**Confidential: Meeting 172**

**School of Technology**

**Council of the School**

**2.00 p.m. on Friday, 01 February 2019**

**UNRESERVED NOTE**

The chairman cancelled the meeting of the Council of the School scheduled to take place on 01 February 2019 and the papers of the following items were circulated and approved by circulation:

## 1. Membership of the Council of the School

Paper **T/19/1** gives the membership of the Council of the School including the student representatives.

The Council of the School has a practice of co-opting the Heads of Division in Engineering. Therefore, Professor Holger Babinsky, Professor Andrew Flewitt, Professor Simon Guest, Professor Tim Minshall, and Professor Bill Byrne were co-opted to the Council of the School from 1 January 2019 for two years by circulation.

The Council of the School has the long-standing practice of co-opting any elected members of the University Council to the Council of the School in order to enhance communication between the two bodies.

Professor Richard Penty and Dr Sam Ainsworth have been elected to the University Council recently. The Council of the School co-opted both Professor Penty and Dr Ainsworth as members from January 2019 to December 2020.

## 2. Principal business

## 2.1. Part-time academic posts in the School Office

The current Director of Graduate Education will be stepping down in September 2019. Paper **T/19/2** is a proposal to widen the scope of the role and make it a Director of Education in line with the move by the University to combine undergraduate education and post-graduate education in its governance structure.

The duties and responsibilities of the Head of School have increased substantially over the past few years. When the role of the Head of School was advertised in October 2018, the possibility of creating a Deputy Head of School

was included and subsequently supported by the candidates who were interviewed. The new Head of School has produced Paper **T/19/3**, which includes a proposal to create the role of a Deputy Head of School.

Both roles have been considered by the Needs Committee and were approved by the Council of the School by circulation.

## 2.2. Resource allocation and the Income Incentivisation Model (IIM) 2019

Paper **T/19/4** shows the IIM allocations for 2019-20 that the School will be receiving. Partially because this will be the first year that the IIM is in operation and partially as a result of the volatile nature of IIM and its disconnection from the RAM (which takes into account costs as well as incomes albeit in imperfect way, the School Office has produced a number of distribution options of the IIM allocations.  The Needs Committee has considered the paper and agreed to recommend scenario 2 as an allocation method for 2019-20.

|  | 2019-20 (£) |
| --- | --- |
| Engineering | -76,166 |
| CEB | 39,537 |
| Computer Lab | 143,948 |
| JBS | 15,367 |
| CISL | 311 |

The Council of the School noted of the forecast IIM allocation for 2020-21, and was informed of the need to consider ways of improving the financial situation.

## 3. Other Substantive Business

## 3.1. Academic Priorities Fund and Investment Fund

It was reported that Professor Cardwell attended the Needs Committee and reported that two funds would be established for which Schools could bid: the Academic Priorities Fund and the Investment Fund.

1.  Academic priorities fund (£3m):

This would fund initiatives of high-quality academic standard. The draft call was in preparation, and should be announced by the end of this term. It is also understood that the bids would be banded into roughly 4 bands: £10k-£100k, £100k-£500k, £500k-£1m and > £1m. There would be no financial cap to the bids, so the fund could fund a large bid of, for example, £2m although such a bid would have to benefit significantly the broader University. Initial, informal discussions with the academic community had indicated that a number of applications below £70k would be coming through. These bids would have to be led by established academic staff, typically for duration up to three years. There would be a peer review

process, although the details of this are still to be firmed-up. It is anticipated at this stage that there will be a series of calls with deadlines spread over the year.

Professor Cardwell reported that, from his discussions with Heads of Department, there was significant appetite for both a bottom-up and a top-down academic strategy, and particularly so in small and medium size departments. It will be up to individual Departments to decide on how they engage with University-wide strategy, which will aim specifically to preserve strengths and improve weaknesses. The role of Schools would be to co-ordinate activities across their constituent Departments, to enable this to happen.

2. Investment Fund (currently £3m):

This fund would support initiatives that can clearly demonstrate an opportunity to either increase revenue and/or decrease costs. One objective of reducing costs is to increase efficiency and reduce duplication. Speaking as a former Head of Department, Professor Cardwell was aware of the tendency of Departments to employ administrative staff to address specific issues as they arise, regardless of the existence of potential capability elsewhere within the University. In particular, there may be geographic opportunities to increase efficiency by reducing duplication. The preparation for this call is less advanced; it may be that the call would go out just before the Vacation.

Questions were raised how applications for this fund from Schools would be considered alongside the "Ourcambridge" programme, in terms of timing, core purpose and value. In particular, the core purpose of "Ourcambridge" had been reported to focus on staff enhancement rather than delivering a saving (expressions of interest have been requested for 1 February 2019). Professor Cardwell commented that "Ourcambridge" has an indicative expenditure of £950k p.a., and will be eligible to bid for funding to the Investment Fund. If more investment proposals come forward than the fund could meet, then he would consider increasing the value of the fund.

The Council of the School noted the information.

### 3.3. <u>Pre-Award Research Support Team</u>

The Research Office has been granted an additional Chest allocation to improve the administrative support to Schools in the pre-award stage. Having undertaken detailed discussions with the Heads of Department and the relevant research support administrators on the requirements, the RO Assistant Director for the School of Technology, Ms Lisa Wears, produced Paper **T/19/5** to illustrate how the expected additional resources could be shared out within the School. The additional support has been warmly welcomed by the Needs Committee.

The Council of the School noted the information.

### 3.4. <u>Risk Assessment</u>

The Head of School has assessed the risks of decisions made and decided no additional risks need to be added to the risk register.

### 4. <u>***Minutes of other committees</u>

| Needs Committee | 22 January 2019 | **T/19/6** |
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### 5. <u>Dates of Future Meetings 2018-19</u>

2.00 p.m. in Board Room (West Cambridge site), Department of Chemical Engineering and Biotechnology:
Friday, 08 March 2019

2.00 p.m. in Board Room, Department of Engineering:
Friday, 10 May 2019

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