three months, and noted the work undertaken and excellent advice given by the three external members, who are also alumni, as well as Professor Getzler and Professor McMahon.

140. Report and Recommendations from Infrastructure Committee (FC 11)

The unconfirmed Minutes of the Stated Meeting of the Infrastructure Committee in Michaelmas Term held on 17 November 2020 had been circulated and were received.

141. Report and Recommendations from the Head Gardener and Grounds Manager (FC 11b)

The Michaelmas Term report from the Head Gardener and Grounds Manager had been circulated and was received.

142. Water Feature and Bench (FC 11b i) (GB 401b, 19.06.19)

It was noted that the new water feature, to be installed outside the Bursar's office by the MGA link corridor, had been donor-funded and was in the process of being purchased, with work starting in January 2021. The funding for this project was specific and did not divert funding from any other project. There will also be benefit in that the project is acting as a catalyst for the Gardens Team to tidy up and refresh the borders in the area of the MGA link corridor.

It was noted that the Finance Committee had been unsympathetic to the proposal for a new garden bench to be purchased and sited overlooking the water feature and, on the recommendation of the Finance Committee, this was NOT approved.

143. Head of Estates' Report and Recommendations (FC 11c)

The Michaelmas Term report from the Head of Estates had been circulated and was received.

144. 9 and 10 Canterbury Road Houses (FC 11c iii) (GB 81, 04.11.20)

It was noted that the lease for the tenancy by the Abilene Christian University of Texas had ended on 18 August 2020 after 20 years. A dilapidations survey had been undertaken and lease liability rectification works completed in September in readiness for the Michaelmas Term. The 4-storey buildings have created an additional 28 bedrooms for the College. The houses are in need of bathroom upgrades and new lighting but are sufficient to allow the students to utilise them for the 2020-21 academic year.

145. Office Cascades (FC 11c iv) (GB 378d iii, 17.06.20)

It was noted that the Office Cascades project had been postponed for 2020-21.

146. Sustainability Projects (FC 11c v)

It was noted that the Estates Team is working with the MCR and JCR Environmental Representatives on sustainability projects, including a holistic lighting review of communal staircases and corridor areas. This involves the change from fluorescent to LED lighting and the installation of motion sensors.

147. Health and Safety Report and Recommendations (FC 11d)

The Michaelmas Term Health and Safety report from the Head of Estates, including the most recent accident statistics reporting, had been circulated and was received.

148. Accident and Injury Statistics (FC 11d i)

It was noted that there had been almost no accidents for the reporting period since the previous meeting of the Infrastructure Committee in Trinity Term, due to the impact of the Coronavirus (COVID-19) pandemic. This was the result of furloughing of staff, remote working, and the minimal activity on-site in this period.

149. Fire Safety (FC 11d ii)

It was noted that the Infrastructure Committee had been very concerned by the number of fire alarm reports that mentioned doors being wedged open, although the Bursar had advised the Infrastructure Committee that there had been fewer fire alarms overall during Michaelmas Term, despite the increase in student cooking as result of the pandemic.

There had also been discussion at the Infrastructure Committee meeting of possible preventative measures such as time limits for cooking, although no conclusions had been reached. It had been agreed that this matter needed to be kept under review by the Infrastructure Committee, but that it should be brought to the attention of Governing Body.

150. Health and Safety Policy Statement of Intent (FC 11e) (GB 142, 04.12.19)

The revised Health and Safety Policy Statement of Intent had been circulated and, on the recommendation of the Finance Committee, was approved.

151. Environmental Policy Statement (FC 11f) (GB 143, 04.12.19)

The revised Environmental Policy Statement had been circulated and, on the recommendation of the Finance Committee, was approved.

152. Head of ICT for NOSCS's Report (FC 11g)

The Michaelmas Term report from the Head of ICT for NOSCS (North Oxford Shared College Services) had been circulated and was received.

153. Planned Maintenance in the Summer Vacation 2021 (FC 11h)

The Bursar advised that there was a strong likelihood of little or no summer school activity during the summer vacation 2021, due to the long lead times for securing participants. While this is financially challenging for the College, it may give rise to an opportunity to plan major refurbishment work while there is free and sustained access to buildings and rooms.

The proposed programme of work will be planned in detail, but likely projects to consider include the completion of work on the 9 and 10 Canterbury Road houses, where an upgrade of the lighting and the bathrooms was still required (see Minute 144, above), and of the refurbishment of the Maplethorpe Building bathrooms, which are in need of some attention throughout.

It was noted that it had been agreed by the Finance Committee that the JCR should work on a list of priorities and liaise with the Domestic Bursar and the Head of Estates, to ensure that the student ideas feed into the College's priorities for the coming year and before the schedule for summer activity is finalised.

On the recommendation of the Finance Committee, the proposal to progress with the opportunity for major refurbishment work presented by less on-site activity in the summer vacation 2021 was approved.

154. Report and Recommendations from Student Support Committee (FC 12)

The unconfirmed Minutes of the Stated Meeting of the Student Support Committee in Michaelmas Term held on 18 November 2020 had been circulated and were received.

158. College Masterplan and Strategic Framework (FC 15)

The Bursar advised that the Infrastructure Committee had recommended that the College should develop a Masterplan in order to make informed decisions on the future use, upgrade, acquisition and development of its built environment. This had been endorsed by the Finance Committee. A Masterplan would also help to inform the College's annual maintenance programme so that it was more strategic and it would also be a required element of any application for planning permission for the Future Project or any other large on-site building project.

On the recommendation of the Finance Committee, the proposal that a group (or groups) is formed in Hilary Term to consider both the development of a Masterplan and the next Strategic Framework for the College was approved.

159. Principal's Report and Development Update

The Principal's Report and Development Update had been circulated and was received.

The Principal advised that:

Recent Events:

- i. Diwali Celebration, 13 November 2020
The Principal had hosted a virtual Diwali celebration with a recorded message to the College community and a themed meal had been served in the Dining Hall and as a take-away.
- ii. Academic Lecture, 23 November 2020
Professor Erin Saupe had delivered an outstanding and very well-received online Academic Lecture on 'The end of the world as we know it: mass extinctions in the past, the present and the future'. Over 200 alumni, students, Fellows, staff and friends from around the world had attended and a large sum had been raised in donations to the COVID-19 College Support Fund through the booking process. Professor Saupe was thanked for her excellent lecture. Other Fellows were encouraged to take part in the Academic Lecture series in future terms.
- iii. Alumni Association virtual AGM, 26 November 2020
The Alumni Association AGM had taken place with reports from the Principal and the MCR and JCR Presidents and had been facilitated by the Development Team.
- iv. Thanksgiving Celebrations, 26 November 2020
The Principal had sent a Thanksgiving Message to the College community and the Development Team had sent Thanksgiving greetings to American alumni and friends. Almost 200 students and staff enjoyed the celebratory meal in the Dining Hall.

- v. Virtual Advent Carol Service, 29 November 2020
The Principal, Professor Moore, the Chaplain and three members of the alumni community had contributed readings to the Chapel's virtual Advent Carol Service with an online congregation of over 300.
- vi. Zoom Coffee for Freshers, 30 November 2020
The Principal had hosted this 'get to know you event' for the Freshers, who may have felt more isolated from College life than other year groups as a result of the effects of the pandemic.

160. Legacies and Donations

An update was received from the Principal.

161. Christmas Arrangements

The Principal advised that as a result of the ongoing pandemic, there would be none of the normal pre-Christmas celebrations in College this year, such as the SCR Christmas Dinner or the children's or neighbours' parties.

The Principal further advised that the College would be closed from the end of business on Friday, 18 December 2020 until the morning of Monday, 4 January 2021. An extra two days of annual leave had been granted to the staff in recognition of their hard work during the pandemic and throughout the year.

While the College would be closed for two weeks over the festive period, it was planned to maintain some minimum core services, such as providing meals for any students self-isolating on site in this period.

162. The Dean

The Dean and the Decanal Team were thanked for all their work during the term to help to keep the College safe by ensuring that everyone followed the rules and guidance regarding COVID security.

163. Distinguished Friend of St Hugh's College

Ms Adina Jackson Henson was elected as a Distinguished Friend of St Hugh's College.

164. Honorary Fellowship (GB 101, 04.11.20)

Judge Patrice Wellesley-Cole (Law, 1971) was elected to an Honorary Fellowship.

165. Report and Recommendations from Equality Committee

The unconfirmed Minutes of the Stated Meeting of the Equality Committee in Michaelmas Term held on 23 November 2020 had been circulated and were received.

166. Equality Report, 2020-21 and Action Plan (EC 6)

The Equality Report, 2020-21 and Action Plan had been circulated and, on the recommendation of the Equality Committee, were approved. The Tutor for Equality advised that the Report had been discussed at length by the Equality Committee.

167. Equality Training (EC 6) (GB 51, 08.10.20)

On the recommendation of the Equality Committee, the proposal that all new staff should undertake the equality and diversity training run by the University's Equality and Diversity Unit (<https://edu.admin.ox.ac.uk/training>), and that this training should be mandatory and refreshed on a regular basis every two to three years, was approved. It was noted that the Equality Committee had also agreed that certain training courses should be made mandatory before people are promoted.

The Tutor for Equality reminded Governing Body that, in particular, everyone should (re-)take the University's Equality and Diversity Unit's online short courses on *Implicit Bias in the Workplace* and on *Tackling Race Bias at Work*.

The Tutor for Equality also advised that he was planning a training session on unconscious bias for all staff, to be delivered by the Diversity Trust. It was hoped to be able to offer this training at the start of Hilary Term.

168. Use of Personal Pronouns in e-mail and Letter Signatures (EC 9)

A proposal from the Tutor for Equality regarding the use of personal pronouns in e-mail and letter signatures had been circulated and was received. On the recommendation of the Equality Committee, it was agreed to encourage College staff to list personal pronouns in their e-mail and letter signatures. This will not be compulsory, as not everyone will feel comfortable sharing their pronouns, but some are already doing this.

The Tutor for Equality advised that including personal pronouns in e-mail and letter signatures will:

- i. help people respectfully refer to one another
- ii. help one another to avoid mistakes, such as misgendering someone, which can be especially hurtful for trans people, but also embarrassing for non-trans people, and
- iii. visibly demonstrate trans allyship both internally and externally.

The Principal thanked the Tutor for Equality and the members of the Race Equality Task Force for their hard work during the summer vacation and Michaelmas Term.

169. Report and Recommendations from Academic Committee

The unconfirmed Minutes of the Second Stated Meeting of the Academic Committee in Michaelmas Term held on 18 November 2020 had been circulated and were received.

170. Online Outreach Report (AC 5.1)

The report from the Outreach Officer, detailing the ways in which the College's outreach work had adapted to the constraints of the year, had been circulated and was received.

171. Graduate Admissions Matters (AC 6)

On the recommendation of the Academic Committee, it was agreed that the College should advocate for removal of the college-choice from graduate applications (as it has advocated for undergraduate applications). The Principal agreed to take this forward to the Conference of Colleges.

172. Teaching in German (AC 15)

On the recommendation of the Academic Committee, the appointment of a five-hour Stipendiary Lecturer in German for three years from October 2021 was approved. It was noted that this post would take up at the end of Dr Schaper's appointment and would also be in conjunction with St Anne's College, providing cover during Dr Kuhn's period of flexi-retirement.

173. Teaching in French (AC 16)

On the recommendation of the Academic Committee, it was agreed that Dr Violet's six-hour Stipendiary Lectureship in French be increased to an eight-hour appointment for Hilary Term 2021. It was noted that this increase would be funded by Professor Morisi's two-hour buyout (see Minute 174 ii, below).

174. Leave and Buyouts (AC 17)

On the recommendation of the Academic Committee, it was agreed to grant:

- i. to Professor Mitchell, two terms of sabbatical leave, according to entitlement, during either the 2021-22 or the 2022-23 academic years, with continued use of his room. It was noted that Professor Mitchell would take the leave in either MT21 and HT22, or HT23 and TT23. Professor Mitchell would take part in the 2021 and 2022 undergraduate admissions rounds.
- ii. to Professor Morisi, serving as Graduate Studies Convenor for 2020-21, a two-hour buyout of her College teaching for Hilary Term 2021.
- iii. to Dr Perkins, sabbatical leave, according to entitlement, for Hilary Term 2022.
- iv. to Dr Taylor, sabbatical leave, according to entitlement, to run alongside his Faculty leave for Trinity Term 2022.

182. Admissions 2020

The Senior Tutor advised that the Academic Registrar and the Admissions Officer were very happy to assist Admissions Tutors with any questions about Admissions and could be contacted remotely.

183. Opportunity Oxford 2020 – Admissions FAQs (GB 114, 04.11.20)

Opportunity Oxford 2020 FAQs for those colleagues involved in admissions had been circulated and were received. The Senior Tutor reminded Fellows that the College was seeking to fill four places under the scheme and to bear this in mind during the Admissions process.

184. The Library

The Library and Archive Fellow advised that the Library would remain open throughout the Christmas vacation, but that it would be for borrowing only, with all furniture for studying removed.

186. Report and Recommendations from Risk Committee

The unconfirmed Minutes of the Stated Meeting of the Risk Committee in Michaelmas Term held on 10 November 2020 had been circulated and were received.

187. Risk Matrix (RC 5)

The updated College Risk Matrix had been circulated and was received. The Bursar advised that the Risk Matrix had been updated to take account of the continuing impacts of the pandemic.

188. Report and Recommendations from Fundraising Committee

The unconfirmed Minutes of the Stated Meeting of the Fundraising Committee in Michaelmas Term held on 12 November 2020 had been circulated and were received.

189. Development Report (FC 6)

The Michaelmas Term Development Office report for the Fundraising Committee had been circulated and was received.

190. Development Assessment 2010-20 (FC 7)

The Development Assessment 2010-20 presentation, prepared by the Director of Development for the Fundraising Committee, had been circulated and was received. The Director of Development was thanked for his detailed work producing this Assessment.

191. Report and Recommendations from Welfare Committee

The unconfirmed Minutes of the Stated Meeting of the Welfare Committee in Michaelmas Term held on 24 November 2020 had been circulated and were received.

192. Report and Recommendations from Statutes and Bylaws Committee

It was agreed that the unconfirmed Minutes of the Stated Meeting of the Statutes and Bylaws Committee in Michaelmas Term held on 25 November 2020 would be considered at the meeting of Governing Body on 14 January 2021.

193. MCR and JCR Committees

A list of the new MCR and JCR Committees from 1 January 2021 had been circulated and was received.

194. Equality and Diversity Issues Arising

No issues were identified other than those raised in the meeting, including the discussion and actions agreed in response to the College Equality Report, 2020-21 and Action Plan (Minute 166), regarding mandatory equality and diversity training for staff (Minute 167) and the use of personal pronouns in e-mail signatures (Minute 168).

195. Environmental Issues Arising

No issues were identified other than those raised in the meeting, including the update about sustainability projects in the report from the Head of Estates (Minute 146) and the updated Environmental Policy Statement (Minute 151).

196. Date of Next Meeting

The First Stated Meeting of the Governing Body in Hilary Term will be held in 0th Week on Thursday, 14 January 2021 at 11.00am.

This ended the business of the meeting.

PROFESSOR D DOYLE
Secretary