



THE UNIVERSITY *of* EDINBURGH

Electronic Senate

E-Senate will commence on Wednesday 11 January 2023 and close at noon on Wednesday 25 January 2023

AGENDA

SUBSTANTIVE ITEMS

1. **Draft Resolutions: Chairs** **e-S 22/23 2 A**
To comment

ITEMS FOR NOTING OR FORMAL APPROVAL

2. An update to the Senate membership - New Student Members **e-S 22/23 2 B**
- Daniel Bilc, Postgraduate Taught Student Representative
 - Mariana Costa Cruz Santos, Postgraduate Taught Student Representative
 - Matuikuani Dax, Postgraduate Taught Student Representative
 - Patrick Lennard, Postgraduate Research Student Representative
 - Shatabdi Mukhopadhyay, Postgraduate Taught Student Representative
 - Jade Naulty, Postgraduate Taught Student Representative
 - Thomas Stephen, Student Parents' Representative
 - Eleanor Tuladhar-Douglas, Commuter Students' Representative
3. **Conferment of the title of Professor Emeritus / Emerita** **e-S 22/23 2 C**
To approve
4. **Communications from the University Court** **e-S 22/23 2 D**
To note
5. **Report from Knowledge Strategy Committee** **e-S 22/23 2 D**
To note

Electronic Senate

11 – 25 January 2023

Resolutions

Description of paper

1. This paper is presented to Senate for consultation in accordance with the procedures for the creation of Resolutions as set out in the Universities (Scotland) Act 1966.

Action requested / Recommendation

2. Senate is invited to make observations on the following attached draft Resolutions:

- No. 1/2023: Foundation of a Personal Chair of Hepatobiliary Cancer
- No. 2/2023: Foundation of a Personal Chair of Digital Health and Data Science
- No. 3/2023: Foundation of a Chair of Robot Systems
- No. 4/2023: Foundation of a Personal Chair of Engineering Biology
- No. 5/2023: Alteration of the Title of the Chair of Health in Social Science
- No. 6/2023: Foundation of a Chair of Statistical Learning
- No. 7/2023: Foundation of a Personal Chair of Plant Engineering Biology

3. Any comments on this paper should be emailed to SenateSupport@ed.ac.uk quoting “comment on e-S 22/23 2 A.” These comments will be added verbatim at <https://edin.ac/2DYSYJT>. This is an EASE-protected webpage where comments can be viewed by other Senate members.

Background and context

4. Universities (Scotland) Act 1966 enabled the University Court to exercise by Resolution a wide range of powers, including the creation of Chairs. The Act sets out the procedure for making Resolutions and stipulates that Senatus Academicus, the General Council and any other body or person having an interest require to be consulted on draft Resolutions throughout the period of one month, with the months of August and September not taken into account when calculating the consultation period.

Discussion

5. The draft Resolutions are attached to this paper.

Resource implications

6. The approval processes include confirmation of the funding in place to support the Chairs.

Risk Management

7. There are reputational considerations in establishing and altering the title of Chairs which are considered as part of the University’s approval processes.

Responding to the Climate Emergency and Sustainable Development Goals

8. N/A.

Equality and Diversity

9. Equality and diversity best practice and agreed procedures are adopted in appointing individuals to chairs.

Communication, implementation and evaluation of the impact of any action agreed

10. Via Senate's report to University Court.

Consultation

11. The statutory process for the creation and renaming of Chairs requires consultation with Senate and the General Council prior to approval by the University Court.

Further information

Author(s)

Kirstie Graham
Deputy Head of Court Services
December 2022

Freedom of information

Open paper

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 1/2023

Foundation of a Personal Chair of Hepatobiliary Cancer

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Personal Chair of Hepatobiliary Cancer:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Personal Chair of Hepatobiliary Cancer in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. Notwithstanding the personal nature of this Chair, the terms and conditions of appointment and tenure which by Statute, Ordinance and otherwise apply to other Chairs in the University shall be deemed to apply in like manner to the Personal Chair of Hepatobiliary Cancer together with all other rights, privileges and duties attaching to the office of Professor.
4. This Resolution shall come into force with effect from 1 October Two thousand and twenty two.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 2/2023

Foundation of a Personal Chair of Digital Health and Data Science

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Personal Chair of Digital Health and Data Science:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Personal Chair of Digital Health and Data Science in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. Notwithstanding the personal nature of this Chair, the terms and conditions of appointment and tenure which by Statute, Ordinance and otherwise apply to other Chairs in the University shall be deemed to apply in like manner to the Personal Chair of Digital Health and Data Science together with all other rights, privileges and duties attaching to the office of Professor.
4. This Resolution shall come into force with effect from 1 October Two thousand and twenty two.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 3/2023

Foundation of a Chair of Robot Systems

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Chair of Robot Systems.

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Robot Systems in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 March Two thousand and twenty three.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 4/2023

Foundation of a Personal Chair of Engineering Biology

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Personal Chair of Engineering Biology:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Personal Chair of Engineering Biology in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. Notwithstanding the personal nature of this Chair, the terms and conditions of appointment and tenure which by Statute, Ordinance and otherwise apply to other Chairs in the University shall be deemed to apply in like manner to the Personal Chair of Engineering Biology together with all other rights, privileges and duties attaching to the office of Professor.
4. This Resolution shall come into force with effect from 1 November Two thousand and twenty two.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 5/2023

Alteration of the title of the Chair of Health in Social Science

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to alter the title of the Chair of Health in Social Science founded by Resolution 59/2010;

AND WHEREAS paragraph 5 of Part II of Schedule 2 to the Universities (Scotland) Act 1966, provides that the University Court may, after consultation with the Senatus Academicus and with the consent of the incumbent and patrons, if any, alter the title of existing professorships;

AND WHEREAS the Chair dealt with in this Resolution is in the patronage of the University Court itself:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. The Chair of Health in Social Science shall hereafter be designated the Chair of Homelessness and Inclusion Health
2. This Resolution shall come into force with effect from 1 February Two thousand and twenty three.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 6/2023

Foundation of a Chair of Statistical Learning

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Chair of Statistical Learning.

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Statistical Learning in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 February Two thousand and twenty three.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

UNIVERSITY OF EDINBURGH

Draft Resolution of the University Court No. 7/2023

Foundation of a Personal Chair of Plant Engineering Biology

At Edinburgh, the Twenty seventh day of February, Two thousand and twenty three.

WHEREAS the University Court deems it expedient to found a Personal Chair of Plant Engineering Biology:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Personal Chair of Plant Engineering Biology in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. Notwithstanding the personal nature of this Chair, the terms and conditions of appointment and tenure which by Statute, Ordinance and otherwise apply to other Chairs in the University shall be deemed to apply in like manner to the Personal Chair of Plant Engineering Biology together with all other rights, privileges and duties attaching to the office of Professor.
4. This Resolution shall come into force with effect from 1 January Two thousand and twenty three.

For and on behalf of the University Court

LEIGH CHALMERS

University Secretary

Electronic Senate

11 – 25 January

Conferment of the Title of Emeritus / Emerita Professor

Description of paper

1. The Senate is invited to confer the title of Professor Emeritus / Emerita upon those professors who retired recently or whose retirement is imminent.

Action requested / recommendation

2. For approval.
3. For E-Senate, a nil response is regarded as approval. A comment need only be submitted to raise an objection / suggest corrections. In this context any comments on this paper should be emailed to SenateSupport@ed.ac.uk quoting “comment on e-S 22/23 2 B.” These comments will be added verbatim at <https://edin.ac/2DYSYJT>. This is an EASE-protected webpage where comments can be viewed by other Senate members.

Discussion

4. This Senate is invited to confer the title of Professor Emeritus / Emerita upon those professors listed below:

Professor L Biondi, School of Health in Social Science
Professor M Linne, School of Engineering

5. The Special Minutes are attached as an appendix.

Resource implications

6. None.

Risk management

7. Not applicable.

Equality & diversity

8. Not applicable.

Communication, implementation and evaluation of the impact of any action agreed

9. Those Professors who have been conferred with the title of Professor Emeritus / Emerita will be contacted by Senate Secretariat in due course.

Author

Senate Secretariat
January 2023

Freedom of Information

Open paper

Special Minute
Professor Liz Bondi MA, PhD, Dip Couns
Emeritus Professor of Social Geography

Professor Liz Bondi first joined the University of Edinburgh in 1985 as a Demonstrator in Geography. In 1988 she became a Lecturer in Human Geography and she was promoted to Senior Lecturer in 1992. She was awarded a Personal Chair in Social Geography in 2001. By then she had also qualified as a counsellor after studying part-time at Moray House College of Education, which merged with the University during her studies. In 2004, she assisted in the relocation of the Counselling Studies programme from the School of Education to the School of Health in Social Science, becoming Co-Director of Counselling Studies. After splitting her time between Geography and Counselling Studies for four years, in January 2008 she moved fully to the School of Health in Social Science, and became Head of School, until she stepped down from that position in July 2011.

Professor Bondi's research interests have lain at the interface between socio-spatial processes and personal experience. Her PhD examined the class dynamics of protest and engagement in the implementation of local education policies, after which she turned her focus to the interplay between gendered identities and the refashioning of urban space. Increasingly interested in questions of subjectivity and emotion, she made a series of influential contributions to debates in human geography, drawing on feminist, post-structuralist and psychoanalytic ideas. As her career evolved, she brought her socio-spatial sensibility to research on counselling provision and the wider social, cultural and political place of counselling and psychotherapy. Her work has employed a variety of in-depth qualitative methodologies to offer insights into ordinary experiences including feelings of (in)security, family secrets and practising psychotherapy.

Professor Bondi co-founded two influential research journals: she was a founding editor of *Gender, Place and Culture: A Journal of Feminist Geography*, which launched in 1994, and she was a founding editor of *Emotion, Space and Society*, which launched in 2008. Alongside the creation of spaces for innovative research, she has been an influential mentor to doctoral students and early career researchers, supervising over 40 doctoral candidates.

Across her career, Professor Bondi has made numerous contributions to teaching and curriculum development at undergraduate and postgraduate levels at the University of Edinburgh. She was one of the original group of feminist academics involved in the development of gender studies (undergraduate and Masters levels) at the University of Edinburgh. She has developed and delivered new research courses for counselling students and for research students from diverse disciplinary backgrounds.

Since retiring from the University of Edinburgh in 2019 she has continued to supervise doctoral students and retained research connections with colleagues within and beyond the University of Edinburgh. Upon her request, Professor Bondi was granted the status of Honorary Fellow, for a term of three years, by the College of Arts, Humanities and Social Sciences upon retiring in 2019, as she felt that represented her role better at the time.

Special Minute
Mark A Linne PhD
Emeritus Professor of Combustion Engines

Mark Linne has been an experimentalist working in 1) laser- and x-ray-based measurement techniques for multi-phase and/or reacting flows, and for atmospheric sensing, and 2) chemical energy conversion, propulsion, and the environment.

Professor Linne earned a PhD in Mechanical Engineering at Stanford University in 1985. Upon graduation, Linne worked at Spectra-Physics Inc. as a laser development scientist, and then he was employed as a professor at the Colorado School of Mines (CSM, where he won 2 teaching awards). From there, Linne was recruited to join the Applied Physics Institution at the University of Lund in Sweden. Prof Linne then returned to the US, where he took a position as the manager of the Combustion Chemistry Department at Sandia National Laboratories. Following that period, he joined the faculty of Applied Mechanics at Chalmers University in Sweden, serving as the director of the Combustion Engine Research Centre. In 2015, Linne was recruited to join the University of Edinburgh, with the goal to establish a world leading activity in combustion engines, laser diagnostics for reactive flows, and fundamental spray research.

During his varied career, Linne has generated several ground-breaking outcomes, including development of the world's first Q-switched diode-pumped solid state lasers (for which he won two patents). That technology has since become ubiquitous worldwide. Linne has an international reputation for development of short-pulse laser diagnostics for reactive and multi-phase flows. Among them is a technique named 'ballistic imaging' which, for the first time, revealed the structure and dynamics of the liquid core in a spray; a region that was formerly obscured by a dense cloud of small drops. Prof Linne is interested in all forms of chemical energy conversion, including fuel cells and electrolyzers. He initiated an activity at Lawrence Berkeley National Lab's Advanced Light Source (ALS) to probe solid oxide interfacial electrochemistry using ambient pressure x-ray photoelectron spectroscopy. As one outcome, Linne became a featured speaker at international meetings to plan next-generation synchrotrons and free electron lasers. To date, Linne has published 86 articles in the archival literature, written a highly-regarded book (Spectroscopic Measurement – an introduction to the fundamentals) and three book chapters, and given 51 invited lectures.

Because he has lived in a number of countries, Prof Linne is active in international societies; he is a fellow of Optica (formerly the OSA) and the Combustion Institute. As further recognition, Prof Linne was elected by the international community to chair the 2015 Gordon Research Conference on laser Diagnostics in Combustion.

During the last seven years at the University of Edinburgh, Linne and his team have built up the most comprehensive laser diagnostics and spray research capability in the UK. It is an EPSRC Small Research Facility. He has hired three faculty as part of the group. Prof Linne was also the founding Head of the Institute for Multiscale Thermofluids, a significant research presence within the School of Engineering. Prof Linne and his group have won in excess of £5 million for equipment to outfit a small research facility on reacting flows and sprays. It includes a comprehensive array of advanced laser diagnostics that far exceed the capabilities found anywhere else in the UK.

Mark plans to move to Dublin to live with his husband. He hopes to remain somewhat active in research, and for now he is writing a second, expanded edition of his book. Mark also plans to spend time with his 2 sons; backpacking and snowboarding together. We would like to convey our best wishes to Mark and his family for a long and happy retirement. Prof Linne plans to remain in contact with the group in Edinburgh, collaborating and advising when appropriate.

Electronic Senate

11 – 25 January 2023

Communications from the University Court

Description of paper

1. To update Senate on certain matters considered by the University Court at its meetings held on 4 October 2022 and 5 December 2022.

Action requested / recommendation

2. Senate is invited to note the report.
3. For E-Senate, members are invited to submit any comments, observations or reservations by email. Any comments on this paper should be emailed to SenateSupport@ed.ac.uk quoting “comment on e-S 22/23 2 C”. These comments will be added verbatim at <https://edin.ac/2DYSYJT>. This is an EASE-protected webpage where comments can be viewed by other Senate members.

Resource implications

4. Where applicable, as covered in the report.

Risk management

5. Where applicable, as covered in the report.

Equality and diversity

6. Where applicable, as covered in the report.

Communication, implementation and evaluation of the impact of any action agreed

7. Regular reports on the Court’s work of interest to Senate will continue to be submitted.

Author

Dr Lewis Allan
Head of Court Services
10 January 2023

Freedom of Information

Open Paper

COMMUNICATIONS FROM THE UNIVERSITY COURT

4 October 2022

1 Introductory Remarks

Debora Kayembe, Rector, noted apologies and welcomed new and continuing members and attendees to the first meeting of the academic year. New members are: Robert Aldridge, City of Edinburgh Council Assessor; Shereen Benjamin, Senate Assessor; Richard Blythe, Senate Assessor; and, Douglas Millican, Co-opted member. New attendees are: Christina Boswell, Vice-Principal Research & Enterprise; Iain Gordon, Vice-Principal and Head of College of Science & Engineering; Kate Huang, Governance Apprenticeship Programme 2022-23; and, Sarah Prescott, Vice-Principal and Head of College of Arts, Humanities & Social Sciences. In addition, Leigh Chalmers, Vice-Principal & University Secretary and Rona Smith, Deputy Secretary Governance & Strategic Planning, were welcomed to their first meeting in their new roles.

2 Principal's Report

A summary of the Principal's main activities since the last Court meeting was noted, with the Principal commenting on the following:

- Death of Her Majesty The Queen and the Accession of King Charles III – the University was deeply involved in the ceremonial events held in the City of Edinburgh to mark the death of the Sovereign and accession of the new King. Letters of condolence had been sent by the Principal to the Royal Family and to the University Chancellor and warm responses received in return;
- The first Welcome Week for new students without public health restrictions since the onset of the pandemic took place with great success, with some alterations in respect of the ceremonial events mentioned above and the period of national mourning;
- While the student accommodation guarantee has been met and exceeded for the provision of University accommodation to first year undergraduates and new overseas postgraduates, a decrease in the supply and increase in the price for private accommodation has caused difficulties for many returning students. The University has worked with the Students' Association to help many of those in greatest difficulty, including providing temporary or permanent accommodation where possible;
- In response to increasing living costs for students, University hardship funds have been increased and stipends for postgraduate research students with University funding have been increased, matching a recent increase in the stipend for those postgraduate research students funded by UK Research & Innovation. All students in University-provided accommodation will continue to benefit from fixed energy charges for the duration of the academic year that will not be subject to the recent rises seen elsewhere; and,
- The sector is seeking to engage with the newly formed UK Government on key issues such as funding and immigration policy, as well as potential legislation relating to freedom of speech in higher education and national security.

Members raised the following points:

- Concerns with the new finance component of the People & Money System, including significant increases in the administrative workload for many staff, such as principal investigators on research projects and many professional services staff, and with making timely payments to students in receipt of funding and to suppliers. The importance of rapidly addressing identified problems and communicating these was raised, along with the wider issues of calculating staff workload implications of major strategic projects and learning lessons for future projects, such as the Curriculum Transformation Programme. In response, it was recognised that the implementation period has been difficult for many staff and a backlog has arisen given the closure of the previous system whilst data was migrated to the new system. This backlog is in the process of being cleared. An escalation mechanism is in place for urgent cases and rapid payments can be made to suppliers if required. Student stipend payments were made in September under the previous system and will be made in October under the new system. A communication is being prepared by the Enactment Group to respond to the concerns that have been raised;
- It was clarified that any potential UK Parliamentary legislation on freedom of speech in higher education would not apply in Scotland but may have indirect implications, while national security legislation would be expected to apply across the UK; and,
- All staff involved in managing arrangements on the University estate to accommodate the queue for members of the public to pay their respects at Her Majesty The Queen's lying in rest at St Giles' Cathedral were thanked for their work to facilitate this.

3 National Student Survey Results 2022

Results from the National Student Survey (NSS) 2022 and an update on actions to improve the student experience were considered. While the result for the overall satisfaction measure (72.81%) has given some encouragement in having improved upon the previous year and in comparison to the Russell Group average, it remains well below the University's aspiration. Survey question results relating to teaching are relatively strong, with survey question results relating to student and academic support less strong and survey question results relating to assessment and feedback very disappointing. Student and academic support is expected to be improved by the new student support model and new assessment and feedback principles and priorities will be introduced in the current and next academic year – it was cautioned that both may take time to flow through to survey results given that it is final year students who are surveyed and on the whole of their degree course. The survey itself is also likely to be revised for 2023, which may make trend comparisons difficult to make. The following comments were made in discussion:

- The Students' Association survey question result is linked to the provision of facilities and demonstrating that the student voice is being heard and acted upon at College/School level. The Association is working on engagement with students such that students better understand its role and activities;
- The impact on staff workloads of student experience projects and other strategic change projects have not been assessed and will be significant – this will be considered within the individual projects as they progress;

- In the context that the relevant survey results on the existing curriculum are generally positive, a risk that work on curriculum transformation could reduce time and resources deployed on work to improve assessment and feedback – curriculum transformation should be a complement and not a substitute to work in this area;
- Whether additional support is needed for a return to in-person assessment this year – the Students' Association are exploring student views on this and there is some student anxiety towards in-person assessment as it returns across the sector;
- There is desire amongst staff to improve the student experience but perhaps a lack of capacity and resourcing;
- Other measures outside of the National Student Survey find areas of strength that are more encouraging; and,
- Organisational acceptance of whether the survey results provide a clear and representative platform for understanding student experience and hence for determining actions and interventions for agreement by the relevant leads, with those responsible held accountable for delivery within a specific timescale. In discussion, it was emphasised that the intention is improve the student experience in a holistic way, which should over time improve measures of student satisfaction, including the National Student Survey. Leaders at all levels have responsibility, from the Principal and the Senior Leadership Team, Deputy Secretary Students and Heads of School and Directors of Professional Services.

4 Students' Association and Sports Union Reports

Reports from the Students' Association and Sports Union were reviewed, noting in the Students' Association report the sabbatical officer objectives included as an appendix. Other aspects highlighted included the success of Students' Association and Sports Union welcome events for new students, the work of the Association's Advice Place in assisting students with accommodation difficulties, a recent troubling incident of racial harassment of a student and increasing support for students who experience harassment. The Association's work to develop options to better support students at the King's Buildings campus was welcomed and work on supporting trans and non-binary students discussed.

5 Student Recruitment – 2022/23 entry

An overview of the likely outcome of the student recruitment cycle for 2022/23 entry was presented. It was noted that the main priorities had been to meet planned intake levels, having, in common with peer institutions, exceeded these during the pandemic, and to increase the number and proportion of students from widening access backgrounds. While figures are not yet finalised, indications are that planned intake levels will be met very closely, along with a significant increase in students from widening participation backgrounds. The following comments were made in discussion:

- The increase in widening participation student numbers and the meeting of overall planned intake targets was welcomed;
- Media commentary on widening participation was discussed, noting that: the overall number of places for Scottish domiciled undergraduate students is capped by the Scottish Funding Council; the University maintains minimum entry levels on all courses; and, that a range of measures are used to

identify applicants who may be from widening participation backgrounds. Support was reiterated for improving numbers of students from widening participation backgrounds, with further briefing information on measures used to identify widening participation applicants to be circulated;

- Ambitions for the next cycle in improving the speed of offer-making to applicants; and,
- Links between student experience and the growth in the student population in recent years – developing long-term planning for the desired future size and composition of the student population is underway and Court will be updated on this.

6 Scottish Funding Council Research Excellence Grant uplift: Proposed Approach

Court approved a proposal for the allocation of the University's expected share of the Scottish Funding Council's Research Excellence Grant over the next five years, which will increase following the University's strong performance in the Research Excellence Framework 2021. For the current year, allocations will remain as agreed to give certainty for Colleges and Schools in their planning. In the following years, the intention is to provide the existing 'core' allocation to Colleges and Schools plus an overall uplift and for the remaining expected uplift, use this to support strategic interdisciplinary investments in five themes aligned to Strategy 2030.

7 International Risk Mitigation

An overview of the rapidly changing geopolitical climate in which the University operates and international aspects of student recruitment, institutional collaborations, research and commercial income, philanthropy and other sources of funding was considered, with scenario planning and the importance of diversifying international activities discussed.

8 Enhancement-Led Institutional Review (ELIR) Follow-up Report

The follow-up report to the University's Enhancement-Led Institutional Review was endorsed prior to submission to the Quality Assurance Agency Scotland.

9 Annual Report to the Scottish Funding Council on Institution-led Review and Enhancement Activity 2021/22

The annual report was approved for submission to the Scottish Funding Council and the signing of a supporting statement by the Senior Lay Member authorised.

10 Senate Report

The report was noted, including Senate's decision to rescind an honorary degree previously awarded to Vyacheslav Nikonov.

11 Other items

Regular reports from Court's committees and from the Director of Finance were reviewed, as well as recent donations and legacies received and alumni engagement activities. Authority was delegated for approval and signing of a new

three year contract for the University-wide licence of Microsoft services and software.

5 December 2022

1 Senior Lay Member Extension of Term

Noting that Janet Legrand, Senior Lay Member, is serving the final year of a first term of office and that the relevant legislation and regulations allow for an extension of this term, a proposed extension for a second and final period of three years from 1 August 2023 to 31 July 2026 was considered. It was noted that Frank Armstrong, in his capacity as Intermediary Member of Court, had sought feedback from all Court members, held a review meeting with the Senior Lay Member and then updated Nominations Committee, who were unanimous in recommending that an extension be made. On the recommendation of the Nominations Committee, Court approved an extension of the Senior Lay Member's term of office to 31 July 2026.

2 Principal's Report

A summary of the Principal's main activities since the last meeting was noted, with the Principal commenting on the following:

- The implementation of the finance component of the People & Money system has been a key area of activity and will be considered in more detail later in the agenda. This has been challenging and has affected many in the University. It has also generated much public commentary, some of which has been inaccurate, impacting the University's reputation;
- An internal recruitment process is underway for the appointment of a new Head of College of Medicine & Veterinary Medicine as Professor Moira Whyte will conclude her first term in March 2023 and will not seek a second term;
- The 2022 Principal's Medals have been awarded to the following staff and students in recognition of their exceptional support to the University and/or wider community:
 - Lianne Henry - Head of Student Allocations, Accommodation, Catering and Events;
 - Lesley Penny - Director of Bioresearch & Veterinary Services;
 - Stav Salpeter - recent graduate from the School of Social and Political Sciences and the Law School;
 - Karen Riddell and Rebecca Whitefield, Protocol Team; and,
 - Student Counselling Service - accepted by Ronnie Millar, Director, Student Counselling Service on behalf of the team.
- The Universities and Colleges Employers' Association intend to bring forward the 2023-24 annual pay negotiations and could make a pay award six months earlier than usual;
- The King's Buildings Nucleus has opened and members are very welcome to visit and tour the building – a future meeting will also be held there if suitable; and,
- The University's partnership with the Mastercard Foundation has been renewed and will enable hundreds of fully-funded scholarships to be offered to students from largely sub-Saharan African countries.

Following on from comments at a recent all staff Town Hall meeting, it was queried whether consideration is being given to recalibrating University grades across the pay scale and enabling a pay uplift for all staff. It was confirmed that, while there are no plans to recalibrate all pay scales, an uplift has been made at Grade 3 level given pay compression resulting from increases in the National Living Wage and that a wider review is underway to consider certain job categories where difficulties are being experienced in attracting and retaining staff.

3 People and Money Implementation and Strategic Change

An update on the implementation of the People and Money system and wider work on the future provision of strategic change and continuous improvement support was reviewed. It was reiterated that the rationale for the People and Money system is to replace outdated systems for HR, Finance, Payroll and Procurement, with a new system and processes to support the HR and Finance Transformation programmes. The implementation of Phase 3, a new finance system and processes, from 31 August, has led to significant disruption across a range of areas, including payments due to students and suppliers, research grants processes, budgeting and forecasting, as well as concerns over how the system operates in terms of user autonomy and functionality. Urgent work is underway to make overdue payments, improve research grant processes and budgeting and forecasting, as well as to communicate with those affected and improve training provision for users and improve resourcing in the Finance Operations team. An external review of the system implementation will be commissioned, with the scope to be considered by Court, and recognition that lessons should be learned for managing future change projects in the University more generally.

Members raised the following points:

- Recognising the challenges for staff involved in operating the new system and ensuring that they are able to take leave over the Christmas and New Year period – the Finance Operations team are making early payments where possible ahead of the closure period in preparation and a rota system has been prepared to enable staff involved to take leave over the period;
- Progress in stabilising and improving the system and processes has been made in recent weeks and there was support expressed for continuing with the implementation in order to realise in due course the benefits the system can offer, noting that it is not uncommon for major new systems of this type to encounter disruption in their early stages. It was cautioned against initiating an external review before the system has been sufficiently embedded;
- Whether there are indications of improvements at a local level and how this can be assessed – implementation groups are well-established and are resolving or escalating issues in local areas where appropriate;
- The open meetings on the new system that had been held in November across the campuses were welcomed;
- An opportunity for Court members to meet key staff such as Directors of Professional Services and Heads of School to discuss the new system was suggested;
- There are a number of other strategic change projects progressing at present and lessons should be learned and applied in these projects as rapidly as possible;

- Ensuring that the full costs of change management projects, including costs at a local level, are integrated into resource planning – this is being worked on through Strategic Change, linking to the Planning Round process;
- The external review could be broadened to look at decision making more broadly; and,
- Whether the need for greater risk mitigation and resource for this could have been anticipated and put in place at an earlier stage – while a payments backlog was anticipated with the changeover in systems, and plans for resolving this made, the eventual scale of the backlog was much larger than anticipated.

4 Senate Letter to Court on People and Money System Implementation

The Senate Assessors presented a paper and an associated open letter from many elected members of Senate and co-signatories on the impact of the implementation of the finance processes of the People and Money system on the University's core business, strategic agenda and reputation and proposed actions in response. It was commented that it is known that implementing systems of this type can be difficult and disruptive and that anticipated issues had been raised by staff in advance but the level of risk mitigation taken in response had been inadequate. Court was asked to consider and respond to the letter and to the proposed actions in the paper.

The following points were raised in discussion:

- The scope and timing of an external review was debated, including potentially incorporating relevant academic expertise and whether the review should be broadened to include wider decision-making and its relation to other strategic change projects – it was proposed that the scope of an external review focused on People and Money and including relevant academic expertise be drafted by the Head of Internal Audit and reviewed and approved by Court at its next meeting. It was noted that the University Executive is also actively considering the approach to the future provision of strategic change and continuous improvement support and Court's next external effectiveness review will consider wider governance oversight;
- A need to improve institutional learning from change projects had been raised by staff prior to the People and Money system and there are wider issues with a sense of overload and low morale, which has been exacerbated by the difficulties with the system's implementation;
- The importance of learning lessons for other change projects, while recognising that some are very different in nature, such as the Curriculum Transformation Programme;
- The extent of Court's involvement to date in oversight of the system's development and implementation, noting that Court and its committees have received regular updates and agreed to proceed with the development of the system at the outset of the pandemic given the need to replace outdated systems in place at the time;
- Court should continue to receive regular updates, including an update prior to the next meeting and reporting on the resolution of implementation issues;
- The implementation of the HR component of the People and Money system should also be considered; and,
- Whether to issue a public statement from the Court and the timing and clearance of this.

It was agreed that:

- The Senior Lay Member would authorise a public statement on behalf of Court to issue the following day [note: this is available at: <https://www.ed.ac.uk/news/staff/2022/university-court-statement-on-people-and-money>]
- A timely and rigorous external review should be instigated with a proposal on commissioning, scope, and timescale of the review to be submitted to Court for approval, recognising that this needs to be balanced against completion of the stabilisation work currently underway;
- The outcomes of the external review should help to inform future decision-making and oversight for major change projects and system procurement and implementation;
- Consideration will be given by the Remuneration Committee to the People and Money planning and crisis response when assessing performance as part of its annual review of remuneration of members of the Senior Leadership Team.

5 Student Experience Update

An update on student experience work covering the first quarter of the academic year was reviewed. The first phase of the new student support model has been implemented and has been well received to date, with work underway to prepare for implementation across all Schools at the start of the next academic year. The University Executive will consider student experience and curriculum transformation at an away day later this week and an additional briefing session covering student experience and curriculum transformation will be offered to Court members early in 2023. Whether all students receive digital skills training and learning from curriculum change programmes in other institutions were raised as topics of interest for the next update.

6 Performance Measures to Support Strategy 2030: 2021-22 Year-End Report

The 2021-22 year-end report for the Strategy 2030 Key Performance Indicators was reviewed. Members discussed potential enhancements and complementary reporting information that would be useful to Court, including data on the physical estate in relation to staff and student numbers, developing a measure for KPI 4 “Efficient systems”, including more benchmarking/milestone data in future iterations and including information on research culture within the research indicators or within the research strategy currently under development.

7 Size and Shape: Update

An update on work to determine a framework for size and shape planning for the student population was considered. It was requested that future updates include on and off campus numbers and weighted space per student/staff. It was noted that the University has the largest number of Scottish and Rest of UK undergraduates in the Scottish sector.

8 Outcome Agreement 2022-23

The Outcome Agreement 2022-23 and associated annexes were reviewed and approved, with authority delegated to the Deputy Secretary Governance & Strategic

Planning to make any final amendments prior to submission to the Scottish Funding Council. It was queried whether there is a long term institutional strategy for researchers on fixed term contracts, noting that this is currently being considered within the development of a research cultures action plan, with an intention to move towards open ended contracts.

9 Annual Report and Accounts 2021-22

The Annual Report and Accounts 2021-22 was approved in both UK and US accounting formats.

10 Court Internal Effectiveness Review 2021-22

Court considered and approved the annual internal effectiveness review for 2021-22.

11 Senate Report

The report was noted, including Senate's discussion of the Sustainable Travel Policy and associated travel provider, with Senate's views conveyed to the University Executive.

12 Resolutions

The following Resolutions were approved:

- No. 117/2022: Code of Student Conduct
- No. 118/2022: Foundation of a Personal Chair of Computational Medicine
- No. 119/2022: Foundation of a Personal Chair of Data Arts and Society
- No. 120/2022: Alteration of the title of the Personal Chair of Data Science

13 Other items

Regular reports were received from the Students' Association, Sports Union, the Director of Finance, the Development & Alumni Office and from Court's committees. A proposed approach by the Remuneration Committee to the annual Senior Leadership Team remuneration review was supported and a Risk Management Post Year End Assurance Statement was noted in relation to the Annual Report and Accounts 2021-22.

Electronic Senate

11 – 25 January 2023

Knowledge Strategy Committee Report

Description of paper

1. The paper reports on the Knowledge Strategy Committee meeting held on a hybrid basis on 18 October 2022 and a meeting by correspondence held between 30 November 2022 and 6 December 2022.

Action requested / recommendation

2. Senate is invited to note the report.
3. For E-Senate, members are invited to submit any comments, observations or reservations by email. Any comments on this paper should be emailed to SenateSupport@ed.ac.uk quoting “comment on e-S 22/23 2 D”. These comments will be added verbatim at <https://edin.ac/2DYSYJT>. This is an EASE-protected webpage where comments can be viewed by other Senate members.

Resource implications

4. Where applicable, as covered in the report.

Risk management

5. Where applicable, as covered in the report.

Equality & diversity

6. Where applicable, as covered in the report.

Communication, implementation and evaluation of the impact of any action agreed

7. Regular reports on aspects of the Committee’s work of interest to Senate will continue to be submitted.

Author

Dr Lewis Allan
Clerk to Knowledge Strategy Committee
10 January 2023

Freedom of Information

Open paper

REPORT FROM THE KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

1 Matters Arising

Updates on two matters arising were noted:

- In response to a query raised at the last meeting regarding payments for staff with guaranteed hours contracts undertaking mandatory training such as information security training, Human Resources have confirmed that staff with guaranteed hours contracts must be paid for training designated as mandatory by the University, as per an agreement reached with the Trade Unions;
- Strategic change projects and staff workloads – the Director of Strategic Change has met with the relevant committee member to discuss this topic. A paper on strategic change projects is planned for the next meeting of the University Executive, and Knowledge Strategy Committee will be updated following this. In discussion, the importance of managing and addressing any potential bottlenecks from multiple projects was raised, noting that offering local flexibility in implementation dates can help with this where possible, as seen in the staged and flexible introduction of the Learn Ultra Virtual Learning Environment covered later in the agenda.

2 Chief Information Officer Update

Key activities and updates since the last meeting were reported, including:

- New ways of working, with Information Services Group supporting hybrid meetings and hybrid working across the University, including standardising technology for hybrid meeting rooms – while there are often delays in receiving hybrid meeting equipment given supply chain shortages these are usually in the order of around two to three months and are manageable;
- Recruitment and retention of certain specialist IT staff is a continuing concern, with an increasing number of IT roles in other organisations in the UK and globally offering fully remote working. This can attract those in the Edinburgh labour market who would not have previously been able to work for these organisations without relocating. An increasing effort is being placed on recruiting to in-demand roles. Offering flexible hybrid working arrangements given the changing nature of work in these specialised fields can assist with this;
- The global shortage of computer chips continues and while the supply of laptops has improved, on-going shortages of networking equipment remain;
- Work is ongoing to finalise a Framework for Clinical Data with NHS Lothian – additional resource is planned to enable adherence to policies and an update could be provided to the Committee on lessons learned when complete; and,
- An Information Governance short-life working group will shortly be established by the Chief Information Officer and the University Secretary.

3 Supporting the Curriculum

An update on the IT and Library work stream of the Curriculum Transformation Programme was presented. Projects to support the work stream have been identified and reviewed to assess whether they are mandatory for the programme or if they can be de-coupled and progressed separately in order to reduce dependencies. Mandatory projects include student record changes, course choices and integration between the student record system and other systems. Work packages that can be progressed separately include a new degree finder system, a new timetabling system and the upgrade of the Learn Virtual Learning Environment. Key risks and issues include staff resourcing given competing priorities and the cost and complexity of running parallel systems, which may run for five or more years. It was noted that while a small number of students may remain registered on courses for longer than five years, once a new system has been in place for a number of years students who are still registered under the previous system could be transferred to the new system.

4 University Digital Strategy

An update on the development of a Digital Strategy to support the overall University Strategy 2030 was presented. The draft strategy has been revised to be presented in the form of the four pillars of Strategy 2030: People, Research, Teaching & Learning, Social & Civic Responsibility plus an underlying enabling pillar of the digital estate and infrastructure.

Topics within the pillars include:

- People: the importance of the digital estate being accessible in its widest sense, e.g. for those with disabilities, for those without familiarity in using IT, for those using different devices; embedding equality, diversity and inclusion and data ethics in all aspects; the importance of human-centred design;
- Research: ensuring digital acts as an enabler for research excellence; ensuring digital research tools are visible and accessible to all researchers; establishing a roadmap for the future of digital research; adopting a strategic and coordinated approach to investment;
- Teaching & Learning: supporting hybrid teaching and learning; the digital transformation of student services; building an online digital community and sense of belonging; improving support for subtitling and other accessibility work;
- Social & Civic Responsibility: contributing to the Net Zero by 2040 goal with a continuous programme of green IT to reduce the impact digital has on the environment; contributing to global leadership in artificial intelligence and data ethics; ensuring the widest possible public global access and engagement through events, open research outputs, open educational materials & heritage collections; and,
- Digital Estate (hardware and software): improving user experience for all; protecting the digital estate from cyber threats and being secure by design; joining governance, strategy and vision for the physical and digital estate; considering Open Source alternatives as part of a programme to make a sustainable estate and support the Open Source community.

Nine projects to improve the digital estate over the next two years have been identified as immediate priorities and are being progressed: replacement of the EASE sign-in system and introducing multi-factor authentication; data resilience; increased cyber protection; a new timetabling system; data centre capacity; online assessment systems; a continuing professional development short courses platform; Programme Course and Information Management & Degree Finder; and, an upgrade of the Learn Virtual Learning Environment.

Five subsequent projects to improve the digital estate in the three to five year period have been identified: estates facilities management; student systems; business intelligence reporting; supporting assessment and feedback; and, review of the MyEd student portal.

A number of items not present in the University's current digital estate that other peers may have will also be explored. These include a student engagement platform, central event management platform, an automated system for hardware and software asset management, and a School-level interface to University core data.

The following points were considered in discussion:

- Accessibility can be impeded by restrictions on certain hardware and software use – work on standard builds for University computing devices will assist with this;
- Timetabling is a key area where improving the links between the physical and digital estate could be of benefit, with a new system being procured at present; and,
- How oversight of the Digital Strategy will take place after its launch – Key Performance Indicators will be developed to monitor progress and the document will be reviewed and refreshed over time.

5 Network Replacement Programme Update and Prioritisation

An update on the Network Replacement Programme was reviewed. It was noted that deployment of the central technologies and installation in early adopter buildings has been completed and the majority of the University's WiFi network has been replaced, with ongoing work mainly consisting of replacing the in-building wired network across all buildings. While a large amount of equipment had been purchased in advance in anticipation of potential supply chain problems, and has been received, global shortages of networking equipment are expected to affect the remaining roll-out. In mitigation, the schedule for installing the remaining equipment has been assessed and prioritised, with new buildings that would otherwise not be networked set as a foremost priority, along with areas of high student use.

6 Digital Research Services Programme Investment

Proposed budget allocations for the Digital Research Programme were approved. Members discussed:

- The inclusion of ongoing services within the investment programme, noting that this is in order to assess on an annual basis whether ongoing services might need more or less investment than previously forecast;

- The location of much of the physical equipment at the Advanced Computing Facility and potential space constraints there; and,
- The planned upgrade of Eddie, a research compute cluster.

7 Short Courses Platform

The proposed budget for procurement and implementation of the Short Courses Platform was approved.

8 Library Committee Convener

The appointment of Professor Sarah Prescott, Vice-Principal and Head of the College of Arts, Humanities & Social Sciences, as the new Convener of Library Committee to end July 2025 in the first instance was approved.

9 Open Monograph Publishing

Information on the current environment for open monograph publishing and options considered by Library Committee with regard to the response on the future Research Excellence Framework requirement for all eligible monograph outputs to be made accessible Open Access were noted.

10 Library Access and Facilities for Parents and Carers Accompanied by Children

A paper updating the Committee on recent negative feedback received from student parents and carers visiting libraries accompanied by children and actions taken in response, was noted. Actions taken include Library Committee approval of a revised Library Policy for Parents and Carers Accompanied by Children and plans to create a Family Room in the Main Library. The importance of undertaking further work to improve accessibility for student parents and carers was highlighted, noting positive examples in peer institutions, which the University should seek to learn from.

11 Information Security Update – MFA and IDAM Deployment

An update on ongoing planning and development work to deploy Multi-Factor Authentication (MFA) and scope a technical solution to replace and update Identity and Access Management (IDAM) was noted. It was agreed to recommend approval to the University Executive for the core design approach of:

- i. Utilising the existing Microsoft Campus licence which includes Active Directory Conditional Access as the core underlying technology supporting deployment of MFA; and,
- ii. Agreement that access to core University digital services, where technically feasible, will require all users to use MFA (options will be provided) unless, and only by exception, approved conditions cannot be met.

Incorporating role based access within the next phase of work, on IDAM, was encouraged.

12 People and Money System

An update on the implementation of the People and Money system to underpin the HR and Finance Transformation programmes was noted. Further updates from the Enactment Group following on from the all staff message of 6 October were encouraged, with another communication expected next week. Improving communications with students affected by delays in stipend payments was raised, with some students having to seek emergency loans given the delays. Extending the 'hypercare period' from the implementation partner InoApps was raised, noting that enhanced support from Oracle for an additional six months has been agreed.

13 Other items

A forward view of data centre capacity was reviewed, along with a progress report on the Learn Ultra Virtual Learning Environment upgrade and associated Learn Ultra Early Adopter Programme. Proposals for a refreshed approach to University strategic business intelligence, delivered via a 'hub and spoke' model, were endorsed. An update on the establishment of a new Estates, Digital and Infrastructure Committee [subsequently renamed Estates Committee], with a remit to consider the physical and digital estate and infrastructure, was noted. Regular updates on information security, the Enterprise Infrastructure Replacement Programme and reports from IT Committee, Library Committee and the Digital Research Services Steering Group were noted.

Meeting by correspondence: 30 November – 6 December 2022

1 Extension to the "Tursa" High Performance Computer Service

A proposed externally funded extension to the existing High Performance Computing facility known as Tursa was reviewed. It was noted that:

- The Tursa system is funded by the Science and Technology Facilities Council and is hosted at the University of Edinburgh's Advanced Computing Facility to serve Particle Physics Theory researchers across the UK;
- As anticipated when the initial funding for the current system was granted, a funding award has now been made for a mid-life upgrade of the system and associated running costs; and,
- Given the requirement for the new funding to be spent by 31 March 2023 and the accelerated procurement timetable needed to enable this, it has been agreed to consider the matter by correspondence.

Further information was requested on procurement details and operational matters, and having received this information, the Committee agreed to recommend to Estates Committee that the proposed upgrade be approved, to be fully funded by the Science and Technology Facilities Council along with a research grant for operational costs, with signing authority for the procurement to be delegated to Professor Iain Gordon, Vice-Principal and Head of College of Science & Engineering.