



KNOWLEDGE STRATEGY COMMITTEE

14 October 2016

Minute

- Present:** Ms Doreen Davidson (Convener)
Ms Angi Lamb
Dr Claire Phillips
Mr Ritchie Walker
Senior Vice-Principal Professor Charlie Jeffery
Assistant Principal Professor Jeremy Bradshaw
Assistant Principal Professor Tina Harrison
Mr Gavin McLachlan, CIO and Librarian to the University
- In attendance:** Ms Tracey Slaven, Deputy Secretary, Strategic Planning
Ms Jo Craiglee, Head of Knowledge Management & Planning
Dr Catherine Elliot, College Registrar, CMVM
Professor James Loxley, CAHSS
Assistant Principal Professor Arthur Trew (for Professor Hugh McCann)
Dr Lewis Allan, Head of Court Services
Vice-Principal Professor Dorothy Miell (for Item 3)
Mr Barry Neilson, Director of Student Systems (for Items 4 and 5)
Ms Libby McCue, Senior Management Accountant, (for Item 7)
Mr Tony Weir, Director of IT Infrastructure, (for Item 8)
- Apologies:** Ms Alison Grant
Mr Patrick Garratt, EUSA Vice-President Academic Affairs
Assistant Principal Ms Melissa Highton
Assistant Principal Professor Siân Bayne
Assistant Principal Professor Alan Murray
Mr Hugh Edmiston, Director of Corporate Services
Mr Phil McNaul, Director of Finance
Professor Hugh McCann
Mr Tom Ward, Director of Academic Services

1 Minute

Paper A

The Minute of the meeting held on 3 June 2016 and the Minute of the electronic meeting concluded on 2 September 2016 were approved.

The Convener noted apologies and welcomed Mr Ritchie Walker, Court member, to his first meeting.

2 Matters Arising

The Chief Information Officer raised two matters:

- i) Currency movements since the summer are expected to have a notable adverse effect on the Library materials budget, with 60% of purchases

invoiced in US dollars and euros. Members discussed the limited scope for altering buying patterns in light of currency changes.

ii) Development of a core IT systems strategy as part of the Service Excellence Programme, with work to investigate the suitability of an Enterprise Resource Planning 'all in one' system or a bespoke suite of software capable of integration.

Further updates will be provided to the Committee as appropriate.

SUBSTANTIVE ITEMS

3 Business Intelligence / Management Information Programme Board Proposal Paper B

The Head of the College of Arts, Humanities and Social Sciences (CAHSS) presented a proposal to redefine the Business Intelligence (BI) / Management Information (MI) Programme Board as the BI/MI Governance Board, reporting to Knowledge Strategy Committee; and to clarify the Board's position in relation to the Service Excellence and Digital Transformation Programmes. It was noted that including a definition of BI/MI in the terms of reference for the Governance Board would be helpful.

The proposed changes, to rename the BI/MI Programme Board to the BI/MI Governance Board and a revised remit for the reconfigured Governance Board were approved.

The Head of CAHSS vacated the meeting.

The Committee approved the appointment of the Head of CAHSS as the Convener of the new Governance Board.

4 Online Assessment & Feedback Paper C

The Committee received a summary of analysis undertaken on the challenges of moving to an online assessment and feedback system across the University and the measurement of turnaround times. It was noted that the narrower topic of measurement of assessment and feedback turnaround times has been incorporated within the Service Excellence Programme, with an Outline Business Case developed. The following points were discussed:

- The current large variety of practices in Schools leads to an uneven student experience;
- No single system can adequately provide online assessment and feedback for all disciplines as yet so a 'best of breed' approach for cognate disciplines is expected;
- Turnaround times may increase at first during a transitional period as staff acquaint themselves with the new system and initially try to

replicate offline practices online but trained staff advisors can aid the transition;

- Early adopters have in general found the advantages of online assessment to outweigh the disadvantages;
- The rationale for change should be communicated clearly to staff to aid 'buy-in'.

5 Student Digital Experience: Next Steps

Paper D

The Committee received a progress update following the summary of the Headscape student digital experience presentation received at the June meeting. Members commented on the importance of pre-arrival communications to students, that many of the current flaws affect staff as well as students and that digital champions could be appointed at all staff levels, not only senior levels. It was noted that two Service Excellence Programme projects directly relate to this area, with Outline Business Cases in development.

6 Digital Transformation

Paper E

Subsequent to Court's approval of a £3m 'digitalisation envelope' within the 2016-19 Planning Round, an initial tranche of underpinning Digital Transformation projects were reviewed. Members discussed:

- The governance process – with recommended projects to be reviewed by the Finance Director, Vice-Principal Planning, Resources & Research Policy and the Deputy Secretary Strategic Planning before submission to Policy & Resources Committee;
- Projects classed as Priority 1B will be amended and considered at a future meeting;
- Accommodating the running costs for the projects after the Year 3 end date – with projects to be incorporated within the Information Services Group budget at no extra cost.

The Priority 1A bids (Enterprise Data Warehouse Service; accelerated software testing; Notifications Service; User-centred MyEd; Enterprise APIs; User Experience for Self Service; Student Digital Experience Standards) were approved for submission to the Policy & Resources Committee.

7 Current Capital Envelope Forecast

Paper F

The Information Services Group ten year Capital Forecast was noted, with expenditure of £79.61m planned for the period 2016/17-2025/26. It was requested that revenue expenditure is included in future iterations to show overall forecast spending.

8 Digital Research Services: Governance & Funding

Paper G

The proposed approach to governance of Digital Research Services (DRS) projects and services and details of the initial 2016/17 spend

required to deliver against the first year's programme were reviewed. The importance of outreach following the establishment of the oversight groups and the role of College research groups in placing representatives on oversight groups was discussed. The proposed governance approach and the initial 2016/17 expenditure were approved.

ITEMS FOR NOTING OR FORMAL APPROVAL

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| 9 | Projects and Ongoing Activities Update | Paper H |
| | The paper was noted. | |
| 10 | Senate Committees Projects Update | Paper I |
| | The paper was noted. | |
| 11 | Learning Analytics Policy Task Group | Paper J |
| | The remit, membership, reporting arrangements and timelines for a joint Knowledge Strategy Committee and Senate Learning and Teaching Committee task group to develop a University policy on Learning Analytics was approved. | |
| 12 | IT and Library Spends in Excess of £500k | Paper K |
| | Expenditure expected to exceed the £500k authorisation limit of the Chief Information Officer was approved. | |
| 13 | Committee Reports | Paper L1
Paper L2 |
| | <ul style="list-style-type: none">• IT Committee Report• University Collections Advisory Committee Report | |
| | The reports were noted. | |
| 14 | Any Other Business | |
| | The Chief Information Officer advised the Committee that there had been recent unexpected outages in both University data centres – an update will be provided to the next meeting. | |
| 15 | Date of next meeting | |
| | Friday, 20 January 2017 at 10am in the Raeburn Room, Old College. | |