KNOWLEDGE STRATEGY COMMITTEE

22 March 2019

Minute

Present:	Doreen Davidson, Court member (Convener)
	Elizabeth Bomberg, Court member
	Ritchie Walker, Court member
	Charlie Jeffery, Senate member
	Alan Murray, Senate member
	Gavin McLachlan, Vice-Principal and Chief Information Officer, and Librarian to the University
	Megan Brown, EUSA representative (for Diva Mukherji)
In attendance:	Tracey Slaven, Deputy Secretary, Strategic Planning
	Karen Bowman, Director of Procurement (for Lee Hamill)
	Jo Craiglee, Head of Knowledge Management & Planning
	Simon Kelley, CSE representative
	Melissa Terras, CAHSS representative
	Sheila Fraser, Head of College IT, CMVM (for Catherine Elliott)
	Lewis Allan, Head of Court Services
	Richard Kenway, Vice-Principal High Performance Computing (for Item 3)
	Jennifer Milne, Deputy Chief Information Officer (for Items 4 & 5)
Apologies:	Claire Phillips, Court member
	Melissa Highton, Senate member
	Siân Bayne, Senate member
	Tina Harrison, Senate member
	Diva Mukherji, Student representative
	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 18 January was approved.

2   Matters Arising   Verbal

The Senior Vice-Principal provided an update on the Lecture Recording Policy. The Policy is under consultation with trade unions but is expected to be implemented shortly to give clarity for staff and students. The Committee encouraged the implementation of the policy as soon as practicable, highlighting the strong support from the student body, including the Students' Association. The high level of lectures currently being recorded, around 80%, was welcomed.

SUBSTANTIVE ITEMS

3 Artificial Intelligence & Data Ethics Advisory Board Verbal

The Vice-Principal High Performance Computing provided an overview of the
Artificial Intelligence (AI) & Data Ethics Advisory Board, intended to:
- establish an ethical framework, comprising clear guiding principles and robust processes for data governance and use;
- assist existing University ethics bodies to improve their competence in dealing with AI and data use issues;
- monitor compliance by the University and its partners with the ethical framework, and with any other relevant processes and regulations;
- encourage a culture that is aware of the ethical and societal implications, informs and contributes to public debate, and promotes responsible research and innovation; and,
- provide strategic advice on how the University can be a global leader in the ethical development and use of AI and data science.

The Committee raised the following points: how the Board would interact with
School-level ethics committees, with the Board established to consider new ethical
problems and not duplicate existing work; building a repository of answers to
frequently asked questions from staff and students, noting that the Board is not
resourced as yet; progress with the consultation on monitoring study space usage
and that an arms-length body including external members may be useful for
oversight of some aspects of University research in this area. A further update was
requested in due course.

4 Core Systems Update Verbal

The Deputy Chief Information Officer presented an update on the Core Systems
procurement programme to replace HR, Finance, Payroll and Procurement systems.
A winning bidder has been agreed within the planned timescale, with due diligence
workshops with subject matter experts underway and a final contact award expected
in April. Members asked if any lessons learned from the process to date have been
identified, with the logistical challenge of organising 156 due diligence workshops
over a 9 week period the key learning point. It was noted that the HR and Finance
strands of the Service Excellence Programmes were established before the Core
Systems procurement to aid the development of systems requirements.

5 Information Services Group Plan 2019-22 Paper B

Key elements of the Information Services Group (ISG) Plan for 2019-22 were
reviewed. The Deputy Secretary Strategic Planning provided context on the
University's medium term planning, the uncertain external environment and the
intention to increase contributions from across the University budget areas for
reinvestment in key priorities. The Chief Information Officer noted pressures on the
ISG budget from the increased contribution requested and increased costs of
provision of many services, including software licensing increases, replacement of
an obsolescent programming language used in many University applications and
higher employer USS pension contributions.

The Committee discussed:
- Ensuring that any changes in centrally-provided services do not lead to an increased proliferation of locally-provided services in mitigation, with an already highly-devolved level of Information Technology expenditure compared to peer institutions;
- The potential for consolidating IT expenditure centrally to generate cost savings;
- Generating cost savings while minimising any potential effect on the student experience;
- The implementation of a post approval process with Chief Information Officer sign-off for all ISG staff recruitment was welcomed; and,
- A glossary of acronyms would be helpful for committee members.

ITEMS FOR NOTING OR FORMAL APPROVAL

6   Information Services Group Capital Expenditure   Paper C

The updated ten year forecast for the Information Services Group capital plan was noted, with the primary update being the addition of a replacement for the University's authentication service.

7   Resource Lists Framework   Paper D

A revised version of the Resource Lists Framework, to be published in March 2019 to increase adoption of the Resource Lists online reading list service was noted.

8   Information Security Update   Paper E

A regular update on Information Security risk management activity was reviewed. The proposed purchase of password manager software to provide enhanced protection before an upgrade of the University's authentication service (EASE) was discussed – with queries on whether the company or the University would hold responsibility for assisting staff and students experiencing problems with the service, how the service would accommodate individuals with dual staff and student credentials and managing those moving between staff, student and alumni categories.

9   Plan S Update   Paper F

An update on the initiative from predominantly European funding agencies to accelerate the transition to full and immediate open access to research publications was reviewed. It was noted that, while many universities have raised strong concerns on the implementation date of 1 January 2020 and consequent short time period to prepare, an early 2020 implementation date remains favoured by the coalition of funders. Universities are continuing to consult with the coalition of funders. The University of Edinburgh's consultation response was supportive in principle but with a number of specific changes requested. A further update was requested for the next meeting.

10   Academic Engagement with Collections   Paper G

A report on the depth and breadth of academic engagement with the Centre for Research Collections was considered. Programmes to enhance student employability were welcomed, including student placements, with further work requested on encouraging student placements with University suppliers. A query on statistics regarding the number of collections-based seminars and attendees at the seminars was raised, to be checked with the paper authors.

11   Projects and Ongoing Activities Update   Paper H

The regular update on University-wide projects within the Committee's remit was reviewed. The lecture recording update was discussed, with 85% of centrally allocated teaching rooms (over 300 in total) now enabled for lecture recording. It is proposed for the next phase will focus on equipping conference areas used for large public lectures and similar events rather than the remaining small teaching rooms used for discussion-based seminars that are less suitable for recording. It was noted that students used to lecture recording in the early years of an undergraduate degree should be made aware that this may not continue in seminars at honours level. Masters level students on courses taught in smaller rooms may expect to have teaching in these rooms recorded and smaller rooms which have lecture recording equipment installed can be booked. The Committee welcomed the extent of lecture recording taking place, one of the highest in the Russell Group, with the figures to be kept under review and any examined in detail for any anomalies.

12   Committee Reports
- Library Committee Report   **Paper I1**
- IT Committee Report   **Paper I2**
- University Collections Advisory Committee Report   **Paper I3**
- Digital Research Services   **Paper I4**

The committee reports were noted.

13   2019/20 Meeting Dates

The following meeting dates for 2019/20 were approved:
- Friday 11 October 2019, 10.00-12.00
- Friday 24 January 2020, 10.00-12.00
- Friday 20 March 2020, 10.00-12.00
- Friday 22 May 2020, 10.00-12.00

14   Any Other Business

Further information on an exhibition of the University's Chinese collections planned for the 2020 Edinburgh Fringe was requested.

The announcement that the University will host the £79m national ARCHER2 supercomputer was welcomed.

A petition by students in the School of Law requesting that study spaces in the newly refurbished Law Library be reserved for Law students at peak times was noted.

15   Date of Next Meeting

Friday, 24 May 2019, 10.00-12.00