Present: Dr Mike Franklin (Chair); Dr Samantha Lucy (Secretary); Miss Emma Easterbrook (Support Officer); Dr Andy Bell; Dr Ruth Charles; Dr David Secher; and The Revd Canon Hugh Shilson-Thomas.

1. Apologies
   Professor Ross Anderson; Mr Bruce Beckles; and Mr David Goode.

2. Declarations of Interest
   All.

3. Minutes of Meeting of 16 October 2014
   To be reviewed at next meeting.

4. Matters Arising
   (i) Current vacancies on the Board.

5. Guest: Professor Steve Young, Senior Pro-Vice-Chancellor
   The Board welcomed Professor Steve Young and the following issues were discussed:
   (i) Innovation and reputation: including the future of the University; licensing and investment; Cambridge Innovation Capital; and Cambridge Enterprise;
   (ii) Applicants: including number and standard; Arts/Sciences numbers; and home/overseas ratio;
   (iii) Development: including West Cambridge; North West Cambridge; New Museums site; Sedgwick site; and Addenbrooke’s site;
   (iv) Strategy: including Master Plans; Capital Planning Framework; Development Board; Estates Strategy Committee; and Planning and Resources Committee (PRC);
   (v) Research funding: including covering costs and growth; reduction in Government funding; policy of Research Councils; and relationship with Schools;
   (vi) Transparent Approach to Costing (TRAC): including relationship with HEFCE; and fEC; and
   (vii) Teaching space: including maximising resources.
6. **Any Other Business**
None.

7. **Date of Next Meeting:**
Guest: Ms Alison Traub, Director of Cambridge University Development and Alumni Relations (CUDAR)
Seminar Room A, Hughes Hall
12.00pm on Thursday, 20 November 2014

Emma Easterbrook
Support Officer
17 November 2014