



Knowledge Strategy Committee
Hybrid: Brenda Moon Boardroom, Argyle House/Videoconference
Tuesday 21 March 2023, 14.00-16.00

Web version

AGENDA

- | | | |
|----------|--|---------------|
| 1 | Minute To <u>approve</u> the minute of the meeting held on 30 January 2023 | A |
| 2 | Matters Arising To <u>raise</u> any matters arising | Verbal |

SUBSTANTIVE ITEMS

- | | | |
|----------|---|-----------------|
| 3 | Chief Information Officer Update To <u>comment</u> on an update from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University | Verbal |
| 4 | Information Services Group Planning 2023/24 to 2028/2029 To <u>comment</u> on a paper from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University, and Jo Craiglee, Head of Knowledge Management & IS Planning | [Closed] |
| 5 | Learn Ultra Upgrade and Early Adopter Programme – Update on Progress To <u>comment</u> on an update and <u>receive</u> a presentation from Melissa Highton, Director of Learning, Teaching and Web Services and Assistant Principal Online Learning | C |
| 6 | People and Money System Update To <u>comment</u> on a paper from Barry Neilson, Director of Strategic Change | [Closed] |
| 7 | Internet of Things Service Multi-Year Procurement Framework To <u>recommend for approval</u> a paper from Tony Weir, Director, IT Infrastructure Division | [Closed] |

ITEMS FOR NOTING OR FORMAL APPROVAL

(Members are requested to specify in advance if they wish to discuss any of the items below at the meeting, otherwise the items will be noted or approved without discussion)

- | | | |
|----------|--|-----------------|
| 8 | Information Services Group Capital Envelope 2022-2028 To <u>note</u> | [Closed] |
| 9 | Network Replacement Programme Update To <u>note</u> | [Closed] |

- 10 Enterprise Infrastructure Project Update** [Closed]
To note
- 11 Information Security Update** [Closed]
To note
- 12 University Strategic Business Intelligence Update** J
To endorse
- 13 Committee Reports**
To note
- IT Committee K1
 - Library Committee K2
 - University Collections Advisory Committee K3
- 14 Any Other Business**
To consider any other matter
- 15 Date of Next Meeting**
Tuesday 30 May 2023, 10:00 – 12:00 (hybrid meeting)



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023, Brenda Moon Boardroom, Argyle House/Videoconference

Web version

[DRAFT] Minute

Present: Colm Harmon, Senate appointee (Interim Convener)
Joyce Anderson, Court appointee (by videocall)
Richard Blythe, Court appointee
Sue Currie, Court appointee
Tina Harrison, Senate appointee (by videocall)
Melissa Highton, Senate appointee
Sam Maccallum, Student member
Sarah McAllister, Court appointee
Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University
Paul Norris, Senate appointee

In attendance: Lewis Allan, Head of Court Services (by videocall)
Ken Brooker, Internal Audit (by videocall)
Anne-Marie Coriat, CMVM representative
Jo Craiglee, Head of Knowledge Management & Planning
Kirstie Graham, Deputy Head of Court Services
Lee Hamill, Director of Finance (by videocall)
Liz Lovejoy, CAHSS representative
Barry Neilson, Director of Strategic Change (by videocall)
Bryne Ngwenya, CSE representative (by videocall)
Rona Smith, Deputy Secretary Governance & Strategic Planning
Jamie Tait, Governance Manager
Jon Turner, Director of the Institute for Academic Development (by videocall) (for Item 3)
Stephen Roy, Digital Transformation Portfolio Manager (by videocall) (for Item 5)
Sheila Fraser, Head of IT, CMVM (by videocall) (for Item 6)
Lee-Ann Simpson, Senior Project and Programme Manager (by videocall) (for Item 11)
Alistair Fenemore, Chief Information Security Officer (by videocall) (for Item 14)

Apologies: Siân Bayne, Senate appointee
Shereen Benjamin, Court appointee
Catherine Martin, Vice-Principal Corporate Services
Tom Ward, Director of Academic Services

1 Minute

Papers A1-A2

Members and attendees were welcomed to the meeting and apologies were noted.

The minute of the meeting held on 18 October 2022 and the minute of the meeting held by correspondence and concluded on 6 December 2022 were approved.

2 Matters Arising

Verbal

There were no matters arising.

SUBSTANTIVE ITEMS

3 Information Services Group Planning 2023-24 (2022-27)

Verbal

An Information Services Group (ISG) planning update was presented, noting that the period covered years 2-5 of the 2022-27 plan, along with a new 5-year plan, 2023-2028. The presentation covered key strategies, a reflection on 2022-23, the challenges ahead and a look forward to 2023-2028. It was noted that ISG are seeking input into the planning process, and had already met with two of the three Colleges to consider prioritisation of resources.

A steep upward trend in software costs was highlighted. It was also reported that the University Digital Strategy is expected to launch in October 2023.

4 Chief Information Officer Update

Verbal

Key activities and updates since the last meeting were reported, including:

- **Recruitment and retention issues, especially amongst technical staff.**
- **Supply chain delays.** Global issues are continuing, including the closure of some Chinese factories.
- **Artificial Intelligence (AI).** The recent reports of ChatGTP were noted, which appeared to present a step forward in AI that could potentially help with programming. It was noted that potential academic misconduct concerns for universities had been raised in the media.
- **Digital Estates plan.** The Chief Information Officer is working with the Provost ahead of the first meeting of the Digital Estates Prioritisations Group, a short life working group which will report to the Estates Committee.
- **Technicians' Commitment.** The commitment is being updated with input from the University's Staff Experience Committee and from the Vice-Principal Research & Enterprise to broaden the definition of technicians, including anyone supporting research.

The Committee noted both the risks and the potential of AI. It was reported that the Digital Strategy includes methodology for AI, including the requirement for an AI ethics policy.

5 University Digital Strategy Consultation Analysis & Feedback and plans for the next stage

Paper B

An update on the development of a Digital Strategy to support the overall University Strategy 2030 was presented. It was noted that feedback from the consultation is being analysed and the paper provides a high-level overview of emerging points. A

Town Hall meeting is planned for spring 2023 to provide feedback on the consultation, with the Strategy likely to be launched in late summer/early autumn, following consideration of the prioritisation of investment in the digital estate by the Digital Estates Prioritisations Group.

The Committee discussed how those unfamiliar with the Strategy would know and understand its aims and objectives. The following key themes were noted: core services should be user-friendly and easy to find; it will provide a focus for where the University takes digital in the future; increased physical and digital accessibility is key; it puts in place a number of key procurement and operational standards and principles; and, includes where future investment will be focussed. The [Digital Strategy Hub](#) was highlighted, a SharePoint site open to both staff and students, that contains the draft Strategy along with summary presentations. Finally, it was noted that the digital estate prioritisation was critical to planning and resources decisions.

6 Lothian Health Board Framework Agreement Paper C

A presentation on the University of Edinburgh and Lothian Health Board Framework Agreement was received.

7 People and Money System Update Paper D

An update on the implementation of the People and Money systems and processes was reviewed. Finance processes associated with research were reported as a key area of focus from an operational perspective, with Professor Dave Robertson chairing a group established to focus on research finance processes. It was noted that the University Court have asked for an external review of the People and Money implementation to be undertaken and this will be discussed at the Court's next meeting, 27 February 2023.

Graphs on trade invoices in the paper were discussed, and whether comparative data from previous years is available. It was noted that it would be difficult to make comparisons due to the significant process changes made, and that tracking spend against budget might be more instructive, albeit with the caveat that the last two financial years have been heavily impacted by Covid. It was also commented that the x axis should specify the value in millions.

The challenges that remain were acknowledged alongside the huge amount of work on the system that continues to be undertaken by colleagues across the University recognised.

8 Recommendations for future provision of strategic change and continuous improvement support Paper E

A paper setting out proposed actions to refine and enhance the provision of strategic change and continuous improvement capabilities and capacity was considered. It was noted that the paper had been developed in November 2022 for the University Executive, which had supported its recommendations and next steps.

The following points were raised in discussion:

- The need to understand how the work is scoped and what is a manageable volume of change;
- Change management training should include staff more broadly and not solely managers;
- The need to build trust and communicate the purpose of, and progress with, change projects better;
- The relationship between change projects and continuous improvement, with the perception that change projects can impede improving business as usual activities (akin to 'planning blight');
- The importance of consulting with Heads of School and Directors of Professional Services in future iterations of this work;
- The importance of linking outputs of the external review of People and Money; and,
- Learning from sectors with well-established approaches to strategic change and continuous improvement could help feed into this work.

9 Information Governance Working Group

Paper F

A paper setting out the planned approach for a review of information governance was considered. The membership of the short life review group was discussed, and it was suggested that it would be helpful to include a colleague from the Web Governance Group as well as a nominee from the College of Medicine & Veterinary Medicine.

ITEMS FOR NOTING OR FORMAL APPROVAL

It was noted that Items 11 and 14 had been selected in advance by members and attendees for discussion and that the other items would be noted or approved without the expectation of discussion.

10 IT Committee Terms of Reference

Paper G

Minor amendments to the IT Committee's Terms of Reference were approved.

11 Learn Ultra Upgrade and Early Adopter Programme – Update on Progress

Paper H

Progress on the Learn Ultra Upgrade and the Early Adopter Programme was discussed. The roll-out is scheduled to begin in May 2023 to allow staff time over the summer to prepare for a go-live date of the start of Semester 1. Discussions have begun with all Schools and Deaneries to map out implementation plans and resource requirements to see where extra support is required. Lessons learned from the Early Adopter Programme are being incorporated into the approach to training and support, which will be available from June. It was noted that twenty student interns will be working on the project over the summer, providing additional support.

12 Library and University Collections Strategy 2020 - 2025 **Paper I**

A progress report against the objectives set in the Library and University Collections Strategy 2020 – 2025 was noted.

13 Library Materials Budget 2022/23 **Paper J**

A summary report on the 2022/23 Library Materials Budget position at the end of Quarter 1 was noted.

14 Information Security Update **Paper K**

The regular Information Security update paper, providing a summary of the current external threat environment, together with details of ongoing centrally managed technical control improvements, was noted.

15 Mary Somerville Data Centre and ISG Digital Research Services Move **Paper L**

A paper summarising a plan to create additional University data centre capacity was noted.

16 Network Replacement Programme Update **Paper M**

An update on the network replacement programme was noted.

17 Enterprise Infrastructure Replacement Programme Update **Paper N**

An update on progress on the replacement of the University's Enterprise Infrastructure was noted.

18 Committee Reports

| | |
|---|-----------------|
| • IT Committee | Paper O1 |
| • Library Committee | Paper O2 |
| • University Collections Advisory Committee | Paper O3 |
| • Estates Committee | Paper O4 |
| • Digital Research Services Steering Group | Paper O5 |

The reports were noted.

19 Any Other Business

There was no other business.

20 Date of Next Meeting

Tuesday 21 March 2023, 14:00 – 16:00



KNOWLEDGE STRATEGY COMMITTEE

21 March 2023

Learn Ultra Upgrade and Early Adopter Programme – Update on Progress

Description of paper

1. This paper provides Knowledge Strategy Committee (KSC) with a brief update on the progress of the Learn Ultra Upgrade and the Early Adopter Programme.
2. The move to Learn Ultra supports the Strategy 2030 as it states that we will offer an excellent student experience and improved digital outreach enabling global participation in education along with offering appropriate technology tools for the job. Moving to Learn Ultra underpins the technology required in preparation for improving the student experience and delivering a new curriculum along with linking directly into the Digital Strategy and the IT and Libraries strand of supporting Curriculum Transformation.

Action requested/Recommendation

3. This paper is for information only.

Background and context

4. The Learn Ultra Upgrade is a 3-year programme that was initiated in autumn 2021 to continue investment within the University's core Virtual Learning Environment (VLE), Blackboard Learn.
5. This is the latest investment via the [VLE Excellence programme](#) being undertaken within Learning, Teaching and Web Services.
6. The move to Learn Ultra allows for investment in the online teaching space and in turn brings the Learn VLE in line with other competitors.

Discussion

7. The Learn Ultra Upgrade is being delivered across two stages, with the first stage (the delivery of [Ultra Base Navigation](#)) having completed in the summer of 2022.
8. Ultra Base Navigation (UBN) was a change to the user interface, no courses were affected at this time (with the exception of those who were engaged via the Early Adopter Programme). This change allowed for a more modern look and feel for users. UBN also enhanced accessibility and inclusion by affording users the opportunity to select pronouns and clarify the pronunciation of your name through phonetic spelling and audio recording.
9. For the move to UBN, all technical work required for the upgrade to Learn Ultra was undertaken. As a result, no further technical work (outside integrations etc.) will be required in order to move courses onto Learn Ultra.
10. The second stage of the upgrade is the move to Learn Ultra Courses. This is scheduled to take place from May 2023 in preparation for the upcoming Academic Year (2023/2024).

11. To support with Learn Ultra courses being enabled in May, the project team are working with Schools and Deaneries to identify support requirements which will be mapped onto School/Deanery specific implementation plans.

12. Each summer, Learning, Teaching and Web Services (LTW) under the Learn Foundations Internship recruit 10 student interns to support Schools and Deaneries with course preparations identified via the implementation planning process. For the coming summer, LTW plan to recruit 20 interns. The internship will begin from the last week in May for 16 weeks (rather than the usual 12 weeks) to help support Schools and Deaneries.

13. As well as supporting with course preparations, the Learn Foundations interns undertake both course mapping and accessibility audits with the data being provided back to each School in the format of a report. These reports provide important information for identifying courses that may take more time to migrate and also where there may be accessibility issues with course content.

a. Accessibility review 2022:

- i. 597 randomly selected courses from Academic Year 2021/22 across 19 Schools and Deaneries were reviewed against a pre-defined accessibility matrix;
- ii. Over 7600 items (documents, audios, images, URLs) were reviewed.
- iii. From the courses reviewed, the University of Edinburgh was found to be 78% compliant:
 1. **Documents:** 75% compliance;
 2. **URLs:** 93% compliance;
 3. **Audio/Video:** 65% Compliance;
 4. **Page Text (course pages):** 79% compliance.

b. Mapping review 2022:

- i. 3,274 courses from Academic Year 2021/22 across 21 Schools and Deaneries were mapped to understand the design of each course, paying particular attention to key pinch points such as folder structure.
- ii. Over 500,000 items were mapped during the process.
- iii. From the courses mapped, approx. 25% were identified as being a complex course (definition of complex course: Any course on Learn that has more than 1/3 of content contained at a depth of 3 folders or deeper).

14. It is important to note that interns are limited in what support they can offer as they do not have the knowledge or experience to make decisions within a course, meaning course teams will still need to be engaged in the migration process of moving courses from Learn Original to Learn Ultra.

15. The project has also committed to recruiting two migration contractors to support with the migration of complex courses before May. Discussions have started with each of the Schools and Deaneries to begin identifying courses believed to be complex and require additional assistance.

16. Once School and Deanery support requirements have been gathered, if additional resource may be needed, Learning, Teaching and Web Services will re-assess and recruit further if required.

17. The Learn Ultra Upgrade's Early Adopter (EA) programme has worked in partnership with over 140 courses (total number is continuing to increase across semester two) from all three Colleges during the current academic year (2022/23) – including courses from the Institute for Academic Development (IAD) and Edinburgh Futures Institute (EFI) – all of which are detailed on the [Learn Ultra SharePoint](#). These courses have all successfully been migrated to Ultra Course View with a large number of students currently being taught in the new Learn interface.

18. The EA programme has been agile in its approach and has allowed the project team to learn and adapt to feedback being received in preparation for all courses moving to Learn Ultra Course View for the start of academic year 2023/24. The EA programme will continue to inform the at scale delivery with colleagues feeding into Teaching Matters case studies and blogs.

19. For the move to Learn Ultra, training will be scheduled from 28 March 2023 until the end of the 2023/24 Academic Year, both as [centrally bookable sessions](#) and more bespoke, School/Deanery specific sessions. Training sessions will be available across each campus on a variety of dates and times.

20. The training programme has been designed based on feedback received from engagement across 2022 with Schools and Deaneries, taking into account the key themes and challenges identified. The training programme has been designed to be delivered in a variety of formats (both face to face and online delivery) with supporting videos and guidance and will be available from the Learn Ultra SharePoint.

21. Attending a training session will allow colleagues to get the most out of everything the improved version of Learn has to offer. Feedback from the [Early Adopter programme](#) has been that engaging with training and support resources was helpful prior to rebuilding courses in Learn Ultra.

- a. We therefore advise that colleagues put an additional two hours aside to engage with training and support in addition to their usual course preparation time.
- b. Colleagues can prepare now by [booking a place](#) on one of our '10 things to get started in Learn Ultra' training sessions.
- c. Based on the experiences and feedback of Early Adopters, who used Learn Ultra in their teaching this academic year, this session covers the essential tasks to successfully prepare courses in Learn Ultra.

22. Further task-focused training sessions for a deep dive into specific Learn Ultra processes will also be available from May 2023 as part of the regular Learning Technology Training Programme.

Resource implications

23. A project team from within Learning, Teaching and Web Services has been put together to support with the delivery of Learn Ultra, working closely with College Learning Technology support as part of the project team.

24. The project team have committed to recruiting additional resource (intern and contractor resource) to support with the move to Learn Ultra. If Schools or Deaneries wish to host interns onsite, the project team can support with recruitment and training.

25. It is anticipated that the workload for course leaders using Learn Ultra will be an additional 2 hours of training to un-learn the old interface and functionality and re-learn the new one. This is based on several assumptions that have been tested with the Early Adopter community.

Risk Management

26. The move to Learn Ultra mitigates against a variety of risks, including:

- a. Student and staff experience is at risk if updates to the VLE are not undertaken to improve integration with other hybrid teaching tools such as Microsoft Teams.
- b. Learn is integrated with multiple major online systems and must be secure, robust, resilient, and rigorous. We must move to the next version.
- c. That we will align Learn Ultra with the Curriculum transformation programme and other strategic change programmes to ensure commonality of standards and objectives, as well as ensure that we mitigate and assess the overall impact of change to the Schools.
- d. There is the potential of a reputational risk for the University of not providing up to date technologies for teaching and ignoring staff and student feedback.
- e. Online learning – risk of not having in place the technologies and platforms necessary for business continuity.
- f. Risk of not supporting the University to reach its goals to widen participation, improve the student and staff experience and progress strategic projects focussed on reviewing the curriculum.

Responding to the Climate Emergency & Sustainable Development Goals

27. UN SDG 4: Ensure inclusive and equitable quality education lifelong learning opportunities for all.

Equality & Diversity

28. Use of the VLE supports the Accessible and Inclusive Learning policy in a variety of ways, enhancing the student experience at the University of Edinburgh:

- a. User profiles have enhanced inclusivity features giving both students and staff the ability to:
- b. Add pronouns to their profiles;
- c. Clarify the pronunciation of your name by adding the phonetic spelling and recording name pronunciation direct in the platform.
- d. Improved navigation for all users when accessing Learn. Ultra base navigation enhances the navigation for new course activity including ability

- to access grades, feedback, submission deadlines at programme level without the user needing to access a course.
- e. Enhanced accessibility with Learn Ultra being built with Universal Design in mind.
 - f. A more modern, intuitive and usable VLE that meets student expectations of an “up to date” website and that allows for courses to be created and delivered more easily with more user-friendly content features.

Next steps/implications

29. Across the next six months, the following steps are in place to support with the move to Learn Ultra:

- a. Ongoing discussions are underway with Schools and Deaneries to identify resource and support requirements;
- b. 2023/24 course instances will be made available at the beginning of May 2023 (1 month earlier than normal years);
- c. Playground courses are available currently for anyone wishing to begin migrating their course content prior to the live courses being made available in May 2023.
- d. Training will be available from March 2023 and will be available in a variety of formats.
- e. Consultant and intern resource will be available to support Schools and Deaneries with the move to Learn Ultra.
- f. Continued Support and guidance resources are being created and shared with Schools and Deaneries via the Learn Ultra SharePoint. These resources include:
 - i. Good practice guidance for building and teaching courses in Learn Ultra;
 - ii. Frequently asked questions derived from queries that came up during the early adopter phase;
 - iii. A collection of openly licenced and pre-cropped course and page banners from the library collections making it easy for colleagues to add visual interest to courses (including guidance on attribution);
 - iv. A range of information and communications resources about the project.

Consultation

30. All Schools and Deaneries have been consulted throughout the lifecycle of the project for transparency.

31. Project Governance (board and implementation groups) have been engaged with prior to the production of this paper.

Further information32. Authors

Stuart Nicol, Head of Educational
Design and Engagement

Lee-Ann Simpson, Senior Project
and Programme Manager

Presenter

Melissa Highton, Director of Learning,
Teaching and Web Services.

Freedom of Information

33. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

21 March 2023

University Strategic Business Intelligence Update

Description of paper

1. This paper provides a further update on University Strategic Business Intelligence following the previous paper discussed at the Knowledge Strategy Committee (KSC) meeting on 18 October 2022.

Action Required/Recommendation

2. To endorse the proposed direction of travel for activities within the remit of Governance & Strategic Planning's new Business Intelligence team prior to upcoming consultation with key partners and stakeholders, including an initial, draft Terms of Reference for the Strategic Business Intelligence Advisory Group.

Background and context

3. At the meeting of KSC on 18 October 2022, members received an update on plans for use of recent investment in business intelligence related posts within both Governance & Strategic Planning (GaSP) and ISG Applications. Members endorsed proposals for a refreshed approach to University strategic business intelligence (BI) strategy delivered via a 'hub and spoke' model, including establishment of a Strategic Business Intelligence Advisory Group which will recommend priorities and provide updates to Knowledge Strategy Committee.

Discussion

Recruitment Update

4. By mid-April 2023, all but 1 new member of staff across both the GaSP and ISG Applications BI Teams will have taken up post, with the majority of these new colleagues starting during the first three weeks in March. In the GaSP BI Team, these posts include a combination of business intelligence analysts alongside project and governance support roles. The ISG Apps BI/Data Warehouse Team roles include Software Engineers and a BI Team Lead. Shortlisting is currently underway for a Team Assistant Grade 5 vacancy in GaSP, for which we have been extremely fortunate to receive a large number of eligible applications.

5. With the teams nearly at full complement, we are now ready to embark on our plans, which include the scoping and initiation of new Enterprise Data Warehouse and BI tool development projects and engagement with key partners and stakeholders to discuss preferred approaches to establishment of a mutually beneficial 'hub and spoke' model for strategy delivery and governance.

Proposals

6. See Appendix A for a draft of the GaSP BI Team's proposed direction of travel for University strategic business intelligence activity. This will form one of the bases for upcoming consultations with key partners and stakeholders.

7. See Appendix B for the initial, draft Terms of Reference for the Strategic Business Intelligence Advisory Group.

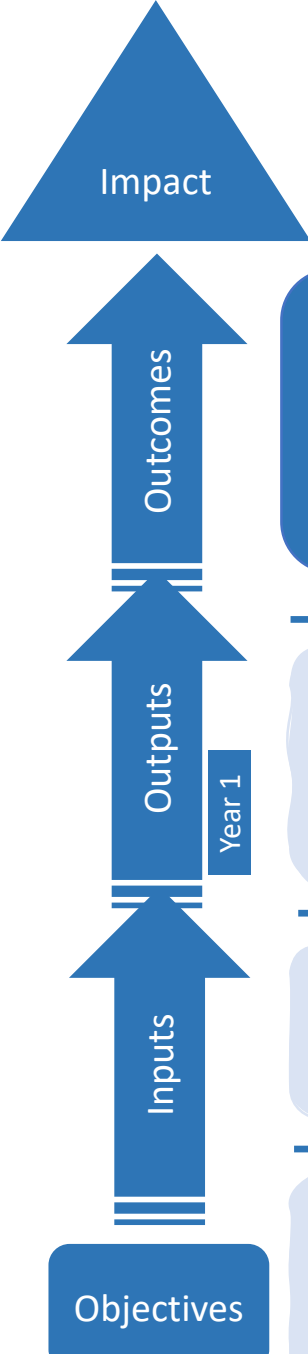
Further information

8. Further information is available from Lynda Hutchison, Head of Business Intelligence and Projects (GaSP)

Freedom of Information

9. Open version.

University strategic business intelligence activity Proposed direction of travel, March 2023 Draft consultation material/work in progress



Key contributions to delivery of University Strategy 2030 and onwards

Iterative monitoring and evaluation approach agreed at outset and key baselines established

University senior teams (SLTs) are easily able to find out about, obtain and use high quality, reliable and responsive data analysis, tailored to their highest priority strategic decision making needs

The teams with remits for producing, providing or supporting this analysis are part of a strong, sustainable 'hub and spoke' strategic business intelligence network, pursuing collaborations and providing mutual support, which means:

Each team is able to focus on the innovative, 'value-added' strategic BI activities and outputs specific to their primary stakeholders and their own specialist skillsets

Efficient production, provision, support and signposting of the underpinning strategic reporting datasets and the onwads analytical outputs, with no unnecessary duplication

Highly skilled, data literate professional services staff, benefitting from a rich array of strategic BI and data literacy CPD opportunities

Consistency across the analytical outputs produced, in data definition and use, as well as in other key aspects

Robust, collectively owned governance and support processes and well-understood roles and responsibilities for the underpinning strategic reporting datasets and onwads analytical outputs

An initial, coherent set of new and enhanced strategic reporting data marts and datasets for specialist analysts delivered via the EDW and BI tools, tailored to meet existing, and predicted future, priority SLT needs for monitoring and evaluation of strategy delivery, related to, e.g.:

Student applications & admissions

Research grant applications

Staff applications & recruitment

Staff leave & well-being

Staff cohort/ journey analysis

An initial, coherent suite of new and enhanced analytical outputs (reports, apps, dashboards ..) developed and published for use by SLTs and onwads audiences, harnessing the growing number of 'joined-up' EDW/BI tool strategic reporting datasets and the benefits of a 'hub and spoke' delivery model led by a new GaSP BI Team

Delivery of a refreshed University strategic business intelligence strategy, establishment of a new Strategic BI Advisory Group and implementation of a broader, initial framework for strategy delivery/governance/support

Investment in a new BI Team in GaSP and in permanent posts in a dedicated BI/EDW partner team in IS Apps

Existing University supported technology and the wider staff/financial/other support for this, in particular the Enterprise Data Warehouse (EDW), MS Power BI and O365, and our corporate golden copy data sources/systems

Existing strategic BI-related or associated staff resource across the UoE, on assumption of voluntary contributions to delivery of outputs & objectives driven by direct and indirect benefits to each area

Deliver, support, govern and continue to enhance an underpinning, cross-data domain University strategic reporting capability - centred on extensive, compatible key strategic reporting data marts and datasets, reports, apps and dashboards - using the University's Enterprise Data Warehouse (EDW), BI tools and other online technologies

Establish and sustain an effective, mutually beneficial pan-University strategic business intelligence network, via a 'hub and spoke' model, including new approaches to collaborative project delivery, governance, skills development and the publication and signposting of strategic reporting datasets and analytical outputs

Via the GaSP BI Team, implement a robust approach to the ongoing development, review and delivery of University strategic business intelligence strategy, governance and support - based on an incremental change approach, driven directly by the agreed, tangible analytical needs of Uni SLTs

Strategic Business Intelligence Advisory Group Draft Terms of Reference

Purpose

1. To provide specialist advice and recommendations on the organisation-level priorities for University strategic business intelligence (BI) strategy and its ongoing implementation, as delivered via a 'hub and spoke' model by the Governance & Strategic Planning (GaSP) BI team and partner BI/Data Warehouse Team in ISG Applications (the hub), linking up with a broader network of BI professionals across the University (the spokes).¹

Scope

2. University strategic business intelligence strategy refers in this context to the strategy for extracting value from the data held in our corporate systems for the specific purpose of increasing our understanding of University performance and directly informing the strategic decisions taken by our senior leadership teams. The objectives are focused on delivering (and continuing to efficiently and effectively support and govern) extensive, compatible, high quality key strategic reporting data marts and datasets, reports, apps and dashboards, via the University's Enterprise Data Warehouse (EDW), BI tools and similar technologies.

Remit

3. To recommend the highest priority, quantitative analysis required by Principal's Senior Leadership Team, University Executive, University Court and similar groups responsible and/or accountable in varying capacities for the strategic performance of the University and the ultimate delivery of overall University strategy.
4. To recommend the relative priority of business cases or proposals for projects where these will involve significant Enterprise Data Warehouse or BI tool development activity and/or significant use of IS Apps BI Team or GaSP BI Team staff resource.
5. To act as a sounding board, where appropriate, for any significant proposed changes to governance or policy which may be required for one or more projects to succeed.

Governance

6. The group will submit updates to meetings of the University's Knowledge Strategy Committee, requesting endorsement of recommendations, where appropriate.
7. The GaSP BI team will provide secretariat support. This will include a process to assist areas across the University with submission of item or other input or influence.
8. A key role of the GaSP BI team secretariat will be to establish an active network of counterparts across key committees, boards and groups with remits for managing, prioritising and governing University activity and responsibilities most closely overlapping with the 'strategic BI space' (e.g., data governance, data protection, corporate systems, technology and tools, information security and so on). The purpose of this will be to actively feed the agendas of these existing expert groups, committees or boards, where issues or requirements arise which clearly fit within the existing terms of reference of these groups (and to encourage the same approach, vice versa).

¹ See Knowledge Strategy Committee, Meeting of 18 October 2022, Paper P - University Strategic Business Intelligence Update

APPENDIX B

Composition

9. As an advisory group with a focused specialism, which can make reference to a broad and representative network, the group will be modest in size and be composed of approximately 6-8 members, as follows: *[to be decided]*
10. The group will be convened by *[to be decided]*
11. The following roles will be in attendance: *[to be decided]*

Meetings

12. Meetings to be convened up to three times per year, one per semester, and as far as possible aligned as appropriate with key, related dates in the University committees calendar.
13. Electronic communication may take place in-between meetings to enable provision of advice or recommendations on high priority items.

DRAFT



KNOWLEDGE STRATEGY COMMITTEE

21 March 2023

IT Committee Report

Committee Name

1. IT Committee

Date of Meeting

2. 16 February 2023

Action Required

3. To note the key points detailed below.

Key points

IT Impacts and projects to support Curriculum Transformation

4. Verbal presentation by Vice-Principal, Chief Information Officer and Librarian to the University. The presentation was to update the Committee.

Information Governance Terms of Reference

5. Paper written and presented by Head of Knowledge Management & IS Planning. The paper was to update the Committee, and the Committee was invited to comment on the approach and the Terms of Reference.

ISG Planning

6. Verbal presentation by Head of Knowledge Management & IS Planning. The presentation was to update the Committee.

ISG spend reconciliation - £200k to £500k

7. Paper written by Head of Finance and presented by Vice-Principal, Chief Information Officer and Librarian to the University. The Committee was asked to note the expenditure update.

Change of Chair for Technology, Information and Communication Sub Group

8. Paper written by Head of Disability Information and Disability Information Consultant and presented by Head of Knowledge Management & IS Planning. The Committee was asked to approve the new convenor of the Technology, Information and Communication Sub Group. The Committee noted and approved the paper.

Data Centre Capacity Update

9. Verbal presentation by the Director of Information Technology Infrastructure. The presentation was to update the Committee.

Network Update

10. Presentation by the Director of Information Technology Infrastructure. The presentation was to update the Committee.

Information Security Update

11. Paper written and presented by the Chief Information Security Officer. The Committee was asked to note the continuing ongoing information security threat facing the University and the work being undertaken to address this.

Learn Ultra Update

12. Paper written by Head of Educational Design and Engagement and Senior Project and Programme Manager and presented by Head of Educational Design and Engagement. The paper was to update the Committee.

People and Money Update

13. Verbal presentation by the by the Vice-Principal, Chief Information Officer and Librarian to the University. The presentation was to update the Committee.

Further information

14. Further information is available from:

Convener: Professor Michael Rovatsos

Secretary: Petra Renman, Committee Clerk

Freedom of Information

15. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

21 March 2023

Library Committee Report

Committee Name

1. Library Committee

Date of Meeting

2. 23 February 2023

Action Required

3. To note the key points detailed below.

Key points

College reports

4. The Committee received presentations given by the Library representatives from the College of Medicine & Veterinary Medicine and the College of Science & Engineering. They had been asked to consider how their plans for the current planning round, Curriculum Transformation, Open Research and any other relevant issues might impact on the services they need to receive from the Library over the next five years.

Library Estate Update

5. Paper was written and presented by the Director of Library and University Collections for the Committee to review and comment. The updates in particular on the uCreate Makerspace area along with the news on the parent/carer room development were positively received. A small group to take forward developments on the parent/carer room is being led by the IS Facilities Operations Manager, and includes representation from the student child and carer group. The objective is to deliver the space by the end of summer 2023.

Acquisitions March 2022-23 General Collections

6. Paper was presented by Head of Library Academic Support to the Committee to note.

Library Research Support Team Update

7. Paper was written by the Data Librarian & Head of Research Data Support, Scholarly Communications Officer, Research Information Systems Manager, Research Data Support Officer, Head of Library Research Support & Deputy Director, Library and University Collections. The Head of Library Research Support & Deputy Director, Library and University Collections wanted to highlight the following:

- Compliance rates for open access publishing remain very high. The Team has created a wealth of training materials to support Research Data management.
- The Library has created a new Library Citizen Science Engagement Officer post. One activity they will support is the creation of a research café.
- The first Edinburgh Open Research conference was held last year and there will be a repeat of this conference this year building on the success of the event.

Library Materials Budget

8. Paper was written by Content Acquisition & Access Manager to provide a summary report on the 2022/23 Library Materials Budget position at the end of Quarter 2 for the Committee to note and comment. No comments were raised.

EUSA (Edinburgh University Students' Association) report

9. EUSA Vice-President Education gave a brief report. The following points were made:

- Is it possible to investigate the creation of easily accessible spaces for a sensory rest for those who may need this kind of environment?
- Chat GPT and implications for the Library. The impact of Chat CPT is already being discussed by Senate Quality Assurance Committee and there is a College Academic Misconduct Officer meeting due to happen soon to discuss updating policy about academic misconduct to include Artificial Intelligence.

Full minute

10. The agenda and open papers are published at:

<https://www.committees.ed.ac.uk/edinburgh-university-library-committee/papers>.

Equality & Diversity

11. There are no equality and diversity issues within this paper.

Further information.

12. Further information is available from

Convener: Professor Sarah Prescott

Secretary: Mary Young, ISG Business Admin

Freedom of Information

13. Open paper.



21 March 2023

University Collections Advisory Committee Report

Committee Name

1. University Collections Advisory Committee

Date of Meeting

2. 7 February 2023

Action Required

3. To note the key topics discussed by the Committee detailed below.

Key points

University Digital Strategy - presentations

4. The Committee received a presentation by the Vice-Principal, Chief Information Officer and Librarian to the University covering the overall University Digital Strategy. A further presentation from the Head of Digital Library followed covering the Digital Library response to the overall strategy. Both presentations were for noting and received positive comments from the group.

Wellcome Funded Project – Archive of Tomorrow

5. The Committee received a short presentation by the Digital Archivist, Heritage Collections to support a paper covering the outcomes of this project and the wider implications for web archiving at the University and to advocate for web and other digital archiving. The Committee supported this paper.

Blomfield Exhibition Engagement Report

6. The Committee received the paper by the Head of Heritage Collections (Research & Curatorial) & Co-Director of Centre for Research Collections. The paper provided a retrospective report on the summer 2022 University of Edinburgh Main Library exhibition. This paper was for noting and comment. The Committee provided many positive comments.

Heritage Collections Loans

7. The Committee received the paper by the Head of Heritage Collections (Access & Engagement) & Co-Director of Centre for Research Collections. The paper lists all the works on external loans from the University's Heritage Collections. The Committee noted these works.

University Histories Update

8. The Committee were asked to consider the review and verbal update by the Head of Heritage Collections (Research & Curatorial) & Co-Director of the Centre for Research Collections. The Committee provided comments and thanked colleagues involved in this work.

Heritage Collections Projects Update

9. The purpose of this paper is to update the Committee on Projects Activity within the Centre for Research Collections. Committee were invited to comment and note the updates.

Exhibitions Working Group Update

10. The Committee were provided with a brief update by the Convener on the progress and plans for this working group. The Committee noted the paper and provided suggestions regarding membership and topics.

Community Plan Update

11. The Committee received an activity update in delivering on commitments to the University's new Community Plan. The Committee noted the paper with no comments.

Equality & Diversity

12. No specific diversity issues were raised by the Committee.

Further information

13. Further information is available from:
Convener: Professor Fiona McLachlan
Secretary: Amanda Ferguson, Committee Clerk

Freedom of Information

14. Open paper.