KNOWLEDGE STRATEGY COMMITTEE

18 January 2019

Minute

Present:	Doreen Davidson, Court member (Convener)
	Elizabeth Bomberg, Court member
	Claire Phillips, Court member
	Charlie Jeffery, Senate member
	Melissa Highton, Senate member
	Tina Harrison, Senate member
	Gavin McLachlan, Chief Information Officer and Librarian to the University
	Diva Mukherji, Student representative
In attendance:	Tracey Slaven, Deputy Secretary, Strategic Planning
	George Sked, Director of Procurement (for Lee Hamill)
	Simon Kelley, CSE representative
	Melissa Terras, CAHSS representative
	Sheila Fraser, Head of College IT, CMVM (for Catherine Elliott)
	Lewis Allan, Head of Court Services
	Nikki Stuart, Digital Programme Manager (for Item 4)
	Stuart Nicol, Head of Educational Design and Engagement (for Item 4)
	Johannes De Smedt, Director for MSc Business Analytics (for Item 4)
	Jeremy Upton, Director of Library & University Collections (for Item 7)
	Alistair Fenemore, Chief Information Security Officer (for Items 8 and 10)
Apologies:	Ritchie Walker, Court member
	Siân Bayne, Senate member
	Alan Murray, Senate member
	Jo Craiglee, Head of Knowledge Management & Planning
	Hugh Edmiston, Director of Corporate Services
	Lee Hamill, Director of Finance
	Catherine Elliott, CMVM representative
	Tom Ward, Director of Academic Services

1   Minute   **Paper A**

The Minute of the meeting held on 12 October was approved.

2   Matters Arising   **Verbal**

There were no matters arising.

SUBSTANTIVE ITEMS

3   Information Services Group Plan   Verbal

The Chief Information Officer presented the emerging key components for the Information Services Group's annual planning round submission. Key challenges and opportunities were highlighted, including:
- Challenges: Brexit, Plan S, ageing IT estate ('technical debt'), compliance and rising IT costs, information security, heritage collections risk;
- Opportunities: Distance Learning at Scale, student experience, digital transformation, core systems, City Region Deal, business intelligence and analysis.

In discussing prioritisation, the Committee noted student support for live mapping availability of study spaces and the subtitling of recorded lectures. Integration of the City Region Deal's data-driven innovation programme into 'core' University activities and the digitisation of library materials were also noted. Further updates on the planning round submission were requested.

4   Distance Learning at Scale Showcase   Verbal

The Committee received a demonstration of the visual outputs for the first Distance Learning at Scale (DLAS) programme, an MSc in Business Analytics. The following points were raised in discussion:
- The re-usable design template and overall approach of building in re-usability in all aspects was welcomed;
- DLAS courses are not intended to replace existing online courses, whether online Masters degrees or Massive Open Online Courses (MOOCs) but MOOCs can feed in to DLAS courses and those running existing online Masters degrees may choose to take up the DLAS design template;
- DLAS is in a pilot phase to test the business model and approach taken, with the Committee to be kept updated on progress.

5   Student and Staff Experience Action Plan   Paper B

An update on the development of a student and staff experience action plan was reviewed. Work to standardise the University's Virtual Learning Environment and improve the proportion of reading lists available electronically is ongoing, with significant progress made in lecture capture, with around 85% of lectures now being recorded. The Committee discussed demand for lecture capture from Masters-level international students who use small teaching spaces not fitted with lecture capture equipment. The new approach taken and use of logic modelling was supported.

6   Plan S   Paper C

The likely impact of a new initiative from major research funders to accelerate the transition to full and immediate open access to research publications, known as Plan S, was considered. The following points were raised in discussion:
- Copyright procedures will be reviewed to ensure that they are Plan S compliant;

- Clear communication with academic staff is vital given the compressed timetable and concerns that Plan S may restrict freedom to publish in some highly regarded academic journals and with some book publishers that choose not to comply with Plan S and make a full transition to open access;
- A further paper may follow on DORA (San Francisco Declaration on Research Assessment);
- Possible effects on the Research Excellence Framework (REF) and international university league tables are under review;
- 70% of research in the College of Arts, Humanities and Social Sciences is not funded by direct grants from external funders and any indirect effects from Plan S will need to be considered, although the immediate focus will be on compliance in research that is directly affected.

7 Library Materials Budget: Long Term Planning   Paper D

An update on the review of the model used to divide the overall Library material budget between central funds and the three Colleges was presented. The Committee discussed potential Plan S costs and the effect of currency fluctuations on the library materials budget given the large foreign currency-denominated purchases.

8 Information Security Strategy   Paper E

A draft Information Security Strategy was considered prior to submission to the University Executive. Links with the City Region Deal, the extent to which mandatory information security training is enforced, access to University systems by staff who have recently left the University and best practice in password protection was discussed. It was agreed to invite the Chair of the newly formed Data Ethics group linked to the City Region Deal to present to the Committee at a future meeting.

ITEMS FOR NOTING OR FORMAL APPROVAL

9 Information Service Group Capital Envelope   Paper F

The updated ten year forecast for the Information Services Group capital plan was noted, including updated figures for the network replacement programme.

10 Information Security Update   Paper G

The regular information security update was noted.

11 Core Systems Procurement Update   Paper H

An update on the procurement programme for the University's core systems was noted, including Exception Committee approval granted for the project and service costs.

12   Network Replacement Procurement Update   **Paper I**

The current 'green' status of the network replacement procurement programme was welcomed.

13   Projects and Ongoing Activities Update   **Paper J**

The update on projects and ongoing activities was noted.

14   Committee Report
- **Library Committee Report**   **Paper K1**

The report was noted.

- **IT Committee Report**   **Paper K2**

The report was noted.

- **University Collections Advisory Committee Report**   **Paper K3**

The report was noted.

- **BI/MI Governance Board Report**   **Paper K4**

The report was noted.

15   Any Other Business

There was no other business.

16   Date of Next Meeting

Friday, 22 March 2019