



KNOWLEDGE STRATEGY COMMITTEE

11 March 2016

Minute

Present: Ms Doreen Davidson (Convener)
Mr Peter Budd
Ms Angi Lamb
Dr Claire Phillips
Senior Vice-Principal Professor Charlie Jeffery
Vice-Principal Professor Jeff Haywood (for Item 6)
Assistant Principal Professor Tina Harrison
Mr Gavin McLachlan, CIO and Librarian to the University
Ms Imogen Wilson, EUSA

In attendance: Mr Hugh Edmiston, Director of Corporate Services
Mrs Tracey Slaven, Deputy Secretary, Strategic Planning
Ms Jo Craiglee, Head of Knowledge Management & Planning
Mr Lee Hamill, attending in place of Director of Finance
Dr Lewis Allan, Head of Court Services
Mr Barry Neilson, Director of Student Systems (for Items 3 & 4)

Apologies: Ms Alison Grant
Assistant Principal Professor Jeremy Bradshaw
Assistant Principal Professor Alan Murray
Dr Catherine Elliot, College Registrar, CMVM
Assistant Principal Professor Arthur Trew
Professor James Loxley
Mr Tom Ward, Director of Academic Services

1 Minute

Paper A

The Minutes of the meeting held on 22 January 2016 and the electronic meeting concluded on 18 February 2016 were approved.

2 Matters Arising

There were no matters arising.
The Convener welcomed Court member Dr Claire Phillips and Senate members Professor Charlie Jeffery and Professor Tina Harrison to their first meeting of the Committee.

SUBSTANTIVE ITEMS

3 Student Systems Roadmap

Paper B

The Director of Student Systems presented the high level priorities to be used to establish the detailed priorities in the Student Systems Roadmap 2016-19, namely:

- Customer Relationship Management (CRM) to support student recruitment and the admissions phase of the student lifecycle;
- Enhanced use of student data to support learning & teaching, student experience and operational effectiveness;
- Enhanced student digital experience;
- Student & academic administration – faster delivery to support efficiency and effectiveness in Schools;
- Scanning the external environment for possible alternative providers in the medium term.

Members discussed an ongoing consultancy project on digital transformation of student systems; the running costs of the existing modular student records management system (SITS) and alternative options; links with the Service Excellence Programme; work to ensure Data Protection requirements are met, including likely new EU requirements; and, requests for CRM systems across the University, with the Vice-Principal Planning, Resources & Research Policy convening a working group to ensure a joined-up approach.

4 Student Data Dashboards

Paper C

An update on the Student Data Dashboards project was received, including a demonstration dashboard prototype developed using data supplied by the School of Mathematics.

Strong demand from Heads of School as well as senior management for clear presentation of School-level data in a dashboard format and for predictive analysis was noted. The importance of building an adequate data architecture, with a data architecture team now established in Information Systems Group, was noted. Other projects to enable better use of data were discussed, with an update on wider Business Intelligence/Management Information (BI/MI) initiatives to follow at a future meeting.

5 EDINA and the Digital Curation Centre (DCC) – Initial Approach

Paper D

The Chief Information Officer and Librarian to the University provided an initial briefing on the approach to adopt for future funding sources for EDINA (a UK data centre based at the University of Edinburgh) and the Digital Curation Centre.

Expected reductions in the annual grants for the centres from Jisc (the UK Government funded body providing leadership in the use of IT for further and higher education) and work to grow subscription income from service users and external research funding grants were noted. The Chief Information Officer advised that a five year business case examining three options (continued operation using alternative funding streams; a joint venture; winding down or transfer of services) is being developed and will be presented at a future meeting.

Members commented on the strong track record of both centres, links with the University's strategic ambition to be a world leader in data science and growing overseas subscriber numbers.

6 Learning Analytics Project – Progress Report

Paper E

The Vice-Principal Digital Education updated the Committee on the learning analytics project involving online Masters programmes and courses, in partnership with Civitas Learning International. The use of anonymised historical data to understand key factors leading to student success with the intention to enhance student experience and success in future courses was noted. The potential to offer Continuing Professional Development courses to those exiting Masters programmes prior to completion and to allow credits to be gradually earned over a number of years before the award of a qualification was suggested, with many online mature students wishing to study particular courses rather than undertake a full Masters degree.

The progress update was welcomed and the Committee formally thanked Professor Haywood at his last Knowledge Strategy Committee meeting prior to retirement for his service to the Committee and to the University more widely.

ITEMS FOR NOTING OR FORMAL APPROVAL

7 Projects and Ongoing Activities Update

Paper F

The Chief Information Officer provided updates on the following projects:

- Information Security Audit
- Enterprise Architecture
- Business Intelligence/Management Information
- Distance Education Initiative
- Massive Open Online Courses (MOOCs)
- WorkTribe Research Management (formerly known as RMAS).

The Committee discussed University benefits arising from MOOCs: reputational – taken by students in all but eight countries of the world; student recruitment – small but growing numbers transferring to formal courses; financial – approx. £100k income from certificates of completion; and, learning – experimental approach taken can be applied in other courses, particularly formal online courses.

8 Information Services – Key Performance Indicators

Paper G

Key Performance Indicators (KPIs) identified as part of the draft Information Services Plan 2016-19 and recent benchmarking analysis performed on Library and IT expenditure were reviewed. The following points were raised in discussion:

- Efficiency of expenditure relative to peers, although a correlation between expenditure levels and National Student Survey was noted;
- Using the Resource Allocation Model to examine where expenditure levels are higher;
- Introducing interim KPI target dates;
- Plans to improve performance in areas where National Student Survey scores have been stable over a number of years;
- Expected improvements by peer universities over the period and recalibrating KPIs accordingly;
- Adding commentary and flags to the KPIs.

9 Delegated Authority Schedule – Revised Guidance DAS

Paper H

Updated guidelines for Colleges and Support Groups regarding the approval process for IT and library expenditure in excess of £200,000 to reflect the current version of the University’s Delegated Authority Schedule were approved.

10 Assistant Principal Digital Education – Role Description

Paper I

The role description for the post of Assistant Principal Digital Education, to succeed the current Vice-Principal Digital Education, was noted.

11 Committee Reports

- IT Committee Report
- Library Committee Report

**Paper J1
Paper J2**

Key points in the reports were noted.

12 Any Other Business

The Senior Vice-Principal updated the Committee on discussions at the Learning & Teaching Policy Group regarding lecture capture technology. It was noted that the current lecture capture technology at the University is outdated but strong student demand exists for the recording of all lectures, particularly from non-native English speakers. The Committee discussed likely costs, intellectual property and copyright issues, examples from other universities (where lecture capture has not led to reduced attendance at lectures) and some existing recording of lectures by students and staff using alternative methods. A report examining practice in peer universities will be submitted to the next meeting.

13 Date of next meeting

3 June 2016 at 10.00am