

SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE

NOTES

A meeting of the Business Committee took place on Wednesday 7 October 2020 at 10am,
via Zoom.

1. Notes of the last meeting
The Notes of the last meeting (11 June 2020) were approved (**paper 1**).
 2. Membership
Dr Henderson and Mr Partington were welcomed to the meeting.
 3. Mentors for newly appointed STs
The Committee considered mentorship arrangements for Dr Nicholls, the new Senior Tutor at St John's. It was agreed that Mr Partington would make contact with him directly to offer this.
 4. Membership of Standing and External Committees
The Senior Tutor membership matrix was circulated for information (**paper 2**).
 - 4.1 The Committee supported the following appointments
 - Dr Jackson (TH) to the Cambridge University Libraries Education Programme Advisory Group for three years from 1 October.
 - Dr Williams (DOW) to the Digital Teaching and Learning Committee replacing Dr Holburn (CAI) for one year from 1 October.
 - Dr Bunbury (ED) to replace Dr Parks (JE) on the Societies Syndicate for three years from 1 January 2021.
 - Dr Sewell (SEL) to replace Dr Needham (DAR) on the Military Education Committee for three years from 1 January 2021.
 - 4.2 Nominations were discussed for the following vacancies from 1 October:
 - 1 x Senior Tutor to replace Dr Kelly (Q) on the Standing Committee on Education for three years.
 - 1 x Senior Tutor to replace Dr Kelly (Q) on the CCTL Steering Committee for three years.
 - 1 x Senior Tutor to replace Dr David Holburn (CAI) on the University Information Services Committee for three years.
 - 1 x Senior Tutor to replace Dr Tasioulas (CL) on the Teaching, Learning and Assessment Working Group for one year.
 - 1 x Senior Tutor to replace Dr Johnston (HH) on the Accommodation Syndicate for three years.
- Nominations were discussed for the following vacancies from 1 January 2021:
- 1 x Senior Tutor to replace Dr Parks (JE) on the Societies Syndicate for three years.
 - 1 x Senior Tutor to replace Dr Needham (DAR) on the Military Education Committee for three years.

It was agreed that the Secretary would approach nominated individuals on behalf of the Committee.

ACTION: MFS

4.3 Standing Committee on Education Chair

The Committee noted that Dr Tasioulas (the current STEC Chair) had indicated her intention to take leave as Senior Tutor from Clare College in Lent and Easter Term 2021. She had confirmed her willingness to continue to serve as Chair of STEC but this was problematic as she would not be attending STC as Senior Tutor in order to report on STEC items. The Committee considered how best to manage this and agreed that Prof Taub should be approached to step in as Chair for this period (having assumed the role of Deputy Chair) and another Senior Tutor would be sought to serve for the two terms Dr Tasioulas would be on leave.

ACTION: MFS

4.4 UG Admissions Complaints Panel

The Committee considered the vacancy for a Chair of the UG Admissions Complaints Panel and revised terms of reference were received (**paper 3**).

The following points were noted:

- That a 'true' panel model should be adopted, with three Senior Tutors appointed as potential Chairs (rather than one) to reduce the burden. Mr Partington and Dr Sewell both expressed a willingness to act as joint Chairs in this capacity. There was discussion about increasing the number of potential chairs to include any Senior Tutor who had previously served as an Admissions Tutor, but as the need to maintain a consistency of approach was paramount, this suggestion was discounted.
- That increasing the pool of Admissions Tutors available to serve on a Panel would be helpful.
- That carving out some time to consider issues/complaints likely to arise in advance of the coming round would be helpful. It was thought that this would assist in having clear lines of defence agreed which could be applied by panels consistently, although time constraints meant that this would be challenging.
- That the Chair of a Panel was protected legally as a Director of OIS. There was some discussion about the possibility of applicants seeking recourse via alternative routes, including the OfS or judicial review – both were thought to be legitimate but unlikely avenues that an applicant might pursue.

The Committee agreed to recommend revisions to the Terms of Reference of the Panel to STC for approval in principle.

ACTION: KS

5. Secretariat portfolios

The Secretaries portfolios for 2020-21 were circulated for information (**paper 4**).

Papers drafted by Dr Sewell setting out proposed revisions to the Secretariat's portfolios from 2021-22 were recirculated (**papers 5 and 6**). The Committee briefly discussed next steps. It was agreed that more thought was required before progression.

ACTION: KS to add to the next agenda

The secretary noted and agreed to make a number of suggested amendments to the portfolio document.

ACTION: KS

6. Items for STC / Standing Committees

Dr Frasca Spada confirmed her intention to call an informal meeting of Senior Tutors on Friday 9 October at 4pm. This was thought helpful, in particular to allow Senior Tutors to discuss Covid-19 asymptomatic testing arrangements, student behavior (relating to Covid-19 restrictions) and Covid-19 contingency planning.

The Committee was invited to share any thoughts regarding priorities/agenda items for the upcoming Standing Committee and STC meetings via email circulation.

There was a brief discussion regarding the Global EMBA and a need for clarification on its status within the intercollegiate committee approval mechanisms.

7. AOB

There was none.

8. Next meeting

The Committee was reminded that the next meeting of the Business Committee would take place at 10am on 4 November 2020 via Zoom.

**SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE**

NOTES

A meeting of the Business Committee took place on Wednesday 4 November 2020 at 10am, via Zoom.

Apologies were received from Dr S Martin (M), Dr S Lucy (N) and Dr R Henderson (E).

1. Notes of the last meeting

The Notes of the last meeting (7 October 2020) were received and approved **(1)**.

2. Matters arising

2.1 Actions from STC

The Committee noted the helpfulness of the summary notes produced quickly and clearly post-STC and asked that the practice of sending these be continued.

ACTION: Miss Springthorpe

The issue of Admissions Assessments and the STC discussion the previous week was raised. The following suggestions/comments were noted:

- Trying to find another provider at a cheaper cost would perhaps be worth investigating; but it was suggested that it would be unrealistic.
- It would be helpful to explore the possibility of charging for less expensive tests which were already being used in other HEIs.
- It would clearly be appropriate to discontinue tests for those subjects without a good correlation between assessment outcomes as indicator of Tripos results.
- If tests were more standardized, that might also reduce the cost, but it was possible that eliminating the cost altogether would not be feasible.
- Charging specific cohorts of applicants to undertake the tests (eg independent school applicants or international applicants) was clearly not a palatable option for Senior Tutors, with concerns that the University charging any applicants would result in serious reputational damage.
- The option of seeking support from the University was considered but was thought unlikely. It was noted that the University was already subsidizing the costs of assessments via Cambridge Assessment by running the tests at a loss. Discussions had also begun to consider whether the University could contribute towards the funding required to upgrade the admissions IT systems.
- The option of cutting other levy areas were considered, for example the Outreach budget. It was understood that this would not impact on the APP as this was now outcomes rather than spend focused.
- It was noted that the reasons for some items being in and others out of the levy envelope was not altogether clear.
- Finding a way of reducing the number of unrealistic applications was considered as a potential solution. The cost per applicant was thought to be in the region of £700, which was considerable. It was noted that one way of disincentivizing speculative applications would be to raise the standard offer and introduce contextual input for WP background applicants. There were concerns about the impact of this proposal in the context of the APP.

- The Committee noted that the world would change post-Covid and it was thought that looking at online interviewing as a long-term proposition might offer cost savings. Looking more holistically at other technological efficiencies that could be made across the applications process was also mooted.
- It was thought that going fully online with assessments would reduce costs and that a discussion with Cambridge Assessment could be pursued to explore this in the longer term. It was also noted that if interviews were routinely held online, Colleges could operate their conference businesses in December (post Covid) which would likely cover the costs of the tests.
- There were, however, some concerns raised about the importance and benefits of applicants attending interviews in person.
- It was noted that this work was not being considered by the Strategic Review of Undergraduate Admissions, but that there was an update report on work in the scope of the review expected shortly. It was further noted that meaningful feedback and comments on the report would be impossible for those involved in admissions during December and January. Mrs Benton agreed to relay this to the Review Committee to ensure the timing of circulation was considered accordingly.

ACTION: Mrs Benton

- The Secretary thanked the Committee for the helpful discussion and comments raised and agreed to put them forward at the earliest opportunity.

ACTION: Dr Frasca Spada

2.2 Standing Committee on Education Chair (Note 4.3, 7 October 2020)

The Committee noted that Dr Tasioulas had confirmed she no longer intended to take leave in LT & ET 2021 and so the issue of appointing a replacement Chair of STEC for this period had not needed to be progressed.

2.3. UG Admissions Complaints Panel (Note 4.4, 7 October 2020)

The Committee noted that revised Panel Terms of Reference **(2)** had been considered and approved at STC on 30 October. The importance of including a sentence highlighting that the Panel operated on behalf of the 31 Colleges but under the auspices of OIS was emphasized to explicitly outline where liability for Panel decisions rested; the administrative secretary agreed to include this using the College Transfer Procedures text as a template.

It was further noted that three Senior Tutors would need to be approached as alternating Chairs of the Panel. Mr Partington and Mr Sewell agreed to serve. It was further agreed that the administrative secretary would approach Dr Fulton, who was already on the Panel, to see if she would be willing to act as the third available Chair. It was considered important to have at least one female Senior Tutor as a Chair and, in the event that Dr Fulton was unable to act in this capacity, it was agreed that the administrative secretary would approach Drs Jackson, Gemelos and Canuto as experienced Admissions Tutors instead. It was agreed that the secretary would also refer the revised terms of reference back to Helen Reed as executive secretary of the Panel with a request to recruit additional Admissions Tutors to serve on the Panel at the earliest opportunity.

ACTION: Miss Springthorpe

2.4 Review of Senior Tutors Representation on Committees across Collegiate Cambridge

Since the previous meeting, the Committee had agreed via circulation that it would conduct a review of Senior Tutor committee representation, with a view to rationalising

the number of committees Senior Tutors attended on behalf of STC. To support this review process, all Senior Tutors had been asked to reflect on the following questions with respect to committees they attended on behalf of STC:

- To check that the committees attended on behalf of STC were accurately represented on the matrix **(3)**.
- To consider whether it was a valuable use of their time to attend these committees on behalf of STC – i.e. was there important business discussed that has significance for Senior Tutors or to which they contributed significantly on STC's behalf.
- To consider whether there was specific value that they brought to the Committee's discussion in their attendance as a Senior Tutor, or whether another College officer might be as well or better placed to contribute instead.
- If they served on a committee with an/other Senior Tutor/s, to consider if there was a good reason for more than one Senior Tutor to represent STC
- To consider if, in their view, the Committee was doing a helpful and necessary job.

Responses would be collated by the administrative secretary with a deadline of 4 December 2020 and a report/summary would be presented to the Standing Committee at the first meeting of Lent Term 2021.

3. Secretariat portfolios

Papers drafted by Dr Sewell setting out proposed revisions to the Secretariat's portfolios from 2021-22 were recirculated **(4 and 5)**.

The Committee noted that in the wake of Covid, the Bursars and Heads of House were very likely to confirm that no further money was available to allow the recruitment of additional secretariat resource, upon which Dr Sewell's proposals were predicated. It was further noted that the current split of portfolios inevitably led to work related to postgraduate students falling between the three members of the Secretariat and this was perhaps less than ideal.

The Committee discussed a number of issues and possible solutions:

- One possible solution was to keep the same budget envelope but divide it differently – ie into four, rather than three posts. There were concerns that this would be unpalatable to those taking on the responsibility, and that it would place additional burdens on communication.
- Another consideration was whether the secretariat's work ought to include the hybrid of strategic and operational responsibilities it currently involved, or to focus on one or other of these. It was felt that stepping back from strategic responsibility at a time of change and great challenge would not a good idea and so the operational responsibilities might be more easily redistributed. It was questioned whether the secretariat needed to attend all the committees themselves, or whether other Senior Tutors/ the Director of UG Admissions (DoUGA) could be empowered to have a greater role on these as a way forward. Communication would clearly be key, but it was thought that informal communication between ST representatives/the DoUGA pre and post meeting on the key issues might allow the secretariat to maintain oversight and retain influence without the time commitment of attending many of the committees in person. It would also allow time for the Secretariat to work with other College officers to build relationships and improve communications and to inform decision making, particularly across collegiate Committees. Concerns were raised about the secretariat needing to understand what was happening on the ground and that elevating the secretariat to a strategic

position might divorce them from the essential detail of everyday matters. The definition of what might be considered strategic versus operational was an important distinction here.

- It was noted that the increasing operational work of the secretariat had an impact on the EQPO team, whose workload in supporting the STC continued to grow as well. The Secretariat were asked to consider if they had the right administrative support and whether increasing that provision might be a cheaper option than increasing secretariat resource. It was noted that additional resource had been granted within OIS (a deputy to the Head of OIS) and it was suggested that there might be the opportunity to share this resource to work on STC projects and to improve communications between Colleges' Bursars' and Senior Tutors' Committees and their officers. The need for communication in both directions between these Committees, and the need to include EQPO in this work was also highlighted.

It was agreed that Dr Frasca Spada would cautiously explore the possibility of tapping in to the additional OIS resource as well as discussing the matter further with Mrs Benton.

ACTION: Dr Frasca Spada and Mrs Benton

4. Health committee reform

This item was deferred to the following meeting owing to time constraints.

ACTION: Miss Springthorpe

5. AOB

There was none.

6. Next meeting

The next meeting of the Business Committee would take place at 10am on Wednesday 13 January 2021 via Zoom.

**SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE**

NOTES

A meeting of the Business Committee took place on Wednesday 13 January 2021 at 10am, via Zoom.

Attendees: Dr Marina Frasca-Spada (CC, Chair), Mrs Alice Benton (Education Services, Executive Secretary), Dr Judith Bunbury (ED, Associate Secretary), Dr Stuart Martin (M, Associate Secretary), Dr Philip Johnston (HH), Mr Richard Partington (CHU), Ms Gemma Long (EQPO), Dr Robert Henderson (EM), Dr Sam Lucy (N, Director of UG Admissions), Ms Jasmin Hansell-Rainbow (EQPO, Interim Secretary)

Dr Mike Sewell (S) sent his apologies.

1. Notes of the last meeting

The Notes of the last meeting (4 November 2020) were approved, pending the following amendments **(1)**:

- 2.1, second bullet point: a post-meeting note will be added to clarify what is meant by “less expensive tests already used in other HEIs” [*“There is very little evidence that these less expensive tests are actually in use at other HEIs. The Committee would welcome a matrix of which tests are used at other universities, and whether they are administered in-house or by exam boards, which may be produced as part of the Strategic Review of Undergraduate Admissions.”*]
- 2.1, ninth bullet point: “It was noted that one way of disincentivizing speculative applications would be to raise the standard offer and introduce contextual input for WP background applicants” will be reworded to reflect that context would be taken into account when making offers made to applicants from WP backgrounds, with wording to be provided by Mr Partington.

ACTION: Mr Partington

- In future notes, a list should be included of meeting attendees, in addition to those who provided apologies.

ACTION: Ms Hansell-Rainbow

2. Matters arising

2.1 Review of Senior Tutors Representation on Committees across Collegiate Cambridge

The Committee received and discussed the responses from various Colleges' Senior Tutors, reflecting on the value of Senior Tutors' representation on committees across the Collegiate University **(2)**. Informed by these responses, the Committee reviewed Senior Tutor committee representation:

- It was agreed that individuals providing *ex officio* Senior Tutor representation on committees should, as far as possible, represent the viewpoint of a “typical” Senior Tutor, rather than either the views of the Senior Tutors' Committee or their own idiosyncratic opinion.
- It was agreed that a short brief (no more than a few lines) should be produced on what STC would expect Senior Tutor representatives to achieve by their committee membership. Broadly, the Senior Tutors' representative should provide a level of sanity and connectivity between Colleges and the wider University, preventing committees from taking decisions that run counter to the interests of Colleges or to what has been agreed elsewhere in the University. They should also be able to advise on further levels of governance, flagging which agenda items should also go through STC, ST Education Committee,

etc.

Action: Mrs Benton

- It was agreed that this briefing should be sent both to Senior Tutor representatives and to the Committees on which they provide this representation.
- The Chair (Dr Frasca-Spada) and incumbent Secretary (Ms Katherine Springthorpe) had discussed at length Senior Tutor representation on committees, aided by a matrix of which Senior Tutors sit on which committees, and found that representation to be largely appropriate.
- The Committee discussed that there are often multiple committees considering similar matters or “overlapping”, and that these could be streamlined. The Committee noted, e.g., that the various Mental Health and Welfare committees, identified as heavily overlapping, will be reviewed under the Mental Health Services Review.

3 Secretariat portfolios

The Chair reported that it has been helpful to review the Secretariat portfolios, but is not proposing any changes at the moment.

The main motivation for reviewing these portfolios should be to reduce the operational burden on the Secretary of Senior Tutors’ Committee, enabling them to take a more strategic role in the wider University.

This discussion will be deferred to the next Senior Tutors’ Business Committee, ahead of which the Chair and the Associate Secretary (Dr Bunbury) will prepare more in-depth reports to capture the current picture of the Secretariat’s portfolios.

ACTION: Dr Frasca-Spada and Dr Bunbury

4 Senior Tutors’ Committee 12 February 2021

The Committee agreed that, given the fast-moving nature of developments in the COVID-19 pandemic and their consequences, it would not be appropriate to consider the next STC agenda four weeks in advance of the meeting.

The Chair discussed hosting an informal STC meeting in the next fortnight, to discuss such issues as “bubble” arrangements for students living in Colleges, the provision of study space in colleges, recording students’ location whether in Cambridge or elsewhere, and to begin to consider scenarios for the Easter break and Easter term.

5 AOB

5.1. Clare Hall Senior Tutor

The Committee noted that following the departure of Clare Hall’s Senior Tutor, due to leave office on 31 January 2021, Senior Tutor duties would be unofficially diffused between other Clare Hall colleagues in the interim. The College will be recruiting a new Senior Tutor this year, but no further details are known.

6. Next meeting

The next meeting of the Business Committee will take place at 11am (to be changed from 10am) on Wednesday 17 February 2021 via Zoom. The Committee would welcome a list of current business from the Senior Tutors’ Committee’s standing committees at this meeting.

ACTION: Ms Hansell-Rainbow

[Post-meeting addendum: via circulation, members of the Senior Tutors’ Business Committee, with the exceptions of Dr Frasca-Spada, Dr Bunbury and Dr Martin (the three Secretaries in question) supported a suggestion by Ms Benton to propose that the Senior Tutors’ Committee consider reappointing the STC Secretary (Dr Frasca-

Spada) and two Associate Secretaries (Dr Bunbury and Dr Martin) for a further two years, until September 2023. This proposal will be seen at Senior Tutors' Committee on 12th February 2021.]

SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE

NOTES

A meeting of the Business Committee took place on Wednesday 21st April at 10am, via Zoom videoconferencing.

Present: Dr Marina Frasca-Spada (CC, Chair), Mrs Alice Benton (Education Services, Executive Secretary), Dr Judith Bunbury (ED, Associate Secretary), Dr Stuart Martin (M, Associate Secretary), Dr Philip Johnston (HH), Mr Richard Partington (CHU), Ms Gemma Long (EQPO), Dr Robert Henderson (EM), Dr Sam Lucy (N, Director of UG Admissions), Dr Mike Sewell (S), Ms Jasmin Hansell-Rainbow (EQPO, Interim Secretary).

1. Notes of the last meeting

The Notes of the last meeting (13th January 2021) were received and approved **(1)**.

2. Matters arising

3. Nominations for Standing and External Committee membership

The Committee considered nominees for vacancies for Senior Tutors on Committees across the collegiate University. Using a list of volunteers for nomination **(3)** as a basis, the Committee supported the following nominations:

STC Standing Committees

- Student Finance and Welfare Committee – Dr M Beber to be re-appointed.
- Business Committee (to replace Dr Johnston) – this appointment will be decided by election. The Chair will approach Dr Parks, whose tenure as Senior Tutor at Jesus College will end in September 2022; and Dr Chirico (Fitzwilliam College), to propose that they are put forward for election.
- Education Committee (to replace Dr Martin) – The Chair will approach Dr Spencer (Gonville and Caius). The Committee noted that Dr Barton (Homerton) had also volunteered to join this Committee; so in the event that Dr Jackson (Trinity Hall) also relinquishes this tenure at the end of her first term (30th September 2021), Dr Barton can be retained to replace her.

Other Collegiate University Committees

- Examinations and Assessment Committee (EAC) - Dr Woodman (Robinson) and Mr Beber (Sidney Sussex) are current members, and it is felt that more vocal Senior Tutors may be needed on this Committee. The Committee agreed that in order to ensure better balance of STEM and Arts and Humanities specialists, Dr Hunt (Christ's) should be approached to join EAC, meanwhile proposing that Dr Woodman join the College Transfer Panel, effective "swapping" the two appointees.
- Exam Access and Mitigation Committee (EAMC) - Dr Martin and Dr Sewell to be re-appointed. The Committee also noted that Dr Barton had volunteered to join this Committee.
- Careers Service Syndicate – Dr Beber to be re-appointed.
- College Transfer Panel – It was originally proposed that, since the College Transfer Procedures have been suspended for most of the current Academic Year, the current appointees (Dr Hunt, Dr Barton and Dr Chirico) should continue for another Academic

Year. However, given the solution for Examinations and Assessment Committee above, the Committee agreed to propose that Dr Hunt step down as Chair of the College Transfer Panel and join EAC instead; Dr Chirico take over as Chair of the College Transfer Panel; Dr Barton remain a member of the College Transfer Panel; and Dr Woodman join as the third member of the Panel.

- University Counselling Service Executive Committee – Dr Bunbury, Mr Partington and Dr Woodman to be reappointed. It was noted that the Strategic Review of Mental Health Provision, which will come to completion at the end of the current Academic Year, is reviewing governance structures, and this may result in changes to the University Counselling Service Executive Committee.
- Postgraduate Committee (to replace Dr Johnston) - Dr Thompson, Deputy Senior Tutor at St Edmund's, volunteered for nomination. However, members of the Business Committee felt that the nature of the Postgraduate Committee required Senior Tutor representation from a more experienced Senior Tutor. Therefore, Dr Thompson should be thanked for his offer, and Dr Larsen (Wolfson) and Dr Needham (Darwin, and Chair of Graduate Tutors' Committee) should be approached for appointment.
- Postgraduate Funding Subgroup - Dr Needham to be re-appointed.
- University Sports Committee - Dr Greatorex (Lucy Cavendish) to be re-appointed.

The Chair will contact all of the nominees above.

ACTION: Dr Frasca-Spada

4. Academic and Welfare Reviews

In light of the revised process for Academic and Welfare Reviews, which was agreed in late 2019 (4), the Committee considered the implementation of the next cycle of reviews, particularly during 2021-22.

To ensure clarity for all members of Business Committee, the process for Academic and Welfare Reviews was discussed. It was agreed that at the end of each Academic Year, reports made during that year should be collated and best-practice examples should be synthesized and reported to Senior Tutors' Committee, such that all Senior Tutors can learn from best practice at other Colleges. The Committee also agreed that each College's respective report should be presented to its Council.

The following members of the Committee volunteered as Reviewers for the following Colleges' Reviews, which will take place in Michaelmas Term 2021:

- Dr Partington – Lucy Cavendish College, which the Committee noted is transitioning in Michaelmas 2021 from a mature, all-female College to a standard-age, mixed-gender College, admitting men and under-21s for the first time.
- Dr Bunbury – Newnham College.
- Dr Henderson – Girton College.

The Committee agreed that it will discuss and make any necessary adjustments to the plans for Lent Term 2022 at its meetings in Michaelmas Term 2021; and Easter 2022 in Lent 2022. This includes appointing members of the Business Committee to act as Reviewers.

5. Construction of the Senior Tutors' Committee agenda

The Chair reported observations that in recent months, formal STC meetings do not seem to garner significant engagement. In particular, collective impatience with the large number of standing items for report causes more substantive items, which require comments and

decisions, to be overlooked. Meetings can resemble a series of reports, more than strategic discussions. Meanwhile, the informal STC meetings (equivalent to Breakfast Meetings prior to the Covid-19 pandemic) tend to be more engaging and useful in terms of discussion and decisions.

The Chair (Dr Frasca-Spada) and Senior Pro-Vice Chancellor for Education (Prof Virgo) are considering this issue. Suggestions that they have discussed for improvement include:

- Eliminating standing items on the agenda, to avoid un-substantive updates such as “work is ongoing”; instead, only reporting on ongoing work when there is a significant update, milestone, or need for input.
- Keeping to a minimum all items not preceded by a formal paper – i.e. verbal-only reports. These impromptu reports can tend either to be un-substantive, or if they do contain important information or prompts for input, Committee members are unprepared and cannot constructively engage.

In the ensuing discussion, Committee members commented and suggested that:

- Informal STC meetings, which are not attended by students and where Senior Tutors can talk freely, are positive, and there is not a problem with engaging more with the informal meetings, as long as any decisions are then passed through formal STC meetings.
- However, there can be implications of “rubber-stamping” decisions in formal meetings without in-depth discussion during the same meeting.
- Therefore, it seems most appropriate to keep potentially-controversial decisions for formal STC meetings; and for less controversial decisions, particularly when the Committee’s input will allow work to begin or continue in a timelier manner, decisions can be made at informal meetings and reported at a later formal meeting.
- In some cases, where there is in-depth discussion and differing opinions on a matter in a formal meeting, there is a sense of pressure to make a decision or agree to a proposal for completeness. It would be helpful, in relevant instances, for the Chair to conclude that the Committee cannot reach a decision, and feed this back to respective stakeholders.
- Some more substantive items could be brought to Business Committee (a standing Committee of STC) in advance of formal STC meetings, such that the smaller group can discuss tactics for presenting the matter, and provide any relevant context which may assist discussion.
- There is little clarity about who has the final authority on each item – e.g. whether STC is the final port of call for the approval of a proposal, or whether it is involved in more preliminary stages. Committee members acknowledged that it is currently impossible to precisely encode decision-making process across the collegiate and devolved University.
- The current situation could be improved by making it clear in advance when there is important business to be discussed, and ensuring that the Chair is briefed accordingly.
- Substantive items should be placed in the “Principle items” section, first on the STC meeting agenda.
- It is difficult to attain an optimal balance between the exchange of information (reporting) and discussion/engagement in meetings. To increase the discussion/engagement aspect, there may be a better mechanism for the exchange of information, such as a weekly bulletin. There may be potential for a role which includes Senior Tutor communications; however, this workload will be too high to place on any current Senior Tutors or professional services staff.

6. Senior Tutors’ Committee constitution

The Chair reported that the Colleges’ Committee has instigated some thought on where decisions are taken, given the apparent historical tension between Senior Tutors, and Bursars

and Heads of House (and therefore Senior Tutors' Committee, Bursars' Committee and Colleges' Committee respectively). The Chair, along with Head of Education Services (Ms Benton) have recently met with the Head of the Office of Intercollegiate Services (OIS) to investigate the possibility of starting work to establish better channels of communication between these groups. The Chair updated on this discussion:

- There is a major review of OIS in progress. One outcome of this review may be the appointment of a Deputy Head of OIS. Since OIS are currently more involved with the Bursars and Heads of House than Senior Tutors, the Chair would like to propose that a proportion of the Deputy Head's time be dedicated to Senior Tutors' Committee, acting as a point of liaison between the three hard-hitting Committees: Senior Tutors', Bursars' and Colleges' (Heads of House – NB, there is a suggestion of renaming Colleges' Committee as Heads of House Committee).
- The review of OIS will consider a recalibration of whom they service, in terms of these three groups and their respective Committees.
- A three-way meeting between representatives of these Committees could facilitate better alignment, and allow for broad-based discussion of matters before the relevant specificities are referred to the individual Committees.
- Whilst this review is ongoing, the Chair will consider possible changes to the STC constitution which would better align it with the Bursars' and Colleges' Committees.

In the ensuing discussion, Committee members commented that:

- There is a structural issue which naturally puts Heads of House at odds with Senior Tutors: increasingly, Heads of House are recruited from outside the collegiate University, and even outside Higher Education, and are more likely to adopt a "business" mindset rather than an "academic" mindset towards their Colleges – thus, having inverse priorities to Senior Tutors. When consideration of changes to Colleges are referred directly to Heads of House, power is placed with more business-inclined parties.
- It is key for Senior Tutors' Committee to maintain that Senior Tutors are best placed to make decisions on welfare and educational matters, where they have expertise.
- It is challenging when issues of education and welfare (which should initially be the domain of Senior Tutors) intersect with financial issues (which would usually be associated with Bursars and Heads of House).
- Therefore, in matters when these two domains intersect, there must be clarity around who makes the final decision, and how they encompass the expertise of the other parties. This may include STC providing an in-depth paper on the welfare and educational aspects of a matter for a meeting of Bursars' or Colleges' Committee, where they are due to take a decision, and vice versa.

7. Senior Tutors' Committee 21st May 2021

The Committee agreed that it is too early to decide on the agenda for the next STC meeting at this stage. In the meantime, an informal Senior Tutors' Committee will take place on Friday 30th April. The director of Admissions (Dr Lucy) will provide a pertinent update from the Digital Admissions Project at this meeting.

8. AOB

9. Next meeting

The next meeting of the Business Committee will take place at 10 am on Wednesday 26th May 2021.

**SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE**

NOTES

A meeting of the Senior Tutors' Business Committee took place on Wednesday 26 May at 10am, via Zoom.

Present: Dr Marina Frasca-Spada (CC, Chair), Dr Judith Bunbury (ED, Associate Secretary), Dr Stuart Martin (M, Associate Secretary), Dr Philip Johnston (HH), Mr Richard Partington (CHU), Dr Robert Henderson (EM), Dr Sam Lucy (N, Director of UG Admissions), Ms Emma Paulus (EQPO, Secretary)

Apologies:

Apologies were received from Dr Mike Sewell (S) and Mrs Alice Benton (Education Services, Executive Secretary)

1. Notes of the last meeting

The Notes of the last meeting (21 April 2021) were received and approved **(1)**.

2. Matters arising

The Committee briefly discussed the Academic and Welfare Reviews and requested that colleges receive copies of their previous review along with the current forms, ideally not in PDF format. Ms Paulus agreed to investigate how reviews were scheduled and if possible start the process.

ACTION: Ms Paulus

3. Standing Committee and External Committee membership

The Committee received the STC membership matrix for information **(2)**.

4. Membership of Standing Committees

The Committee nominated Dr P Barton (HOM) to replace Dr C Jackson (TH) on the Senior Tutor's Education Committee (STEC) from October 2021.

ACTION: Dr Frasca-Spada

5. Membership of External Committees

The Committee considered nominees for vacancies for Senior Tutors on Committees across the Collegiate University. They supported the following:

- Fitness to Practice Vets: Dr M Beber (SID) to be reappointed for another three years until 31/9/24.
- Medic Quota Committee: Dr R Henderson (EM) (Chair) to be reappointed for another three years until 31/9/24
- Medical and Veterinary Students Progress Panel: Dr G Williams (D) to be asked to represent Senior Tutors on this committee. His term would be until 31/9/24
- Postgraduate Committee: The Committee felt that it would be beneficial for the Senior Tutor representative on the Postgraduate Committee to be from a College which had both undergraduates and postgraduates. It was agreed that Dr Frasca-Spada would approach Dr A Thompson (Q) to fill this position.

It was agreed that Dr Frasca-Spada would approach new committee members and that Ms Paulus would contact those being reappointed.

ACTION: Dr Frasca-Spada and Ms Paulus

The Committee discussed the terms of committee memberships and acknowledged that

Senior Tutors typically change role in the summer. It was agreed that it was sensible for committee membership terms to follow the academic year, rather than the calendar year and therefore new appointments will be made until the 31 September of the appropriate year.

6. Senior Tutors' Committee 16th July 2021

The Committee considered items for discussion at upcoming meetings of the Senior Tutors' Committee (STC).

The Committee heard that there would be an informal meeting of the STC on the 18 June and agreed that this should start at 2:30pm. The Committee decided that the topics below should be discussed on the 18 June.

- Plans for the next academic year. The Committee discussed the need to make plans and to provide clarity for students. There was also an acknowledgement that guidance is due from the Department for Education and hope was expressed that this would arrive before the meeting on the 18 June because of the changes due to come into place on the 21 June.
- Ongoing discussions with the University and Colleges' Union (UCU) about contracts for supervisors of undergraduate students. The Committee briefly discussed this topic, acknowledging that it was a complex issue. Dr Bunbury (ED, Associate Secretary) and Dr Carne (as Chair of the Bursars' Committee) are preparing a paper about this topic. It was agreed that this paper would be provided to Senior Tutors ahead of the meeting, in addition to the minutes of discussions of this topic at other committees.

The Committee suggested the topics below as possible items for the agenda of the formal meeting of the STC on the 16 July.

- The confirmation of new nominations to committees.
- An update on the progress of the strategic review of mental health provision. It was agreed that Mr Partington would contact Ms Acton to see whether there will be an update by this stage.

ACTION: Mr Partington

- Ongoing work on racism in medicine. The Committee suggested that this could be a principal item of business and that Dr Fulton (G) or Dr Keene (HOM) could be asked to report on this.

The Committee heard that the final report from the strategic review of admissions and outreach is due at the end of June. It was noted that the report will be sent to the Colleges' Committee and the University Council in the first instance, before going to the meeting of the Admissions Forum in August. Concerns were expressed about the tight deadlines for prospectus changes if the STC are unable to discuss the report until Michaelmas. The Committee heard that the major changes suggested are likely to affect plans for outreach and it was agreed that the Committee would discuss the report when they meet ahead of the first STC meeting in Michaelmas.

It was agreed that additional items for the agenda of the STC on 16 July would be discussed by circulation.

7. AOB

The Committee discussed the future of STC meetings and it was agreed that from Michaelmas 2021, meeting should start at 2pm. The importance of clearly highlighting the change of timing in future communications was agreed. A preference for in-person meetings hosted by individual colleges, as per prior to the pandemic, was expressed.

The Committee heard that there had been discussion with some Senior Tutors about aligning the constitution of the STC to that of the Bursars' Committee and Colleges' Committee. Dr Frasca-Spada reported that the Office for Intercollegiate Affairs (OIA) is currently under review and suggested that a Deputy Head of OIS could be recruited to help service the STC. A review of the constitution may lead to a change in the Chair of the STC. The Committee accepted that the current structure has challenges and acknowledged that the backgrounds and opinions of Senior Tutors, Heads of Houses and College Bursars can differ and that better communication would be helpful. It was noted that there is not always an appreciation of the lead-time that colleges need due to their internal committee structures. The Committee discussed the positioning of the OIS, and whether replacing the Vice-Chancellor as the Chair of the STC would mean that the predominant interaction with the colleges would be via the Heads of Houses. This would be mitigated by having the Vice-Chancellor in attendance as in the Colleges' Committee.

The Committee also observed that the background of a new Deputy Head of OIS would be crucial for the success of these changes. Dr Frasca-Spada reported that she was expecting to be part of the selection committee for this role.

8. Next meeting

The next meeting of the Business Committee will take place at 10 am on Wednesday 6 October 2021.

**SENIOR TUTORS' COMMITTEE
BUSINESS COMMITTEE**

NOTES

A meeting of the Senior Tutors' Business Committee took place on Wednesday 30 June at 11am, via Zoom.

Present: Dr Marina Frasca-Spada (CC, Chair), Dr Judith Bunbury (ED, Associate Secretary), Dr Stuart Martin (M, Associate Secretary), Mr Richard Partington (CHU), Dr Robert Henderson (EM), Dr Mike Sewell (S), Dr Sam Lucy (N, Director of UG Admissions), Mrs Alice Benton (Education Services, Executive Secretary), Ms Emma Paulus (EQPO, Secretary)

Apologies:

Apologies were received from Dr Philip Johnston (HH) and Dr Matthew Russell (Head of Office of Intercollegiate Services)

1. Notes of the last meeting

The Notes of the last meeting (26 May 2021) were received and approved **(1)**.

2. Matters arising

2.1 Academic and Welfare Reviews

The Committee **supported** the proposal to pause Academic and Welfare Reviews for Michaelmas Term.

3. Standing Committee and External Committee Membership

The Committee **noted** the Senior Tutor Committee membership matrix for the 2021-22 academic year **(2)**

4. Membership of Standing Committees

The Committee **noted** that Dr P Chirico (F) was elected to the Senior Tutors' Business Committee at the Senior Tutors' Committee meeting on the 21 May.

5. Membership of External Committees

The Committee **noted** the following appointments:

- Mr B Beber (SID) had agreed to be reappointed to the Fitness to Practice Vets Committee
- Dr R Henderson (EM) had agreed to be reappointed to the Medic Quota Committee.
- Dr P Barton (HO) had agreed to Chair the Advisory Group on Enhancing College-based education which will sit within the Cambridge Centre for Teaching and Learning (CCTL).

The Committee expressed their gratitude to those who had agreed to be represent the Senior Tutors on Committees.

6. The Senior Tutors' Committee Constitution

The Committee discussed the paper **(3)** about proposed changes to the STC constitution. The discussion covered a variety of topics including membership of the STC, what consensus within the STC would look like and the need for Terms of Reference for the Standing Committees. The Committee worked collaboratively to re-draft the document within the meeting and it was **agreed** that this would be taken to the next meeting of the STC on the 16 July.

7. Committee Governance Structures

Mrs Benton provided a further update for the Committee on this matter, following a discussion at the Informal STC meeting on the 25 June. The Committee heard about the proposal to introduce an interim transition period of up to a year, during which time the Student Finance and Welfare Standing Committee and the University's Health and Wellbeing Committee will continue to exist. Under the proposal, the University Counselling Service Executive Committee would be disbanded, and the role of the Committee would fall under the Project Board. It was noted that the membership of the Project Board would need to be considered to ensure that there would be an appropriate range of views represented. The steering group for the Strategic Review of Mental Health will continue to exist for another year and the intention is that there will be informal agreement about the new governance structure by Easter to allow time for the final proposal to be agreed by the relevant committees.

The Committee **noted** the wider remit of the Student Finance and Welfare Committee, and it was **agreed** that there was a need to ensure that the new governance structure includes measures to ensure that the relevant topics are discussed elsewhere. The Committee were supportive of establishing a new Standing Committee looking at Finance which could take on the work of the UAC Bursary Sub-Group, and also consider issues relating to Postgraduate students.

Dr R Henderson (EM) and Dr S Martin (M, Associate Secretary) left the meeting at this point.

8. Senior Tutors' Committee Agenda for the 16 July 2021

The Committee **agreed** that the proposed changes to the STC Constitution and the updated Terms of Reference should be added as a Principal Item of Business on the agenda for the meeting on the 16 July.

Action: Ms Paulus

9. AOB

9.1 Office of Intercollegiate Services (OIS) contracts for payment

Dr S Martin (M, Associate Secretary) and Dr S Lucy (N, Director of UG Admissions) had declared interest in this item.

The Committee **discussed** the documents created by the Office of Intercollegiate Services (OIS) **(4-7)** relating to the contracts and payments for the role of Overseas Interviews Coordinator and Subject Convenors. The intention of these documents is to clarify that these are self-employed roles and that OIS are making payments on behalf of the Colleges.

The Committee **agreed** that the documents should be sent to the next meeting of the STC.

9.2 Admissions Review Panel

The Committee heard that three members of the current panel are collating a list of recommendations in response to a challenging case which is currently ongoing. Committee members felt that additional support and guidance about the process would be beneficial and that having discussions with OSCCA would be helpful. The recommendations will aim to provide greater protection to all those involved with the process and to learn lessons from the current situation.

Committee members with views they would like to add to the ongoing discussions about this were urged to get in touch with Ms Helen Reed (CAO) or Dr Matthew Russel (OIS).

10. Next meeting

The next meeting of the Business Committee will take place at 10:00 on Wednesday 6 October

2021. The venue will be confirmed closer to the time.