

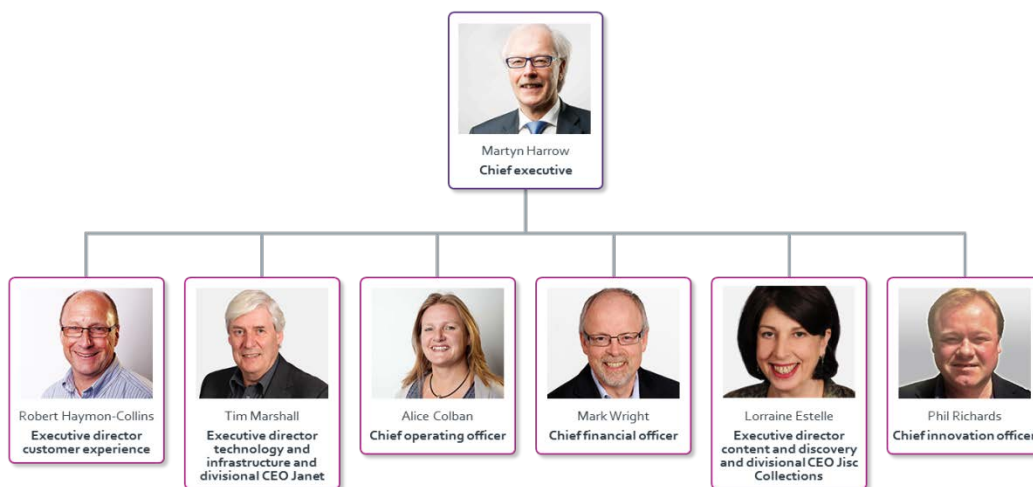
Welcome to the first edition of Jisc Watch, which SCONUL is introducing to provide members with a source of information on Jisc activities which relate directly to libraries. This is an informal newsletter, rather than an official Jisc publication. This version is rather longer than it will normally be because it includes an update on the recent Jisc restructuring. We plan to produce it every two months and I do hope you find this useful.

If you have any feedback, including material or topics which could be included, I would be delighted to receive it at [ann.rossiter@skonul.ac.uk](mailto:ann.rossiter@skonul.ac.uk). We would also be happy to hear comments on the overall balance and focus of Jisc’s work in relation to libraries so that we can feed this back in our discussions with Jisc.

## 1. New Jisc staff structure and appointments.

The internal restructuring within Jisc appears to be nearly complete, and a number of key appointments have been made.

The top team under Martyn Harrow looks as follows:



[Lorraine Estelle](#) is responsible for Jisc Collections, and for the delivery and development of the majority of library services, including KB+ and discovery services. She has responsibility for Jisc strategy on scholarly communications, and the student experience also falls within her remit.

[Tim Marshall](#)’s responsibilities include Janet but also identity management services.

[Phil Richards](#) has responsibility for the innovation strand of Jisc’s work. This covers the work of the [Futures Forum](#) and taking projects from concept to service, among other things.

Within the **Digital Futures team**, (the team responsible for the innovation stream of work, working with Phil Richards), the following appointments have been made:

[Rachel Bruce](#) is now Director of Technology Innovation and one of her chief responsibilities will be Research Data Management; her role also includes the application of emerging technologies to research, learning and enterprise.

[Andy McGregor](#) has been appointed Deputy Chief Innovation Officer, and is responsible for the introduction of [co-design](#), which is Jisc's new approach to innovation. He's also responsible for managing the teams delivering innovation projects.

[Ben Showers](#) is now Head of Library and Scholarly Futures and so will be a key contact for SCONUL on all library matters.

Jisc has also appointed a Futurist, [Martin Hamilton](#), who will be starting on 7 April from Loughborough University where he is Head of Academic Systems. A Director of Data and Analytics will also be recruited.

Within the **Content and Discovery** team working with Lorraine Estelle:

[Neil Grindley](#) has been appointed Head of Resource Discovery covering resource discovery services and standards.

[Neil Jacobs](#) has been appointed Head of Scholarly Communications Support and his work covers open access projects and related services, for example those around repositories.

[Paola Marchionni](#) is now Head of Digital Resources for teaching, learning and research and she's going to be responsible for new models and partnerships for the funding of digital collections.

Jisc will also be recruiting someone to lead on business development to ensure the efficiency and clarity of service and also a deputy for Jisc Collections.

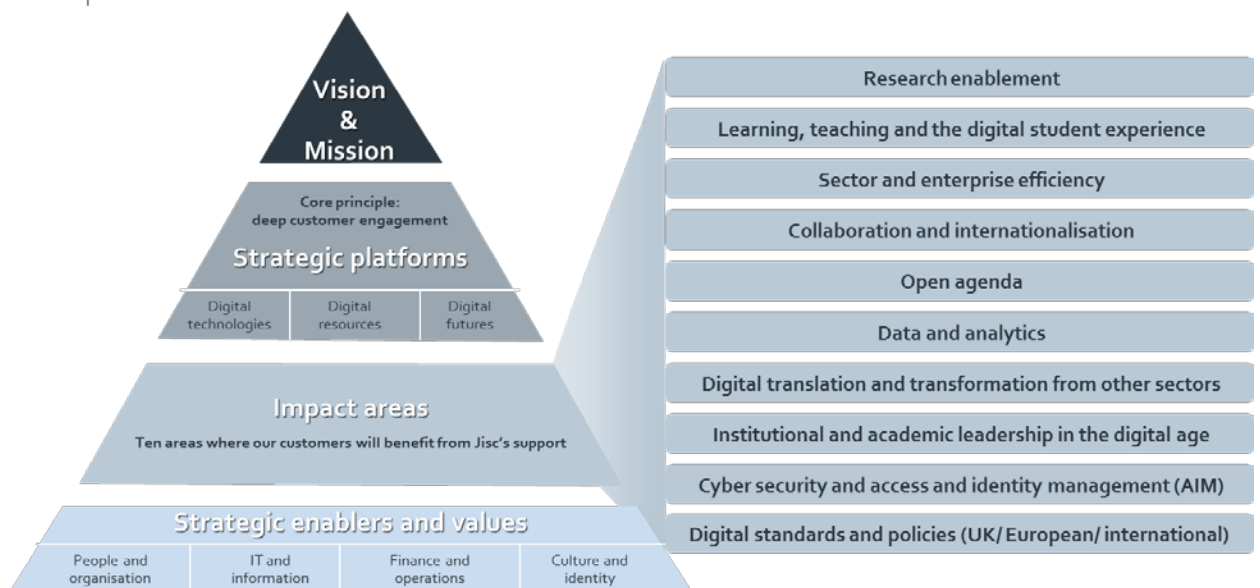
## 2. Governance and Strategy

Few formal governance structures have been set up as yet, beyond the Jisc [Board of Trustees](#) which oversees the whole organisation and a [Subsidiary Board](#), which oversees the work of Jisc Collections and Janet.

Jisc has introduced a Stakeholder Forum, which meets a few times a year, and SCONUL is a member of this informal grouping. The meetings provide an opportunity to raise questions with the Jisc top team.

Jisc has produced an overarching [strategy](#), which is distinctly high level. Members might find the following chart more informative, which sets out the major areas of work for Jisc.

Jisc's priorities



### 3. SCONUL's work with Jisc

In our work with Jisc, SCONUL continues to argue the points that we made in our original [submission to the Wilson Review of Jisc](#), including that greater attention should be given to doing fewer projects better; to taking successful projects from concept to service; and to more effective two-way communications with the communities it serves.

Under the "new" Jisc, all projects, new and existing, are to be managed on a **co-design** basis. It is not clear yet what this will mean in practice. However, the core principles underpinning this approach are as follows:

- Focused - do less better, be realistic
- User-centred - evolving process, involve users in projects
- Co-design / Open - co-designed, co-owned and co-implemented, open and transparent process
- Agile - a light touch approach
- Experimental - taking proportionate risks, trying new things

In practical terms, this should mean that SCONUL and other stakeholders are involved not only in decision-making about the design of projects, but in decision-making about which projects are undertaken.

In particular, this should apply to the work of the **Futures Forum**. This is a group of stakeholders including SCONUL, RLUK, UCISA and RUGIT which is consulted on which new projects should be developed by the Jisc innovation team. This has existed for just over a year, and SCONUL made a series of proposals for projects for the first round of funding, several of which were successful (see below for more details on specific projects). This year, Jisc has made further funding available for another round of innovation projects, and SCONUL's Strategy Groups are developing proposals which will be submitted alongside those from other stakeholders. The first meeting to consider these proposals is taking place in early April, and we will feed back to members on what is agreed.

#### 4. Projects and programmes

The following is a list of Jisc programmes and projects which we are aware of and which may be of interest to the library community. We have erred on the side of brevity, but if you would like further information on any of these please do get in touch and we will see what we can do to help.

There may be others which it would be worth including – please do send us any further suggestions.

##### Developing Digital literacies programme

What is it? A two-year programme costing £1.5 million on Digital Literacies which ran from July 2011 to December 2013. Outputs included guidance to help institutions support students in developing new digital skills for study; a set of recommendations to help institutions examine their provision and support for improving digital literacy; a set of best practice case studies and a series of national workshops.

What's the latest news? The programme is now concluded but Jisc has just published a new [Developing Digital Literacies Infokit](#).

Useful links: The main project page is [here](#). The initial review and scoping study can be found [here](#).

## Digital Student project

**What is it?** A project designed to investigate the technological expectations and requirements of students at universities and to provide advice and guidance to university managers. It was developed under the first round of [Futures Forum](#) funding. Phase 1 was an initial study to review existing evidence plus a student focus group and interviews with practitioners and stakeholders. The Jisc project lead is [Paul Bailey](#).

**What's the latest news?** Phase 1 has been completed and the final report will be published at some point and some consultation events held. Jisc has agreed to fund a further phase of the project. It is not yet clear what this will entail.

**Useful links:** An early draft of the findings is available [here](#).

## Extending licences to scholarly content pilots

**What is it?** Jisc Collections is working on two pilot projects to explore models that might allow higher education licences instructions to extend licences for scholarly content to SMEs and the NHS.

**What's the latest news?** The SME project is due to run until January 2015. The NHS Pilot is due to go live from 1st April enabling access to NESLi2 licensed content for NHS users in England, Scotland, Wales and Northern Ireland, provided by Elsevier, Springer, Nature Publishing Group, AAAS, Royal Society of Chemistry and Institute of Physics Publishing. Consultants Optimat and Iglooe won the open bid to run the SME Pilot, enabling access to NESLi2 licensed content to SMEs at Daresbury and at BioCity sites provided by Wiley, Nature Publishing Group, Springer and Royal Society of Chemistry. The access is expected to be available from May 2014 for one year. The Jisc lead on this is [Carolyn Alderson](#).

**Useful links:** The web page about the SME pilot is [here](#) and the page about the NHS pilot is [here](#). The SME news item is [here](#).

## HESA / Jisc Business Intelligence project

**What is it?** This is a joint project between HESA and Jisc, looking at how data can be used and shared to help improve efficiency and services within HEIs. Jisc defines Business Intelligence as "Evidence-based decision-making and the processes that gather, present, and use that evidence base. It can extend from providing evidence to support potential students' decisions about whether to apply for a course, through evidence to support individual faculty/department and staff members, teams and departments, to evidence to support strategic decisions for the whole institution." As part of this project, HESA is planning to replace the Higher Education Information Database for Institutions (Heidi) system while Jisc will be focusing on improving the

capability within the sector to use business intelligence. The project is being co-designed with HESPA, the strategic planners association. Jisc says that outputs of Phase 1 will be “analyses, visualisations, dashboards to answer community generated questions based on HESA data along with the services (advice, guidance etc.) needed to make best use”. No outputs are available as yet. The Jisc project lead is [Myles Danson](#).

**What’s the latest news?** Jisc has agreed a second phase of the project. Phase 2A will test the tools developed in phase 1 and will include a research element looking at how non-HESA data can be used, including subscription data. Phase 2B will look at the development of a data upload feature to allow HEIs to benchmark on operational costs. There will be a parallel session on this project at the SCONUL Summer Conference led by Alison Allden from HESA.

**Useful links:** none so far.

## Identity Management project

**What is it?** A project designed to address the social and political barriers that stand in the way of good identity management. It aims to explore the issues from a user’s point of view. It was developed under the first round of [Futures Forum](#) funding. Priority issues were identified as governance and definitions; licensing; usability and usage monitoring. The outputs so far are a new “[identity hub](#)” on the Jisc website and two identity management [case studies](#). The Jisc project lead is [Chris Brown](#).

**What’s the latest news?** Further outputs from Phase 1 will be an updated identity management toolkit and executive briefings and guidance, which will be published in early April. Jisc has agreed funding to take it forward, and planning is underway for Phase 2. It will start with a workshop on 8<sup>th</sup> April.

**Useful links:** There is a short summary of the project available [here](#).

## Jisc APC Service pilot

**What is it:** This is a pilot project to help institutions manage Gold OA APCs with two strands (1) An exploration of key issues and challenges within a Gold OA environment and (2) the development of an online administration platform. The project lead is [Jo Lambert](#) from Jisc Collections.

**What’s the latest news?** The final report on the pilot is expected in August 2014. By July 2014, a series of case studies will be available to offer perspectives from HEI, publishers and funders on managing OA publication activity. The will be supported by best practice guidelines. However, it is not clear that Jisc will be continuing with the

development of this service. The outputs of Jisc APC are informing development of a new service: [Jisc Monitor](#).

**Useful links:** Details of the pilot project and links to the case studies are available [here](#).

### Jisc Monitor

**What is it?** This project will explore how a Jisc managed shared service might support institutions in meeting the requirements of HEFCE policy on OA and the REF. This is a one year project to scope and build proof of concept prototypes to respond to specific use cases. The project lead is [Jo Lambert](#) from Jisc Collections.

**What's the latest news?** The project will start in April 2014. There has yet to be a formal announcement.

**Useful links:** nothing available yet.

### Knowledge Base+

**What is it?** KB+ is now an established service included as part of the Jisc core subscription Jisc is establishing a governance framework including a new Advisory Group, supported by a renewed Technical Advisory Group. As part of the [Futures Forum](#) work, SCONUL advocated its extension to cover post-cancellation access and e-books. Projects exploring how this might be done have now been completed. [Liam Earney](#) from Jisc leads the service.

**What's the latest news?** Reports on extending KB+ to cover PCA and e-books are now with Jisc Collections. It is not yet clear whether funding from Jisc will be made available for this.

**Useful links:** Information about the service can be found [here](#).

### Library Analytics and Metrics project (JiscLAMP)

**What is it?** This is a project to develop a proto-type shared library analytics services for UK academic libraries, to help plan and develop service and demonstrate value and impact. It's a partnership between Jisc, Mimas and the University of Huddersfield. [Ben Showers](#) is the Jisc lead.

**What's the latest news?** The project has developed a proof-of-concept service that is currently working with real institutional data to produce basic charts and reports. The next steps are to develop the user interface to enable the service to deliver more

meaningful and compelling visualisations to libraries. There will be a parallel session at SCONUL Summer Conference on the project.

**Useful links:** A good overview of the project is available [here](#).

### Library as e-textbook publisher project

**What is it?** This is a three year national project to explore the viability of institutions becoming e-textbooks publishers. This was announced in January 2014 and Roger Triton is the Jisc project lead.

**What's the latest:** The closing date for applications was 5 March. Jisc has not yet announced the successful bidders.

**Useful links:** The original call is [here](#), which provides some background to the project.

### Library Systems programme

**What is it?** This has been a long-running programme which has been going since 2007 with which SCONUL has been closely involved. There have been some clearly identifiable outcomes, including [Knowledge Base+](#); the development of a [shared LMS for Welsh institutions](#) and the LMS Change project which developed a vision for the future of library systems and a delivery 'roadmap'. [Ben Showers](#) has led on this for Jisc.

**What's the latest news?** We are currently working with Jisc to explore ways in which the work might be taken forward.

**Useful links:** An overview of the LMS Change Project is [here](#) and some of the useful reports coming out of the projects are [here](#).

### Managing Research Data programme

**What is it?** This was a programme developing advice and guidance on RDM which is now finished. Outputs of the programme included [support for institutions to develop their local infrastructure](#) and a [general guide on RDM](#); training materials for disciplines and intermediaries which are available on [Jorum](#); technical standards and shared services such as the [Biomedical Research Infrastructure Software Kit](#); and the [data management planning tool](#). [Rachel Bruce](#) is the Jisc lead in this area.

**What's the latest news?** Given that this has been identified as a [strategic priority for Jisc](#), we are expecting that there will be further work on this issue, and there has been some HEFCE funds allocated to build on the above activity. Jisc will be undertaking some stakeholder consultation very shortly with regard to the direction of the new



work. Jisc also continues to support the Digital Curation Centre (DCC) and through Janet has put in place a framework agreement for Arkivum; as shown [here](#).

**Useful links** Some Jisc advice and resources are available [here](#). There are also some useful resources on the DCC website [here](#).

## The National Monograph Strategy

**What is it?** A strategy document making recommendations about approaches to handling monographs in the future. Specific proposals include the development of a monograph knowledge base and associated services; a monograph impact and metrics service; a shared monograph publishing platform; a national licence for digitised monographs and the need to develop a digitisation strategy for monographs. This is the result of one of the projects funded under the first round of the [Futures Forum](#) work. [Ben Showers](#) is the Jisc lead on this project.

**What's the latest news?** A final version of the Strategy is being prepared and will be published shortly. Jisc is considering whether and how to fund the individual elements of the strategy.

**Useful links:** The Jisc webpages about the project are available [here](#).

## NESLi2 Review

**What is it?** Jisc Collections has commissioned external consultants to undertake a review of NESLi2 in response to the changing landscape and to some sections of the academic library sector informally expressing dissatisfaction with the deals negotiated.

**What's the latest news?** The review is being undertaken and is due to report in April 2014. An anonymised version of the report will be made public in due course.

**Useful links:** The call for consultants is [here](#), which provides more information on the background to the review.

## OA Good practice project

**What is it?** This project aims to reduce the burden on HEIs in implementing funders' OA requirements. It has two key elements – the establishment of an OA Implementation Community on open access, and a set of Pathfinder projects (or case studies), to help the sector in adapting to the new OA requirements. It is due to run for two years from March 2014. [Sarah Fahmy](#) is the Jisc lead.

**What's the latest news?** A call went out for expressions of interest for institutions which wanted to be involved in the case studies in early March via SCONUL and also

RLUK and ARMA, the other partners in the project. Jisc is currently considering these. Nothing has been announced about the OA Implementation Community as yet.

**Useful links:** none to date.

## Offsetting the costs of APCs against subscriptions

**What is it?** Jisc Collections is discussing with journal publishers how expenditures and revenues for APCs and journal subscriptions might be offset against each other. They are discussing three possible offset systems:

- Offset costs of subscriptions by value of APCs
- Use value of subscriptions to reduce cost of APCs
- Subscription-like models for APCs (which result in a significant discount on APCs)

Jisc Collections notes that all three systems have advantages and disadvantages – and some would work better with some publishers/disciplines than others. If negotiations are successful they will ensure that all the offset systems introduced would be optional for institutions. The Jisc lead is [Lorraine Estelle](#).

**What's the latest news?** Jisc Collections has met the majority of major journal publishers on this issue. It is collecting data to refine the modelling of the three offset systems. The findings will be published in the spring.

**Useful links:** Jisc Collections [response](#) to a letter from David Willetts on offsetting cost of APCs is interesting background.

## Open Mirror project

**What is it?** This is a feasibility study carried out as part of the [Futures Forum](#) work to establish whether it would be possible to provide one central website that makes it easy to find open access research papers from repositories. SCONUL is one of the project partners.

**What's the latest news?** The project has concluded and a final report is expected at some point. It is not clear how this project will be taken forward as yet.

**Useful links:** This [blog post](#) from Neil Jacobs provides some background.

## Spotlight on the Digital project

**What is it?** This is another [Futures Forum](#) project which has been looking at how the discoverability of digitised collections might be improved. The project has produced a

practical guide aimed at creators and managers of digital collections, "[Make your digital resources easier to discover](#)". In parallel, the project has also produced a set of above-campus recommendations including interventions in capacity building; investigation on the role of aggregators; creation of tools and services to aide discovery; strategic content promotion and open licencing. The Jisc project lead is [Paola Marchionni](#).

**What's the latest news?** The final recommendations report will be published in the next few weeks. The project has received funding for phase 2 (£200k). Plans for this work will start soon. Both SCONUL and RLUK were co-designers in phase 1 and it is expected that they will play a central role in phase 2 as well.

**Useful links:** Project background and updates are also available [here](#).

## Student Summer of Innovation

**What is it?** The summer of student innovation is a competition that is designed to get students involved in exploring new ways to use technology to improve research, education and student life. It is open to any student. Successful students will get a £5000 grant and a place at our summer school to develop their idea. Jisc will work with the most promising ideas that emerge from the competition to ensure as many universities and colleges as possible can benefit. This is one of the [Futures Forum](#) project for which SCONUL is a partner. The Jisc project lead is [Andy McGregor](#).

**What's the latest news?** Six projects were awarded funding in the first round and Jisc is continuing to work with them. The 2014 summer of student innovation competition has been launched and Jisc would like members to help promote the competition within their institution and more information is available [here](#). Jisc has just released a [guide](#) that summarises what was learned from last year's competition. This summarises the problems that students identified and the types of solutions they were looking for.

**Useful links:** The press release about the latest funding round is [here](#) and details of the projects being funded in the first round are [here](#).

## UK Medical Heritage Library

**What is it?** Jisc and the Wellcome Library have announced a partnership initiative to digitise approximately 10 million pages of 19th century books broadly related to medicine, and Jisc will support the digitisation of relevant book and pamphlet collections within universities. A call has gone out from Wellcome for expressions of interest from SCONUL institutions which want to take part. [Paola Marchionni](#) is the Jisc lead on the project.

**What's the latest news?** The call has a deadline of Wednesday 17<sup>th</sup> April. Potential applicants are invited to attend a Q&A meeting about the application process which will be held at the Wellcome Trust, 215 Euston Road, London, NW1 2BE from 10:30 – 12:30, Thursday 10 April 2014. If you would like to attend this meeting, please contact [Christy Henshaw](#) by Friday 4 April 2014.

**Useful links:** The [press release](#) from Jisc on the announcement link to the call for expressions of interest provides some background, and a copy of the call for expressions of interest is available on the SCONUL website [here](#).