

## Strategy Committee Meeting Minutes Wednesday 31<sup>st</sup> October 2018



**Attendees:** Jane Hillston (Chair), Stuart Anderson, Kousha Etessami, Jacques Fleuriot, Jim Ashe, Nigel Topham, Nigel Goddard, Frank Keller, Mahesh Marina, Chris Williams, Bob Fisher, Martin Wright, Lorna Adams (secretary).

**Apologies:** Barbara Webb

	Summary	ACTION
<b>1.</b>	<b>PREVIOUS MEETING</b>	
<b>1.1</b>	<b>Approval of previous meeting minutes</b> Minutes from the previous meeting were approved with no changes.	
<b>1.2</b>	<b>Matters arising from previous meeting</b> <i>Allocation of Teaching Duties</i> – SOA is still to circulate details of the model. <i>Vacancy for Distance Education Co-ordinator</i> – Post still vacant and SOA is still to speak to a member of staff to gauge their interest in this role. <i>Industry Academic Advisory Board</i> – Invitations have been sent for the meeting on 30 <sup>th</sup> November. As at today's date, we have had 12 acceptances. The agenda will be sent out in the next few days. <i>Chancellor's Fellows</i> – JH will discuss in her HoS report. <i>Institute Demo's/Presentations</i> – A reminder to all Dol's to please keep on this. <i>Academic Recruitment</i> – Reminder to all Dol's that they are still to provide their lists of prospective candidates to JH. JH expects shortlists for posts to include women. If not, Dol's need to provide proof that they have made best efforts to attract female candidates to these posts.	SOA  SOA
<b>2.</b>	<b>HEAD OF SCHOOL'S BUSINESS</b>	
<b>2.1</b>	<b>Report from Head of School</b> JH provided a short update as follows : - Chancellor's Fellows - JH extended her thanks to those who were involved in the longlisting process. Only one candidate made it through to shortlisting.	
<b>2.2</b>	<b>Academic Recruitment Update</b> MJW provided a brief status update on the new academic posts approved by this Committee at the previous meeting.	
<b>3.</b>	<b>RESEARCH BUSINESS</b>	
<b>3.1</b>	<b>Report from Director of Research</b> CW provided the following update : - CW and Ian Simpson, along with Janet Ball, are continuing their meetings with Dols. - EPSRC Visit – Daniel Smith (Head of Business Engagement and Industrial Strategy at EPSRC) visited UoE on 26 October. He indicated that he anticipated that most of the growth in the budget was expected to be in the Industrial Strategy Challenge Fund. Which subsequent to this meeting, has turned out to be correct.  CW raised the issue with Daniel Smith, that several of the panels for the UKRI AI CDT interviews, were made up of very few, if any, computer scientists.	

	<p>JH also stated that she had been at the Heads of School meeting with Daniel Smith, but did not have anything further to feedback.</p> <ul style="list-style-type: none"> <li>- CW advised that UoE is pursuing the possibility of a collaboration with InnoHK, which would involve the establishment of world-class research clusters at the Hong Kong Science Park. A UoE delegation, led by Charlie Jeffery, visited Hong Kong earlier in the summer to explore the possibility. Discussions are still ongoing, as we are still to determine the benefit of such a collaboration to Sol.</li> <li>- There is a meeting on 12<sup>th</sup> November with A*STAR from Singapore, organised by Edinburgh Global. A number of people from Sol (including CW) have been invited.</li> </ul>	
<p><b>4.</b> <b>4.1</b></p> <p><b>4.2</b></p>	<p><b>TEACHING BUSINESS</b></p> <p><b>Report from Direct of Teaching</b></p> <p>SOA reported the following :</p> <ul style="list-style-type: none"> <li>- Students seem to be quite happy – staff are responsive.</li> <li>- We have issues with capacity for marking – SOA is concerned whether the payment to students for marking is sufficient to make it attractive, compared with, for example, taking tutorials. <b>Action:</b> SOA to make sure that the remuneration for marking fully compensates the students for the time involved.</li> <li>- International Industry Advisory Board Meeting will be taking place on 30<sup>th</sup> November 2018. As of today’s date, we have 12 confirmed attendees.</li> <li>- Graduate Apprenticeships are going well, we have applied to continue for next year and for a new level 11 Graduate Apprenticeship in Cyber Security.</li> <li>- The new MSc programme in Cyber Security has been approved for 2019 entry.</li> <li>- The first teaching lunch has taken place, with the discussion being on the Common Marking Scheme. The topic for the next teaching lunch will be on MSc Project Clusters.</li> <li>- MSc training in AI – Bill Mitchell, Director of Policy at BCS, has asked Sol to host a regional meeting before Christmas.</li> </ul> <p><b>Distance Learning at Scale (Paper 4.2)</b></p> <p>SOA spoke briefly to the tabled paper, which had been circulated to the Committee for information. As highlighted at the previous meeting, we are under pressure to launch a ‘micro-masters’ and have suggested a programme in ‘AI for Policy’.</p> <p>There was some discussion about capacity for such initiatives with CW being concerned that this is something that we cannot sustain.</p> <p>JH noted that this was also discussed at CSMC, with all HoS agreeing that this something that should be a seen as a new activity. It is not something that could be added onto our current offering within current resources. MJW remind SC members that there were a number of additional academic and support posts, linked to Distance Learning, included in the School’s the proposed investments in the School’s 2018-21 planning submission. It was agreed that, if this and other DL initiatives are to be taken forward, they need to be done properly and resourced separately.</p>	<p>SOA</p>
<p><b>5.</b> <b>5.1</b></p>	<p><b>GRADUATE SCHOOL BUSINESS</b></p> <p><b>Report from Director of Graduate School</b></p> <p>NT advised that a new scheme for Graduate School funding of PhD student travel to conferences has been announced. This has now been rolled out and is operational. It is to be seen as funding of last resort. It is not an alternative to Institute and other sources of funding, which should be exhausted first.</p>	

<p><b>6.</b> <b>6.1</b></p>	<p><b>COMMERCIALISATION BUSINESS</b> <b>Report from Director of Commercialisation and Industry Engagement</b> JA provided a brief summary update as follows :</p> <ul style="list-style-type: none"> <li>- EIE 2019 applications are open and will close on 23<sup>rd</sup> November 2018</li> <li>- The work on the Bayes Business Accelerator with Telefonica Wayra continues – The welcome week saw 10 companies in AI and Blockchain arrive in Bayes: six from Edinburgh; three from London and one from Switzerland. Work continues on the legal documentation with SE on Stipend payments.</li> <li>- Huawei will occupy two offices in Bayes, as part of a bigger inward investment to the region.</li> <li>- A list of Informatics Events was circulated to this Committee at the meeting.</li> </ul>	
<p><b>7.</b> <b>7.1</b></p>	<p><b>EQUALITY AND DIVERSITY</b> RBF updated the Committee as below :</p> <ul style="list-style-type: none"> <li>- Unconscious Bias Training – will be scheduled for early 2019.</li> <li>- RBF is very keen to celebrate the many nationalities within Sol, where we set aside a few generic days, where colleagues can mix in an informal setting, and find out more about each other and their home countries. It was suggested that colleagues bring food from their respective countries. Appropriate dates for this could be ‘World Earth Day’ (22<sup>nd</sup> Apr) and ‘United Nations Day’ (24<sup>th</sup> Oct).</li> <li>- Brexit – There have been complaints from EU academic members of staff relating to the cost of applying for permanent residence. <b>Action:</b> This should be raised by RBF through the College E&amp;D Committee. RBF to contact Niamh Shortt (Dean of Diversity &amp; Inclusion) to ensure he is on the College Committee membership list.</li> </ul> <p>JH also advised that she had attended the Widening Participation Strategy Launch earlier today, which was also a celebration, as UoE had met its target for this year.</p>	<p>RBF</p>
<p><b>8.</b> <b>8.1</b></p>	<p><b>STRATEGY AND PLANNING</b> <b>Institute SWOT Analysis</b> The DoIs presented their respective Institutes SWOT analyses to the Committee. The following points were noted during these discussions:</p> <p>ANC</p> <ul style="list-style-type: none"> <li>- Faculty morale was seen as a weakness, particularly due to substantially increased student numbers. The uncertainty and implications of Brexit were also causing a significant impact.</li> <li>- Biggest threat are people – are we going to be able to retain them? There is a general feeling that faculty are not listened to and this will drive people away. JH agreed that there has been a problem, but JH/SOA are listening and are doing things to rectify this perception.</li> <li>- UoE/College plans for expansion are seen as a threat, as ANC feels that the resultant impact to their Institute, will be that they lose good people.</li> </ul> <p>CISA</p> <ul style="list-style-type: none"> <li>- JF advised that they would like to consider changing the name of the Institute.</li> <li>- CISA is a very diverse group but with a strong sense of community.</li> <li>- Overall CISA were generally positive and found the SWOT analysis a good exercise.</li> </ul> <p>ICSA</p> <ul style="list-style-type: none"> <li>- Increased teaching workloads is having a negative impact on staff morale (similarly raised by all institutes).</li> </ul>	

<p>8.2</p>	<ul style="list-style-type: none"> <li>- Maintaining PhD intake going forward is a threat in view of PPar CDT not continuing.</li> </ul> <p>IPAB</p> <ul style="list-style-type: none"> <li>- Felt that there was insufficient support for infrastructure and should consider appointing permanent lab managers.</li> <li>- Finding it difficult to recruit and retain PDRAs for ORCA Hub.</li> <li>- Too many administrative tasks.</li> </ul> <p>ILCC</p> <ul style="list-style-type: none"> <li>- FK advised that a problem for the Institute is computing infrastructure. Often the existing equipment is unsuitable for research purposes. From recent experience, it took six months before equipment was up and running.</li> <li>- Feel that admin and business development teams are overloaded at times.</li> </ul> <p>LFCS</p> <ul style="list-style-type: none"> <li>- Perception on the ground that there is a lack of control on growth in student numbers, which has a knock-on effect on staff retention.</li> </ul> <p><b>Action:</b> Reflect on all the positive actions that we as a School have already taken or implemented, and then filter this through all Institutes to counter perceptions that issues are not being listened to or are not being addressed.</p> <p>JH thanked the Dols for their respective Institutes SWOT analyses. These are very helpful for feedback into the School Plan. JH also advised that she may contact Dol's individually to pick up on some of the points that they have raised today.</p> <p><b>Investment Opportunities</b> MJW will put out a note to Dols following the meeting, calling for their Institute's proposals for new investment opportunities. The successful proposals will then be included in the School Plan.</p>	<p>All</p> <p>MJW</p>
<p>9. 9.1</p>	<p><b>ANY OTHER BUSINESS</b> <b>Small Capital Projects</b> MJW advised that the following proposals are being submitted for funding:</p> <ul style="list-style-type: none"> <li>- Conversion of vacant space in the Appleton Tower basement to extend the School workshops, provide a new User Experience lab and to accommodate an IoT anechoic chamber and additional server space.</li> <li>- Creation of a Cyber Security Research and Teaching lab on level 5 in Appleton Tower.</li> </ul> <p>9.3 A workshop for Dols and the Exec Group on potential changes to academic management structures will be taking place w/c 21<sup>st</sup> January 2019.</p>	
<p>10.</p>	<p><b>Date of next meeting:</b> Wednesday 28<sup>th</sup> November 2018, 2pm, Turing Room</p>	