



# A Maturing Process of Engagement

Raising data capabilities in UK higher education

Graham Pryor - Digital Curation Centre, United Kingdom

8th International Digital Curation Conference, Amsterdam 2013



This work is licensed under a Creative Commons Attribution 2.5 UK: Scotland License



# Raising RDM capability: agenda

1. Context and purpose
2. The process of engagement
3. RDM and transformational change
4. Outcomes, outlook and sustainability

*Helping to build capacity,  
capability and skills in  
data management and  
curation across the UK's  
higher education research  
community*

*- DCC Business Plan 2010-13*

# 2011 - a year of mandates and modernisation

- RCUK - Common Principles on Research Data Policy
- ESRC - requirement for data management plans
- EPSRC - Policy Framework on Research Data
- HEFCE - Universities Modernisation Fund and DCC

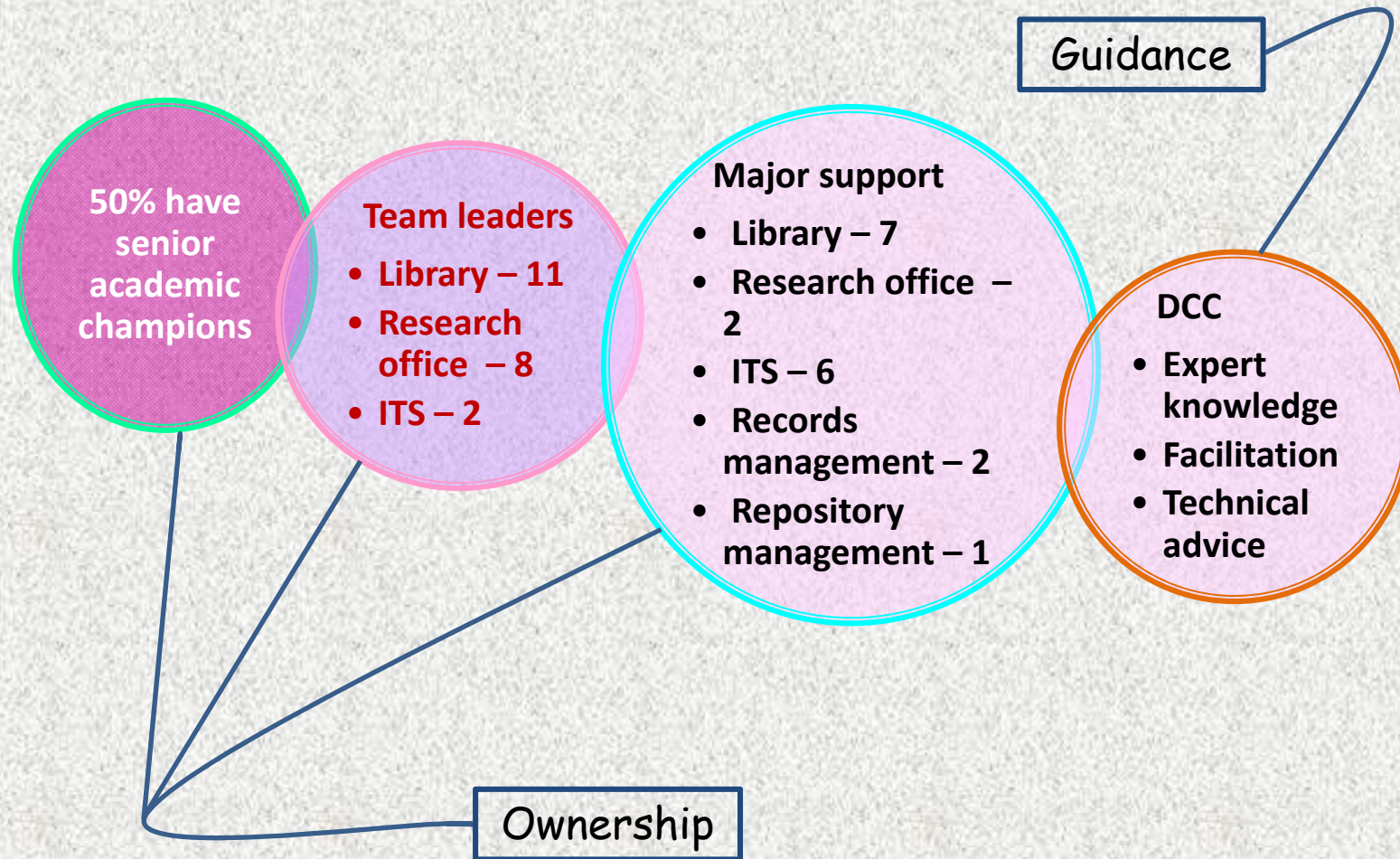
# The first programme - a balanced cohort

University	Class	Representative group	Senior management champion
Aberystwyth (joined by Bangor)	Red brick	Welsh Confederation	Senior PVC
Bath	Plate glass		
East London	Post 1992	Million+	[Senior management team strategic initiative]
Edinburgh	Ancient	Russell Group	Vice Principal Knowledge Management
Glasgow	Ancient	Russell Group	Vice-Principal for Research & Enterprise
Hull	Red brick		PVC Research
Loughborough	Plate glass	1994	
London School of Economics	Red brick	Russell Group	
Northampton	Post 1992	Million+	Executive Dean for Science & Technology
Open University	Distance	University Alliance	
Oxford Brookes	Post 1992	University Alliance	PVC Research
Queen Mary University London	Red brick	Russell Group	Vice-Principal for Research and International Affairs
Queen's University Belfast	Red brick	Russell Group	
Salford	Plate glass	University Alliance	
Sheffield (became White Rose Consortium)	Red brick	Russell Group	
St Andrews	Ancient	1994	
Stirling	Plate glass		Deputy Principal
Surrey	Plate glass	1994	Director of Traded Services and Business Support
University of East Anglia	Plate glass	1994	
University of the Arts London	Post 1992		
Warwick	Plate glass	Russell Group	

# A cycle of business process redesign

- Input from three perspectives
  1. Research practice
  2. Management
  3. Research support
- Unfamiliar collaborations and groups
- Need for authority, clarity and drive
- Focus on desirability, achievability and sustainability

# The institutional engagement (IE) teams



# DCC institutional engagements

## Tools for engagement



Survey and interview methodology for investigating data holdings and how they are managed

Capability model for establishing consensus on capabilities and gaps in current provision, rating organisation, technology and resources

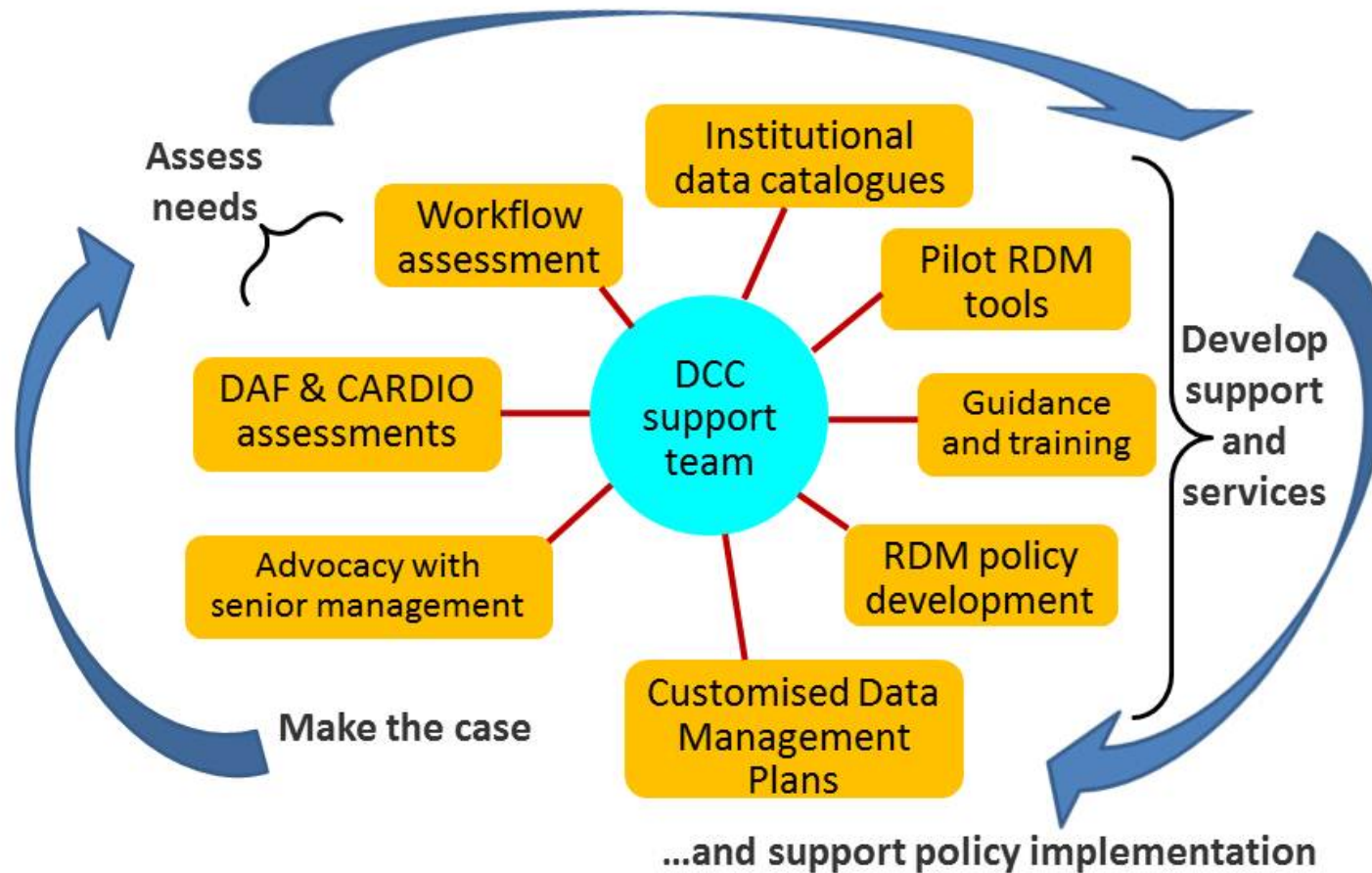


Customised institutional templates for data management planning



# The engagement process

Sixty days...



# Developing institutional infrastructure

**Steering  
Group and  
roadmap**

**Awareness  
raising  
Analysis of  
practice**

**Audits  
Data clinics  
Pilot groups  
Training**

**Business  
plans or  
roadmaps  
Customised  
DMP**

## **Four phases**

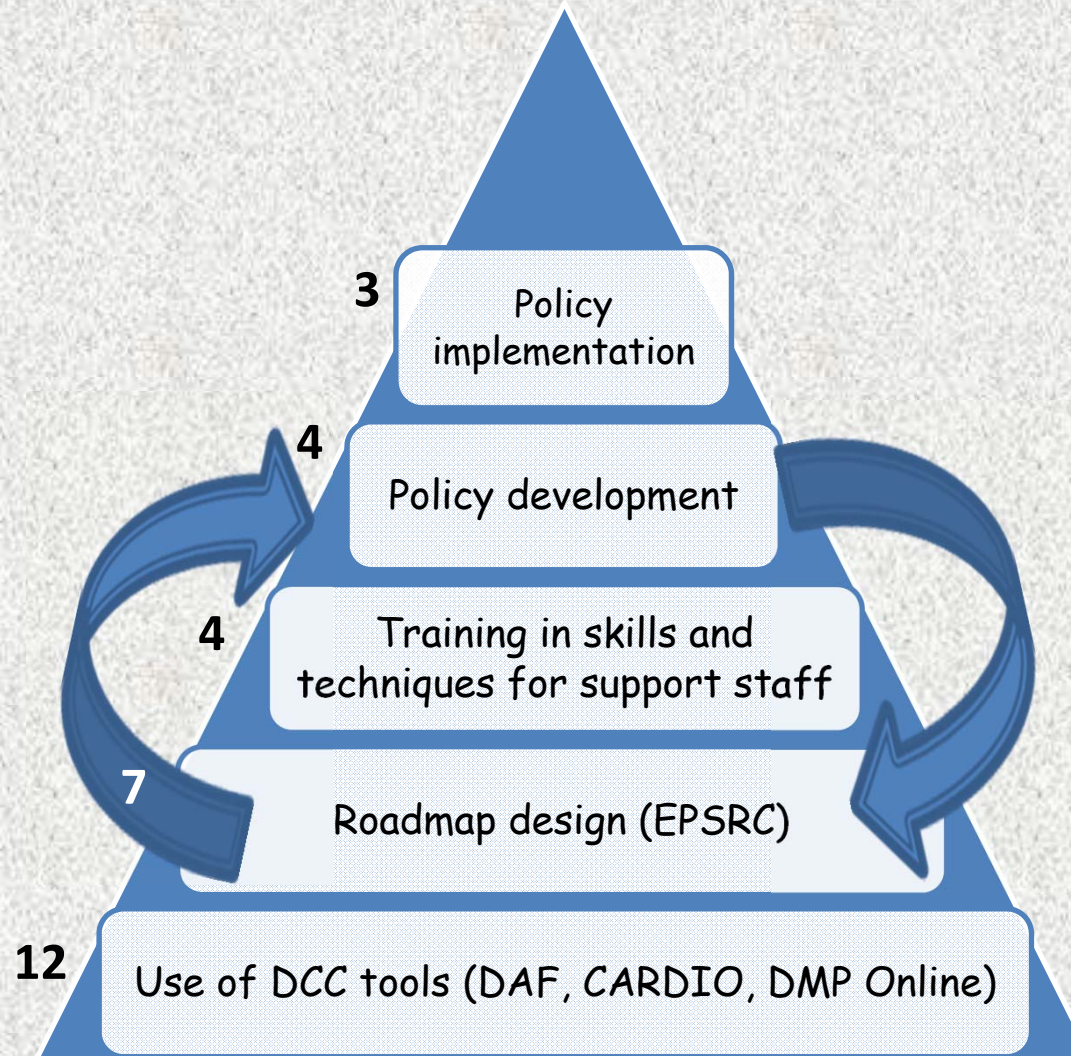
- **Initiate change**
- **Diagnose data practices**
- **Reengineer roles**
- **Introduce sustainable services**

# IEs as case studies of HEIs

## Interim observations

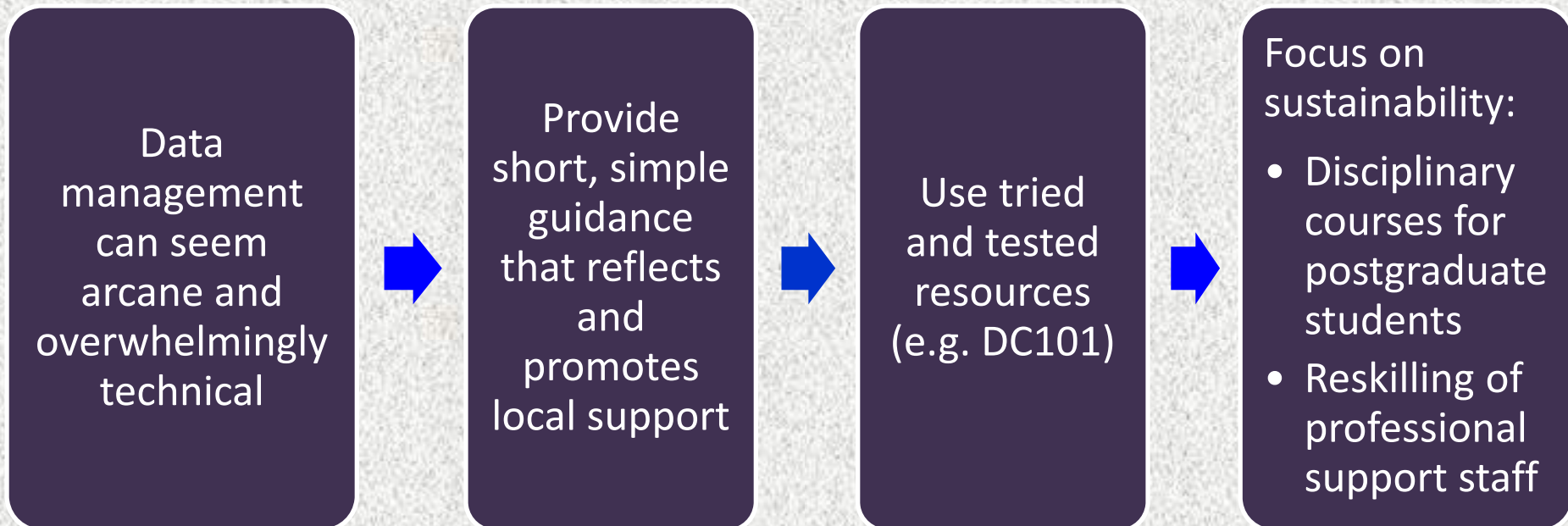
- Universities typically are in the early stages of scoping RDM needs and obtaining benchmarks
- Few have the components for RDM services or infrastructure effectively in place
- The greatest impetus is from meeting funder expectations rather than a desire for sustainable infrastructure
- There is confusion over the sequence for producing strategies, plans and policies
- The gulf between early adopters and late entrants is widening

# Major foci of IE activity



# Imperatives of guidance and training

Training features in over 25% of the 21 IEs



# Quick wins: data planning and storage

- Six of the seven research councils require DMPs
- Create tailored / rebranded versions of DMP Online with links to
  - local web pages and support contacts
  - institutional templates
  - training materials
- Storage - focus on
  - providing sufficient capacity for research data
  - tools to enable sharing with collaborators
  - advice on the selection of options (e.g. onsite repository, national services, cloud services)
  - matchmaking with relevant projects

# Summary

- Nineteen plans of action being delivered
- Broad range of momentum
  - some HEIs prioritised the allocation of resources and time to RDM, others did not
  - new universities have been the most agile and less subject to hierarchical decision processes
  - the impact of cultural drag is occasionally severe
- Main driver is compliance (funders and legislation) and risk avoidance
- The enthusiasm for training is the key
- Increasing cross-collaboration is promising



# Next steps

- Realign future programme to reflect the widening spectrum of need, offering
  - specific curation techniques to enable infrastructure development
  - sociotechnical support, from advocacy to skills reengineering to organisational repositioning
- DCC team engaged as expert hands-on consultants delivering specific tasks
- HEIs will be required to demonstrate commitment to maintain the engagement



# Afterword

## Further information from the DCC

- Institutional engagements  
<http://www.dcc.ac.uk/community/institutional-engagements>
- Research data policy  
<http://www.dcc.ac.uk/resources/policy-and-legal>
- DCC tools  
<http://www.dcc.ac.uk/resources/tools-and-applications>
- Contact us at [info@dcc.ac.uk](mailto:info@dcc.ac.uk)