



## Information Services Governance Committee

Wednesday 19<sup>th</sup> November 2014

### MINUTES

**Present:**

Professor Michael Arthur (Chair)  
Dame Nicola Brewer  
Professor Nick Brook  
Professor Steve Caddick  
Professor Anthony Finkelstein  
Professor Mary Fulbrook  
Mr Philip Harding  
Professor Graham Hart  
Mr Rex Knight  
Professor David Lomas  
Professor Alan Penn  
Professor David Price  
Professor Anthony Smith  
Professor Sir John Tooke  
Professor Jonathan Wolff  
Dr. Michael Cope  
Mr Gavin McLachlan  
Mr. Mark Sudbury

**Apologies:**

Professor Dame Hazel Genn  
Professor Geraint Rees  
Professor Alan Thompson

**1 14/11/01 Minutes of the previous meeting**

**Approved:**

1.1 The minutes of the meeting held on the 18<sup>th</sup> June 2014 (paper **14/11/01**) were approved

**2 14/11/02 Digital Transformation**

**Noted:**

2.1 The discussion paper on Digital Transformation (paper **14/11/02**) was noted.

**Discussion:**

2.2 The paper was welcomed and it was noted this is a continuous process, a journey rather than an event.

2.3 The need for standards as part of digital transformation was highlighted and it was recognised that digital transformation must cover the full breadth of our digital engagement, not just the website. The role of services such as finance, HR and student information in effective digital transformation should not be overlooked.

2.4 The committee explored the joined up approach recommended by the paper. It was noted that a joined up approach means central services and departmental initiatives integrated through universal standards, common branding and a consistent user experience.

2.5 The shortcomings of the current Silva web content system are hindering effective digital engagement with students and staff.

2.6 The need to improve navigation on the website was identified and for example navigating to the Enterprise site is not straightforward.

2.7 As part of digital transformation we should also consider a virtual learning environment and whether Moodle continues to be the best choice for UCL.

2.8 It was noted that investment in digital transformation will need to be funded and this could result in higher contribution targets for faculties

2.9 It was highlighted that UCL has historically played digital catch-up but as a world leading university we should be at the vanguard of digital innovation in research and teaching

2.10 Quotes from surveys can be self-selecting and so we should be slightly sceptical when UCL is shown to be worse than competitors.

2.11 The digital divide can be most stark in universities where students are amongst the most digitally savvy and demanding segments but the institution can be conservative and slow to change.

2.12 It was noted that historically we have invested little in digital. Spend on digital has been dwarfed by spend on large admin systems, research and infrastructure

2.13 The website needs to be about engagement as much as pushing out content

2.14 Our presence on external digital platforms including social media and media platforms is important and should not be forgotten as part digital transformation

2.15 It will be important to have effective reporting and analytics so we can see trends. It was noted that in a university environment, the value of a web page is more than just the number of page hits. Some world leading research may only be of interest to a small but important segment.

2.16 It will be important to involve students and other key stakeholders in any digital transformation strategy, planning and implementation.

2.17 The committee endorsed the need for digital transformation at UCL using an integrated and consistent approach which considered the full breadth of digital engagement. The committee asked for an implementation plan to be brought to a future meeting. The focus will need to be on those activities that bring in income and improve our outputs, including the student experience. Probably there is a need to tailor the experience for different user segments including staff and students.

### 3. 14/11/03 Update on Information Security

**Noted:**

3.1 The Information Security Update (papers at 14/11/03 (Highly Restricted)) was noted.

**Discussions:**

3.2 Discussion restricted.

### 4. 14/06/04 AOB

**Discussion:**

4.1 There were no AOB items

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15<sup>th</sup> December 2014