

INESC-PORTO Feedback

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Strong Points

- People – vibrant young researchers
 - Bringing in young PhDs + attracting foreigners
- Management + Support Services
- Stable Funding
- Several exciting cutting edge research projects
- Areas of activity reaching maturity
- Emerging technology exploitation
 - Patents and spin offs

Weak Points

- Uneven quality of research
- Some labs need:
 - More (new) focus+ critical mass
 - Assessment of strategic goals
- No structural approach:
 - To exploit diversity of expertise
 - To manage maturity of areas
 - To exchange management
- Unclear career paths for staff scientists.
- Need better plan for sustainability from spin-offs +licensing
- External visibility (uneven publication quality)

Recommendations 1

- Build an institute-wide identity (e.g. thru flagship projects).
- Build a midterm vision for INESC Porto and implement mechanism to achieve it.
- “Flexibilize” group structure
 - Set Research goals
 - Make goals interdisciplinary
 - Adapt the group structure to achieve research goals
 - Funded projects are just means to achieve the research goals.

Recommendations 2

- More R&D Exploitation
- Broader search for funding
- Increase archival journal publications
- Avoid in-breeding in the recruitment of Faculty.
- Survey and partner with competitors.

Recommendations 3

- Form an awards committee
 - e.g. promote best (student / senior) papers, seek technical awards etc.
- More top conference organization, journal editors
- Regular institute (lab)-wide seminars
 - Internal + Distinguished external lecturers
- Prepare better activity reports.
- Update the website with pertinent information.

Unit Specific Recommendations

- Telecommunication and Multimedia
 - The Unit contains too many disparate and actually loosely tied components.
 - There may be reasons to keep Distributed Multimedia Systems and Communication Networks and Services together, but the two groups are at different phases and they may share little in spite of significant points of contacts.

Unit Specific Recommendations

- Telecommunication and Multimedia
 - Digital Audio Processing:
 - Target exploitation of the technology
 - R&D should be continued as a consequence of requirements coming from exploitation
 - Communication Networks and Services:
 - Priority in identifying business requirements (possibly depending on scenarios)
 - Focus on the critical components enabling the scenarios
 - Keep a presence in the overall picture

Unit Specific Recommendations

■ Telecommunication and Multimedia

■ Distributed Multimedia Systems:

- Identify opportunities of exploitation (e.g. like the one shown) and the practical means to implement them
- Develop solutions
- Keep presence in R&D with priority to support requirements coming from exploitation (e.g. DRM)

■ Microelectronics

- Establish industry links
- Focus work depending on industry interest
- Explore synergies with other Unit groups

■ Optical Communications

- Check selected areas against likely exploitation possibility
- Confirm business model of valorization of technology

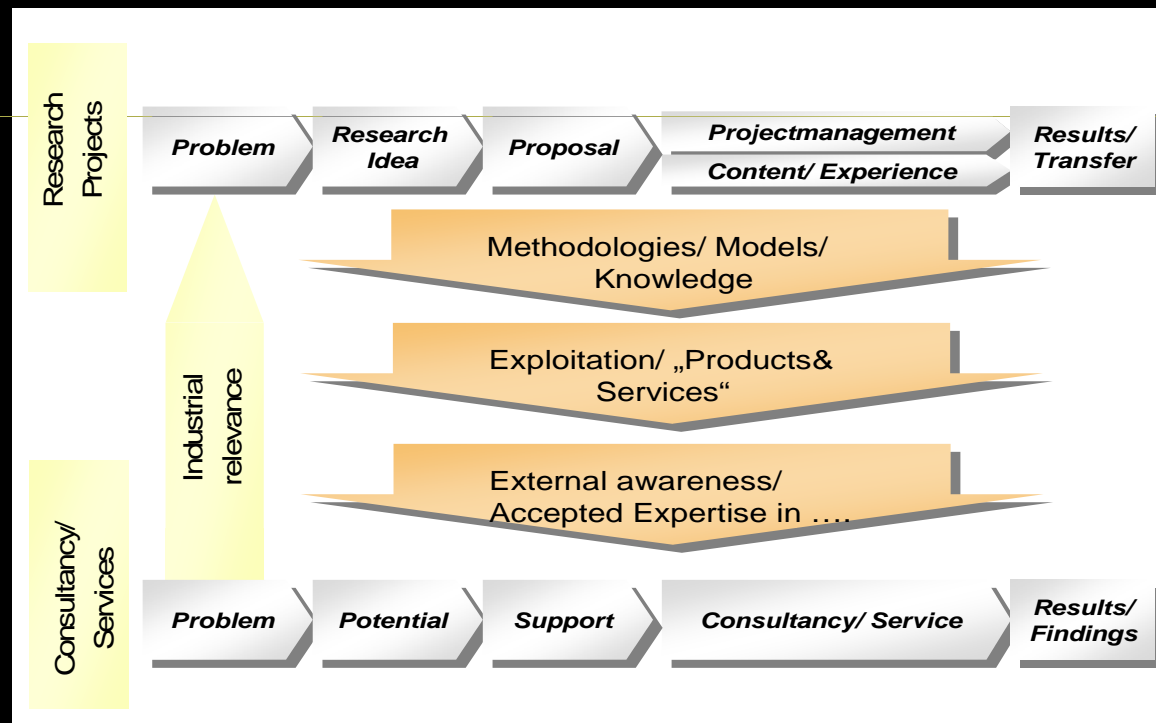
Unit Specific Recommendations

■ Power Systems

- Establish a mechanism to rotate the Unit leadership.
- Define an attractive career for the scientific research staff within INESC that allows the creation of new positions for brilliant younger researchers.
- Implement a post-doc international program in collaboration with other institutions to promote exchange of scientific research staff and international projects.
- Define a mid-term (5 years) strategic expansion plan for the Unit.
- Look for new more stable funding sources to partially cover fixed costs of new scientific staff positions.

Unit Specific Recommendations

■ Manufacturing Systems Engineering



Unit Specific Recommendations

■ Information and Communication Systems

- Narrow down the scope of activities.
- Draft a one year strategic plan ASAP refocusing the unit (with a new name) around the two main objectives.
- Draw a new “organigram” for the team members
- Clarify interface with UESP
- Accept that each person activity is multifaceted
- Improve the academic supervision

Unit Specific Recommendations

- Optoelectronics and Electronic Systems
 - Exploit synergies in the area of micro-fabrication, thin films, and integrated optics
 - Establish organized relations with institutions which have infrastructures in the field.

Thank you for the hospitality

Very interesting 2 days!