

**School of Technology**

**Council of the School**

2.00 p.m. on Friday, 06 March 2020

**Room W2.01, Judge Business School**

**UNRESERVED MINUTES**

Present:	Professor John Dennis (Chair) Professor Richard Prager Professor Christoph Loch Dame Polly Courtice
	Professor Alastair Beresford Professor Robin Langley
	Professor Holger Babinsky Professor Andrew Flewitt Professor Simon Guest Professor Simon Godsill Professor Richard Penty Dr Patrick Barrie
	Mr James Zhang (Undergraduate member) Professor Garth Wells (School observer)
	Dr Shui Lam (Secretary) Mr Matt Burgess (School Finance Manager) Dr Ann Thompson (Research Strategy Facilitator)
In Attendance:	Professor Steve Russell for item 3.1, Professor Andy Neely for item 3.2 Ms Tracy Brooks throughout
Apologies:	Professor Lisa Hall, Professor Ann Copestake, Professor Alexandra Routh, Professor Tim Minshall, Dr Stella Pachidi

**Declarations of interest**

There were no declarations of interest.

**1. Minutes**

The unreserved minutes of the meeting held on 31 January 2020 were approved.

## **Matters Arising**

There were no matters arising other than those minuted here.

## **Chair's Report**

The Chair provided a verbal report:

- The AI/ML proposal (paper T/20/4 approved at the previous meeting) was approved by the General Board. CST also secured the \$10m philanthropic funding from the Schmidt Foundation, and Professor Copestake and the Department were congratulated on this.
- Professor Miller had a recent meeting with senior industry leaders as to how the University can progress decarbonising aviation, with a focus on aviation fuel. Professor Prager and Dame Courtice are working with him on an appropriate proposal.

The reports from the Deputy Head of School and the Director of Education are as attached in Paper **T/20/9**. The Deputy Head of School highlighted the following points:

From RPC:

- The Alan Turing Institute (ATI) has asked all of its members to each contribute £1m p.a. for the next 5 years. As the University benefits from access to data and collaborations from the ATI it is likely to renegotiate the terms of its membership. It would be beneficial if the impacts of outputs of the ATI were better understood to inform University decision making.
- Two further SRIs will be funded, once the funding has been confirmed, with an expected October 2020 start date. Areas of interest from within the School include Decarbonisation, Quantum Technologies, Biomedical Engineering and Future Cities. The first stage applications will be via Expression of Interest, with the second round application more substantial. Anyone interested in leading on or being involved in an SRI please contact Professor Penty.

The Director of Education highlighted the following points:

- Departments need to respond by the 9 March 2020 for the consultation on postgraduate education, mainly relating to international strategy, copying Dr Barrie for information, who is on the relevant panel.
- Departments within the School are developing TEL proposals in preparation for the call deadline in May.

## **2. Starred Items**

The Committee approved the starred items.

## **3. Strategic Business**

### **3.1. San Francisco Declaration on Research Assessment (DORA)**

Professor Steve Russell attended the meeting for this item only.

The University signed DORA in 2019 and the Research Policy Committee established a Working Group to oversee its implementation in the University and Professor Russell was appointed as Chair of the Working Group. The relevant RPC paper **T/20/10** was for information.

It was reported that the DORA Working Group would be undertaking a consultation exercise to gather views on how the commitments of DORA could be implemented in an effective and proportionate way in the University. This would involve an online survey and open meetings (dates to be announced). Professor Steve Russell attended the Council of the School to present on and discuss the principles that the University's is committed to implement as DORA signatories, and the University's consultation process.

The key principles of DORA to be implemented are:

- The elimination of Journal Impact Factors (JIF) with individual researchers or research projects assessed on their own merits, rather than relying on the quality of the journal research is published in;
- Better use of online publishing and new indicators developed based on broader metrics to reflect value and impact of research; and
- Develop transparent mechanisms for evaluation, promotion and recruitment.

A short questionnaire will be circulated to Departments to gauge staff views on research indicators and methods of assessment to inform development of the University's overall set of principles; these will be circulated to each School for input and comment in May/June 2020, prior to review by RPC Michaelmas Term 2020. Ongoing training and evaluation of DORA implementation will inform future policy updates.

The overall principles developed by the University will be useful for guiding Schools in development of their own local policies and guidance on DORA, including transparent indicators of individual researchers and their outputs for use in hiring and promotion decisions. It was recognised that developing transparent and broader quality criteria will be challenging and academics will need support.

At the meeting of the Council of the School, discussion centred on ensuring that the current system should not be replaced with one that is less robust. Peer review via a quality journal within the discipline of the research provides a reliable indicator of the quality of the research published. Overreliance on a limited number of very high impact journals was recognised as an issue, these are concentrated in a limited number of disciplines. Current suggestions include that DOI based or narrative CVs could be used in preference to referencing publications by journal title to reduce the emphasis on these. Academics reviewing research outside of their speciality rely on trusted journals, and unfiltered open access publishing provides no reliable indication of quality, integrity or impact of research. The Council of the School would find it helpful if internal communications took into account the research landscape for all disciplines, as well as the basis for target issues for these policies as many disciplines have far less overreliance on JIFs than others.

Professor Russell was thanked for his contributions and left the meeting.

### **3.2. Industrial Collaborations**

Professor Neely attended the meeting to discuss with the Council of the School the School's industrial income. It was recognised that the School of Technology was in a strong position to develop broader industrial interactions, building on its existing relationships. It was thought that a greater degree of coordination across the School could leverage significant new opportunities

Professor Neely congratulated the School of Technology for generating 40-50% of the University's industrial income since 2008-09 showing the range and strength of industrial links in Departments across the School, with partnerships with industry representing the large scale contribution the University makes to society.

Research funding data were presented which showed that there was a limited range of major industrial funders. This was an issue as the relationship with a funder could often be concentrated on one or two academics, so that the relationship and the funding would end when they left the University. However, this might be mitigated with proactive succession planning. As well as the usefulness of reviewing University of Cambridge data, it would be useful to benchmark against Russell Group and similar global Universities' data.

It was reported that CBELA would be widening its remit to include research contracts in addition to donations of value over £1m. Policies were being developed on acceptance of funds based on whether the underlying principles of the funder organisations align with those of the University, in addition to whether or not the funds in question were being used for purposes in alignment with University policy. This would represent a change in policy away from the Head of Department being responsible for deciding the organisations their department accepts funds from.

Professor Neely wished to strengthen fragile industrial relationships and increase the number of significant industry partnerships. Individual organisation might wish to seek to maximise their engagements with the University so better coordination to improve consistency dealing with industry partners, such as pricing guidelines depending on IP ownership of outputs, would have to be developed. Currently KTFs were operating at various levels within the University to support industry relationships, but it has been recognised that a relationship manager or industry coordinator at the level of the University or the School might be beneficial for substantial partnerships.

Professor Neely was thanked for his contributions and left the meeting. Professor Godsill also left the meeting at this point.

#### **4. Regular Business**

##### **4.1. Part-time Masters Fees**

At the meeting, it was reported that the School was now the approval body for the setting of MSt fees, in place of ICE. Paper **T/20/11** proposed MSt fees for 2021-22 which the Council of the School approved at the recommendation of the Strategy and Planning Committee.

##### **4.2. MSt in Sustainability Leadership (flexible route)**

At the meeting, it was reported that CISL would like to introduce a flexible route for students to progress onto the MSt in Sustainability Leadership. The summary information was in (Paper **T/20/12**). The academic content has been considered by the Degree Committee of Business & Management and the Graduate School Committee. The financial business case has been considered and approved by the Finance Manager.

The Director of Education recommended the approval of the more flexible route to this MSt as it would enable CISL to take more students and widen access to the course within the current University regulations. For its part, the Council of the School approved this proposal, which might come into effect from Michaelmas Term 2021 if approved by the relevant committees.

#### **4.3. Royal Cambridge Hotel**

It was reported that JBS was required to update the Finance Committee on progress with the refurbishment of the Royal Cambridge Hotel. The anticipated project cost was established to be £18.711m with an IRR to the University of 7.5%. It was proposed that this cost be borne by the proceeds of the University May 2018 bond issue. A new RCH subsidiary company, which would be wholly owned by the University, would be set up to manage the operations of the hotel post-refurbishment. There would be a formal agreement between the University and the subsidiary company to allow the subsidiary company to occupy and operate the hotel. In return, the subsidiary company would pay the University an equivalent amount of the assumed financing cost (i.e. the University's bond interest liability) and donate its taxable profits to the University in contribution to the £18.711m refurbishment cost. There would be a 20-year arrangement whereby both CJBS and the University, would participate in the upside or downside of operating proceeds varying from the business plan based on the understanding that during this period, CJBS would administer the management of the hotel operator contract on behalf of the University, via this new 100% University-owned subsidiary company. The progress report has been considered and approved by the Project Board and, to meet the timing of the Finance Committee meeting, the Strategy and Planning Committee on behalf of the Council of the School. Paper **T/20/13** is the final version of the paper which was submitted to the Finance Committee. The Council noted the approval of the proposal.

#### **4.4. Surplus Improvement Fund**

It was noted that the School would be invited to submit bids to the Surplus Improvement Fund in due course. A draft SIF guidance was attached in Paper **T/20/14**.

#### **4.5. \*\*\* UKRI Open Access Review**

Professor Penty reported that the UKRI has launched a consultation as part of its Open Access Review. The consultation was important because it would determine UKRI open access policy for the Research Councils and would also inform future open access policy for the REF after 2021. The School has been asked to submit feedback to inform the University's response, by 23 March 2020 (Paper **T/20/15**). The Deputy Head of School would be responsible for the School's response, after consulting the Departments and drafting a School response for approval of the Research Committee by circulation. The Council of the School approved the process and agreed to send comments to Professor Penty via the Research Facilitator, Dr Thompson.

#### **4.6. Half Year-End Financial Report**

The Council noted the half year-end Financial Report enclosed (Paper **T/20/16**). The School Finance Manager highlighted that the School had two savings targets; a non-recurrent target of £1m, and a recurrent saving of £600,000 per year. No explicit recurrent savings are identified as more information is needed from the next Planning Round. Potential areas for savings will be discussed with Departments over the summer.

## 5. Straightforward Business

### 5.1. Health and Safety Matters

The Departments discussed any preparations they had in place regarding the global spread of the coronavirus. The members of the Council of the School provided the following continuity planning:

The JBS were going to stream lectures for part-time students who did not want to, or could not, travel to Cambridge. They were looking at the possibility of cancelling forthcoming residential courses and replacing them with streamed lectures. Full time courses would be prioritised for streaming.

CISL has cancelled the Chinese and other programmes, and is investigating delaying further programmes. Non-essential overseas travel had been stopped and staff were not obliged to travel within the UK, e.g. to London. As a contingency all staff were set up to work from home.

CST would welcome guidance on travel and hosting events, regarding whether forthcoming April conferences should be cancelled. Currently there did not seem to be any issue with within UK travel so no definite guidance to cancel UK workshops could be given.

The Secretary reported that the University was not in a position to provide health related advice, and advised following PHE guidelines, which were regularly updated according to the seriousness of the outbreak. In discussions, it was reported that, at Audit Committee, the Registry recognised that the University would need to make decisions and provide a response to any higher level of emergency which would be from the Pro-Vice Chancellors via Heads of Schools. Schools or Departments should not provide advice that would mean they carry a higher legal responsibility than the University.

The Engineering Department would only apply constraints on activities according to the University's guidance, and comply with any PHE and University restrictions. Plans were being made for any potential disruption of the third and fourth year exams after Easter, with the intention that teaching would continue as far as possible given restricted online teaching capacity.

To assist and support their colleagues in the Nanjing Centre the CUED provided a supply of facemasks to protect staff working in clinical settings in Nanjing hospitals.

### 5.2. Risk Assessment

The Council of the School was requested to assess the risks of any of the decisions made at this meeting. Coronavirus was discussed in item 5.2.

## 6. \*\*\*Minutes of Other Committees

Strategy and Planning Committee	25 February 2020	<b>T/20/17</b>
IT Strategy Committee	6 February 2020	<b>T/20/18</b>
Graduate School Committee	20 February 2020	<b>T/20/19</b>
Undergraduate Education Committee	21 January 2020	<b>T/20/20</b>

## **7. Any Other Business**

There was no other business.

## **8. Dates of Future Meetings**

### **8.1. Proposed Dates for Meetings in 2020-21**

Proposed dates for the 2020-21 Council of the School meetings detailed in Paper **T/20/21** were approved:

2.00 p.m. in Board Room, Department of Engineering:  
Friday, 23 October 2020

2.00 p.m. in Large Meeting Room (West Cambridge site), Department of Chemical Engineering and Biotechnology:  
Friday, 27 November 2020

2.00 p.m. room tbc, in Department of Engineering (West Cambridge site):  
Friday, 5 February 2021

2.00 p.m. in Room W2.01, Judge Business School:  
Friday, 12 March 2021

2.00 p.m. in Board Room, Department of Engineering:  
Friday, 14 May 2021

2.00 p.m. in FW11, Computer Laboratory:  
Friday, 18 June 2021

### **8.2. Proposed Dates for Meetings in 2019-20**

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