Contents

Milestones Magazine – a review of College Accounts and fundraising achievements together with insight into Higher Education issues

Front Cover: Sir Nathanael Lloyd by James Thornhill (1675-1734)
The portrait, which hangs in the dining hall, is currently being restored and cleaned while the hall is being refurbished.

Milestones to the Future

Under the banner, Milestones to the Future, a fundraising initiative was launched in June 2006 to safeguard Trinity Hall's future. It has two fundraising goals: the first is to undertake a regeneration of the rooms in the historic College site; the second is to bolster our Endowment.

The support we are now asking from our alumni, our friends and supporters is to put the College beyond harm, and to guarantee the vital independence that successive governments have sought to drain away. The independence we seek to achieve over the forthcoming years will prove priceless.
The Funding of Higher Education
The Master gives an overview

In October 2012, the first ‘home’ undergraduates to pay the new higher fee of £9,000 arrived in College. Despite concerns over the potential impact on admissions, we did not see a fall in numbers though there was possibly some move away from less apparently ‘vocational’ subjects. The stability of numbers was understandable, for most universities are charging the maximum fee permitted by the government – and Cambridge remains remarkably good value considering that the total cost of an undergraduate education is considerably more than £9,000. Both the University and the College are contributing something of the order of £9,000 between them from their other sources of income from research or from endowments.

It is not yet clear whether the move to ‘vocational subjects’ is likely to become permanent. We would certainly hope not: the intellectual rigour of a traditional arts subject like Classics or Philosophy can in reality be applied to many walks of life. On the other hand, I am sure that in a College with such a strong tradition in Law we would not wish to go so far as Lord Sumption, a recent appointee to the Supreme Court, who argued in a debate organised by the Faculty of Law that no one should read Law as an undergraduate. Much better, he argued, to read something really interesting – History, in his case – and then learn the technicalities of Law later. He lost the debate, for most of the audience was convinced that Law is a demanding intellectual discipline that fully merits study by undergraduates. But we also agreed that a wide range of academic disciplines remain worth studying in their own right. Universities are about maintaining scholarship and knowledge, and not just learning marketable skills.

The increased fee will continue to benefit the finances of Cambridge for a few years: in 2012/13, only one cohort of students was paying £9,000; a second cohort will pay in 2013/14, and in 2014/15 three cohorts will pay. At this point, the real fee income will start to fall since it is not linked to inflation and there is scant likelihood that the government will allow any increase. The future finances of the University and College will then start to deteriorate once more.

At the same time, we face uncertainties about other income streams. Competitive grants from the government-funded research councils such as the Engineering and Physical Sciences Research Council (EPSRC), the Biotechnology and Biological Sciences Research Council (BBSRC), the Arts and Humanities Research Council (AHRC) and the Economic and Social Research Council (ESRC) allow us to carry out pioneering work, and also contribute
and we face a serious problem. The research budget was not cut in the most recent Comprehensive Spending Review as we feared, there will be an erosion of funds in real terms with intense competition for funding between universities. A second source of government research funding derives from the assessment of the ‘outputs’ – books and articles – of academic staff. The current exercise – the Research Excellence Framework or REF – is now in progress. Academic staff are submitting their outputs produced in the six years to the end of 2013 which will then be scored by expert panels to produce 60 per cent of the final score for a particular department. The remaining 40 per cent is made up of ‘impact’ statements and evidence of research ‘environment’. Over the last year, the universities of Britain have been anxiously producing evidence to show that the work of their academics has had an impact beyond their own walls. Fortunately, this does not mean a crude measure of growth of the GNP or commodities brought to market, though in some cases that would be appropriate given the ‘Cambridge phenomenon’ of company start-ups. It could equally well be impact through a brilliant art exhibition, a television programme, or advice given to a non-governmental organisation, or evidence that the department has broadened the reach of a particular subject. We hope that Cambridge will do well when the results are announced in 2014, for future funding will be determined by the outcome.

One area where the research councils have made cuts is in research studentships, and we face a serious problem. The University has been increasing the number of its graduate students over the last decade or more, at a rate of 2 per cent per annum, compared with a very modest increase of about 0.5 per cent per annum in undergraduates. Trinity Hall is one of the most popular colleges for prospective graduate students since we can offer high-quality accommodation at Wychfield, and a remarkably active Middle Combination Room which provides an immediate social life for students coming from around the world. Unlike undergraduates who will spend much time in classes and lectures as a group, most graduate students are immersed in their own project, so the social life of the College is important. Membership of Trinity Hall offers a way of sharing ideas across disciplinary boundaries – something that is done in the weekly seminars before ‘grad hall’ on Wednesdays and in the annual Marshall McLuhan symposium, as well as informally over dinner or drinks. The graduate students value the membership of College; unfortunately, the research councils now refuse to pay the college fee with a consequent loss to the University as a whole of £3 million a year. The result is serious, for the research councils are not only offering fewer graduate studentships to home-based students but are also not paying the full cost. The colleges and University are working together to deal with the problem of graduate funding – above all by fundraising for graduate studentships and bursaries. Cambridge has a very generous endowment from the Gates Foundation to bring graduate students from around the world to study here – but British students are not eligible for Gates funding. If Cambridge is to maintain its standing as the world’s leading university, it needs to recruit the best graduates in competition with our counterparts: it is the doctoral students who have the best and most original ideas. We have been fortunate in Trinity Hall to receive some donations to support graduate students. One anonymous benefactor has agreed to fund students in international politics and economic geography; another to provide support for a student from the University of Melbourne to take the LLM degree; and an industrial body, the Environmental Services Association Education Trust, has funded graduate students to work on both the law and the engineering of waste disposal.

Both the colleges and the University agree that funding of graduate students is a priority for future fundraising. Undergraduate students need to pay the £9,000 fee, but they can secure a loan on generous terms which is not repaid until they earn above a certain amount; and there are bursaries for those in need. Graduate students do not have access to such financial provision, and the new barrier to social mobility is between those who can and cannot afford to continue to a Master’s degree or doctorate, now often needed for career progression. This is not, of course, to deny the need for other sources of funding for buildings or for academic staff. The fee income from both undergraduate and graduate students will soon fall in real terms, and our endowment has to do more and more work to maintain Trinity Hall as the outstanding institution that you all know.

Professor Martin Daunton

Master
Further Challenges

Reflections from the outgoing Senior Tutor, Dr Nick Bampos

During ten years as Senior Tutor I have wondered how differently I would see the objectives and aspirations of the College after stepping down. Like most key institutional roles, being immersed in day-to-day management inevitably distorts one’s perception of what needs to be done and how well we do what we do. One month away from College has offered the ‘distance’ necessary to reflect on my experiences.

It is as clear to me now as it has always been to the Fellowship, that Trinity Hall is part of what makes Cambridge one of the great universities of the world – just as has been the case for the past 663 years. We still attract the most intellectually ambitious students of each generation, and our record number of applicants for the next admissions round provides proof of our appeal if such proof were needed. Just like any institution with a track record for innovation and impact, we succeed in what we do because we take our responsibilities seriously and work hard at teaching and guiding research. When our students arrive – as has been outlined in my contribution to other College publications over the past ten years – we offer an unrivalled quality of teaching and pastoral support. This ‘service’ is neither cheap to provide nor appropriately valued by governments and the community. Despite protestations about government funding and the contribution of fees, the colleges subsidise a substantial component of the cost of an undergraduate degree. This is what we were founded to do, so it is not unreasonable to direct resources to our students. But most people will appreciate that the level of investment in the education of future generations of students is unsustainable in the current form, and will lead to the erosion of endowments and ultimately undermine the sustainability of the collegiate structure. We could of course reduce the quality of the educational ‘service’, but this will diminish the knowledge and experience of the graduates who go on to serve the community in so many ways. As someone engaged in undergraduate and graduate education in the College and my Department, may I also use this to point out how hard our students work during their degree and how much we demand of them.

So, with the benefit of my ten years as Senior Tutor and considerable experience in University policy formulation, how do I see the challenges for the next ten years? My thoughts can be distilled into the following points.

• Engagement with secondary schools and the community to raise aspirations and encourage students to understand the options available to them as early in their secondary careers as possible.

• Recruit and admit capable students for whom we can add value and use the Cambridge teaching ethos to make the greatest impact on the lives of people who will contribute to the ‘wealth’ of the community in the future.

• When students come to Cambridge to have the resources at our disposal to offer support at every level of the Cambridge educational experience.

• Prepare students for any career(s) they choose to embark on and remain their mentors after they graduate.

• To do more to support graduate education, especially in the arts, humanities and social sciences.
“We succeed in what we do because we take our responsibilities seriously and work hard at teaching and guiding research.”

The College relies on the Tutors (admissions, undergraduate and graduate) to focus on specific areas and ensure that we maximise our impact and provide value for money in all our activities. Yet, without the good management of our finances (thanks to our Bursar and his team) and the generosity of our alumni and friends, nothing of what is outlined above would be possible to the standards that we have set previously.

Our alumni are perfectly placed to put their own Cambridge experiences into perspective and tell us what we have been doing well and that they would like us to do better. Trinity Hall has benefited enormously from the generosity of our alumni and friends, all of which explains our many successes in the eyes of the student community (not only in College but also across the University). In ten years time I can envisage my successors needing more resources to help keep Trinity Hall and Cambridge competitive not only with UK universities, but increasingly with international universities especially for Masters and PhD studentships.

The Fellows and staff benefit from working in one of the most beautiful settings on the planet. We have inherited the traditions and buildings from previous generations and we have a duty to preserve all that is good about the College for future generations. We work hard at what we do, and considering the international reputation (which is not easily gained) and the industry of my colleagues, our salaries and benefits are not significant. The support we seek is not for the benefit of those who add value to what Cambridge and Trinity Hall offer, but for the value and support of the students we admit. The help we seek from alumni and friends is a case for investing in our students. The return on that investment is remarkable and transformative. The reason I have been committed to the collegiate university (remembering that I am from outside the Oxbridge system), and to Trinity Hall in particular, is because I have seen first-hand what we have been able to do for our students on an individual basis and I believe wholeheartedly that our endeavours and aspirations deserve support.

Dr Nick Bampos
Senior Tutor (2003 – 2012)

New Senior Tutor
Dr Clare Jackson has been a Fellow of Trinity Hall since 2000 and an Admissions Tutor since 2007. She started as Senior Tutor on 1 October 2013, taking over from Dr Nick Bampos who had held the post since 2003. A historian who works on the rich and complex history of seventeenth-century Britain, Dr Jackson recently finished filming a landmark documentary series for BBC1 (Scotland) and BBC2, entitled ‘The Stuarts’, which will be screened in early 2014. In an attempt to shift popular historical interests away from the Tudors, the series focuses on the Stuarts as monarchs of England, Scotland and Ireland, and explores the legacy of the Stuart century for current debates about the multi-national United Kingdom, ahead of the independence referendum in Scotland next year. She is also completing an edition of Jonathan Swift’s historical writings for Cambridge University Press.
It is perhaps the buildings, ancient and modern, that first spring to mind when we think of the Hall. Between them, they make up a relatively immutable aspect of life at the Hall and remain a true constant in each of our lives. The staircases of Latham Court, Avery Court and Front Court, though refreshed and refurbished in recent years, are enduring custodians of the memories of many generations of Hall men and women, whilst in the walls of the newer buildings of Wychfield and the Aula Bar, new memories are being stored away each term by the current occupants.

The composition of the undergraduate body, by contrast, is very far from immutable. These days we welcome applications from a greater number of schools, in the UK and overseas, than ever before. These candidates aspire to study one of an ever-growing number of subjects, and the diversity they bring enriches our College. Our Admissions policy, and that of the University as a whole, of selecting only the brightest and best applicants regardless of their background, has ensured another constant - that our buildings remain populated with the most able, passionate, committed and interested young men and women, each of them determined to succeed in their chosen field and as proud to call themselves members of the Hall as those that have come before them.

**Tuition Fees**
In the ever-changing landscape of higher education, maintaining our unwavering commitment to academic excellence, whilst striving to improve access for applicants from non-traditional backgrounds, does not come without its challenges. In the past few years, we have witnessed a dramatic restructuring of the tuition fees regime, which has greatly increased the cost of studying at university for UK students, and alongside this, the introduction of admissions targets from the Office of Fair Access (OFFA). The targets themselves, which aim to increase the proportion of the student body joining us from maintained sector schools and disadvantaged backgrounds, are ambitious, achievable and in principle fair, having been set by OFFA in consultation with the University, taking into account much research that we have undertaken into what such appropriate targets might be. Nevertheless, with these increased fees in place, it is harder than ever to convince an able student from a low-income family that it worthwhile applying to university.

**Teacher Engagement**
As I write this article, I can reflect on the latest Cambridge Teachers’ Conference held last Easter Vacation and organised by the Cambridge Admissions Office in collaboration with each of the colleges. The conference was an opportunity for teachers from a wide range of schools to experience life at Cambridge and to find out more about the admissions process in order to better guide their students. For me, it was an opportunity to spend time with some dedicated and caring individuals who understand our applicants, their ambitions and concerns far better than we could ever hope to, to explain the rationale behind our procedures and to pick their brains about how we could be more effective in recruitment and fair in selection.

A major concern aired by almost every teacher I spoke to at the conference, and echoed by the Admissions Office of every Cambridge college, is the proposed reform of the A-level, and in particular the potential loss of the AS-level as a stand-alone...
qualification sat at the end of the first year of Sixth Form. Whilst I accept that aspects of the current modular A-level system, with the opportunity for multiple re-sits, can be criticised, the AS-level is a valuable indicator to young people, their teachers and their families about how they should pitch their University ambitions. Good results at the end of lower sixth give candidates the confidence to apply to top Universities including Cambridge, and decrease our dependence on unreliable predicted grades when it comes to assessing them. A strong performance at AS-level is the single most significant predictor of whether a candidate will succeed at Cambridge, and our use of this qualification in our selection process in recent years has allowed us to properly and fairly assess applications. The loss of the AS-level would have a serious, detrimental effect on access as well as our ability to maintain excellence and fairness in our Admissions procedures. 

Trinity Hall Admissions Office

In the Admissions Office, my colleagues and I aim to respond to such external changes, and to ensure that potential applicants continue to understand the true value of a Cambridge degree. Dr Clare Jackson (former Admissions Tutor in Arts and Humanities and now Senior Tutor) and I are joined by our excellent Admissions Officer, Vicky Mills, and the newest member of our team, Roisin Ellison (Schools Liaison and Outreach Officer), who introduces herself on page 9. We meet regularly as a group during term time to discuss new initiatives that aim to increase the numbers of able applicants, particularly from schools that have not traditionally sent many candidates to Cambridge before. We focus in particular on Trinity Hall’s link areas of Bristol, Somerset, Bath and North East Somerset, North Somerset and South Gloucestershire. Roisin has brought a new vitality to our team along with classroom experience thanks to her former life as a teacher. As a graduate in Philosophy from Kings College, she can understand the perspectives of both applicant and adviser, and is able to direct our outreach efforts to able students who might not initially consider Cambridge to be an option for them.

Subject Initiatives

In addition, we have worked on some subject-specific initiatives to boost the number of applicants to Trinity Hall for courses that have seen a decline in application numbers in recent years. Buoyed by the success of the alumni-supported Trinity Hall Law Open Day, which took place for the second time this year, our Fellows in Modern and Medieval Languages (MML) expressed an interest in promoting their subject in a similar way. Like Law, MML is what our Senior Tutor might describe as one of Trinity Hall’s traditional ‘powerhouse subjects’. Our students in MML greatly outperform those in other Cambridge colleges in Tripos examinations, in a large part thanks to the commitment of our MML Fellows. It is not unusual to see one of them locking up their office at 7 pm after a long afternoon of supervisions, only to hurry to the Lecture Theatre with a foreign language DVD and a stack of pizzas for the weekly MML movie night. Such dedication cannot be conveyed in a prospectus or on a website, so the MML Study Day initiative was conceived to allow potential applicants to experience this for themselves. An advertisement for the first of these sessions which was held this past Easter, led to such an overwhelming response that we rapidly arranged for a repeat session on the following day. We very much hope that the success of this event will translate into increased application numbers, and are looking forward to continuing these Study Days in future years and perhaps running similar ventures in other subjects.

Such enthusiasm for outreach and the rigour of our selection process at Trinity Hall, combined with the hard work and dedication of our teaching staff, has rewarded the College with academic success in recent years. The student body is continually changing, and having been elected a Fellow in 2008, I have now witnessed a complete turnover in the undergraduate population. Like our wonderful buildings, however, one aspect of College life remains constant: on the short walk down Senate House Passage, through the Porters’ Lodge and across Front Court to my office, I am certain to encounter at least one familiar face, that of one of my own Natural Science students or perhaps of a student in another subject who remembers me from their interview, but always one brimming with enthusiasm for the challenges of their time studying at Trinity Hall.

Dr Andrew Murray
Admissions Tutor (Sciences)
Raising Aspirations
“Inspirational”, “Surprising” - just some of the comments from schoolchildren attending a Trinity Hall schools visit

School Outreach Programme
A timid boy put his hand up at the back of the class and quietly asked: “Do you really think any of us could ever study at Cambridge?” It was this question and the resounding yes that followed that summed up the day: raising the aspirations of young teenagers; encouraging them to apply to University and to Oxbridge, and demystifying the admissions process.

Madeleine Fresko (2008) left Trinity Hall two years ago to take part in the Teach First programme. In February this year she bought twenty-three of the schoolchildren from the London Academy, a Teach First school in an area of high deprivation, back to College: “I loved my time at Trinity Hall. When I started teaching my top set year 8 English class this year, I saw that they had so much potential, and wanted to inspire them to aim high for their futures.”

The children, aged 12-13, went on a tour of the College and the surrounding area and sampled lunch in Hall. They had the chance to ask questions of current undergraduates and were offered the opportunity to learn about a PhD student’s research in linguistics, when they were asked to try and understand an Armenian underground map.

The day was led by Roisin Ellison the new Schools Liaison Officer at Trinity Hall. Roisin led group discussions encouraging the children to look at reasons why people might apply to University and what factors
to look at when choosing a University. The interactive sessions highlighted the skills of creative and analytical thinking that Oxbridge tries to foster. She explained how the Cambridge Admissions process works and what the University would be looking for in applicants, as well as discussing some of the unique courses within Cambridge.

The children described the day as “mind-changing”, “inspirational” and “surprising”. Madeleine was delighted to have been able to raise the aspirations of her class and give them an insight into the University: “The trip was everything I hoped for; they returned to school excited and motivated to work hard to achieve what they now know is possible”

**Trinity Hall Outreach**

Across Cambridge, the University and colleges are committed to ensuring that no one is deterred from applying to the University as a result of the introduction of increased Tuition Fees. Trinity Hall is no exception and runs an annual outreach programme. The College’s link area is Somerset, and our Schools Liaison Officer, Roisin Ellison, travels frequently to the West Country to speak to children and teachers to dispel myths about Cambridge and encourage schoolchildren to apply. Roisin would be happy to hear from any Trinity Hall alumnus/alumna connected with a school (in any area of the UK) who would welcome a visit.

Contact: slo@trinhall.cam.ac.uk

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**Schools Liaison Officer**

A graduate of King’s College, Cambridge Roisin trained as a teacher before returning to Cambridge to take up the post of SLO jointly between Trinity Hall and Robinson. Her aims are to raise aspirations in young people and dispel the myths and misconceptions surrounding prestigious Higher Education institutions such as Cambridge: “I think it is crucial to encourage children from a young age to think about Higher Education and ensure that those as young as 11 or 12 are as well informed as possible about different options. Young people need to realise that Cambridge could be a viable option for them.”

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**Admissions Statistics for 2013**

- Applications increased to 470 (421 in 2012)
- 78% of applicants were interviewed
- Including UK schools only, 68% of applicants were from the maintained sector, 32% from independent schools (61% and 39% in 2012)
- Including UK schools only, 60% of all offers were made to applicants from the maintained sector, 40% to those from independent schools (65% and 35% in 2012)
- Including UK schools only, 59% admitted in 2013 from the maintained sector, 41% from independent schools (63% and 37% in 2012)
'Steady as she goes…’

At every meeting of the College’s Investment Committee for the last two years, the representative of Heronbridge, one of our UK equity asset managers, has finished his report with the admonishment that their stellar performance cannot last indefinitely and that we should prepare ourselves for the inevitable, and probably imminent, period of poor returns. I understand his desire to manage expectations. The College has also had a remarkable run, moving from a large deficit to, in these results, a large surplus in only four years and already my cries of ‘but it isn’t real money, it’s only accounting’ are being lost in the roar of my colleagues excitement over how to spend it for the benefit of our students.

I am being slightly disingenuous here. Trinity Hall’s financial footing has been genuinely improving and the Fellows instincts about the need to shore up student funding, especially for graduate research in the arts, are undoubtedly the right ones. However and unfortunately, one year’s change in depreciation policy accounting does not a summer make! The College’s underlying financial position is strengthening, largely thanks to the performance of the endowment investments and development receipts, but this is a marathon, not a sprint, and the benign cost environment that we have enjoyed for the last four years (principally through controlled wage costs) is coming to an end as the economy starts to revive. Things are about to get more difficult again but we are better prepared than we have ever been.

A quick look at the numbers

The face of the Income & Expenditure account shows that last year’s slightly revised deficit of £88,541 swung into a surplus of £1,153,333. Of this over £1.2 million swing, more than £600,000 came from the much flagged change from full rebuild to depreciated replacement cost accounting on our depreciation line. Although this artificial change is responsible for the bulk of our bottom line improvement, we must not allow it to mask the real progress that has been made. All our income lines, even academic fees, were higher over the year (by £517,749 or 4.7%) while underlying costs were held in line being only worse by £66,246. In other words, on a like for like basis, Trinity Hall’s trading was stronger by £451,503: a very creditable result. Unspent restricted income of almost £500,000 was swept into the endowment – showing this on the face of the I&E is a recent accounting requirement and serves to illustrate how much work still needs to be done on identifying and repurposing ancient funds that we can no longer use simply. A special project has been begun to progress this quickly. Our contribution towards the College’s fund, by which stronger colleges help support growth in the endowments of weaker ones, reached £109,000; its highest level ever and no bad thing.

During the year our Balance Sheet grew by £15.4 million to £205,450,581. This was mostly explained by the growth in our investments, up 11.5%, with the endowment reaching £107.77 million (we have finally joined the £100 million + club!) and the long-term loan fund at £35.6 million. These numbers assume no increase in value to our investment in Cambridge & Counties Bank, despite its success in becoming profitable in July (only its 13th month of operations) and being generally identified as one of the best ‘challenger’ banks to have launched since the credit meltdown. Our timing with this venture seems to have been most fortuitous. I am delighted to say that 70% of Trinity Hall’s Balance Sheet is now composed of real investment assets rather than the theoretical value of our ancient buildings.

Good and bad things to look forward to

As the endowment has grown over the last few years, so has our free cash flow. Last year, the College was able to effectively gift the endowment roughly £1 million from its operating funds. I expect to do this again this year while still spending quite heavily to fund the planning and other preparations for several profitable-looking property developments, most obviously at the Science Park, junction of Bateman Street and Hills Road and Quinton Hill Farm in Waltham Abbey. Although all of these will take many years to come to fruition, we have high hopes for strong returns on the money we are investing in groundwork now.

The biggest shadow on the horizon relates to the Pensions time-bomb, which has begun ticking again louder than ever. This year the liability on our CCFPS scheme, which covers operational staff, widened by £1 million to £3.26 million. We have enjoyed a respite from the special payments required to close this gap for the last few years but it is highly likely...
“A year of solid progress but with no room for complacency.”

that next March’s valuation, given the current deterioration in the cover ratios, will prompt the regulator to insist they resume. Similarly, USS (or the national scheme that caters for academics) is about to become a factor, at least in the accounts. It has always been an anomaly that we carried a line for the deficit on CCFPS but not for USS. This was because of the national scheme’s inability to achieve the granularity necessary to tell each individual college what its specific shortfall was. Next year, they are promising to have finally fixed this. Although the deficit is likely to be a high and uncomfortable number, we really cannot complain that it is finally recognised in the College’s finances. The big issue is what will one of the last large final salary schemes left have to do to restructure in order to survive. Whatever the future holds for individual beneficiaries, I will bet you it will cost Trinity Hall more.

Looking ahead

In the past, I have included here the slide on student ‘investment’ that forms part of my annual presentation of the accounts to the Governing Body. I do so again to illustrate a mild improvement in this deficit, which, I fear, is about to turn in the opposite direction. The financial challenges facing the University, especially the need to enlarge and fund graduate activities, without which we can never compete with Oxford (much bigger than us here), yet alone Harvard, Yale, Stanford, etc, are greater than ever. Trinity Hall’s mantra remains: the stronger we are financially, the more we can meet our responsibilities and help the wider Collegiate University meet its own. As ever, your help in this will be invaluable.

Paul ffolkes Davis
Bursar

Investments in Students

- Overall education account after fees = £2,161,975 (4.4% lower than last year)
- The cost/investment per TH student is £3,861 (£4,423) based on numbers from the Education Memorandum and Note 1 on the accounts assuming 384 undergraduates and 176 graduates (the fee paying totals for 2012-13)
- This breaks down to a subsidy of: £4,639 (£5,008) per undergraduate, and £2,161 (£2,116) per graduate
Trinity Hall Boat House
An opportunity for Development and Improvement

An iconic building on the river, the THBC Boat House is easily recognisable by its balcony and more recently by the towering and sparkling new weathervane. From the laying of the first foundation stone, it has had to adapt to all manner of new demands placed upon it. The Club and College now want to invest in the Boat House to make improvements to ensure that the Boat House is secure in its footings, generous in its facilities, and up-to-date with its equipment. This will provide an excellent team training environment from recruitment of novices right through to regaining headships.

Refurbishment Plans
Discussions have been taking place over the last two years aiming to refurbish and improve the Boat House. Kate Grose (TH 1977), as a member of the Advisory Committee, was commissioned by the College as architect of this exciting project and has consulted widely with the College, the Boatman and the current Captains and Advisory Committee. Pre-Planning meetings were held with the Planning Officers, and the application for the refurbishment and extension has now been submitted.

The facade of the Boat House will be renovated and the more modern external staircase will be removed for both aesthetic and security reasons. Two extensions are proposed: one to the west, a two storey extension which will house a four-seater rowing tank, with training room in the roof space; and the other to the east, where a new workshop lean-to will be situated. The remainder of the work will comprise some internal reorganisation and modest demolition works to create ergometer rooms, video training room, and an office for the coach in the upper historic rooms, and moving the men and women’s changing rooms to the ground floor. The boat bays will not be altered.
“I very much hope you will join me in supporting – as generously as you are able to – this historic club, which for me personally provided the catalyst, training and enthusiasm to launch an Olympic career in rowing.”  
Kate Grose (TH 1977)
WEIGHTS ROOM
DEMOLISHED
BOATMAN'S
OFFICE &
PLANT ROOM

FOUR PERSON ROWING/SCULLING TANK
4 ERGO SPACES FOR USE IN DIRECT TRAINING CONJUNCTION WITH TANK

STORE
Waiting area
WC
WC
WC
WC
WC
WC
WC
WC
WC

SHOWERS
DISABLED WC/
SHOWER/
CHANGE

LOCKERS

CHANGING CUBICLES
Benches with bagshelves above

Benches with bagshelves above

CHANGING CUBICLES

Benches with bagshelves above

Rooflight
Existing high level windows
Existing roller shutter reinstalled in front of new glazed doors.

EXISTING BOAT STORE
TO BE DEMOLISHED

Ramp access
Existing solid double doors re-hung opening outwards in front of new glazed doors.

PROPOSED GROUND FLOOR PLAN

EXISTING FIRST FLOOR PLAN

MEN'S CHANGING ROOMS
WOMEN'S CHANGING ROOMS

MEN'S SHOWERS
WOMEN'S SHOWERS

MEN'S WC'S
WOMEN'S WC'S

BOAT BAYS

STORE

BOILER ROOM

WORKSHOP

GYMSTORE

GARAGE

EXISTING GROUND FLOOR PLAN

PROPOSED GROUND FLOOR PLAN
Refurbishment Schedule

The work can be completed as a single project, or split into phases if sufficient funding is not secured. The work will be undertaken in part by the in-house maintenance team and outside contractors and managed in partnership between the College Clerk of Works, the Junior Bursar and Kate Grose as architect.

If planning permission is granted, work will commence on 1 July 2014 and completion will depend upon funding and phasing, but if the entire project is undertaken, the refurbished Boat House will enjoy its topping out ceremony towards the end of Easter Term 2015.

Refurbishment Funding

The refurbishment of the Boat House is an important project, and in order to provide a sustainable future-proof space, that will have relevance for the next 50 years, the project will require substantial investment.

The project will require funding of £1.2 million. £300,000 has been committed to the project by the College.

Dr Walter Grant Scott (TH 1969) and Rosemary Scott have also pledged a gift, and as an incentive to encourage additional donations from others, their pledge has a matched gift challenge attached to it, thereby increasing the value of fellow THBC members’ gifts. We hope that this triumvirate of funding (College, matched gift challenge, and alumni) will enable the full project to be funded, allowing it to be completed in one single phase.

Benefits of a Rowing Tank

Some of the advantages to THBC from the proposed 4-person rowing tank include:

- stable learning conditions for novices and experienced athletes to learn both rowing and sculling disciplines without disruption to boat
- instant visual feedback and crew videoing opportunities
- training sessions replicating water-work when weather prevents outings, or when crew members missing
- swap-over sessions from ergometer to tank with the same programme and coach

Supporting the Refurbishment

If you would like to make a gift to the Boat House redevelopment, you can complete the Gift Form within this magazine, or if you would like further information, please contact the Development Office on: fundraising@trinhall.cam.ac.uk

An 8-seater Rowing Tank showing a crew in training
Farewell message from the outgoing Development Director, Jocelyn Poulton, who steps down after twelve years in post at the end of December 2013

For those without a natural vocation, choosing a career path is not always obvious. My arrival at Trinity Hall as Development Director in April 2001 was completely unexpected, but without doubt, the last twelve years will remain the highlight of my career. My previous employment had been in exhibition organising, first with the Arts Council and then with a prestigious commercial art and antique fair. Both were intense and exhilarating, offering an insight into many different worlds. But nothing could have prepared me for the extraordinary experience of working for a Cambridge college. Every day since joining, I pause on Garrett Hostel Bridge to reflect on just how lucky I am and was to have found myself in the delightful environs of Trinity Hall, where many friendships, both professional and personal, have been formed.

From the historic buildings on the city centre site, to the stunning new student accommodation at Wychfield, and from the friendliness of the resident community, to the warm engagement with alumni, there can be no better college in Cambridge. So, to have served Trinity Hall over the last twelve years has been a privilege and a pleasure. Together and collectively we have achieved so much. And it is all down to teamwork: the teamwork of Martin and Claire Daunton, the teamwork of the Master and the Fellowship, the teamwork of the alumni, the Trinity Hall Association, the Year Reps, and the Aula Club, the teamwork of the College staff.

But above all, it is the teamwork of my office, whose loyalty and dedication in facilitating or providing the College community with a national and international programme of events, publications, career network, concerts, exhibitions, lectures, as well as running successful fundraising initiatives, that has provided the mortar to bind the various communities of the College together, and in a manner that has been efficient, friendly, energetic and effective. My personal thanks are extended to all who have worked with me in the Development and Alumni Office, past and present.

News of College achievements is recounted in the pages of our publications, and in this particular publication, we reflect on the challenges we face, whether through the advent of the tuition fees, or the aspiration of refurbishing our iconic Boat House. So I need not tell you that fundraising remains as vital as ever! Needless to say, we are most grateful to our many benefactors who have supported the Annual Fund, who have invested in our Endowment or Capital Projects, or who have remembered Trinity Hall in their Will.

Thank you for your support, your warmth of welcome and friendship, and for your generosity and interest in Trinity Hall and its future.

Jocelyn Poulton
Development Director

“Every day since joining, I pause on Garrett Hostel Bridge to reflect on just how lucky I am and was to have found myself in the delightful environs of Trinity Hall, where many friendships, both professional and personal, have been formed.”

Dr Rachelle Stretch has taken up the post of Development Director (Acting).
The Hall for Life

“These Cambridge and Oxford colleges give us an identity too. We become part of that invisible fabric we call ‘our college’. We become ‘Hall men and women’ and share in the inheritance which our founder, Bishop William Bateman, and his successors passed on to us, and we in turn pass on to the next generation.”

Over the last few years, a rolling schedule of refurbishment of rooms and staircases on the historic site has been undertaken. It started with P, G and A Staircases, and 2013 has embraced the dining hall. The dining hall was decommissioned in early July and completion is anticipated for February 2014. It is a major refurbishment and will include a complete redecoration, a rejuvenation of existing furniture and new chairs, and a re-hanging of those familiar portraits of Masters and Fellows. Dr Jonathan Steinberg (Trinity Hall Emeritus Fellow and Professor of Modern European History at University of Pennsylvania) has written an informal guide on the portraits in the Hall which will be published to coincide with the completion of the hall project, an extract of which follows to the right.

“A place like Trinity Hall fulfils that wish in all of us to leave some remembrance of our transitory time in this world, to remind others that we too once lived and loved and had an eye for beautiful things. In a wonderful essay on Benjamin Jowett, the famous Master of Balliol College, Oxford in the nineteenth century, Leslie Stephen, a Hall man and a great biographer, put the proposition perfectly:

A man who is swallowed up in a corporate body, which will outlast him, acquires a kind of derivative immortality. His own life is only an element in the more permanent life. His work could be carried on by his successors, as the buildings which he helped to erect would remain for future generations.”

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