School of Technology

Council of the School

2.00 p.m. on Friday, 10 May 2019

The Board Room, Engineering

UNRESERVED MINUTES

Present:	Professor John Dennis (Chair)
	Professor Richard Prager
	Professor Lisa Hall
	Professor Ann Copestake
	Dame Polly Courtice
	Professor Alex Routh
	Professor Alan Blackwell
	Dr Vincent Mak
	Professor Holger Babinsky
	Professor Andrew Flewitt
	Professor Robin Langley
	Professor Simon Guest
	Professor Tim Minshall
	Professor Bill Byrne
	Dr Sam Ainsworth
	Professor Richard Penty
	Mr Tek Kan Chung (Undergraduate member)
	Mr Nathaniel Chandra Harjanto (Postgraduate member)
	Dr Claire Barlow (School observer)
	Professor Garth Wells (School observer)
	Dr Shui Lam (Secretary)
	Ms Joanna Walmsley (School Finance Manager)
	Ms Gabby Uncles (School Assistant Administrator)
In Attendance:	Ms Tracy Brooks and Ms Alison Cook throughout, Dr Emily Shuckburgh attended for item 3.1
Apologies:	Professor Christophe Loch

Declarations of interest
There were no declarations of interest.

1.   Minutes

The unreserved minutes of the meeting held on 08 March 2019 were approved.

Matters arising

Item 4.3: it was reported that UIS had confirmed that a data storage strategy was being developed which would include CISL and the Whittle Laboratory.

Item 4.4: the General Board approved the Computer Laboratory's response to the SRR and the Vice-Chancellor was keen to start a conversation on how to take the digital campus forward as well as looking at the issue of space.

Item 5.3: the two central seed funds have been frozen.

Chair's report

The Head of School has reported on the following matters:
- School academic staffing: Patrick Barrie has been appointed the School's Director of Education, starting in September 2019. Discussions are ongoing with a potential candidate for the role of Deputy Head of School, with an effective date of 1 September 2019.
- Financial planning: The case has been accepted for the School to offset part of the £1m savings target by increasing revenue. Technology is the only School to do this. The Head of School was supportive of starting new initiatives to generate more income, but such projects would need to be properly costed so that the business case could be presented to central bodies. It is possible that the IIM will continue longer than expected if nothing else is devised to replace it.
- Effort has been made to improve communications between PVCs and Heads of School.
- No official release of the Augar review of education has been given, however it is likely to affect income.
- Congratulations to Engineering on the Civil Engineering building being completed on budget and on time.

2. Starred items
There were no starred items.

3. Principal business

3.1 Centre for Carbon Neutral Futures

Dr Emily Shuckburgh, the recently appointed Director of the newly launched Centre for Carbon Neutral Futures, attended the meeting. Dr Shuckburgh explained her planned approach in engaging with the University, first at School-level, then to filter down to Departments. There is a huge opportunity to use skills from across the University to make a difference towards addressing global challenges, from undergraduate education all the way through to research activity and projects towards de-carbonisation (tackling energy usage in buildings and academic travel are examples). Dr Shuckburgh would need help across the University to find the best ways of working. Professor Dennis said that the School of Technology was keen to engage and maybe a discussion with the Research Committee could be a possible approach.

Dr Shuckburgh reported that the current name for the initiative is temporary and a permanent name is planned to coincide with the official launch in the autumn.

Dr Shuckburgh was thanked for her update and left the meeting.

3.2   <u>REF 2021</u>

At the meeting, Departmental representatives reported on the progress with preparation for the mock REF:

Computer Science and Technology:
Professor Copestake reported that the preparation has been going well under the REF chairmanship of Professor Robertson. Around 91 staff will be submitted. There are 9 draft Impact case studies and hopes are for more 4* publications. The assessment panel consists of internal members only, with one of the members being on the national REF panel from two REFs ago. There is a possibility of including some external members after calibration.

Engineering:
Professor Wells said that output scoring was complete and a lot of internal moderation has taken place. There are 9 1/2 Impact case studies (the 'half' being with CEB) and they now plan to meet with the other UoA12 members where the independency status of the large number of SRA's will be discussed.

CEB:
Professor Hall reported that around 36 people will be submitted although a number of SRAs might not be with the Department by the census date. The Department would look to utilise the Academic Priorities fund to extend the relevant contracts. Scoring of outputs was delayed by 2 weeks due to Symplectic not being ready. There are diverse scores in some cases and for this, an external moderator may be used. The Environment template is about to be populated and Impact case studies are progressing well, with the Department having recruited a post to concentrate on the impact data. She commented that the Department is getting 'REF weary' and wondered whether, with the number of mock submissions, the process started too early.

Judge Business School:
Dr Mak reported that Impact case studies were being considered to decide which were best and 4* publications were coming together. He suggested that Professor Loch might update further.

Professor Dennis reported that the UoA 12 Committee (comprising the Departments of Engineering, Materials Science and CEB) was meeting soon and aims to consider and approve the Criteria and Working Methods for the UoA.

Professor Dennis referred to Paper **T/19/20,** the REF Academic Priorities fund, and stressed that bids should be made sooner rather than later. Departments were asked to send the applications to him. Professor Copestake commented

that the Academic Priorities fund could be used to prevent 'churn' of good staff to other institutions by promotion from RA to SRA.

4.   Other Substantive Business

4.1   Student Representation Review

Paper **T/19/21,** the consultation document outlining proposals for a system of student representation was discussed. Responses to the consultation were encouraged by the deadline of Friday, 31 May 2019.

Professor Dennis said the main changes were to have subject-based student representation (at both undergraduate and postgraduate levels) with the possibility of increasing student member numbers up to eight for the Council of the School.

In response to Professor Dennis's question on whether the current number of student members on the Council of the School was sufficient, Professor Prager suggested staying with two, and Professor Flewitt commented he did not necessarily agree that a student should stand on more than one committee whilst expecting to maintain their studies.

Mr Chung commented that, there are currently so many student representatives trying to gain student attention that he felt this was a good idea to amalgamate the undergraduate and postgraduate representation.

Mr Harjanto said it was not clear how student input at Department level was conveyed to School level and it was suggested that a way be found for departmental student views should be taken to the School.

4.2   Vice Chancellor's visits

The Vice Chancellor has undertaken a number of individual department visits in the School of Technology so far:

Institute for Sustainability Leadership	6th November 2017
Chemical Engineering & Biotechnology	15th November 2017
Computer Science & Technology	19th January 2018
Engineering	15th February 2018
Judge Business School	15th May 2018
Institute for Manufacturing	14 March 2019

Three more visits have been proposed to take place on:

Thursday 4 July 2019, 10:30am to 12:30pm
Friday 20 September, 11:00am to 12:00pm, to Division D at West Cambridge

Given a number of visits have been made to individual Departments, the School is keen to showcase some interdisciplinary work spanning across the School.

Professor Dennis commented that this would be an opportunity to showcase a snapshot across the School. Themes on sustainability and health care were suggested, as were aligning with the VC prorities framework. Professor Hall suggested Strategic Initiatives or Networks led by the School and offered to act as host. Dr Mak suggested a showcase of start-ups or entrepreneurship with CJBS impact in these areas.

It was also noted that 4 July 2019 coincided with the annual University Open Day.

4.3   New Allocations and Savings for 2019-20

The Council of the School considered Paper **T/19/22**, which is an extract from the RMC draft minutes considering 2018-19 supplementary allocations.

RMC agreed to make the following recurrent supplementary awards from 2019-20:
- IIM Allocation: £246k
- ESD £95k (an additional allocation rolling forward until such time as a new mechanism for distributing resource within the University has been found)

RMC agreed to issue a one-year additional savings target of £1m to Schools in 2019-20.

RMC also agreed to the School's proposal to band MPhil fees from 2020-21. This will generate additional Chest income of approx. £660k, from which the School requested £220k to cover additional course costs on certain MPhil courses that are no longer chargeable to students following direction from GBEC in April 2018. RMC confirmed that this additional recurrent allocation to the School of £220k will take effect from 2020-21.

Paper **T/19/23** suggests approaches for apportioning new awards across departments in 2019-20.

This paper also details the School's savings strategy agreed during PR18, together with approaches for apportioning savings targets across departments in 2019-20. The paper also sets out the School's proposal to achieve the £1m savings target imposed by RMC.

Whilst Professor Dennis reiterated the School of Technology being the only one intending to raise income, he reported on the debate about freezing posts which, for other Schools, such as Arts and Humanities, could mean losing 10 posts in the coming years, eradicating the ability to increase income.

Investment in systems rather than in staff in the UAS to reduce costs was mentioned. Professor Dennis said that the School should think carefully about new initiatives to raise income. He invited anyone with a potential business

case to contact him in order to approach the PVCs, who have expressed being receptive to such initiatives.

The fact that increasing graduate numbers is easier than undergraduates was briefly discussed because graduates do not always require College accommodation.

The papers were approved by the Council of the School.

4.4 Academic Career Pathways

An email from the Pro-Vice-Chancellor (Institutional Affairs) is attached in Paper **T/19/24** announcing the proposed SAP launch in Michaelmas term 2019, subject to the approval of the General Board and Council in June.

Departments and Faculties were asked to adopt and publish guidance setting out the expectations required for passing probation and promotion, which would have to be considered and approved by the Faculty Boards and the Council of the School before the launch in October 2019.

The Council of the School was of the opinion that most departments would be content with a fairly high level narrative on expectations and examples of indicators of excellence, with the exception of JBS which might have more detailed guidance such as the criteria of publications in certain named journals. Therefore, it was agreed that the HR Business Manager should circulate the draft Engineering document to all the Heads of Department to see if it would be adopted to suit the other departments.

If possible, then it might be that the final documents could be approved by the relevant Faculty Boards and then be received for approval by the Council of the School at the June meeting. Otherwise, the Council of the School could agree to delegate power to the HR Committee to approve such documents over the summer.

5. Straightforward Business

5.1 JBS: Royal Cambridge Hotel

The Council of the School considered and approved the academic case for the refurbishment project of the Royal Cambridge Hotel for the Judge Business School on 24 November 2017. At the end of the RIBA Stage 2, the project has changed: the project has grown to 80 rooms and the finance model has changed from a loan from the University to utilising the bond money. The updated estimated cost is £18.7m (commercial model costing) with an IRR of 7.2% and a payback period of 19 years. Paper **T/19/25** was produced for the Finance Committee, which the Needs Committee approved on behalf of the Council of the School, because of the timing of the meetings.

The Council of the School noted the Paper and requested to be informed of the planned environmental emissions of the building.

5.2 Health and safety matters

Departments did not raised any Health and Safety matters with the Council of the School.

6. Any other business

6.1 Whittle Laboratory: Concept Case

The Council of the School was asked to support the revised concept case for the redevelopment of the Whittle Laboratory, with an estimated cost of £44m, the case as attached in Paper **T/19/27.** The Move-West Project Board approved the project.

The Council of the School approved the concept case after a brief discussion.

6.2 Smith's Review of Future frameworks for international collaboration on research and collaboration

The minister of Universities, Science, Research and Innovation, Mr Chris Skidmore, announced on 26 March 2019 that he has asked Professor Adrian Smith to provide independent advice on the design for UK funding schemes for international collaboration, innovation and curiosity-drive blue-skies research. The review is open to individuals and institutions, with a deadline for responses by 24 May 2019: <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/795319/Adrian_Smith_call_for_written_evidence.pdf>.

The Council of the School was informed that the Research Office was seeking comments from Schools with a deadline of 14 May 2019 with some keys points that need to be addressed (in Paper **T/19/28**).

The Council of the School was informed that the Secretary has sent the request to the Departments asking them to respond directly to Research Office (by 14 May 2019) or to the Smith's consultation directly (by 24 may 2019).

No other comments were made at the meeting.

6.3.   UROP undergraduate internships

The University has been informed by HMRC (via EPSRC) that amounts paid to students undertaking vacation internships would have to be treated as payments for employment, and subject to the National Minimum Wage legislation.

Professor Copestake raised this as a matter of concern that there is no central guidance for Departments on how to implement the change administratively and Departments were struggling to deal with the implications. The Council of the School agreed that it is important for a change of this scale impacting on the whole University, the administrative Divisions need to be more joined-up in issuing guidance to Departments addressing the implications from all the relevant angles.

The HR Business Manager reported that an HR representative was meeting with a representative from Student Services next week to discuss the issues raised by the Departments. A discussion followed on the complexities of the UROP programme and its historical administration as a bursary. Heads of Department expressed a strong preference for UROP to continue to be treated as a bursary if possible.

7.   Other Straightforward Business

7.1   Risk Assessment

The Council of the School assessed the risks of the decisions made at this meeting and decided not to amend the Risk Register.

7.2   ***Minutes of other committees

Needs Committee	30 April 2019	**T/19/26**

8.   Dates of Future Meetings 2018-19 and 2019-20

2.00 p.m. in FW11, Computer Laboratory:
Friday, 14 June 2019

2.00 p.m. in Board Room, Department of Engineering:
Friday, 25 October 2019

2.00 p.m. in Room W2.01, Judge Business School:
Friday, 29 November 2019

2.00 p.m. in Board Room, Department of Engineering:
Friday, 31 January 2020

2.00 p.m. in Large Meeting Room (West Cambridge site), Department of Chemical Engineering and Biotechnology:

Friday, 06 March 2020

2.00 p.m. in Board Room, Department of Engineering:
Friday, 08 May 2020

2.00 p.m. in FW11, Computer Laboratory:
Friday, 12 June 2020

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