UNIVERSITY OF CAMBRIDGE
Information Services

agenda

User Needs Committee

Present: Dr Rachael Padman (Chair), Dr Martin Bellamy, Mr Chris Edwards, Ms Helen Hoogewerf-McComb, Prof. Ian Leslie, Mr John Norman, Prof. Graham Virgo

In attendance: Mr Steve Riley, Dr Ian Cooper (Secretary)

Apologies: Dr Alan Blackwell, Prof. John Clarkson

AGENDA

1. Welcome, apologies for absence
(a) Welcome to Mr Steve Riley, Deputy Director Service Operations (UIS)
(b) Apologies were received from Dr Alan Blackwell

2. Minutes
(a) The minutes of the meeting held on 27 February 2015 were circulated (UNC-05)

3. Actions from previous meetings

4. Review of the Committee's Terms of Reference
(a) IT Governance: Minimum standards of IT Provision (UNC-06)
An update of paper ISC 69 acknowledging comments raised at the 30 April 2015 ISC: "that recommendations should be made not only on the advice from User Panels but also on other inputs including the expertise of members of the User Needs Committee."

(b) Confirm the committee's Terms of Reference (UNC-07)

5. Constitution of the Committee (UNC-08, enclosed)
(a) Proposal to co-opt a member from the Communications Office (class vi)

6. Interaction with UIS Service Operations division
Mr Riley will introduce himself and how he sees his division working to the needs of users and how this committee might work with him and his team.

7. User panels
Members are asked to consider and comment on:
- Number and type of members
- Frequency of meetings
- Operating methods for the organisation

8. Consideration of user needs in service development
Mr Edwards will facilitate a discussion on formative thinking on revised guidelines for project governance, which will provide an opportunity for early user input.

9. User-centred design seminars
The committee is invited to discuss the possibility of "User-centred design seminars" (working title) that this committee would sponsor. The seminars are proposed to take place once or twice per term for the IT community, including UIS staff, and may take the form of a presentation from an expert followed by a question and answer session; in other cases a workshop-style format may be more appropriate.

10.   Any Other Business
(a) Proposed future meeting dates

Friday 27 February 2015, 3.00pm Thetford Room, Roger Needham Building

Present: Dr Rachael Padman (Chair), Prof. Ian Leslie, Prof. Graham Virgo, Dr Alan Blackwell, Mr John Norman, Dr Martin Bellamy, Mr Chris Edwards, Dr Ian Cooper (secretary)

Apologies: None

USER NEEDS COMMITTEE

1. Welcome
Dr Padman welcomed members to the inaugural meeting of the User Needs Committee and welcomed Dr Steve Smith, attending for paper UNC-04.

2. Review of the Committee's Terms of Reference
Members discussed the draft terms of reference in paper UNC-01.There was concern that the final sentence of the first paragraph might not properly belong in the terms of reference, however it was noted that it was likely to be the only statement a non-expert would recognise.

The ISC paper "IT Governance: minimum standards of IT Provision and Integration" (ISC 51) was introduced and a discussion was held around the committee's responsibilities. It was the role of the committee to approve and advocate minimum standards, not to set these.

The terms of reference were agreed subject to an amendment being made in the final paragraph to read that *"if a member in class (v) ceases to be in statu pupilliarii …"*

Action: Secretary

3. Constitution of the Committee
The constitution of the committee, set out in UNC-02, was discussed.

Dr Padman had approached Ms Helen Hoogewerf-McComb, in her capacity on ISC. It was agreed that Ms Hoogewerf-McComb should be co-opted in class (v).

Action: Secretary

Dr Padman had approached Prof. P John Clarkson, who expressed his willingness to be co-opted in class (vi) but was on leave until October 2015. It was agreed that Prof. Clarkson would be co-opted and that papers would be provided in the interim and that he would attend the committee on his return.

Action: Secretary

Prof. Leslie reminded members that it had been agreed his term would last for six months, starting 1 January 2015.

4. How UIS organization design will enable user engagement

4.1 UIS divisional structure
Dr Bellamy introduced the design of the UIS leadership team, outlined in paper UNC-03. The new divisional structure had two outward-facing roles: Deputy Director for Research & Institution Support, and Deputy Director for Education, Administration & Student Services. Regular conversations would be held across the University, starting at the operational level. These engagements would ensure the strategic needs of institutions were considered in forward planning.

The roles of Relationship Managers, Service Owners and Service Managers were discussed. Service Owners would have strategic responsibility for one or more services, gather input and devising forward plans. They would have to determine how to address situations where comparable services exist (for example, Adobe Connect, jabber and Lync/Skype for Business provide some common features) and would be responsible for recommending the default service. Service Managers would hold the day-to-day operational responsibility, ensuring that performance and availability targets are met.

The way the new UIS divisional structure would focus on users was covered, with the Director of UIS having overall accountability for user experience.

4.2 UIS process for gathering and responding to feedback
Dr Bellamy stated that UIS is still in the early stages of developing ideas on how to gather and respond to feedback. The intention was to build a mechanism to annually survey across the suite of services but also to sample randomly on a monthly cadence to gain feedback on recent experience, primarily to consider service delivery issues. It would be useful for this committee to be provided with a report on surveys of user opinions.

The intent was to survey individuals but it was acknowledged that it would not be possible to routinely have a dialogue with 30-50,000 users; survey sampling methodology was important to consider. There was unease at the suggestion of institutions acting as proxies for their user base but there was also evidence of very low response rates. In some cases those few responses would have been considered to be representative. It was suggested that a very simple survey may help, e.g. "what one thing annoys you about IT services?"

There was general support for survey activity and this would be reviewed by the committee over time.

4.3 User panels
Dr Padman introduced the concept of user panels akin to the advisory panels established within HEDIIP, with a list of individuals who could be called upon to provide input on specific projects. Existing engagement groups established with UIS were discussed and it was felt that the Schools/UIS engagement group was not a user panel.

It was agreed that academics needed to be involved in user panels but that this was a difficult group to engage with. Dr Bellamy stated that the Deputy Directors for Research & Institutional

Services, and Education, Administration & Student Services would be actioned to develop the consultation methodology.

Action: Director UIS

Project board constitution would be considered at the next meeting of this committee.

Action: Secretary

5. User Experience Portal demonstration

Dr Smith introduced the user experience portal pilot activity. This committee was not the project board for the work but it was being consulted to consider the area should be explored in more detail.

A discussion about the use of portal technology was held and it was agreed the most powerful aspect of the pilot system presented was the promotion of underlying API functionality to extract and present data from a multitude of underlying systems. An appropriate platform may provide a useful bridging tool to address known issues in existing systems while the University's Enterprise Resource Planning environment is updated.

In terms of future direction, the committee suggested that focus should be given to activity that students frequently undertake.

It was agreed that the Director of UIS should decide on the appropriate way forward for the initiative with the expectation that the TDF would be used to fund the activity.

Action: Director UIS

6. Other Business

6.1 Meeting frequency

It was agreed that the committee would meet twice per term with the expectation that individual meetings would be cancelled should there be insufficient business.

Action: Secretary

UNIVERSITY OF CAMBRIDGE
Information Services

IT Governance

Minimum Standards of IT Provision and Integration

1   ISC Terms of Reference

The Terms of Reference for the Information Services Committee, as set out in Ordinances, specify that one of its duties is:

"5(h) to set, consulting the Councils of the Schools, Colleges and other institutions as necessary, minimum standards of service to be provided;"

The Committee has established the following governance processes to enable it to carry out this remit.

2   IT Service Catalogue

The introduction of a university-wide IT Service Catalogue will foster more structured ways of allowing for the discovery of services available to end user communities, be it staff members, students or visitors. Sections within the catalogue will be used to identify the different classes of service: core versus local versus experimental; school, departmental or college-based; or particular constituency targets such as staff or students.

Different policies and standards will apply to how services and offerings gain entry into the different sections of the catalogue, and depending on their status, different governance procedures may be necessary to regulate what is and is not included in each. The assurance of minimum standards of functionality and quality will be indicated by the service's position in the Catalogue. Entry into the Catalogue will act as a level of approval, a kind of 'kite-mark' showing adherence to a particular standard.

Core services, available to all, will typically be provided by the UIS or other major IT service providers across the University, and will represent a minimum guarantee of reliability and service level delivery. Such services will guarantee a level of commitment, management, design quality and secured funding to a specified minimum standard.

Local services may be available to a more restricted community, such as within a College, department or for a particular course. Service levels for these offerings will be appropriate for the context within which they are provided, but may not be supported for more widespread usage.

Community offerings, representing experimental, pilot or casual offerings might be listed in a 'pot luck' section of the Catalogue, where service levels and quality may be *ad hoc*. Whilst some control over what is listed here may need to be exercised, offerings here would be used at the users own risk. However, this could be an ideal place for sharing developing and innovative ideas with the community, and might foster collaborative development of new facilities and tools which might be worked up into core or local services in time.

Early plans for new services should be shared through the IT Service Catalogue to enable institutions to comment at an early stage of design, and the ability for users to 'rate' existing services, similar to many consumer websites, would be a useful feedback mechanism.

3   Governance

As part of its engagement with the IT, academic and administrative communities across the Schools and Colleges, the UIS will establish and hold regular Engagement Meetings with representative groups across these communities to engender consultation, collaboration, and consensus on IT issues and future developments within the IT sphere. The Engagement Meetings will be run on formal lines, with structured agendas and formal published minutes. Copies of the minutes of all such meetings will be submitted to the ISC for its review.

The UIS IT Service Catalogue will be used as an instrument to promulgate and guarantee minimum standards for the IT services available throughout the University. Sections for at least the following will be included:

- **Core Services** – available university-wide, with guaranteed minimum standards

- **Local Services** – available to local communities or specific constituencies, with specified local standards. Institutions would be able to substitute core University-wide services with local services provided these at least meet the minimum standards

- **Community Offerings** – available university-wide, but used at the user's own risk

The User Needs Committee of the ISC, under its delegated authority, will be responsible for advising and recommending minimum standards of service for IT provision to the ISC, based on advice provided by User Panels established for the purpose by the UIS, and other inputs including the expertise of User Needs Committee members. Day-to-day operation of its policies will be delegated to the Director of UIS, who will consult with the Schools' and Colleges' Engagement Groups to ensure the priorities of institutions are taken into account.

S. Kearsey
April May 2015

User Needs Committee

Terms of Reference

The User Needs Committee is constituted by the Information Services Committee (ISC) to ensure that the IT needs and experience of the staff and students of the University are given high priority at every stage of the IT lifecycle, from procurement through retirement. It will take a particular interest in the standards for usability and system integration necessary to provide an exemplary well designed end-user IT experience. It will ensure that users' expectations are raised and that it will engage directly with users to raise expectations and ensure that user feedback is solicited and acted upon. Acting with the primary IT providers across the University it will advise and guide them on the concerns and requirements of the IT users of the University and work with them to help improve the services and systems provided, to the benefit of all.

It will:

1. Be responsible for assuring that design for usability is given a high priority in the procurement of systems and services provided by the primary IT service providers, to ensure they represent a quality well integrated user experience, commensurate with the standing of the University. IT services should be consistent in design, have an intuitive look and feel, require minimal initial learning and have efficient easy-to-use interfaces.

2. Engage with University Information Services (UIS), and more widely as necessary, to ensure that the users' needs, and those of the wider-university community, are taken account of in developing IT services, particularly where these are not addressed by current provision.

3. Make recommendations for and comment on investigations and/or surveys into matters of particular concern within the IT user community as deemed appropriate; report its findings to the central IT providers, the ISC and/or its sub-committees as appropriate.

4. Foster dialogue, discussion and engagement with the user community concerning the systems provided by the UIS and similar IT providers, ensuring that feedback is properly considered and responded to. Oversee and coordinate channels established by the UIS through which the University community's strategic issues and requirements are relayed to the ISC, and establish others where necessary.

5. Provide the ISC with an annual report on its activities.

Constitution:

i. Chairman, appointed by the ISC from amongst its membership
ii. Two members appointed by the ISC as representative of the constituency of IT users across the University and Colleges
iii. Two members appointed by the ISC to provide specialist insight, knowledge or experience relevant to the provision of exemplary IT services, usability design or communications
iv. Two members of UIS staff nominated by the Director of the UIS
v. One student representative co-opted by the Committee
vi. Up to three additional members co-opted by the Committee.

The appointment of members in classes (ii) and (iv) will be made for periods of three years. Members co-opted by the Committee will serve until 31 December of the year following that in which they are co-opted, provided that if a member in class (v) ceases to be in *statu pupillarii* he or she shall thereupon cease to be a member of that class.

Secretariat: Provided by the UIS

Constitution of the User Needs Committee

Class	Constituency	Member	Notes
i	Chairman, appointed by the ISC from amongst its membership	Dr Rachael Padman	
ii	Two members appointed by the ISC as representative of the constituency of IT users across the University and Colleges	Prof. Ian Leslie	For a period of six months from 1 January 2015
		Prof. Graham Virgo	
iii	Two members appointed by the ISC to provide specialist insight, knowledge or experience relevant to the provision of exemplary IT services, usability design or communications	Dr Alan Blackwell	
		Mr John Norman	
iv	Two members of UIS staff nominated by the Director of the UIS	Dr Martin Bellamy	
		Mr Chris Edwards	
v	One student representative co-opted by the Committee	Ms Helen Hoogewerf-McComb	
vi	Up to three additional members co-opted by the Committee	Prof. P John Clarkson	On leave until 1 October 2015
		Mr Andrew Aldridge	Communications Office PROPOSED