KNOWLEDGE STRATEGY COMMITTEE

22 January 2016

Minute

Present:	Ms Doreen Davidson (Convener)
	Vice-Principal Professor Jeff Haywood
	Professor Richard Coyne
	Professor Allan Cumming
	Ms Alison Grant
	Ms Angi Lamb
	Dr Gordon McDougall
	Mr Gavin McLachlan
	Ms Imogen Wilson
In attendance:	Mrs Tracey Slaven, Deputy Secretary, Strategic Planning
	Ms Jo Craiglee, Head of Knowledge Management & Planning
	Professor James Loxley
	Assistant Principal Professor Arthur Trew
	Senior Vice-Principal Professor Charlie Jeffery
	Mr Tom Ward, Director of Academic Services
	Ms Liz Welch, attending in place of Director of Finance
	Dr Lewis Allan, Head of Court Services
	Mr Simon Marsden, Director, IS Applications (for Item 3)
	Ms Melissa Highton, Director, Learning, Teaching & Web Services (for Item 3)
	Mr Tony Weir, Director, IT Infrastructure (for Item 3)
	Mr Jeremy Upton, Director, Library & University Collections (for Items 3, 6 and 8)
Apologies:	Mr Peter Budd
	Dr Claire Phillips
	Mr Hugh Edmiston, Director of Corporate Services
	Mr Phil McNaull, Director of Finance
	Dr Catherine Elliot, College Registrar, CMVM

1   Minute   **Paper A**

The Minute of the meeting held on 29 September 2015 was approved as a correct record.

The Committee noted apologies and welcomed the appointment of Dr Claire Phillips as a new Court member of KSC. The Committee further noted that this would be the last meeting to be attended by three Senate members: Professor Richard Coyne, Professor Allan Cumming and Dr Gordon McDougall – with the Conveners of the four Senate committees expected to join Knowledge Strategy Committee from the next meeting. Members thanked departing colleagues for

their important contribution to the work of the Committee.

2   Matters Arising   Verbal

The Chief Information Officer provided updates on:

<u>Student Data Dashboards</u>
(e.g. data on applications/admissions, student cohorts –
characteristics, trends, progressions and outcomes, surveys and
benchmarking, assessment volumes, feedback and mark turnaround,
contact hours)
• Prototypes have been demonstrated at a number of committees
  and School meetings, feedback has been uniformly positive;
• A summary bid has been developed for the allocation of in-year
  funds to support the development and roll-out of dashboards for
  September 2016 based on the prototypes;
• An in-year request for funding has been submitted to the Planning
  triumvirate; which would accelerate the project and reduce the
  requirement for a planning round bid for 2016-17;
• A full presentation will follow at the next meeting.

<u>Chief Information Security Officer</u>
Alistair Fenemore, Deputy Head of Information Risk and Security for
Prudential UK, has been appointed and will join the University on
1 February. The Committee welcomed the appointment and thanked
attendee Professor Arthur Trew (Assistant Principal Computational
Science) for his role in the recruitment process.

SUBSTANTIVE ITEMS

3   Information Services 10 Year Strategy   Paper B

Following an introduction by the Chief Information Officer,
presentations on the component parts of the emerging strategy were
delivered on:

<u>Digital Transformation of Core Services and Systems</u>
The Director of Information Services Applications detailed the
intention to deliver:
• A customer centred 'digital first' design in services, processes
  and systems
• Digital literacy for all staff
• Digitisation of all paper assets, records and processes.

It was noted that a number of core information systems will require
replacement over the next ten years, providing an opportunity for a
step change in performance. Members discussed:
• The expectations of staff for rapid and regular software updates
• Using cloud computing for software applications

- Not all processes are expected to become wholly digital (e.g. examinations)
- Inclusion within the service excellence programme
- The estimated total ten year cost of c. £80M.

Learning, Teaching and Student Experience

The Director of Learning, Teaching & Web Services detailed the intention to deliver:

- Transformed learning and teaching spaces with innovative technologies and design
- Scaling up of on-campus, online and distance learning
- Digital platforms, analytic dashboards and tools to underpin the practice of teaching, learning, assessment and feedback.

Members discussed student involvement in shaping IS investments, providing student feedback electronically, supporting new digital forms of authorship and learning by students, publicising MOOCs to on-campus students and the importance of rationalising legacy systems to further develop online learning.

Digital Research Services

The Director of IT Infrastructure detailed the intention to:

- Simplify the researcher journey with a 'Federation of Excellence'
- Fill service gaps (e.g. visualisation and data safe havens)
- Facilitate external collaborations and joint ventures.

Members considered methods of recovering digital research services costs from grants to avoid a 'grant by grant' approach for IT research infrastructure, such as the automatic inclusion of IT costs in grant submissions.

Library National and International Leadership

The Director of Library & University Collections detailed the intention to:

- Establish the University as a key international digital library and collection hub, including digitising all collections
- Support the move to student-led learning with appropriate campus spaces
- Increase external engagement.

Members commented on the high popularity of the Library with students, space utilisation and opportunities for displaying collections, including the St Cecilia's Hall redevelopment.

The projected total gross expenditure of approximately £247M over 10 years was discussed, noting that some expenditure in these areas was already taking place and would be subject to planning prioritisation and individual business cases. It was noted that current IT spend at the University is approximately 4% of turnover, below

some competitor institutions. Using examples of business cases for Estates projects with estimates of return on investment was encouraged.

ITEMS FOR NOTING OR FORMAL APPROVAL

4   **Projects and Ongoing Activities Update**   **Paper C**

The Chief Information Officer provided updates on:
- Business Intelligence/Management Information programme coordination
- Distance Education Initiative
- Massive Open Online Courses
- Enterprise Architecture
- Student Systems Roadmap
- Learning Analytics
- WorkTribe Research Management (formerly known as RMAS)
- EdWeb Content Management System

The Committee discussed improvements brought by the new EdWeb system, particularly for occasional users. The positive response from academic leads for the Student Data Dashboards project was noted, with the Committee expressing strong support for the project within the planning round.

5   **IT Infrastructure Governance**   **Paper D**

Following on from the presentation of the IT Infrastructure Review paper in January 2014, the Committee approved the adoption of the proposed governance process; noting in particular the proposal that the Governance Group be authorised to re-profile the annual budget where required, across years. Re-profiling must be manageable within the approved overall Information Services budget, with appropriate regard for the distinction between capital and revenue.

6   **Thesis Digitisation Proposal**   **Paper E**

The Director of the Library and University Collections introduced a proposal to digitise the University physical thesis collection (approximately 25,000 theses in total, with 40% already digitised). The appropriate selection of theses for digitisation by contractors and the development of expertise and safeguards was discussed. Information Services was asked to investigate the possibility of accelerating the project within the current academic year through an in-year bid and raising awareness of the project amongst Edinburgh students was also discussed.

The Committee welcomed the proposal and approved the programme of work to digitise the University's thesis collection subject to the approval of the funding request in the planning round.

7 **University Collections Advisory Committee (UCAC) Terms of Reference** **Paper F**

The Committee considered a revised terms of reference for the University Collections Advisory Committee, involving expansion of the Committee's remit to include Special Collections and Archives and a proposed move of convenorship from the Chief Information Officer to an academic chair, to be in attendance at Knowledge Strategy Committee.

A more pro-active remit for UCAC was welcomed and possible candidates for the academic chair discussed. The revised terms of reference and changes to the convenorship of UCAC were approved, with the UCAC Convener to attend Knowledge Strategy Committee.

8 **Library Collections Facility** **Paper G**

The Committee approved the proposal for the development of a University Collections Facility for the long-term storage and management of rare and unique collections and noted the associated potential funding requirements, with any further funding request to require a full business plan to be submitted to Estates Committee.

9 **Committee Reports**
- IT Committee Report **Paper H1**
- Library Committee Report **Paper H2**
- University Collections Advisory Committee **Paper H3**

The Committee noted the key points in the reports.

10 **Any Other Business**

The Chief Information Officer raised an item in confidence with the Committee, noting that a paper on the matter will be submitted to the next meeting.

11 **Date of next meeting**
11 March 2016 at 10.00am