

# Knowledge Management Strategic Plan

## *“Must Do Milestones” – Rankings*

### Introduction

An invitation to rank the “must do” milestones was distributed to Schools, Colleges and Support Groups at the beginning of April. In addition all members of the University community were also able to add their views via the Knowledge Management website. Responses to the invitation fell into two broad categories:

- those from Colleges, Support Groups and EUSA
- those from individuals within Planning Units and Schools

This paper is concerned primarily with the responses from the Colleges, Support Groups and EUSA.

### Background

Where appropriate, each chapter in the Knowledge Management Strategic Plan contains a list of milestones relevant to the function. From this, the authors and editors of each chapter were asked to identify the “must do” milestones i.e. those considered to be the most significant for that particular function. From an initial list of 211, fifty-five “must do” milestones were identified (see Appendix II). Organised by chapter, this list was then distributed to the Heads of Colleges, Schools, and Support Groups with an invitation to identify the top 20 must do’s which they felt essential to the University. In addition the invitation was posted on Knowledge Management website, inviting comments from the University community. The consultation process is an ongoing one and, whilst it would have been preferable to allow more time for the ranking exercise, it was considered important that in line with the planning cycle CMG receive an interim progress report.

The Knowledge Management Advisory Group also identified 4 major issues from the consultation exercise:

- ? Centralisation versus Decentralisation
- ? Facilities for Learning, Study and Teaching
- ? MIS and EUCS
- ? e-learning and Distance Learning

A discussion paper has been drafted on each of these issues (see Paper *n*).

### Ranking of “Must Do’s”

Rankings were received from all three Colleges; from the Support Groups of Corporate Services and Academic Affairs, Planning and Secretariat and from the Students’ Association, EUSA. The Information Services Group was involved extensively in the drafting of the Plan

and in the identification of the original “must do” milestones, and as such did not participate in the formal ranking process.

In considering how a top 20 from all of the responses should be attained, the approach adopted was to take the lead from the College rankings, and to compare the EUSA and Support Group rankings against these. The resultant list of top 23 “must do” milestones can be found at Appendix I.

The top rated “must do” milestone is, without doubt, the putting in place of improvements “to the admissions, curriculum and student record services.... improved joined up services for students, academic staff and central admin”. The maintenance of the purchasing budget for print & electronic journal and for books, and the completion of reduced sign-on make up the top three “must dos”.

Falling within the top ten are the review of all types of learning, teaching and study space; appropriate teaching and learning space availability (both these items in keeping with the views expressed in the EUSA paper on Academic Facilities); the publication of a WWW strategy; and a co-ordinated plan of action for transferable skills.

In addition to the rankings, comments were also received regarding items which were not in the plan and to which the respondent wished to draw attention. In particular, Science and Engineering suggested that there should be a strategy for inter-operability through a policy of adopting open standards whenever possible.

#### Progress to date

The outcome of the ranking exercise is particularly important given the consistent position taken by the Colleges, Support Groups and EUSA, especially in respect of the top level “must do” milestones. It has therefore been recommended to CMG that, as the top ranked “must do’s” have financial implications if adopted, serious consideration be given to the University wide ranking of the Knowledge Management milestones as part of the planning round decision making process.

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No	Activity	Chapter	SCE
1	Improvements are in place to the admissions, curriculum and student record services. There are improved joined up services for students, academic staff and central admin.	8	A(1)
2	Purchasing budget for print and electronic journals and books is maintained, in order to support research, learning, teaching and <i>e</i> -learning. E-journals remain free at point of use to users, whilst the Library pays. Quality of collection benchmarked against other Universities	2	A
3	Reduced sign-on implementation completed	6	A
4	Achieve agreement on architecture, standards and interoperability for portals	8	A
5	Review of all types of University learning, teaching and study space, including spaces in Colleges, Libraries, and open access computer laboratories	3	A
6	WWW Strategy is published	6	A
7	Appropriate teaching and learning space available in Colleges, libraries, open access labs and other spaces	3	A
8	Co-ordinated plan of action published for transferable skills provision for staff, postgraduate and undergraduate students	5	A
9	University complies with all relevant legal requirements and acknowledges the work that this requires throughout the University	9	A
10	Improved process and supporting IT systems eg portal and workflow, are in place across all administrative services. These have reduced the cost of doing business and provide a sound basis for decision making	8	A
11	Development of Edinburgh Research Archive, for members of University to deposit e - prints, pre-prints, e-theses and other materials. Open Access Publication promoted, in order to address issues associated with big publishers.	2	A
12	Publish review of direct user support and direct help. Implement any recommendations	3	A
13	Service levels reviewed for provision to Colleges of defined activities. Service statements agreed between Colleges and Support services for defined activities	11	A
14	e-learning development and support strategy published.	4	B
15	Wireless Provision is extended and upgraded	6	B
16	Review published of 24x7 provision	6	B

Activity	Chapter	SCE	MVT
MyEd portal available. Services are available anytime, anyplace.	8	B	H
Common or “federated” delivery mechanisms developed for licensed and internally created information resources, so that all resources, print and digital objects, can be searched at same time, and one result set returned.	2	B	H
Learning objects made available in a databank so that they can be re-used	2	B	M
Mechanisms are in place to aid Heads of Schools and other key staff to develop their strategic leadership role.	11	A	M
Stable and resilient VLEs and other tools are available	4	B	H
Administrative systems link to all VLEs	4	B	H
Records management system implemented	8	A	L

Rank	Priority Activities Chapter 2
	Purchasing budget for print and electronic journals and books is maintained, in order to support research learning, teaching and e-learning. E-journals remain free at point of use to users, whilst the Library pay Quality of collection benchmarked against other Universities
	Collections Policy is developed and promulgated for library collections (print and electronic), museums galleries to match the needs of the Colleges for the next RAE and for teaching and learning.
	Common or “federated” delivery mechanisms developed for licensed and internally created information resources, so that all resources, print and digital objects, can be searched at same time, and one result set returned.
	Development of Edinburgh Research Archive, for members of University to deposit e -prints, pre-prints theses and other materials. Open Access Publication promoted, in order to address issues associated with publishers.
	Learning objects made available in a databank so that they can be re-used
	Digital Curation Centre established.
	Digital preservation and metadata policies established for University to permit digital objects to be shared and preserved.

<b>Rank</b>	<b>Priority Activities</b> <b>Chapter 3</b>
	Publish review of direct user support and direct help. Implement any recommendations
	Develop formal links between support services and College/Schools, to help support services better the support needs for learning and research
	Review of all types of University learning, teaching and study space, including spaces in Colleges, and open access computer laboratories
	Appropriate teaching and learning space available in Colleges, libraries, open access labs and other
	Opening hours for public learning space extended, particularly in libraries
	Agree and implement policy on support for obsolescent hardware and software. Achieve agreement hardware, software and operating systems standards

<b>Rank</b>	<b>Priority activities Chapter 4</b>
	University e-learning strategy published
	e-learning development and support strategy published.
	Stable and resilient VLEs and other tools are available
	Staff development strategy published for e-learning
	Administrative systems link to all VLEs
	Specification published for course management requirements

<b>Rank</b>	<b>Priority activities Chapter 5</b>
	Co-ordinated plan of action published for transferable skills provision for staff, postgraduate and undergraduate students
	Acquisition of information and ICT skills is embedded in the curriculum
	Individual learning plans established with OLL
	Accreditation available for a significant number of transferable skills and other skills training



<b>Rank</b>	<b>Priority Activities</b> <b>Chapter 6</b>
	Network security improved
	Reduced sign-on implementation completed
	Core SAN System implemented
	Web Content Management System in use
	WWW Strategy is published
	Review published of 24x7 provision
	Wireless Provision is extended and upgraded

Rank	Priority activities Chapter 7
	Group identified to establish and promote discussion of good practice in ICT usage
	Mini-conference series is established
	Edinburgh University has representatives on a National forum for technology watch

<b>Rank</b>	<b>Priority activities Chapter 8</b>
	Improvements are in place to the admissions, curriculum and student record services. There are in joined up services for students, academic staff and central admin
	Records management system implemented.
	Achieve agreement on architecture, standards and interoperability for portals
	MyEd portal available. Services are available anytime, anyplace.
	Improved process and supporting IT systems eg portal and workflow, are in place across all admin services. These have reduced the cost of doing business and provide a sound basis for decision making
	Information based support is available to the Enlightenment campaign is.

<b>Rank</b>	<b>Priority activities Chapter 9</b>
	University complies with all relevant legal requirements and acknowledges the work that this requires throughout the University
	Review published of University level key risks
	Embedding activities carried out for risk management
	Draft Action Plan finalised to ensure compliance with the DDA Act
	Policies developed and agreed on actions to be taken if illegal copying activities are found
	Policies established on location of IPR and material that has been created within the University.
	Agreement reached in all University units on response times for dealing with requests for information
	University publication scheme in operation
	Revised definition available of personal data

Rank	Priority activities Chapters 10 & 11
	Revised committee structure recommended to PSG, CMG, or Senatus as appropriate
	Balanced Score Card in use as part of the planning cycle
	Service levels reviewed for provision to Colleges of defined activities
	Service statements agreed between Colleges and Support services for defined activities
	Work commenced on high priority policy development
	ICT business plan available with agreed planning priorities
	Mechanisms in place to promote information and knowledge sharing between all levels of Univer and students
	Mechanisms are in place to aid Heads of Schools and other key staff to develop their strategic lea role.