

Strategy Committee Meeting Minutes Wednesday 13th December 2017



Attendees: Johanna D Moore (Chair), Jane Hillston, Nigel Goddard, Jon Oberlander, Nigel Topham, Martin Wright, Vashti Galpin, Murray Cole, Aggelos Kiayias (for Kousha Etessami), Alan Smail (for Jacques Fleuriot), Bob Fisher (for Barbara Webb), Keith Edwards (for Jim Ashe), Sharon Goldwater (for Item 4.1), Lorna Adams (secretary),

Apologies: Jim Ashe, Stuart Anderson, Kousha Etessami, Jacques Fleuriot, Barbara Webb

	Summary	ACTION
1.	PREVIOUS MEETING	
1.1	Approval of previous meeting minutes Minutes from the previous meeting were approved with one minor change.	
1.2	Matters arising from previous meeting Microsoft Scholarships: JA and NT are still to meet to discuss and will report back to this Committee in due course. Proposal for joint post in Computational Biology: Guido Sanguinetti taking this forward with colleagues in Biological Sciences. CDT Proposals – clarity of process: JM has raised at CSMC and JH has also raised it with Andy Mount. Contract delays for Student Tutors and Demonstrators: MJW is investigating. Allocation of Teaching Duties: Dols to sound out members – carry this action forward. Research studentships: To be promoted on the Graduate School webpages. Commercialisation: Due diligence being undertaken on proposal for industry sponsored lab. Equality and Diversity: Meeting of the Athena SWAN Implementation Group scheduled for Friday 9 th February 2018. Asperger’s training being arranged for some time in March and will be open to all staff and students. Staff Expenses: School guidance is now finalised and will be uploaded to the intranet.	Dols
2.	HEAD OF SCHOOL’S BUSINESS	
2.1	Report from Head of School	
2.1.1	JM reported that College have advised that they are going to relax the School surplus target this financial year. If any of the institutes have equipment requests, this would be a good way to fund these. It would also provide a good opportunity to fund other expenditure within the institutes, in particular, the costs associated with new appointments could come out of this surplus. This funding is not for major capital spending, i.e. only for items under £50k. MJW stressed that equipment costs should still be included in grant applications, where appropriate. It was also noted that under the new financial planning model that College are keen for Schools to have staffing commitments in place for next year.	
2.1.2	At HoS invitation, MJW provided information on the University’s Service Excellence change programme (SEP). Barry Neilson (SEP Programme Director) attended the CPSMG meeting yesterday, 12 th December, to provide an update on SEP progress. In short, the University has committed to reviewing key professional service functions in order to build more effective and efficient services. This is being rolled out through professional services, with HR functions	

	<p>being reviewed first. Other areas are Finance and Student Support and Administration However, there is a feeling that academic colleagues are not particularly aware of this initiative and that there has been inadequate consultation with them on the proposals.</p> <p>There was general agreement that change is needed, however, centralisation should not be seen as the default option.</p> <p>JO stated that, if academics were the “customer”, then the current interface would need to be a lot better if processes were to be centralised and academics were having to do more admin.</p> <p>BF was concerned that the School would be at risk, if we are to outsource processes/ functions. Things are much better if they are run and kept in-house.</p>	
<p>3.</p> <p>3.1</p> <p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p>	<p>RESEARCH BUSINESS</p> <p>Report from Director of Research</p> <p>JH reported that she had a few successes to report and a couple of opportunities coming up.</p> <p>JH also advised that she has pushed for a process to come from College re CDT’s. Once she has received something from Andy Mount, JH will circulate it. Action: JH to circulate document from Andy Mount once received.</p> <p>We have made it to the second round of the Innovation Fellowships.</p> <p>CSE research income has not been increasing as much as in Medicine. CMVM awards have risen to £240m. However, as a School we are increasing our income, i.e. by 40% last year. JH/JM have been invited to attend a meeting with Bruce Nelson on 26th January 2018 to discuss further.</p> <p>JH noted that on average, we would be ahead compared to other School’s within the College. There is a new College dashboard with data on research awards and JH will have a look at this for more detail.</p> <p>BF stated that our sources of funding have not increased our income, but that we have greatly diversified our income streams. We also have some GCRF income.</p>	JH
<p>3.2</p>	<p>Institute REF Coordinators</p> <p>JH advised that the Chair of the REF panel will be Professor Tom Rodden, who is Deputy CEO of EPSRC, on secondment from the University of Nottingham, where he is currently Professor of Computing</p> <p>There will be a mock REF next year. Professor David Leach has been appointed at College to lead this process and JM met with him for an initial discussion on 7th December 2017.</p> <p>JH advised that we will need a REF liaison person from each institute, who will act as a point of contact and be a conduit for the flow of information. Action : All Dols to appoint a suitable REF liaison person for their respective institutes.</p>	Dols
<p>4.</p> <p>4.1</p>	<p>TEACHING BUSINESS</p> <p>Report from Direct of Teaching</p> <p>Although SA was unable to attend the meeting, he had sent a written update report to the Committee, which was taken as read. Sharon Goldwater (SG) attended for the discussion</p>	

around the teaching and learning experience, specifically, around the management of our programmes.

SG referred to her paper from the Curriculum Review Group (included in SA's report) which looked at the management of MSc numbers on machine learning courses, and considers both curriculum issues and resourcing. She advised that in its current state, resourcing on the MSc programme came down to resourcing in machine learning (ML) courses. She also noted that she felt we were seriously under resourced, and that there were some curriculum issues in machine learning, with more focus on applications than fundamentals.

SG concentrated the discussion to the recommended actions within the Curriculum Review Group paper, with observations and comments as follows :

- Recommendation 1 - NT questioned if all the recommendations were compulsory. There may still be the issue that we have too many courses. SG advised that hopefully Stuart's workload model will address this.
- Recommendation 2 - People in each research area are to develop proposals on how they would reduce their course offerings.
- Recommendation 4 – It was suggested that we stop running one of the ML courses. Could we then re-deploy lecturers onto the bigger courses? Or even reduce 20 credit courses to 10 credit courses?
- Recommendations 5 & 6 - NG stated that we have a reputation to be a great place to come for ML. If we were to cap ML courses, we would need to make it clear to students what the motivation is for doing this. Some students who study ML courses will go on to do a PhD.
- Recommendation 7 – Propose to offer a Level 11 IAML, which is similar to Level 10, but with additional content. Needs to be addressed soon, particularly for distance learning students.
- Recommendation 8 – BF felt that the ML Practical course is mislabelled and should be renamed Deep-learning. Could we have instead have two courses, i.e. ML Practical and another course with a wider breadth?

CDT's in preparation – It is important to keep in mind that we are already stretched for resources in all that we are teaching. MC suggested appointing university teachers to help, but NG stated ML requires significant expertise in teaching and we are not likely to find a suitable university teacher to do so.

There was broad support for investigating the proposed actions further, and thanks also to SG for taking on this task.

Action: SG will take the Committee's comments back to SA.

SG

Action: Dols to take this paper to their institutes for further discussion.

Dols

5. GRADUATE SCHOOL BUSINESS
5.1 Report from Director of Graduate School

NT advised that since our last meeting, PGR applications have picked up and we are now back on track. As of today, we had 259 applications. IGS are screening applications.

Information on the new Scholarships for research students is now live on the website.

	<p>We will also be improving the web pages, but this is an activity that will take a bit longer to have any impact on applications.</p> <p>Using more social media outlets to actively encourage applications</p> <p>There will be an open day for prospective PGR students early next year.</p>	
<p>6. 6.1</p>	<p>COMMERCIALISATION BUSINESS Report from Director of Commercialisation and Industry Engagement KE advised that the meeting of the Bayes Centre – BIP board was a success.</p>	
<p>7. 7.1</p>	<p>EQUALITY AND DIVERSITY Equality & Diversity Committee Chair is still vacant, however the committee is meeting under the chairmanship of the Head of School and steps are being taken to move things forward. The AS Implementation Group is also meeting and is monitoring the implementation of the School's E&D action plan.</p> <p>There followed discussion on how the position of Equality and Diversity Co-ordinator might be filled.</p>	
<p>8. 8.1 8.2</p>	<p>STRATEGY AND PLANNING School Plan 2018-21 Guidance from College came in yesterday afternoon. Financial modelling is become more complicated. Good news, is that it is now due in January. MJW has allocated responsibilities to help finalise our plan.</p> <p>Academic Hires L/SL/R robotics – Advert closed 30 Nov L/SL/R – Security & IoT – closes 3 Jan L/SL/R AI/Machine Learning – going to advert L/SL/R Security & Privacy – closes 19 Jan</p> <p>There is an opportunity for us to consider other academic posts we would like to advertise this academic year, and posts that we may include in our School Plan.</p> <p>MC was concerned that since anything we do now, will not be advertised until early 2018, could we risk losing opportunities to recruit the right people? MJW stated that we should be prepared to advertise posts, but not make appointments. At least these posts will get on the books.</p> <p>JM commented that there was a need for junior roles to handle tutoring and marking, to relieve the workload on more senior staff, which had increased due to the School having grown significantly.</p> <p>BF advised that he would like to see a support role in the robotics labs – i.e. a technical person.</p> <p>JH reported that she was seeing lots of opportunities coming in for robotics, specifically around industrial robots and would like to see us recruit more in this area, perhaps look at appointing a Chair for this.</p>	

The following academic posts were discussed and agreed to be priorities for future recruitment, although they were not individually prioritised.

ANC: L/SL/R in Machine Learning – either by recruiting a second post based on the current advert or a separate advert, with more focus on theoretical work.

CISA: L/SL/R in Artificial Intelligence.

ICSA: L/SL/R in Internet of Things – look to double up on advert that we have out currently or re-advertise in October, if necessary; L/SL/R in Hardware and Systems for Security and Privacy (second priority).

ILCC: L/SL/R in Artificial Intelligence and Education.

IPAB: L/SL/R in Human-Robot Interaction (re-advertisement); L/SL/R in the Application of Robotics or Computer Vision to Medicine.

LFCS: L/SL/R in Security and Privacy; L/SL/R in Database systems; L/SL/R in Programming Languages.

The Committee was also keen to pursue the following posts: university teachers; tutors/demonstrators; robotics lab technician; two vacant Chairs (Software Engineering and Algorithms & Complexity), subject to the School being confident that it can attract suitable candidates to the chair posts.

9. 9.1	ANY OTHER BUSINESS None	
10.	Date of next meeting: Wednesday 31 st January 2018, 2pm, Turing Room	