THE UNIVERSITY *of* EDINBURGH

KNOWLEDGE STRATEGY COMMITTEE

29 September 2015

Minute

Present:	Ms Doreen Davidson (Convenor)
	Vice-Principal Professor Jeff Haywood
	Mr Gavin McLachlan
	Dr Gordon McDougall
	Ms Angi Lamb
	Ms Alison Grant
	Professor Allan Cumming
	Ms Imogen Wilson
In attendance:	Ms Jo Craiglee
	Mrs Tracey Slaven
	Dr Catherine Elliot
	Professor James Loxley
	Ms Pauline Jones, Governance & Strategic Planning (for Item 4)
	Mr Barry Neilson, Director of Student Systems (for Item 5)
	Ms Kirstie Graham, Deputy Head of Court Services
	Dr Lewis Allan, Head of Court Services
Apologies:	Mr Peter Budd
	Professor Richard Coyne
	Vice-Principal Professor Sue Rigby
	Mr Hugh Edmiston
	Mr Phil McNaull
	Assistant Principal Professor Arthur Trew

1   Minute   Paper A

The Minute of the meeting held on 5 June 2015 and the electronic meeting concluded on 28 August 2015 were approved as a correct record.

The Committee noted apologies and welcomed Alison Grant to her first meeting as a Court member, Imogen Wilson to her first meeting as EUSA representative (Vice-President Academic Affairs) and congratulated Doreen Davidson on her appointment as Convener of the Committee.

2   Matters Arising   Verbal

There were no matters arising.

3   Membership   **Verbal**

It was noted that:

- Nominations Committee has approved the appointment of Doreen Davidson as Convener of the Committee and the appointment of two new Court members, Alison Grant and Peter Budd;
- One vacancy remains for a Court member;
- Professor Sue Rigby will leave the University on 30 October to take up a new post as Deputy Vice-Chancellor at the University of Lincoln – creating a vacancy for a Senate member.

The Committee noted its thanks to Professor Rigby for her significant contribution to the work of the Committee and across the University.

SUBSTANTIVE ITEMS

4   Developing the 2016-2021 Strategic Plan   **Paper B**

The Head of Strategic Performance & Research Policy introduced a discussion on the development of the University's new Strategic Plan 2016-21. The following suggestions were raised:
- The enabler 'Infrastructure' may be understood as purely physical infrastructure – 'digital infrastructure' or 'information infrastructure' could be included as an additional enabler or alongside 'physical infrastructure'.
- Alternatively, 'digital environment' and 'physical environment' may be more suitable.
- 'Data' could be an additional enabler (with sub-plans on digital and data sitting underneath the Strategic Plan), as could 'working in partnership with students'
- On the distinctiveness of the University, meshing research and teaching is key and advertising MOOCs to existing Edinburgh students could also assist
- The plan should be concise, written in an accessible style for all likely audiences (including students) and link with supporting strategies (IS, internationalisation etc). Case studies could also be used.

5   Student Data Project   **Paper C**

The Director of Student Systems informed the Committee of a project investigating the use of student data to support the enhancement of learning and teaching, the student experience and operational effectiveness. It was noted that a final presentation will be delivered at the Academic Strategy Group meeting in November, with a decision on next steps to be taken. The likely prioritisation of the six broad areas identified were discussed – with understanding of applications and admissions, understanding the student cohort,

analytics/predictive work linked to learning & teaching (benchmarking, survey data) highlighted. It was noted that some work on learning analytics is being undertaken elsewhere in the University and this should be connected. Members requested a brief update at the next meeting and commented that:

- Schools may use different data sources but a consistent dashboard would be helpful;
- Using student data can help in identifying problematic areas;
- Thought should be given in advance as to how likely problematic areas can be tackled after they have been identified.

6   Information Security Audit   **Paper D**

The summary results of the Cyber Security Maturity Assessment undertaken by external consultants to the University were considered. Improvements in information security controls made over the previous year were welcomed but it was noted that University's information security maturity state requires strengthening. Top level challenges identified as priorities (security culture and awareness, information security risk management, unsupported computer usage, management of access rights for internal staff moves) were discussed and the intention to establish an information security team to respond to the assessment, including an international recruitment exercise for a Chief Information Security Officer, strongly supported. It was noted that an update will be provided at the following meeting.

7   Data Architecture Review   **Paper E**

The findings of a scoping study on the University's Enterprise Architecture capability performed by external consultants were reviewed. Members commented on links with the student data project, e.g. avoiding creating dashboards that sit above an old data architecture of disparate systems, and noted the intention to establish a data architecture practice and a data dictionary. The need to remove obstacles and importance of communication and engagement was stressed. It was noted that the University's target maturity level for enterprise architecture was still under consideration, with an update to be provided at the next meeting.

8   Outcome of Effectiveness Review   **Paper F**

The Convener thanked members for contributing over the summer period to the effectiveness review. No further comments were received and the review was approved for submission to Court.

ROUTINE ITEMS

9	**Chief Information Officer's Communications**	**Verbal**

The Chief Information Officer and Librarian to the University provided a verbal update on activities since the last meeting. Topics included:

- The success of IT systems over Welcome Week, the period of greatest system demand, with a small number of outages swiftly rectified
- New students received University cards in the Library for the first time, with induction events, a showcase of the DiscoverEd platform and tours offered
- The planned consolidation of Information Services Group staff in Argyle House, with the first moves expected prior to Christmas and the majority of staff to follow in the third quarter of 2016
- Preparations for the budget planning round, with the intention to submit long-term plans for the Library, core systems, research systems and learning & teaching – all to be submitted to the Committee in the first instance
- Court approved a minor update to the Computer Regulations at its 21 September meeting to make reference to new legislation known as the 'Prevent duty'.

10	**IT Committee Report**	**Paper G**

The Committee noted the key points and commented that a fuller report in a format similar to reports from Library Committee and UCAC should be provided in future.

11	**Library Committee Report**	**Paper H**

The Committee noted the key points in the report.

12	**University Collections Advisory Committee Report**	**Paper I**

The Committee noted the key points in the report and welcomed the statistics provided showing substantial increases in engagement with the collections by students and members of the public.

13	**Projects & Ongoing Activities Report**	**Paper J**

The report was noted.

14	**Topics for future meetings**	**Verbal**

The Committee discussed future agenda items, including the four budget round submissions raised under Item 9. In addition, members suggested:

- More information/benchmarking on the University's performance relative to its peers in Information Services
- Academic staff engagement, communication and branding of Information Services Group (ISG)
- Key Performance Indicators for ISG
- Digital literacy of staff and students
- Reviews of a sample of completed projects to understand lessons learned and check efficiency and efficacy
- Working with other support services (e.g. careers, accommodation) that generate student experience related data.

15   Any other business   **Verbal**

There was no other business.

ITEMS FOR FORMAL APPROVAL/NOTING (Please note these items are not normally discussed).

16   Revised Library Regulations   **Paper K**

The revised Library Regulations were noted.

17   Library Service Response to Public Sector Information Legislation   **Paper L**

The Deputy Secretary, Strategic Planning, explained the Public Sector Information Legislation and the proposed approach by the University Library in implementation. The associated Statement of Public Task and the required changes to be made to charging models used when licencing the re-use of library assets were approved.

18   Delegation of Authority   **Paper M**

Planned IT and Library expenditure in excess of £200,000 during 2015-16 was noted and Delegated Authority to progress with the items set out in the paper granted to the Chief Information Officer.

19   Date of next meeting

22 January 2016 at 2pm