Strategy Committee Meeting Minutes
Wednesday 30th January 2019

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

	Summary	ACTION
1.	**PREVIOUS MEETING**	
1.1	**Approval of previous meeting minutes**	
	Minutes from the previous meeting were approved with no changes.	
1.2	**Matters arising from previous meeting**	
	Secret Shopper – RBF will provide a report in this month's update.	
	Proposals for additional investment posts – MJW and JH are still to finalise these.	MJW/JH
2.	**HEAD OF SCHOOL's BUSINESS**	
2.1	**Report from Head of School**	
	JH advised finalisation of the School Plan is still ongoing. It has been slightly different this year, in that we were required to submit it in a different format to previous years. We have now almost finalised it, however the uncertainty surrounding the outcome of the CDT's is causing a delay in completing financial forecasts. Andy Mount has contacted EPSRC, who have suggested that we should know the outcome of the CDT's in the second half of February.	
	KE questioned whether the School had any contingency plans in place, particularly in the event of a no-deal Brexit. JH stated that we are relying on the University, who are largely optimistic that there will be a deal but who are planning for various scenarios. Schools have been instructed to work on the basis of 'business as usual' in their planning submissions. The message to all, is to plan optimistically.	
	JH took the opportunity to advise the Committee of several new academic starts in the School :	
	- Judy Robertson, joins us as our new Chair in Digital Learning, on a 40% contract with SoI and will retain a contract with the School of Education. Judy has close links with the City Region Deal. - Two new colleagues join IPAB: Laura Sevilla-Lara, Lecturer in Image & Vision Computing; and Steve Tonneau, Lecturer in Robotics. - Also two new colleagues join LFCS: Vesselin Velichkov, Lecturer in Security and Privacy and Ohad Kammar, Research Fellow. - Lecturer in Computational Biology, Diego Oyaraun, joins ANC. This is a joint appointment with Biological Sciences.	
	We also have some very strong candidates coming for interview in the next few months. Please encourage your colleagues to "sell" Edinburgh to them while they are here!	
2.2	**Academic Management Structure Review (Paper 2.2)**	
	MJW briefly spoke to the paper which is a summary of the discussions that came out of the workshop held earlier this month, which was attended by the Head of School, Deputy Heads of School, Directors of Institutes and Director of Professional Services. A follow-on workshop is planned for next Monday 4th February.	

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It was recognised at the workshop, that it is no longer sustainable for HoS to be the line manager for all academic staff. A proposal came out of the workshop to have a new deputy Head of School to help manage UE10 staff with DoIs managing UE09 and UE08 staff within their Institute. This will be explored further at the next session on 4th February.

The following comments were noted during the meeting:

- If DoIs were to take on more line management duties, this would change the current role of DoIs and may cause difficulties when it comes to appointing new DoIs.
- What will "line management" look like? MJW advised that this will be one of the things considered at next week's workshop.
- It was confirmed that University Teachers will still be managed by the Director of Teaching.
- Given the varying size of the Institutes, the line management load would not be spread evenly across them. There is the potential for a Deputy DoI to manage, say, UE08 staff within an Institute with the DoI managing UE09 staff.
- Acknowledged that there will be a training and development need for those taking on additional management responsibility.

3.	**RESEARCH BUSINESS**	
3.1	**Report from Director of Research**	
	CW provided the following update:	

- Plan S – There is still some uncertainty about this but CW is optimistic of a resolution, and hopes SoI will be in a good place by the end of 2019. It was noted that the University has consulted widely to find out how Plan S will affect its academic community, with feedback gathered from a series of eight open meetings held this month.
- The annual School Research Day will be held on 8th May 2019 – CW would welcome topic suggestions for the day.
- Increasing the profile of AI within the School – There is a possibility of more integrated projects across Institutes.
- EPSRC visit in March – CW has requested some appropriate EPSRC portfolio managers come along to these meetings.

4.	**TEACHING BUSINESS**	
4.1	**Report from Director of Teaching**	
	SOA reported the following :	

- Almost all of the marks have been completed from the first semester examinations.
- SOA is in the process of finalising the job description for recruiting another University Teacher (possibly two).
- We are planning the next intake round on the Graduate Apprenticeships for BSc Data Science and the new MSc Privacy.
- Working with Judy Robertson to develop the current teaching induction training and hope to have a session within the next few months.
- National Student Survey (NSS) opens 4th February – We are hoping for a higher participation rate this year and there will be a launch event to help encourage responses.

4.2	**Outline proposal for a new programme – MSc in Advanced XX (Paper 4.2)**	
	This outline proposal aims to tackle some of the issues experienced by our MSc students, by controlling the quality, and quantity, coming onto our onsite Masters programmes. SOA would like to get to a Stage One Programme Proposal, which can be taken to the Board of Studies next week, before going to College. If successful the intention is for this programme to commence in 2020.	
	The Committee discussed with the following comments noted:	
	▪ CW advised that based on his experience of IAML, he felt that the distance learning offering we currently have is "a mess", as it has not been set up properly. CW raised very real concerns around the proposed start date of 2020, as he felt that we would not be ready by then.	
	▪ This would be a radically changed model with the first year of the Masters programme run at a distance and a second 'Advanced Masters' year, onsite. It would help us manage numbers, admitting smaller numbers into the second year, as well as allowing us to look at applicants more closely.	
	▪ CW felt that this proposal focusses on the overseas market, and not the UK Masters market, which is very strong. Would demand therefore keep up? It was suggested that we would need to have a mixed economy of onsite and online programmes.	
	▪ The proposal pushes the supervised project to the fourth semester, but should this be a four month project, with the submission date around the time the exam diet starts?	
	▪ It was noted that we would need to have dedicated staff to contribute to these online courses/programmes. JH advised that there is the possibility of funding posts through DDI (aligned with the City Region Deal). A process is being set up for submitting cases for this funding.	
	▪ This will require additional admin support, which SOA has been speaking to ITO about already.	
	▪ MJW reminded the Committee that a number of academic and non-academic roles to support distance education had been included in the 2018-21 planning submission. One of these is a Senior Lecturer in Informatics Education, to work with Judy Robertson and to be advertised shortly. The plan also envisaged new UE06 'University Tutor' roles.	
	▪ NT stated that he did not believe that, on the scale envisaged and at the numbers of students proposed, who will not be based on campus, such a programme would be feasible.	
	It was agreed that if such a programme is to be introduced it should be on a pilot and phased basis, alongside the one year, onsite, Masters programme rather than replacing of the latter.	
	Action: SOA to prepare a Stage One Programme Proposal for discussion at Board of Studies next week.	SOA
5.	**GRADUATE SCHOOL BUSINESS**	
5.1	**Report from Director of Graduate School**	
	NT provided a brief update as follows :	
	▪ January is the peak month for PhD students, with around 90 offers being made. Applications have now plateaued.	
	▪ We have seen an improvement in the gender balance of applicants.	
	▪ Hoping to open up the CDT-DSAI programme in advance of the outcome of the CDTs.	

	▪ IGS are operating at a reduced budget, due to the delay in the decision on the CDTs. ▪ Have 11 nominees for studentships.		
6. **6.1**	**COMMERCIALISATION BUSINESS** **Report from Director of Commercialisation and Industry Engagement** JA provided the following update : ▪ CRM System rolled out and fully operational. ▪ Bayes Occupancy by industrial partners is very high and we are investigating space options. ▪ Strong growing pipeline - 101 accounts and 165 current opportunities. ▪ Entrepreneur in Residence Programme initiated and first meeting held with Wayra cohort, with further meetings with two start-ups next week. ▪ EIE 2019 Cohort selected and first bootcamp held at RBS. ▪ SAS partnership announced. ▪ Cisco MoU and contracts signed. ▪ Wayra accelerator progressing and the Steering Group, which includes Edinburgh Innovations and Scottish Enterprise, will be meeting next week. ▪ Workshop on Entrepreneurship during creative learning week, then with the MSc's the following week.		
7. **7.1**	**EQUALITY AND DIVERSITY** **Report from Director of Equality and Diversity** RBF advised that a social media campaign celebrating all the nationalities of Informatics staff and students has been launched. Each day celebrates a different country and we have done our best to select dates at random, avoiding any contentious dates. So far we have been getting between 50-100 views per day via the various platforms that people are subscribed to. RBF also advised that two Unconscious Bias events will be taking place on Friday 26th April – Unconscious Bias: the Neuroscience – a lunchtime session – Unconscious Bias: strategies for reducing bias – session limited to 25 places All staff should be encouraged to attend, particularly those who sit on interview panels. **Action:** RBF will speak to InfHR to get a list of names of those who have attended previously. We need to record this information for Athena SWAN purposes.	RBF	
8. **8.1**	**STRATEGY AND PLANNING** **School Strategy and Plan - update** MJW advised the Committee that work is continuing on the School's 2019-22 planning submission to College and the accompanying financial forecasts. A change in how the University attributes Research Excellence Grant income will reduce the School's income and contribution by c£3m but should not impact adversely on planned expenditure.		
8.2	**Case for Chair in Design Informatics (Paper 8.2 – Closed)** FK briefly spoke to the paper, providing the background to ILCC's case for a Chair in Design Informatics. The case was written in conjunction with Chris Speed of Edinburgh College of Art. It was noted that the Committee were largely supportive of this post and felt strongly that this is something we should expand on.		

	For clarification FK advised that DI requires someone with an inter-disciplinary outlook. These people do exist, but they will be harder to recruit. We must therefore ensure that we have identified a pool of potential candidates, before advertising the post. **Action:** SOA to meet with FK to give further input to the design element for this case.	SOA
9. **9.1** 10.	**ANY OTHER BUSINESS** **Nominations for Honorary Degrees and Honorary Fellowships (Papers 9.1a-c)** JH spoke to this item briefly, calling on the Committee to provide suitable nominations for the Honorary Degree. **Action:** Any suggestions to be provided to JH. **Date of next meeting:** Wednesday 27th March 2019, 2pm, Turing Room	ALL