

School of Technology

Council of the School

2.00 p.m. on Friday, 24 November 2017

Room S0.01, Judge Business School

UNRESERVED MINUTES

- Present: Professor Richard Prager (Chairman)
Professor Andy Hopper
Professor Christoph Loch
Dame Polly Courtice
Dr Alice Hutchings
Professor Peter Robinson
Professor Stewart Cant
Professor Robin Langley
Professor Simon Guest
Professor Bill Byrne
Ms Alexa Belsham (Undergraduate Student Representative)
Dr James Moultrie (School observer)
Dr Claire Barlow (School observer)
Professor Richard Penty (School observer)
Dr Shui Lam (Secretary)
Ms Joanna Walmsley (School Finance Manager)
Ms Yi-Jun Lin (Administrative Secretary)
- In Attendance: Ms Sarah Botcherby for item 3.1,
Ms Charmain Allen for item 3.2,
Ms Tracy Brooks and Ms Lisa Wears
- Apologies: Professor David Cardwell, Professor John Dennis, Professor Lisa Hall, Professor Ross Anderson, Professor Gishan Dissanaiké, Professor Sir Mark Welland, Professor Tim Minshall, Mr Erwan Rolland (Graduate Student Representative), Professor Mark Blamire (School observer), Dr Mark Thompson (School observer), and Ms Rachael Tuley (Assistant Secretary)

Declarations of interest

There was no declaration of interest.

1. Minutes

The unreserved minutes of the meeting held on 20 October 2017 were approved.

Matters arising

There were no matters arising other than those minuted here.

Chair's report

There was no Chair's report.

2. Starred items

The starred items were approved.

3. Principal business

3.1 Academic Career Paths

The Council of the School was being consulted over the proposed academic career paths as set out in Paper **T/17/58** by the Pro-Vice-Chancellor for Institutional and International Relations, with a request for responses by 15 December 2017. Mrs Sarah Botcherby attended the meeting to present the proposal to the Council of the School.

Members of the Council of the School raised the following issues in relation to the proposal:

- There is currently a gap between the quality of applications for promotion and the financial threshold based on affordability. Until the University's promotion system narrows the gap, it would not be satisfactory.
- On a similar point of affordability, it would be helpful to have some guidance about what is reasonable to expect. For example, if the expectation was a readership at the age of 30 and a professorship at 40, would that be financially sustainable?
- The current arrangement with market pay is that, if a person is promoted, the cost of the promotion is offset by the cost of the market pay: this makes the promotion less "rewarding". Ms Botcherby reported that a separate working group was considering market pay.
- The Faculty Board of Business and Management was concerned about the proposed teaching track: in most disciplines, the research hurdle is more demanding than the teaching hurdle.
- The student representative stressed the importance of teaching. Students value teaching and therefore, it is important to recognise good teaching: one of the objectives of the University should be nurturing talents in the future.

Ms Botcherby stressed that the consultation was published in the Reporter and members of the Regent House were invited to respond. She was thanked for her contributions and left the meeting.

3.2 The Royal Cambridge Hotel

In July 2017 the Finance Committee approved the academic case for the refurbishment of the Royal Cambridge Hotel (see Paper **T/17/59**) and operating the hotel under a management contract arrangement. By working with an experienced hotel operator, with priority for JBS, and possibly the rest of the University, it would be possible to guarantee the quality of the service. Since July, the JBS has been working on a full business case for the meeting of the Finance Committee in January 2018.

Ms Allen attended the meeting to provide the Council of the School with the latest details of the proposal. She re-iterated the academic case and explained the advantage of operating the refurbished hotel under a management contract. She also confirmed that the current rental income to the University was £313k p.a. but the estimated profit from a suitably refurbished hotel (based on a market survey) would be higher.

The Council of the School expressed unanimous support for the proposal.

[Note added after the meeting: The recalculation of the loan interest payments for the proposed refurbishment now gives a payback period of approximately 15 years.]

3.3 Planning round 2017

At the meeting, the Council of the School was reminded that the School's five year plan (2017-22) was due for submission on 1 December 2017. The School has been consulting interested parties, including the Heads of Department, Departmental Administrators and the School's Needs Committee.

A draft of the Head of School's overview was provided in Paper **T/17/60**, which was tabled at the meeting.

The outcomes of the discussions and consultations were detailed in Paper **T/17/61** (the objectives) and Paper **T/17/62** (resource management and capital projects).

The Council of the School endorsed the recommendation from the Needs Committee that these papers form part of the School's planning submission. However, it was noted that the new template format did not allow the School to express the School's strategic plan fully.

3.4 Planning: postgraduate student numbers

At the meeting, the Council of the School was informed that the School was required to submit forecast postgraduate student numbers for 2017-18 to 2021-22. Paper **T/17/63** gives the School's forecast of the School's planned postgraduate student numbers after consultation with Departments and the Director of Graduate Education. It was noted that the School's planned full time postgraduate population would grow by 318 over the next five years.

It was reported that the University has agreed with the Colleges a target growth in full-time postgraduate student numbers (including students on premium courses such as MBA and PhDs) of 13.1% over the next 5 years (2017-18 to 2021-22). Given our planned growth, the School would push for more. However, for the time being, the School has been provisionally given a growth number of 163 students over 5 years. Paper **T/17/64** provides a commentary on the School's planned numbers (with a total increase of 318) compared with the central allocation of 163.

Having noted the care and attention the forecast was based on, the Council of the School approved the forecast numbers and approved these papers as part of the School's planning submission.

3.5 Planning: University composition fees

It was noted that the School was required to recommend fees for home and overseas students for 2018-19 and 2019-20. The Needs Committee has considered the Paper **T/16/65** in detail which contains tables for home/EU students and overseas students for the relevant two years.

The Council of the School approved the paper as part of the School's planning submission. It was noted that the School planned to review all the MPhil fees in next calendar year.

3.6 Planning: planned minor works

As part of the planning submission, institutions have been asked to provide a plan for the potential minor works (less than £2m) and submit them to the School. These were subsequently sent to the Academic and Financial Planning and Analysis section by 30 October 2017. The Council of the School noted **Paper T/17/66**, which is a summary of the submitted schemes.

3.7 Planning: chest savings

As part of the planning submission, the School was asked to reconfirm its savings strategy and to note the School's savings targets for the planning period. The Needs Committee has considered Paper **T/17/67** in detail which contains the estimated savings 2018-19 to 2021-22.

The Council of the School concurred with the recommendation to approve the paper as part of the School's planning submission.

3.8 Planning: chest allocations

At the meeting, it was reported that the School would request no new allocations from 2018-19 other than those that had been agreed at previous planning rounds. Paper **T/17/68** and supporting documents Appendices A and B, identify the income streams and calculate the size of the new allocations required.

The Needs Committee has considered Paper **T/17/68** in detail and the Council of the School endorsed the recommendation that it be part of the School's planning submission.

For information, Paper **T/17/69** is a paper approved by the Resource Management Committee on 8 November 2017, on an Income Incentive Model which might replace the Resource Distribution Model from 2018-19. The Chairman commented that the proposal would award Schools with 25% of any additional income from postgraduate taught courses and research overheads, albeit with a time lag of up to 2 years. It was suggested that it would be a good idea if the new model could incentivise good outcomes from REF 2021 in some way.

The Chairman would be happy to explain and discuss the new model outside the meeting.

3.9 Planning: research forecast

As part of the planning submission, the School was required to submit a research forecast for 2018-19 to 2021-22. The Needs Committee has considered Paper **T/17/70** in detail which includes the forecast for research activity, using new assumptions in view of the outcome of the referendum.

The Council of the School approved the paper to be submitted as part of the School's planning return.

3.10 Planning: executive education and professional engagements finance forecast

Paper **T/17/71** shows the executive education and professional engagements finance forecast for 2018-19 to 2021-22 based on information from the Departments and the companies engaged in executive education and professional engagements.

The Needs Committee has considered the paper and the Council of the School approved it as part of the School's planning submission.

3.11 Planning: Risk Register

The Council of the School approved the updated risk register, as detailed in Paper **T/16/72**. This was produced after consultations with the Head of School, the Secretary of School, the Director of Graduate Education and the School's IT Business Manager. The register included a new risk on cyber security.

4. Other Substantive Business

4.1 Strategic Research Review: Engineering

At the meeting, it was reported that the General Board has established a programme of strategic research reviews of Departments. The International Visit Committee (IVC) of Department of Engineering, which took place in 2016, was deemed to be a strategic research review by the General Board. The report of the IVC (Paper **T/16/73**) and the departmental response (Paper **T/16/74**) have been considered by the General Board and were enclosed for information of the Council of the School.

5. Straightforward business

5.1 Health and safety matters

No Health and Safety matters were raised at the meeting.

5.2 Risk Assessment

The Council of the School did not add any new risk to the School's risk register.

6. *Minutes of other committees**

Needs Committee	14 November 2017	T/17/75
Research Committee	23 October 2017	T/17/76

7. Any other business

This being their last meeting at the Council of the School, the Chairman thanked Professor Peter Robinson, Professor Dissanaïke and Ms Belsham for their contributions.

8. Dates of Future Meetings 2017-18

2.00 p.m. in Board Room, Department of Engineering:
Friday, 02 February 2018

2.00 p.m. in Board Room (West Cambridge site), Department of Chemical
Engineering and Biotechnology:
Friday, 09 March 2018

2.00 p.m. in Board Room, Department of Engineering:
Friday, 11 May 2018

2.00 p.m. in FW11, Computer Laboratory:
Friday, 15 June 2018

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