

JISC SERVICES AND THE THIRD STREAM

EVALUATION REPORT

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JISC SERVICES AND THE THIRD STREAM

Executive Summary

This evaluation was commissioned by the Joint Information Systems Committee (JISC) with the aims of investigating 'the extent to which JISC's current developments and services support higher education institutions' Third Stream activities relating to engagement with business and community and to identify new areas of work or services that are appropriate for JISC to develop.'

The survey phase of the research was conducted through an on-line questionnaire and through interviews conducted during May and June 2006. The survey was aimed at staff throughout the UK working in a range of settings in higher and further education considered to be part of Third Stream activity, such as Business Schools, Centres for Knowledge Exchange, Knowledge Transfer Partnership offices, Enterprise and Innovation services, units involved in community engagement, continuing education and lifelong learning. By the end of June 124 questionnaires had been completed and there had been conversations with staff from 38 institutions.

Findings from the survey related to four main issues: the nature of the "Third Stream"; findings relating to current use of JISC services, and perceptions and understanding of JISC and its services; findings relating to suggestions about the potential application of current JISC services to Third Stream activities, and specific requests for additional services. Particular conclusions were that:

- respondents who were aware of JISC services were very positive about them, but levels of awareness of JISC services were generally fairly low;
- significant numbers of respondents requested information or support which is already available through one or other of the JISC services;
- there appears to be a significant opportunity to develop mechanisms to identify common issues for and needs of practitioners, and to share good practice in Third Stream activities;
- there is an opportunity to support knowledge exchange about approaches to Customer Relationship Management, to partnership and to engagement between business and community sectors; and
- the research strongly demonstrated the huge diversity that exists in terms of approaches to and types of Third Stream activity.

The outcomes from the survey informed discussions at a Think Tank organised by JISC and held at York on 22 June 2006. Presentations and discussions at the Think Tank endorsed and reinforced the conclusions which emerged from the survey. The need for clarity of definitions and boundaries was a strong theme in discussion especially around the term 'Third Stream' itself and also in respect of the legal implications of applying JISC services in new and particularly commercial contexts. There is a question, too, about what JISC can and cannot do about such activities as providing platforms for hosting websites. Particular messages which emerged from the Think Tank included the following observations:

- there are good possibilities for applying existing services in Third Stream contexts;
- there is considerable demand for applications which could support partnership and sharing of good practice;
- there is a clear need for JISC to be more accessible in terms of building relationships and improving communications with Third Stream practitioners;
- technical language can be a barrier to participation by some Third Stream practitioners;
- there is an opportunity to extend existing good practice associated with the brokering role of the Regional Support Centres; and
- there is a need for JISC to be forward thinking about penetrating a new 'market'.

The Final Report on the Evaluation synthesised findings from the survey (including further responses made subsequent to the Think Tank) and from the Think Tank itself, and made the following recommendations.

1. We believe that the survey and associated Think Tank event have demonstrated the potential for JISC services to support HEIs in their Third Stream activities and that a case should therefore be made to HEFCE for funds to support this development.
2. Further analysis of correlations within the survey data should be undertaken in order to inform qualitative analysis of the trends which have emerged from the survey through interviews with correspondents.
3. A comprehensive User Needs Study should be conducted consulting stakeholders at institutional and practitioner level within HEIs, as well as representatives of the funding bodies.
4. Ways in which JISC could support Customer Relationship Management processes should be explored.
5. Ways in which JISC could support networking and partnership working in Third Stream activities should be explored.
6. Ways in which existing JISC services could be exploited in Third Stream contexts should be discussed by the relevant staff.
7. There is a need to support a change process within JISC to enable articulation with what would be a new strategic agenda. This would involve:
 - A. inclusion of a Third Stream objective in the Strategic Plan;
 - B. promoting understanding of the Third Stream environment as a potential area of activity to current JISC staff;
 - C. establishment of a staffing resource within JISC with relevant expertise;
 - D. activities to raise awareness of JISC, its existing outputs and services with Third Stream practitioners, including the revision of existing of JISC publicity materials and production of new materials to promote the application of JISC services in the Third Stream context in a way which ensures greater accessibility to this information for non-technical people;
 - E. investigation of the legal position in relation to the use of JISC services and development outputs in the commercial context;
 - F. exploring how to extend the interface between JISC and HEIs to ensure that information about use of JISC services is clearly communicated to all potential mediators; and
 - G. exploring the potential for the Regional Support Centres and other bodies within JISC to provide a brokerage and liaison service to support the wider use of JISC services.

1 Introduction

- 1.1 This evaluation was commissioned by the Joint Information Systems Committee (JISC) with the aim of investigating ‘the extent to which JISC’s current developments and services support higher education institutions’ Third Stream¹ activities and to identify new areas of work or services that are appropriate for JISC to develop.’
- 1.2 The survey phase of the research was conducted through an on-line questionnaire and through interviews conducted during May and June 2006. Requests to complete the on-line questionnaire were circulated through a wide range of email lists including many supported by the JISCmail service. The survey was aimed at staff throughout the UK working in a range of settings in higher and further education considered to be part of Third Stream activity, such as Business Schools, Centres for Knowledge Exchange, Knowledge Transfer Partnership offices, Enterprise and Innovation services, units involved in community engagement, continuing education and lifelong learning. By the end of June 124 questionnaires had been completed and there had been conversations with staff from 38 institutions. (See Appendix A for the list and Appendix B for the Questionnaire.)
- 1.3 The survey has had to address the reality that business-facing activities form a more established element in the Third Stream than community-facing activities. There are, accordingly, more developed networks for the former than the latter, and also a more clearly identifiable set of activities which could be the focus for ICT-supported enhancement. The online questionnaire had to be designed to take account of these differences across the sector and within institutions. There are also substantial differences within and between institutions about the balance of different Third Stream activities, and responses from individuals within the same institution have sometimes revealed differences of approach between the business and community themes. Some responses have come from organisations which are not HEIs as such, though they are involved in supporting the HE sector. Again there have been differences between the overview of the Third Stream as perceived by these organisations and the perceptions of units and individuals operating within particular HEIs.
- 1.4 The issues raised by the emerging understanding of what the Third Stream might actually be created problems for the survey since it was challenging to identify the relevant individuals to consult in different organisations, and many institutions reported that they have not been able to produce a co-ordinated institutional response. This suggests that there is substantial potential for further scoping research in this fragmented and disarticulated area.
- 1.5 Following the preparation of an Interim Report on findings from the survey phase of the evaluation, a Think Tank, organised by JISC, was held at York on 22 June 2006. At this event participants from a wide range of organisations representing business and community interests and the higher education sector considered the interim findings from the evaluation and brainstormed ideas about ways in which current or potential JISC services could support HEIs in their Third Stream activity. Conclusions from these discussions have been incorporated into this report.

¹ The term ‘Third Stream’ is not unproblematical for reasons which are discussed later in this report. It is not universally or consistently understood, but will be used in this report as it was an essential part of the initial brief for the research and is currently a term used by HEFCE.

2 JISC

2.1 JISC supports UK post-16 and higher education by providing strategic guidance, advice and opportunities to use Information and Communications Technology (ICT) to support teaching, learning, research and administration.

2.2 JISC is funded by all of the UK post-16 and higher education funding councils:

England	Higher Education Funding Council for England Learning and Skills Council	HEFCE LSC
Northern Ireland	Department for Employment and Learning	DEL
Scotland	Scottish Funding Council	SFC
Wales	Higher Education Funding Council for Wales Department for Education Lifelong Learning and Skills (Welsh Assembly)	HEFCW DELLS

2.3 JISC funds services:

- which are ICT-related in some form
- where the work is of benefit to as wide a range of institutions as possible
- where it is not more appropriate that institutions fund the work themselves

2.4 It is important to recognise that any recommendations for developments which might emerge from analysis of the findings from this survey and from the Think Tank must relate to developments which could benefit the Higher Education sector generally in its effort to deliver Third Stream activities rather than being of benefit to individual institutions only.

2.5 JISC's five strategic aims for 2004-2006 were:

1. To develop solutions that help enable the UK education and research communities to keep their activities world-class through the innovative use of Information and Communications Technology.
2. To provide advice to institutions to enable them to make economic, efficient and legally compliant use of Information and Communications Technology, respecting the individual's and corporate rights and responsibilities.
3. To help the sector provide positive, personalised user learning experiences and to aid student progression.
4. To develop mutually advantageous partnerships with organisations in the UK and abroad
5. To advise, inform and help implement the strategies of government, funding councils and research councils.

2.6 On 26 July 2006 JISC launched a consultation document relating to its Strategy for 2007-2009². This presents six proposed strategic aims:

1. innovative and sustainable ICT infrastructure, services and practice that support institutions in meeting their mission;
2. promoting the development, uptake and effective use of ICT to support learning and teaching;
3. supporting the uptake and effective use of e-research;
4. enhancing its activities to support the management of institutions;
5. developing and implementing a programme to support institutions' engagement with the wider community; and
6. continuing to improve its own working practices.

2.7 The proposed 5th aim represents a move towards acknowledging the potential for JISC to support HEIs' Third Stream activities. It is significant, for the purposes of this report, to observe that previously there has been no driver which would have encouraged JISC to embrace such an aim in its strategic thinking.

² http://www.jisc.ac.uk/draft_strategy0709.html

3 The Third Stream

3.1 The funding councils in England, Wales, Northern Ireland and Scotland aim to support all institutions in making a significant and measurable contribution, through knowledge transfer and related activities, to economic development and the strength of communities. The Third Stream (as it is known in England and Northern Ireland) is so called because it is regarded as supporting the third element of an HEI's mission alongside teaching and research, and therefore has attracted a "Third Stream" of funding. Although this work is described differently in Scotland (possibly Third Strand, but more usually just as Knowledge Transfer) and Wales (Third Mission) and Employer and Community Engagement in FE, for the purposes of this report, the term "Third Stream" is used throughout.

3.2 Further information on the various funding councils' positions on this sphere of activity may be found at:

<http://www.hefce.ac.uk/reachout> (England)

<http://www.delni.gov.uk/index/further-and-higher-education/higher-education/he-background-to-he-sector/knowledge-transfer.htm> (Northern Ireland)

http://www.sfc.ac.uk/publications/pubs_other_sfefcarchive/initiating_adopting_building.pdf (Scotland)

http://www.hefcw.ac.uk/Business_and_Community/mission_fund.htm (Wales)

4 Findings from the Survey and Interviews

4.1 Findings may be broadly defined as falling into four categories

- A. The nature of the “Third Stream”
- B. General findings and those relating to current use of JISC services, and perceptions and understanding of JISC and its services
- C. Findings relating to suggestions about the potential application of current JISC services to Third Stream activities
- D. Specific requests for additional services

4.2 A. The nature of the Third Stream

- ‘Third Stream’ activities are seen by some institutions as a relatively new strategic dimension of their work. Other institutions see these functions as the logical development from long traditions of engagement with business and community.
- There is substantial variation in the strategic interests and approaches of institutions. 48.4% reported that their Third Stream activities were mainly or only Business; 31.5% Business and Community equally; 18.5% mainly Community and 1.6% only Community.
- There were only eight responses from FE institutions. As Table 1 demonstrates, the emphasis within the FECs was on community engagement (with a 75% combined score for “Mainly Community” and “Business and Community Equally”) whereas the HEIs were much more focussed on Business activity, with 52.9% describing themselves as Mainly or Only Business, and another 32% opting for the category “Business and Community Equally”.

6. Please indicate the balance of your Third Stream activity	HEI	FEC	Other	Totals (% of all responses)
Mainly Business	48 (45.4%)	2 (25.0%)	0	50 (40.3%)
Only Business	8 (7.5%)	0	2 (20.0%)	10 (8.1%)
Mainly Community	17 (16.0%)	4 (50.0%)	2 (20.0%)	23 (18.5%)
Only Community	1 (0.9%)	0	1 (10.0%)	2 (1.6%)
Business and Community equally	32 (30.2%)	2 (25.0%)	5 (50.0%)	39 (31.5%)
Totals	106 (100%)	8 (100%)	10 (100%)	124 (100%)

Table 1: The type of institution cross referenced by the balance of Third Stream activity.

- Third Stream activities in most institutions have predominantly focussed on business development and business enterprise, with a strategic community-facing focus coming in, where it is represented, relatively recently. There were only two responses in the “Only Community” category. One of these was an HEI, the other was a Research Council.
- There is some evidence of support for business-related activities from the business sector but communication between HEIs involved in this is patchy.
- The interview data indicates that Third Stream activities in the community-facing context appear to be less IT-rich than the business-facing context, and practitioners involved make much less use of the language of Knowledge Transfer and Knowledge Exchange.

- There are significant differences between the purposes of business-related and community-related activities in terms of economic and social objectives and tension between top-down approaches in some business-related activities and bottom-up community-facing activities.
 - There is a lack of consistency about the policies, strategies and terminology relating to the Third Stream (using the English term) across the different nations within the UK.
- 4.2.1 Whilst the evaluation was directly concerned with JISC services, the information gathered through it has inevitably generated information about how the Third Stream is being addressed in different institutions and in different countries within the United Kingdom. The diversity of practice in terms of definition and organisation was an issue for the survey since it was not possible to exploit any consistency of practice in order readily to identify the key individuals in the institutions whose opinions were being sought within the timeframe imposed for the research. There are various current initiatives focused on established models for business and, particularly, community engagement, and these will need to be taken into account in future consideration of the use of JISC services to support Third Stream activities. Whilst responses came, in the main, from individuals who were predominantly active in one of the business and community contexts, there were sufficient examples of individuals and institutions active in both domains to demonstrate the potential for synergy across the various dimensions of Third Stream activity.
- 4.2.2 Third Stream activities are concerned with enabling HE and FE institutions to engage in a wide variety of ways with business and the community, in order to enhance the contribution of higher education to the economy and society. In many HEIs the main form that this takes is Knowledge Transfer or Exchange. Third Stream work may be managed by dedicated units (e.g. Knowledge Transfer Partnership, enterprise or innovation offices, outreach/community engagement, etc.) or may be part of the work of mainstream departments or faculties. In as much as the purpose of Centres for Knowledge Exchange, and in particular the KTP offices is to link employers or people in the community with academics with specific areas of expertise, there is always an extent to which Third Stream work permeates the work of a whole institution. Free responses in the “Other” category of Q.4 (see Appendix C) accounted for 41.1% of the responses, and included a wide range of other units or individuals involved in Third Stream.
- 4.2.3 The survey has also provided evidence that institutions regard a very extensive range of activities as falling under the Third Stream umbrella, and that these are configured differently within each HEI. This is reflected in the number of activities identified by respondents as Third Stream activities in which they are engaged. This number ranged from all of those listed under Q.7 in the survey (16) down to a lowest figure of only two. There were 32 items within the free responses to the “Other” category of Q.7, indicating that there are a significant number of additional categories which practitioners regard as falling under the heading of Third Stream. (See Appendix D)
- 4.2.4 This extensive range of activities forms the framework within which to consider the current use of JISC services, as well as their possible application in new contexts. Although they are not incompatible with supporting Third Stream activities, JISC services hitherto have been concerned to address JISC’s current strategic aims which relate directly to teaching and learning and to research. The boundaries between teaching and learning and Third Stream, and between research and Third Stream, are fuzzy and permeable, the differences between them being generally more strongly related to context than to technique or process. This fuzziness creates the opportunity for the application of existing JISC services to Third Stream activity; for example, education-facing services such as those relating to e-learning, and research-facing services such as those relating to repositories, are both reported as being of interest in Third Stream work. Indeed, as applications such as e-learning are applied in new, non-traditional contexts, such as for supporting HE students in their own workplaces, and where this experience may then inform the use of e-learning within the delivery models for teaching and learning with “traditional” students, the boundaries become even more fuzzy, to a point where the traditional paradigm for HE starts to become less and less helpful as a model.

The following diagrams were presented at the Think Tank to illustrate this point.

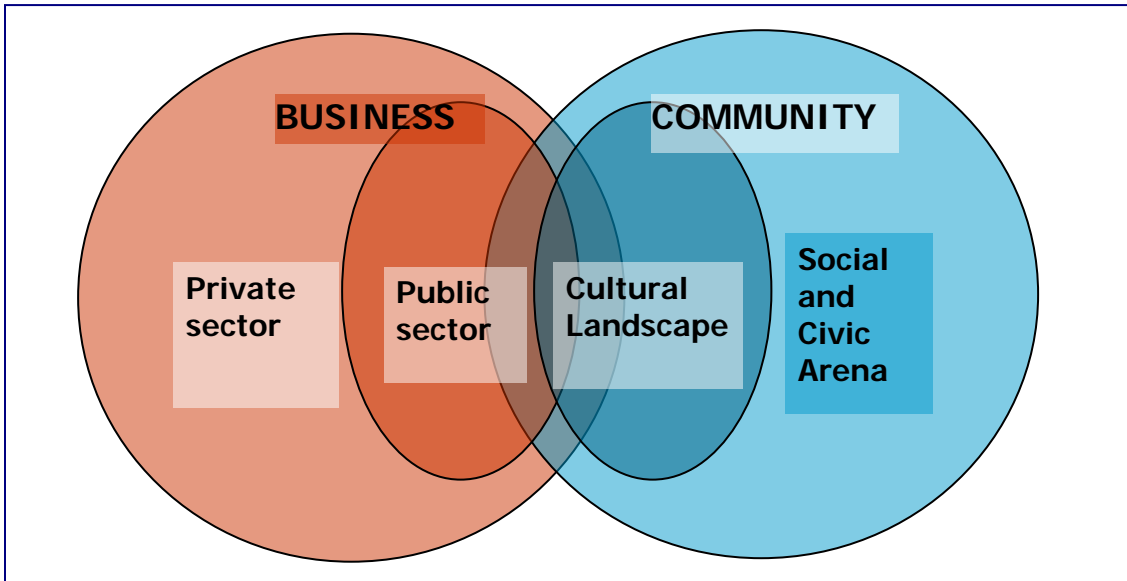


Figure 1: HEFCE's representation of the scope of Business and Community Engagement (Source: HEFCE website)

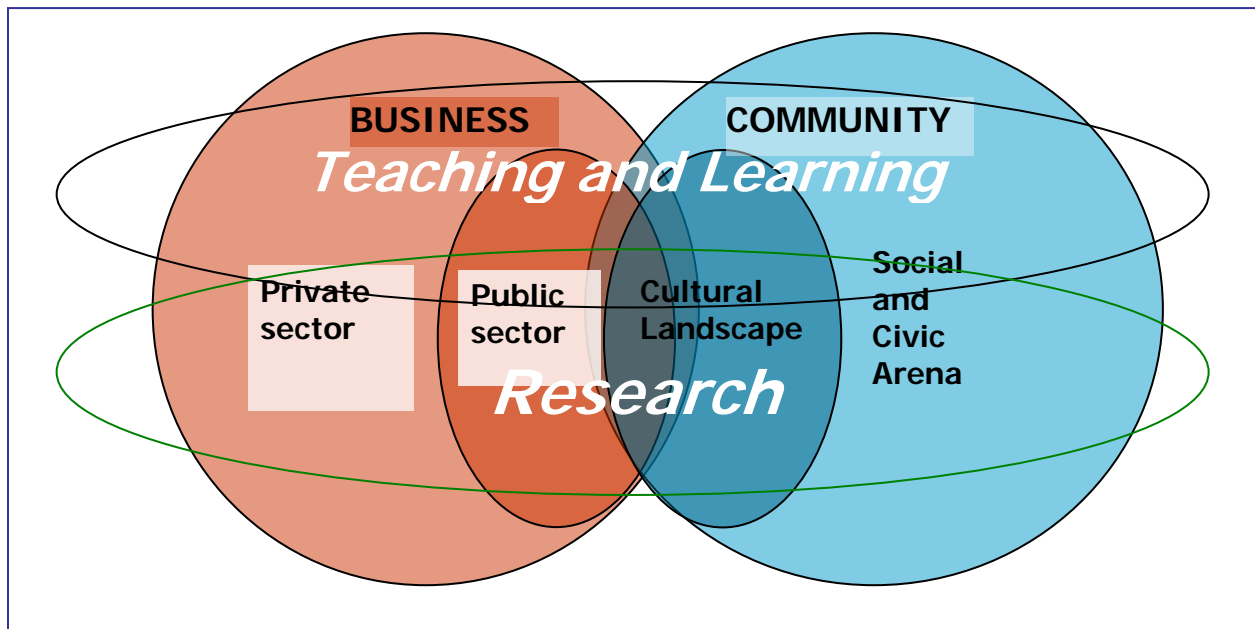


Figure 2: The "Streams" of Research and Teaching and Learning contain activities, tools and techniques that overlap with those within all of the business and community areas of activity.

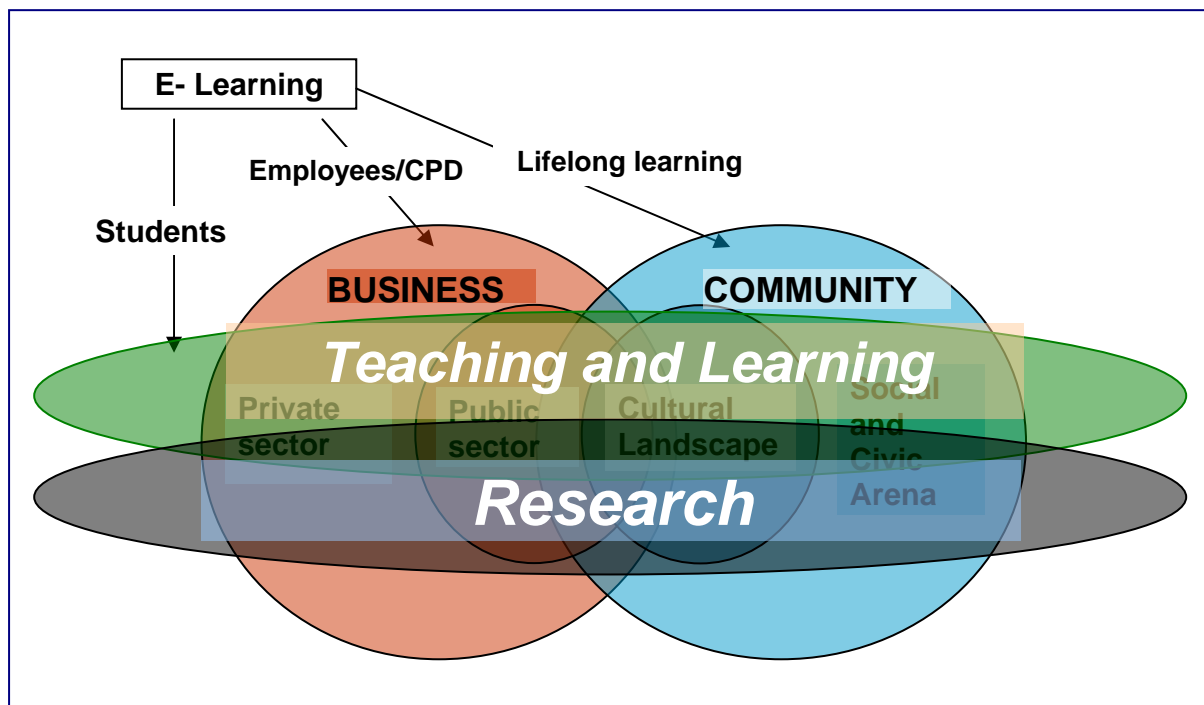


Figure 3: E-learning has applications in all contexts and “streams”















4.3 B. General findings and those relating to current use of JISC services, and perceptions and understanding of JISC and its services




























- Practitioners regularly reported that they found accessing information about JISC services challenging.
- Those practitioners who did succeed in accessing JISC services valued the richness of the services and reported that they had been very useful once they had excavated their way to them.
- Third Stream practitioners typically see JISC funding as being mediated through IT and Library managers.
- The technical language which is used to present and describe JISC services is experienced as a barrier by many Third Stream practitioners.
- Practitioners using JISC services reported that they felt there was a tendency to sell JISC services as products at the expense of explaining their benefits.
- The JISC committee structures were not understood by potential users of JISC services and were not seen as being aligned with holistic needs and activities of practitioners.
- There is a widespread lack of understanding about what JISC can and can't do, with many practitioners believing that it exists as a source of funding for projects of interest to technically-minded colleagues.
- Usage and awareness of JISC services is low among Third Stream practitioners especially on the community side.
- The responses to the survey demonstrated high levels of desire for support in the non-technical categories listed in Q.10 although these relate to existing JISC services which cover them already.

4.3.1 20 JISC services were listed in the survey and respondents were asked whether the services are used. As is demonstrated by Table 2 below, all of the services are used to some extent within Third Stream activity, ranging from JANET at 71% to TechWatch at 1.6% and MAAS at 0.8%. However the figures for JANET and JISCmail are significantly larger than those for the other services, so that the overall average usage figure is 13.9%. This compares with an average response of 51.1% for the category "Not aware of the service". It is interesting to note that the responses that were received after the interim report barely changed these percentages (which had been at 13.5% and 51.5% respectively, even though there was a greater proportion of responses from people involved in community facing activity in this later group of respondents. It may also not be surprising that frontline academic and KT staff are not aware of the details of JISC services; as it was clear from the interviews that the relationship between JISC and Third Stream staff is generally mediated by Computer Services/IT Departments and managers within institutions. However, as Third Stream activity itself is still a relatively new area of activity, is evolving and is fragmented within institutions, it has also been suggested that these mediating departments may not yet have sufficient understanding of the nature of Third Stream work to be able always to translate needs and opportunities in both directions between JISC and Third Stream practitioners.












4.3.2 On average 14.0% of respondents didn't know whether or not they were using the JISC Services listed in the survey.

Table 2: All responses to Question 8 "Which of the following JISC services do you currently make use of to support, either directly or indirectly, any element of your Third Stream activity?"

Question 8 "Which of the following JISC services do you currently make use of to support, either directly or indirectly, any element of your Third Stream activity?"			
8.a. Arts and Humanities Data Service (AHDS)			
Not aware of the service:		48.4%	59
Yes:		10.7%	13
No:		30.3%	37
Don't Know:		10.7%	13
8.b. British Universities Film and Video Council (BUFVC)			
Not aware of the service:		50.0%	61
Yes:		4.1%	5
No:		32.8%	40
Don't Know:		13.1%	16
8.c. EDINA			
Not aware of the service:		50.8%	62
Yes:		9.0%	11
No:		26.2%	32
Don't Know:		13.9%	17
8.d. JANET			
Not aware of the service:		11.5%	14
Yes:		70.5%	86

No:		12.3%	15
Don't Know:		5.7%	7
8.e. JISCInfoNet			
Not aware of the service:		43.4%	53
Yes:		18.0%	22
No:		24.6%	30
Don't Know:		13.9%	17
8.f. JISC Legal Information Service			
Not aware of the service:		45.9%	56
Yes:		9.0%	11
No:		29.5%	36
Don't Know:		15.6%	19
8.g. JISCmail			
Not aware of the service:		18.9%	23
Yes:		56.6%	69
No:		16.4%	20
Don't Know:		8.2%	10
8.h. JISC Plagiarism Advisory Service			
Not aware of the service:		36.9%	45
Yes:		9.0%	11
No:		39.3%	48
Don't Know:		14.8%	18
8.i. Managing Agent and Advisory service for Moving Pictures and Sound (MAAS)			
Not aware of the service:		57.4%	70
Yes:		0.8%	1
No:		29.5%	36
Don't Know:		12.3%	15
8.j. MIMAS			
Not aware of the service:		57.4%	70
Yes:		4.1%	5
No:		23.0%	28
Don't Know:		15.6%	19
8.k. Netskills			
Not aware of the service:		45.9%	56

Yes:		15.6%	19
No:		24.6%	30
Don't Know:		13.9%	17
8.i. Regional Support Centres			
Not aware of the service:		45.9%	56
Yes:		18.0%	22
No:		22.1%	27
Don't Know:		13.9%	17
8.m. Resource Discovery Network			
Not aware of the service:		54.1%	66
Yes:		6.6%	8
No:		26.2%	32
Don't Know:		13.1%	16
8.n. Technical Advisory Service for Images (TASI)			
Not aware of the service:		56.6%	69
Yes:		4.9%	6
No:		24.6%	30
Don't Know:		13.9%	17
8.o. Technology and Disabilities (TechDis)			
Not aware of the service:		55.7%	68
Yes:		7.4%	9
No:		22.1%	27
Don't Know:		14.8%	18
8.p. Technology and Standards Watch (TechWatch)			
Not aware of the service:		59.8%	73
Yes:		1.6%	2
No:		21.3%	26
Don't Know:		17.2%	21
8.q. The UK Data Archive			
Not aware of the service:		50.0%	61
Yes:		7.4%	9
No:		29.5%	36
Don't Know:		13.1%	16
8.r. UK Mirror Service			
Not aware of the service:		61.5%	75

the service:			
Yes:		2.5%	3
No:		21.3%	26
Don't Know:		14.8%	18
8.s. UKOLN			
Not aware of the service:		59.0%	72
Yes:		5.7%	7
No:		21.3%	26
Don't Know:		13.9%	17
8.t. Video Technology Advisory Service (VTAS)			
Not aware of the service:		59.0%	72
Yes:		3.3%	4
No:		23.0%	28
Don't Know:		14.8%	18

4.3.3 Answers to Qs. 8, 9 and 10 demonstrated regular expressions of interest in developing 'new' IT-based services to support Third Stream activities where these were in fact already covered by current JISC services. Similarly there were regular occurrences of responses expressing a desire to access advice and guidance in respect of issues already catered for in existing JISC services. (For more information about this, see section 4.4.4.2 below.)

4.4 C. Suggestions about potential application of JISC services to Third Stream activities

- There was substantial evidence to demonstrate that practitioners had limited knowledge about the range of existing databases and other electronic resources available from external/commercial sources for which JISC might be able to broker beneficial deals. 73.4% of respondents said "Don't Know".
- 57.3% of practitioners said that they did not know whether or not JISC had the potential to support their Third Stream activities. The survey did, however, also generate a significant number of suggestions for further developments.
- Some practitioners are developing and inventing systems independently and are unaware that JISC could support their development.
- The work of the RSCs with FE and community learning is valued and seen as having great potential for community-facing Third Stream activities in HE.

4.4.1 JISC categorises its services under three main headings: Production, Development and Advisory. Within Production there are Network Services and Content Services. Within Advisory Services there are Support Services and Expert Services. This report provides a brief summary of the relevant responses under each category (see Table 2 for all results).

4.4.2 Production Services

4.4.2.1 Network Services: (JANET, VTAS (Video Technology Advisory Service) JANET- CERT and JISCmail.) JANET and JISCmail are already used extensively, but there is evidence that some practitioners could network more effectively through a list, and have not yet set one up. Use of

VTAS is low, at 3.2%, with a combined figure for “Not aware of the service” and “Don’t Know” responses of 73.4%.

4.4.2.2 **Content Services:** (AHDS, BUFVC, UK Data Archive, EDINA, JISC Collections, MIMAS, RDN, UK Mirror Service)

Current use of these services ranges from 3.2% for UK Mirror Service to 10.5% for AHDS. The “Not aware/Don’t know” responses for these services range from 75.8% to 59.7%. Responses to the survey and in discussions do indicate areas of need which could be addressed by these services.

4.4.3 **Development Services:** CETIS, OSS Watch, TechWatch, UKOLN

Respondents were only asked about TechWatch and UKOLN. Figures for the use of these services stand at 1.6% and 5.6% respectively. The responses for “Not aware/Don’t know” stand at 76.6% for TechWatch and 72.6% for UKOLN.

4.4.4 **Advisory Services**

4.4.4.1 **Support services:** (JISC Regional Support Centres)

These are currently constituted to be relevant only to FECs and small HEIs, although the survey responses indicate that they could be of help to a number of small HEIs that are engaged in Knowledge Transfer but not yet aware of the RSCs. There was evidence of appreciation of the personal brokerage services offered by the RSCs and of a broader desire for such services. Particularly strong expressions of support for the effectiveness of the RSCs came from respondents in Wales and Scotland where JISC continues to sustain a broader range of activities in the FE sector.

4.4.4.2 **Expert Services:** (JISC InfoNet, JISC Legal Information Service, MAAS, Netskills, Plagiarism Advisory Service, TASI, TechDis, TechLearn)

Current use of these services ranges from 0.8% for MAAS (Managing Agent and Advisory Service for Moving Pictures and Sound) to 19.4% for JISCInfoNet. “Not aware/Don’t know” responses range from 50.8% for JISC Plagiarism Advisory Service to 69.3% for TechDis.

There is substantial evidence of potential Third Stream use for some of these advisory services. The survey results and interviews indicate that some people are looking for support in these areas but are not aware that there is already a service that could provide that support. For example, in answer to Q.10 (see Charts 1 and 1a below), 54.8% of respondents were not aware of the TechDis service, and of that 54.8%, 43% had previously indicated they would like help with improving the accessibility of electronic information, and 19% said they didn’t know whether or not they needed that advice.

Chart 1; Responses to the question “Do you use TechDis in your Third Stream work?”

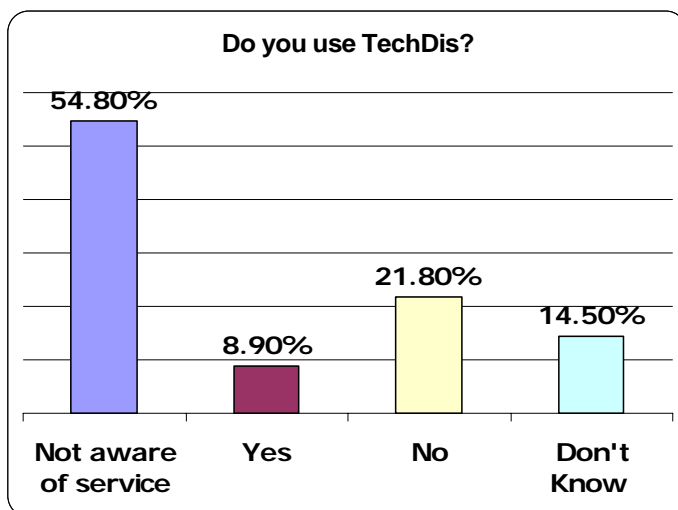
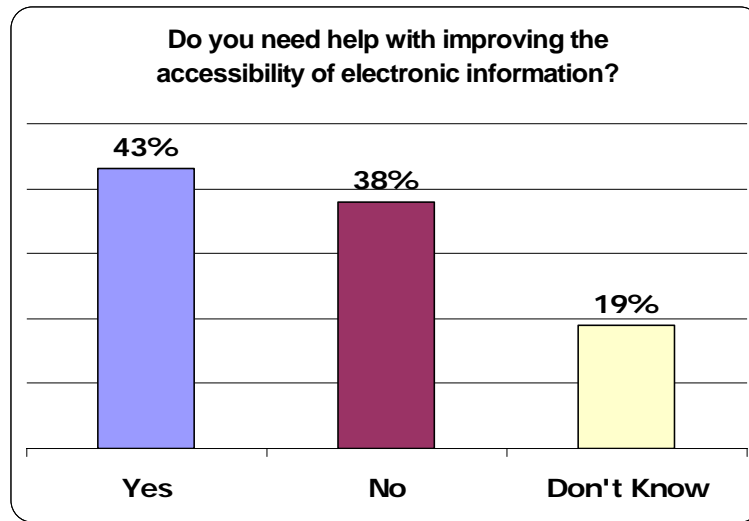


Chart 1a: Responses to the question “Do you need help with improving the accessibility of electronic information?” from those people who said they were not aware of the TechDis Service.



In relation to the JISC Legal Information Service (see Charts 2 and 2a below), 45% were not aware of the service, and of this 45%, 43% said they needed advice about “Legal issues related to the use of information and communications technology”, and 11% said they didn't know whether they needed that advice or not.

Chart 2: Responses to the question “Do you use the JISC Legal Information Service in your Third Stream work?”

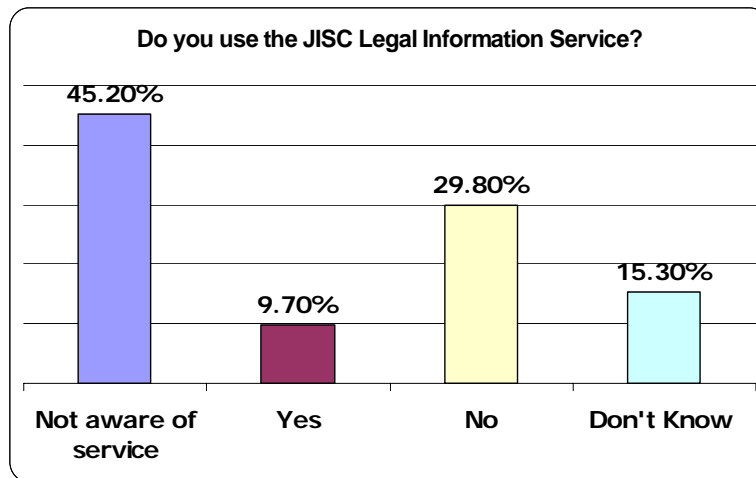
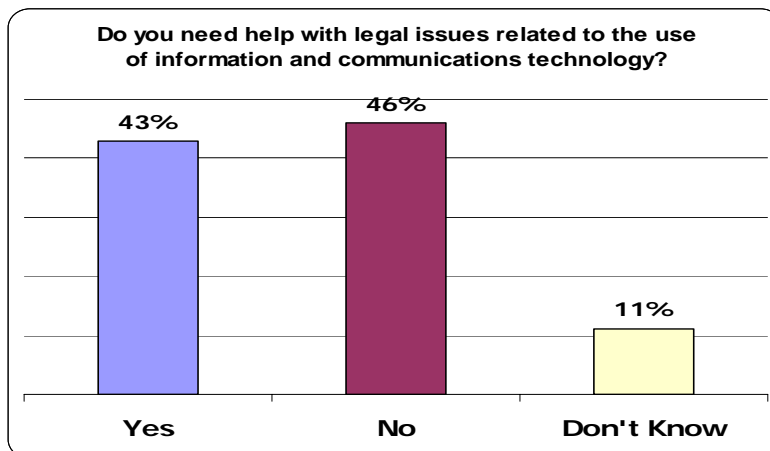



















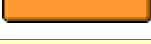






Chart 2a: Responses to the question “Do you need help with legal issues related to the use of information and communications technology?” from those people who said they were not aware of the JISC Legal Information Service.



4.5 D. Requests for additional services

4.5.1 Table 3 below shows the extent to which electronic applications are used within Third Stream activity, as demonstrated by answers to Question 9 in the survey.

9. "Below is a list of processes or activities that are often central to Third Stream work, and which are either by definition electronic in nature, or can be supported by electronic products and applications. Please indicate against each item in the list which of the four statements applies for you."			
9.a. e-learning: creation of content			
Yes we do it:		50.8%	62
Yes we do it but the system/software we are using doesn't meet our needs:		7.4%	9
We would like to do it:		14.8%	18
We don't do it and have no plans to:		27.0%	33
9.b. e-learning: technical presentation of content (e.g. appropriate formats)			
Yes we do it:		45.9%	56
Yes we do it but the system/software we are using doesn't meet our needs:		7.4%	9
We would like to do it:		13.9%	17
We don't do it and have no plans to:		32.8%	40
9.c. e-assessment: choice of software			
Yes we do it:		24.6%	30
Yes we do it but the system/software we are using doesn't meet our needs:		5.7%	7

We would like to do it:		22.1%	27
We don't do it and have no plans to:		47.5%	58
9.d. e-assessment: development of electronic processes and systems			
Yes we do it:		23.8%	29
Yes we do it but the system/software we are using doesn't meet our needs:		4.1%	5
We would like to do it:		20.5%	25
We don't do it and have no plans to:		51.6%	63
9.e. Electronic networking to support partnerships with others within the academic community engaged in similar work (e.g., to communicate, discuss, share information about sources of funding, share good practice, share case studies)			
Yes we do it:		49.2%	60
Yes we do it but the system/software we are using doesn't meet our needs:		9.8%	12
We would like to do it:		32.0%	39
We don't do it and have no plans to:		9.0%	11
9.f. Electronic networking to support partnerships/collaboration with business organisations			
Yes we do it:		38.5%	47
Yes we do it but the system/software we are using doesn't meet our needs:		11.5%	14
We would like to do it:		33.6%	41
We don't do it and have no plans to:		16.4%	20
9.g. Electronic networking to support partnerships/collaboration with community organisations			
Yes we do it:		30.3%	37
Yes we do it but the system/software we are using doesn't meet our needs:		13.9%	17
We would like to do it:		30.3%	37
We don't do it and have no plans to:		25.4%	31
9.h. Customer/client/contact Management Systems			
Yes we do it:		36.1%	44
Yes we do it but the system/software we are using doesn't meet our needs:		21.3%	26
We would like to do it:		29.5%	36
We don't do it and have no plans to:		13.1%	16
9.i. Electronic personal development planning			
Yes we do it:		18.9%	23
Yes we do it but the system/software we are using doesn't meet our needs:		9.8%	12



















needs:			
We would like to do it:		30.3%	37
We don't do it and have no plans to:		41.0%	50
9.j. Electronic portfolios			
Yes we do it:		13.9%	17
Yes we do it but the system/software we are using doesn't meet our needs:		10.7%	13
We would like to do it:		29.5%	36
We don't do it and have no plans to:		45.9%	56
9.k. Access to electronic or digital data resources for research			
Yes we do it:		50.0%	61
Yes we do it but the system/software we are using doesn't meet our needs:		6.6%	8
We would like to do it:		18.9%	23
We don't do it and have no plans to:		24.6%	30
9.l. Software or systems to improve collaboration between HEIs and partners			
Yes we do it:		21.3%	26
Yes we do it but the system/software we are using doesn't meet our needs:		14.8%	18
We would like to do it:		45.1%	55
We don't do it and have no plans to:		18.9%	23
9.m. Video conferencing			
Yes we do it:		50.0%	61
Yes we do it but the system/software we are using doesn't meet our needs:		11.5%	14
We would like to do it:		20.5%	25
We don't do it and have no plans to:		18.0%	22

Table 3: All responses to Question 9: "Below is a list of processes or activities that are often central to Third Stream work, and which are either by definition electronic in nature, or can be supported by electronic products and applications. Please indicate against each item in the list which of the four statements applies for you."
















Whilst the purposes of business-facing and community-facing activities may be very different given their different focuses on economic and social issues, there are areas of common activity, and some shared concerns about communication and partnership, whether with SMEs or small voluntary organisations, and about customer relationship management, which were common to many respondents. It emerged from interviews that there is an awareness that a number of institutions are developing Customer Relationship Management systems independently. A multi-institutional working group on Customer Relationship Management (CRM) systems has recently been set up in order to share experiences and good practice. A workshop run by this group has concluded that:

“Feedback suggests a clear and imminent need for a CRM system within Universities. The third-stream agenda and Higher Education Innovation Funding (HEIF) act as key drivers. Such a system will help to consolidate interactions with Industry. In addition it will support professional relationships with external organisations helping to evaluate opportunities for collaboration.

























A clear message arose from the working group meeting. It is apparent that assistance is needed in order to embed such a system within universities and public research organisations. There is a need for the exchange of knowledge and best-practice in this area to ensure successful implementation and cost effectiveness. It is important to remember that CRM is not just an IT system. It requires strategic top-level buy-in and a process of culture change in order to be successful.”³

86.3% of respondents to the survey are already working with or want to set up Customer/Client/Contact Management Systems with 37% of those currently engaged not happy with the systems they are using.

4.5.2 Table 4 shows the level of interest in a range of types of advice or guidance about the use of ICT.

10. "In order to use ICT to support your Third Stream activity, do you need advice or guidance on any of the following?"			
10.a. Choosing appropriate software			
Yes:		38.5%	47
No:		45.9%	56
Don't know what this means:		0.8%	1
Don't Know:		14.8%	18
10.b. Improving the accessibility of electronic information			
Yes:		45.9%	56
No:		36.9%	45
Don't know what this means:		0.0%	0
Don't Know:		17.2%	21
10.c. Creating repositories			
Yes:		32.0%	39
No:		38.5%	47
Don't know what this means:		11.5%	14
Don't Know:		18.0%	22
10.d. Preserving digital data			
Yes:		26.2%	32
No:		46.7%	57
Don't know what this means:		5.7%	7
Don't Know:		21.3%	26

³ CRM Event Report, C. Louch, Coventry University, May 2006)

10.e. Migrating existing data from several sources (individual data bases and old systems) to a new system			
Yes:		37.7%	46
No:		41.8%	51
Don't know what this means:		0.8%	1
Don't Know:		19.7%	24
10.f. Legal issues related to the use of information and communications technology (e.g. copyright, intellectual property, security)			
Yes:		43.4%	53
No:		42.6%	52
Don't know what this means:		0.0%	0
Don't Know:		13.9%	17
10.g. Tools to improve collaboration and communication between different organisations during partnership activities			
Yes:		59.0%	72
No:		26.2%	32
Don't know what this means:		1.6%	2
Don't Know:		13.1%	16
10.h. Security of data			
Yes:		30.3%	37
No:		53.3%	65
Don't know what this means:		0.0%	0
Don't Know:		16.4%	20
10.i. Security of systems			
Yes:		23.8%	29
No:		54.9%	67
Don't know what this means:		0.8%	1
Don't Know:		20.5%	25
10.j. Writing specifications for software against which providers can tender			
Yes:		18.0%	22
No:		59.0%	72
Don't know what this means:		0.0%	0
Don't Know:		23.0%	28
10.k. Working with suppliers on the customisation of software to meet our needs			
Yes:		27.9%	34
No:		51.6%	63
Don't know what this means:		0.0%	0
Don't Know:		20.5%	25
10.l. Other (please state in following question)			





Yes:		8.2%	10
No:		63.9%	78
Don't know what this means:		0.8%	1
Don't Know:		27.0%	33

Table 4: 10. 'All responses to the question: "In order to use ICT to support your Third Stream activity, do you need advice or guidance on any of the following?"'

There were very frequent requests for IT-based support for sharing and disseminating good practice and developing toolkits for Third Stream practitioners. Many respondents independently expressed considerable interest in the idea of creating a central resource which could co-ordinate such sharing of information.

4.5.3 Equally some of the emphases which emerge from respondents' accounts of their Third Stream activities identify areas such as support for partnership working in the context of specific projects, and cross-sector knowledge sharing, which could benefit from targeted development of new JISC services. As shown in Charts 3 and 3a below, 91.9% of respondents either already make use of electronic networking to support partnership working, would like to, or already do, but find the software they use does not meet their needs. Of that 91.9%, 62% said they would like help to develop tools to improve collaboration.

Chart 3: Responses to the question "Do you make use of electronic networking to support partnerships with others within the academic community engaged in similar work?"

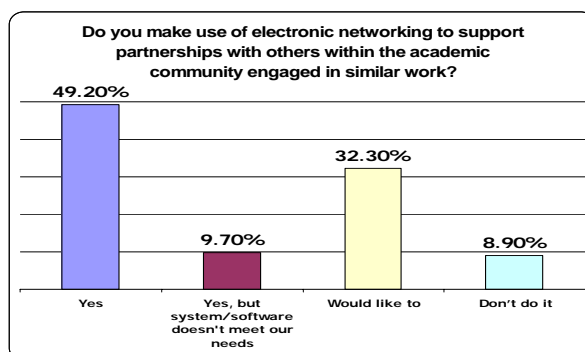
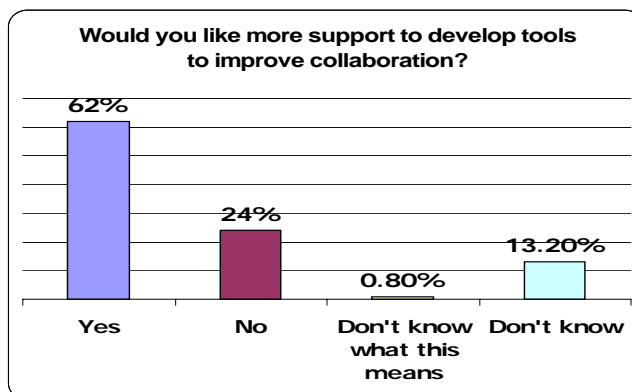


Chart 3a: Responses to the question "Would you like more support to develop tools to improve collaboration?" from the 91.9% of respondents who said they make use of electronic networking or would like to do so.



5. Making services available directly to business

- 5.1 During the discussions it has been suggested that JISC services might be of direct benefit to employers, and especially to SMEs. In particular it is suggested that direct access to research data, online resources and archives could be beneficial, and that access to JISC legal advice might be of use.
- 5.2 Some HEIs expressed concern about the legal and funding implications of using applications of JISC services in non-HEI contexts and reported that they had actually decided not to develop or to cease to develop activities where there were potential commercial development possibilities because of anxiety about misuse of resources which had been supported by HE funding councils. In any event there appears to be a degree of confusion concerning the potential of making services available directly to the business sector, whether because of legal issues, concerns about intellectual property rights or because of concerns about going into competition with the private sector.
- 5.3 In testing this proposition through discussion, the responses so far indicate that there is some potential value in making research and other data available direct to business. More research is needed, however, to identify how much demand there would be (anecdotal evidence is that demand might be low) exactly for what and for whom, whether it would be at a local or national level, and how this could be made possible.
- 5.3.1 Those people already working in a brokering role with employers (e.g. KTP offices, Knowledge Brokers) are of the view that the one-to-one interaction between people is vital for the correct analysis of a business need and identification of the appropriate academic to provide the expertise needed, and that businesses may have the expertise but not the capacity to undertake research themselves.
- 5.3.2 There are potentially considerations of anti-competitiveness, particularly if the information were freely available or was focussed on business development and management, if this was duplicating or competing with services already commercially available.
- 5.3.3 Business organisations already have extensive networks that they can access for support and advice, and the use of universities or colleges by small businesses for advice was only 1.0% (compared with 53.7% for the use of Accountants)⁴. However, one respondent to the survey points out the difficulty businesses, particularly small ones, apparently have in finding their way around this proliferation of sources.
- 5.3.4 HE and FE are developing relationships with employer and business focused organisations such as SSCs, the RDAs and Small Business Service, who often provide this sort of advice and support. Would such a service emanating from HE be seen as complementary or competing?
- 5.3.5 A number of Centres for Knowledge Exchange reported difficulty in identifying employer need, particularly in SMEs, and it was observed that even organisations who are tasked with identifying need in SMEs (such the Small Business Service, the Federation of Small Businesses) find it difficult to do so.
- 5.3.6 Effective CRM systems could generate the information needed to inform such a development, but these are not in place in all instances yet, or networked with each other.

⁴ Lifting the barriers to growth in UK Small Businesses, Federation of Small Businesses, 2006

6. Conclusions from the Survey

- 6.1 Respondents who are aware of JISC services are very positive about them, but levels of awareness of JISC services are generally fairly low.
- 6.2 Significant numbers of respondents requested information or support which is already available through one or other of the JISC services. Further work is therefore needed to categorise more accurately the relationship between the information and support requested and existing JISC services, also in order to identify any new developments that JISC should consider.
- 6.3 There appears to be a significant opportunity to develop mechanisms to identify common issues for and needs of practitioners, and to share good practice in Third Stream activities.
- 6.4 There is an opportunity to support knowledge exchange about approaches to Customer Relationship Management, to partnership and to engagement between business and community sectors.
- 6.5 The research strongly demonstrated the huge diversity that exists in terms of approaches to and types of Third Stream activity. This will require further thought to inform future JISC initiatives in the whole area.

7. Questions posed for discussion at the Think Tank.

The following questions which arose from preliminary consideration of the survey findings were used to provide a framework for discussion at the Think Tank.

- 1. Do the sorts of support and services being requested through the survey match the experience of delegates?
- 2. To what extent is there overlap between the support and services being requested, and current JISC services?
 - a. If they don't fit, can they be supported?
 - b. If they can be supported, how would JISC go about doing this?
- 3. "Third Stream" represents in some ways a "new market" for JISC. How should JISC go about understanding this market and communicating effectively with it? Is there a need for further research to explore the opportunities and issues in more depth? Would it be helpful to define the differences between business engagement and community engagement activity more clearly, and then to be able to work more discretely with the staff and institutions working in each area?
- 4. How could JISC develop capacity in terms of understanding of the Third Stream to move this agenda forward? What would be the needs for staff development within JISC were it to take a significant interest in supporting Third Stream activities?
- 5. Are there any surprises in the outcomes of the survey so far?

8. Outcomes from the Think Tank.

8.1 A summary account of presentations and discussions at the Think Tank held on 22 June is attached as Appendix E. The Think Tank discussions were useful in that they endorsed and reinforced all the conclusions which emerged from the survey. The need for clarity of definitions and boundaries was a strong theme in discussion especially around the term 'Third Stream' itself and also in respect of the legal implication of applying JISC services in new contexts. There is a question, too, about what JISC can and cannot do about such activities as providing platforms for hosting websites.

Various speakers reported that:

- there are good possibilities for applying existing services in Third Stream contexts;
- there is considerable demand for applications which could support for partnership and sharing good practice;
- there is a clear need for JISC to be more accessible: in terms of building relationships and improving communication;
- technical language can be a barrier to participation by some Third Stream practitioners;
- there is an opportunity to extend existing good practice associated with the brokering role of the RSCs; and
- there is a need for JISC to be forward thinking about penetrating a new 'market'.

Recommendations for further action

We believe that the survey and associated Think Tank event have demonstrated the potential for JISC services to support HEIs in their Third Stream activities and that a case should therefore be made to HEFCE for funds to support this development.

Further analysis of correlations within the survey data should be undertaken in order to inform qualitative analysis of the trends which have emerged from the survey through interviews with correspondents.

A comprehensive User Needs Study should be conducted consulting stakeholders at institutional and practitioner level within HEIs, as well as representatives of the funding bodies.

Ways in which JISC could support Customer Relationship Management processes should be explored.

Ways in which JISC could support networking and partnership working in Third Stream activities should be explored.

Ways in which existing JISC services could be exploited in Third Stream contexts should be discussed by the relevant staff.

There is a need to support a change process within JISC to enable articulation with what would be a new strategic agenda. This would involve:

- inclusion of a Third Stream objective in the Strategic Plan
- promoting understanding of the Third Stream environment as a potential area of activity to current JISC staff
- establishment of a staffing resource within JISC with relevant expertise.
- activities to raise awareness of JISC, its existing outputs and services with Third Stream practitioners, including the revision of existing of JISC publicity materials and production of new

materials to promote the application of JISC services in the Third Stream context in a way which ensures greater accessibility to this information for non-technical people

- investigation of the legal position in relation to the use of JISC services and development outputs in the commercial context
- exploring how to extend the interface between JISC and HEIs to ensure that information about use of JISC services is clearly communicated to all potential mediators
- exploring the potential for the Regional Support Centres and other bodies within JISC to provide a brokerage and liaison service to support use of JISC services.

Appendix A: Institutions Consulted

Staff from the following institutions and organisations were consulted

Association for Learning Technologies
Bath Spa University
Business in the Community
Cardiff University
Contact KE
CCLRC Rutherford Appleton Laboratory
Dartington College
Department of Trade and Industry
Fforwm
Glasgow Caledonian University
Glasgow University
Higher Education Funding Council (England)
Joint Information Systems Committee
KnowledgeRich
Knowledge West
KTP Regional Office
Open University
Scottish Funding Council
Strathclyde University
University of Bath
University of Bradford
University of Brighton
University of Bristol
University of Cambridge
University of Central England
University of Coventry
University of East Anglia
University of Gloucestershire
University of Newport
University of Reading
University of Warwick
University of the West of England
University of Wolverhampton
University of York
West of Scotland KTP Centre
Western Vocational Lifelong Learning Network

Appendix B: The Questionnaire – The Third Stream and JISC About You and Your Organisation

1. Your Name *(Optional)*

2. Your title, or position in your organisation

3. The type of institution you work for, or are based within

- HEI FEC
 Other *(please specify)*:

The name of the institution

4. The type of department/unit/service you work for
Knowledge Transfer Partnership
Centre for Knowledge Exchange
HEI Business School
HEI Business Development
HEI Innovation
HEI Outreach or Community Engagement unit
HEI Continuing Education
HEI Lifelong Learning
Other...

If you selected Other, please specify:

5. Name of the department/unit/service

6. Please indicate the balance of your Third Stream activity
Mainly Business
Only Business
Mainly Community
Only Community
Business and Community Equally

7. Please indicate the types of Third Stream activity that you are engaged in
(select all that apply)

- Knowledge Exchange -- Knowledge Transfer Partnership
 Knowledge Exchange -- Centre for Knowledge Exchange
 Business -- spin-out
 Business start up
 Business incubation
 Business/organisational development

- Product development /exploitation
- Development of research capacity in a business or community organisation
- Work-based learning
- CPD for employees of external business organisations
- Developing or supporting community/ies of practice
- e-learning
- e-assessment
- Science communication
- Research communication
- Public/community engagement
- Other (*please specify*):

Your use of JISC Services

JISC provides an extensive range of services, and we are interested to know to what extent they are being used in Third Stream activity.

	Not aware of the service	Yes	No	Don't Know
a. Arts and Humanities Data Service (AHDS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. British Universities Film and Video Council (BUFVC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. EDINA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. JANET	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. JISCInfoNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. JISC Legal Information Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. JISCmail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. JISC Plagiarism Advisory Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Managing Agent and Advisory service for Moving Pictures and Sound (MAAS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. MIMAS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Netskills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Regional Support Centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Resource Discovery Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Technical Advisory Service for Images (TASI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Technology and Disabilities (TechDis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| p. Technology and Standards Watch (TechWatch) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| q. The UK Data Archive | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| r. UK Mirror Service | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| s. UKOLN | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| t. Video Technology Advisory Service (VTAS) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Identifying your ICT support requirements

9. Below is a list of processes or activities that are often central to Third Stream work, and which are either by definition electronic in nature, or can be supported by electronic products and applications. Please indicate against each item in the list which of the four statements applies for you.

	Yes we do it	Yes we do it but the system/software we are using doesn't meet our needs	We would like to do it	We don't do it and have no plans to
a. e-learning: creation of content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. e-learning: technical presentation of content (e.g. appropriate formats)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. e-assessment: choice of software	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. e-assessment: development of electronic processes and systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Electronic networking to support partnerships with others within the academic community engaged in similar work (e.g., to communicate, discuss, share information about sources of funding, share good practice, share case studies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Electronic networking to support partnerships/collaboration with business organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Electronic networking to support partnerships/collaboration with community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Customer/client/contact Management Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Electronic personal development planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Electronic portfolios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Access to electronic or digital data resources for research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Software or systems to improve collaboration between HEIs and partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Video conferencing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. In order to use ICT to support your Third Stream activity, do you need advice or guidance on any of the following?

	Yes	No	Don't know what this means	Don't Know
a. Choosing appropriate software	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Improving the accessibility of electronic information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Creating repositories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Preserving digital data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Migrating existing data from several sources (individual data bases and old systems) to a new system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Legal issues related to the use of information and communications technology (e.g. copyright, intellectual property, security)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Tools to improve collaboration and communication between different organisations during partnership activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Security of data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Security of systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Writing specifications for software against which providers can tender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Working with suppliers on the customisation of software to meet our needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Other (please state in following question)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. If you answered "Yes" to "Other" in the previous question, please give more details here. (Optional)

12. JISC can and does broker deals for access to data to the advantage of HEIs. Are there existing datasets (sets of data) or online resources provided by external/commercial organisations which would be of use to you in your Third Stream activities and where it would be helpful to you if JISC could broker beneficial access deals?

Yes No Don't Know

If "Yes", please provide details

Have we missed anything?

If sector-wide ICT-related development priorities for third stream work can be identified, JISC may be able to expand or enhance its existing services, develop new services, or offer funding for development projects, to support their achievement.

13. Are there any other aspects of your current Third Stream activities, or activities which you would like to develop, which you think JISC has the potential to support?

Yes No Don't Know

If you answered "Yes" please provide details

Can we contact you?

We will be monitoring the responses to this questionnaire, looking out for anything unusual, curious or interesting!

14. Would you be prepared to be contacted by telephone to discuss your response to this questionnaire?

Yes No

If "Yes", please provide a contact number in the space below.

Appendix C: Question 4 - Free responses in the “Other” category

A combination of widening participation, outreach and continuing education
Adult Ed in an FE College
Art & Design School
Brokering links between business, including education and the community
Brokering links between education, business and community
Business Development
Careers Service
Centre for support and development of research and enterprise
CEO's Office
Commercial
Commercially oriented research unit
Community Development
Corporate Partnership Unit
Directorate
E-Learning advisory
FE Business & Learning Support
FE Corporate Development
FEC Business Development
HE in FE
HEI Combined Innovation & Business Development
HEI Business Development : and Research Office (combined)
HEI Entrepreneurship Development
HEI faculty of technology (lifelong learning, business support, and research)
HEI Lifelong Learning : Learning Through Work scheme
HEI School
HEIF-funded unit to facilitate university dealings
I am an academic working in a department - amazing that this is not top of your list :-)
Institute for Advanced Studies (nurturing cross-disciplinary research)
Interdisciplinary Department involving multidisciplinary degree studies, commercial short courses and lifelong learning
Knowledge Transfer Service
Knowledge Transfer Network
Knowledge Transfer Unit
Life Science Sector Support office
Lifelong Learning Network
Lifelong Learning, Partnerships, Access and Community Engagement
Mixture of KT , income, business, community outreach
My office supports the Vice President for Innovation and Economic Development in extending our regional links. My role also includes managing HEIF and the HEBCIS.
Network services provider to the sector

New Technology Institute
Project
Public engagement
Research & Enterprise
Research and Development Unit
Research centre
Research School (Innovation & Enterprise)
Third stream support
unit offering third stream support across a range of areas
Widening Participation into Higher Education
Widening Participation Unit

Appendix D: Question 7 - Free responses in the “Other” category.

Aimhigher activity, International Conferences international Links (other areas do this too). International Centre for Voice - networking voice professionals, Training in Business
Assistance/consultancy to local business community in recruiting graduates. Mentor training for employees participating in our Employer Mentoring Scheme.
Business assists for Manufacturing Advisory Service (DTI-funded); Product design for SMEs; e-commerce development for SMEs; Business assists for European Structural Funds (ERDF and ESF funded)
Collaborative research, PhD training
Collaborative partnerships with commercial providers
Commercial Picture Library, Digital Image Distribution
Consultancy, collaborative R&D, contract R&D, student/graduate placements
Consultancy, management of projects, knowledge transfer
Consultancy, IP management, student work placement and experience.
CTA's - market intelligence, funding and monitoring support, graduate entrepreneurship
EngD programmes, RAIS, professional institutions
Entrepreneurship activities
I have been engaged in various roles through Yorkshire Forward, Sheffield University and in commercial practice
Knowledge transfer
Knowledge Transfer Network
Lifelong Learning includes a range of target groups not included in the above list but who would qualify as within "Third Mission". More work needs to be put into categorisation.
Local Economic Regeneration
Main focus is delivery of lifelong learning courses, through which we also deliver a BA programme
Non-curricular engagement with student body
Overseas collaborative programmes, Partnerships with training providers
Provision of research, technical and consultancy support to local and central government
Serious Games Programme (an extension of e-learning perhaps?)
Staff volunteering
Student and staff Enterprise training and business plan schemes, IP management, Licensing
Student enterprise
Student placements and graduate employability.
Student tutoring and mentoring
technology commercialization, commercial awareness and entrepreneurship teaching and training
We also have a huge interface with the Community via our cultural assets ie our Museum, Art Gallery, Stately Home, John Rylands University Library and Jodrell Bank Science Centre.
Widening Access and Participation

Appendix E: Notes of Presentations and Discussions at the JISC Third Stream Think Tank held on Thursday 22 June 2006 at the National Science Learning Centre, University of York, York

Welcome

Norman Wiseman, JISC's Head of Services and Outreach, welcomed attendees to the event which was intended to investigate how JISC's agenda might be shaped to support institution's Third Stream activities.

A Business Engagement Perspective

Tony Jay, Contact Knowledge Exchange, gave a presentation from a 'business engagement perspective'. He explained the 'brokerage model' operated by his organisation, Contact KE, which was intended to broker knowledge exchange between business and higher education. National Knowledge Exchange Networks included: HEFCE and OSI Good Practice Network, Centres of Knowledge Exchange Network and the Institute of Knowledge Transfer (IKT). He reported that common needs for these networks were likely to be real and virtual communities of practice and national CPD delivery systems.

He raised the following points for further consideration:

- Through the Institute of Knowledge Transfer, Good Practice and Centres of Knowledge Exchange Networks could JISC reach the full Third Stream community?
- What other groups cover the diverse Third Stream community?
- How can systems used by these networks be utilised and adopted by regional and local business and community engagement groups?

A Community Engagement Perspective

Kathy Sykes, Collier Chair in Public Engagement in Science and Engineering, University of Bristol, presented a 'community engagement perspective'. She detailed the wide dimensions of and drivers for engagement with the community. Significantly, HEIs will now need to show their funders that they are engaged with this activity. She felt that, whilst most HEIs are already committed to this, nevertheless there are a number of issues which need to be addressed and there is the potential for JISC to support these endeavours.

Kathy Sykes considered that JISC should initially clarify:

- that it can help HEIs and others to 'get connected'
- what is on offer already
- how it can help
- 'permission' to use with different communities.

Some tailoring might be required in places to make this transferable. She also provided some specific examples of how JISC could provide support.

HEFCE's Third Stream Goals

Alice Frost, Head of Business and Community at HEFCE, outlined the history of the 'Third Stream' and the associated terminology. The term, 'knowledge exchange' was now preferred in order to reflect the 'two way flow of knowledge between discovery and use in the world'. She outlined HEFCE's goals for knowledge exchange, why the agenda was significant to HEFCE, and a number of the activities which were currently ongoing.

She felt that JISC could contribute to this agenda because, as an organisation, it was about knowledge, communication, sharing and exchange. JISC was well placed to input to this arena because it involved diverse stakeholders, crossed themes and offered the potential for new technologies and other JISC services and activities to contribute.

JISC and the Third Stream

Sir Ron Cooke, JISC Chairman, broadly outlined the work of JISC and how it might be able to contribute to the Third Stream agenda. He informed attendees that JISC provides the academic network, content and the information environment for the three markets of e-learning, e-research and e-administration. The key question for JISC now is, 'can it also contribute to the new market of 'knowledge exchange'?

He recognised that this was a difficult agenda for JISC because of the proliferation of SMEs and the dispersed and segmented nature of Third Stream activity within institutions. However, he felt that there were considerable opportunities for JISC to contribute to these activities via its contributions to:

- networks – e.g. by exploiting the potential to develop systems on a regional basis;
- content – e.g. through economies of scale which aimed to minimise investment and maximise access;
- the information environment – e.g. through JISC's work in the areas of interoperability, interconnectivity, security, portal development etc.

He also listed a number of other possible ways that JISC might be able to help including: staff training and development, computer aided product design, manufacturing processes and ICT, legal/financial management and reducing bureaucracy, data collection and analysis, marketing and creative interactive research groups.

Results of the Third Stream Scoping Study

Stephen Hill, Director of Public Engagement and Lifelong Learning, University of Bristol, and Julie Farmer, Farmer Associates, presented the interim results of the Third Stream scoping study, 'JISC Services and the Third Stream'.

Issues Raised Following Presentations

The following issues/comments were raised following the presentations:

- Knowledge exchange will need to be built into JISC's strategic aims and thus be addressed at the strategic level within the organisation. This will enable the issues to be reflected in JISC's aims and objectives.
- JISC will need to be sensitive to the 'competitive' aspect of the business element of Third Stream activity. JISC is increasingly aware of this competitive aspect – but would hope to provide products and outputs which could be taken up by institutions in what ever way they chose.
- There is a plethora of organisations that deal with Third Stream – and this includes agencies external to HEIs such as the Regional Development Agencies, Regional Science Boards, Science Centres etc. Could JISC help the individual interact with these organisations through electronic means?
- It will be important to think about the individual within this arena, as it is the individual who ultimately contributes to wealth creation. JISC's modus operandi is generally mediated through the library or computer departments within HEIs. This prevents the individual linking with JISC and its services more directly.
- A good proportion of people know about the JISCmail service – but, the issue is more about whether the service is sophisticated enough to meet the needs of this growing community
- It is not just about the technical issues – it is about how you enable communities of practice to grow and establish themselves. What are the associated human and organisational issues which might need to be addressed?
- There is scope for breaking down boundaries and barriers. JISC could help with the technological infrastructure to enable organisations to network. It could bring economies of scale and prevent the re-invention of the wheel in addressing these issues.
- Can businesses use JISC services? Is the relationship between HEIs and business at odds with JISC? This needs to be investigated further but JISC is keen to take this forward.

- Need to avoid 'silo thinking' – instead need to think about cross cutting themes. Need to think about the ways in which people work and not just in terms of 'research' and 'teaching' etc. In thinking about the potential for JISC should think quite broadly.
- Can portals help to tailor access to the vast array of agencies etc?
- Should think about the Third Stream angle at the inception of development activity to ensure relevant issues are addressed early on where appropriate.

Break Out Discussions

Attendees were allocated to four breakout groups. Each group was asked to discuss issues of interest to them regarding how JISC could support Third Stream activity and in particular to focus on the following questions:

- a) Recommendations to the funding councils – what should the funding councils do to help JISC provide better support to Third Stream activities?
- b) Recommendations to JISC – what should JISC do to enhance its current offering to the Third Stream community?
- c) Recommendations to the funding councils and to JISC – what new things should JISC be funded to provide for this community?

A summary of the responses made by each of the groups is below:

Group Discussion - Summary

<p>Group 1</p>	<ol style="list-style-type: none"> 1. (For Funding Councils) Ensure the ongoing sustainability of these activities. 2. (For Funding Councils/JISC) There is a need for a greater role for marketing into the Third Stream activities – which has implications for resources. Need to reach new community and investigate user requirements and effort is required to get this right. 3. (For JISC) Need to extend the scope of JISC’s community to include this new sector, which also has resource implications. 4. (For JISC) Undertake user needs analysis & engagement – need a clear policy and strategy for gathering user needs. 5. (For JISC & Funding Councils) Need clarity of policies for use of services etc in the new broader community – i.e. who is entitled to use what, particularly needs clarifying for the business community. 6. Commercial exploitation & alignment of policies – how can JISC get commercial companies more involved in what its doing?
<p>Group 2</p>	<ol style="list-style-type: none"> 1. Review current JISC services and offerings and adapt to 3rd leg agenda where possible, before looking at new projects. Maximise what it is currently offering for Third Stream activity. 2. Support for CRM – this is an issue for many HEIs. JISC could help with establishing templates and best practice: <ul style="list-style-type: none"> • For technical platforms, software etc. • For case studies, best practice, ways to implement 3. Confirm the boundaries and role of JISC in helping HEIs with their relatively new Third Stream activities, rather than in familiar teaching and research areas. 4. Define the legal/technical/organisational implications of taking JISC beyond normal HE boundaries into the external, commercial world. For example: <ul style="list-style-type: none"> • What can an HEI do with the information and facilities which JISC brings? Ground rules needed. • What can an SME, through University links, do with JISC? Focus on what they <u>can</u> do, rather than what they <u>could</u> do. • Links are not just with SMEs but with large public and commercial organisations. What can and can’t be done with them? 5. Content provision, licensing etc. This is an ever increasing need, which JISC could extend for third leg areas. Could JISC licence on behalf of HEIs etc. 6. Extend the ‘bulk buy’ deals which JISC does for use by SMEs. The benefit is not just in financial savings but time saving – at the moment, everyone takes time making individual deals.
<p>Group 3</p>	<ol style="list-style-type: none"> 1. (For JISC) Sort out the offering of JISC services in order to extend them into the business/Third Stream sector and address: <ul style="list-style-type: none"> • Policy: Remove the red tape, by having a dialogue ‘up the chain’ through HEFCE and upwards into Government. • Provision: Adopt a new mindset to service provision: in the design, development and delivery of services and products. Consider the needs of a new market. 2. (For HEFCE) Understand the community which currently identifies itself with delivering Third Stream, start bringing them together: <ul style="list-style-type: none"> • Establish communities of good practice; • Specify a person within JISC for this role – with responsibility for facilitating identification of issues/establishing and working in

	<p>partnership</p> <ul style="list-style-type: none"> • Note – this is not just about business community – remember there are other communities to take account of. <ol style="list-style-type: none"> 3. (For JISC) Once the Third Stream community is understood, begin to animate, understand their needs, attempt to integrate their ideas into JISC's provision. 4. (For JISC) Establish funds which are available to support this community, which encourage expressions of interest from commercial enterprise. 5. (For JISC) Establish a portal, a generic model, drawing together the opportunities and offerings for the Third Stream community through which organisations can access relevant services. 6. (For JISC) Repackage current activities and make available to the community. 7. (For JISC) Study the gaps in current provision and work towards developing solutions to meet these needs. 8. Whilst acknowledging the boundaries which might exist between HE and business world – refer to other areas where the boundaries are less fixed – for example between the HE sector and NHS Teaching Hospitals. Can learn from where cross boundary activities already take place. 9. Support for IT companies to improve ways of working with JISC- and may achieve a model to aid future working. 10. RSCs – a good model which could be exploited to enable engagement with the regional sector and in the area of skills development. RSCs already well placed to enable JISC to engage with the regional agenda. Could help to coordinate a way into businesses for JISC services.
Group 4	<ol style="list-style-type: none"> 1. (For Funding Councils) Consistent language and clearer strategic messages to ensure greater clarity. 2. (For Funding Councils) Funding for a prioritised programme for interoperable CRM & framework for knowledge transfer platforms. 3. (For JISC) Engage with knowledge transfer practitioners to achieve clarity over what they can make use of: <ul style="list-style-type: none"> • Especially JANET services • Legal advice • Data/asset management expertise. 4. (For JISC) Auditing development activities, such as Virtual Research Environment (VRE) work, repositories, user environments etc to see what could be incorporated into knowledge transfer issues – but, ensure that this is done in partnership 5. (For JISC & Funding Council) Audit first to identify priorities and needs and then – old messages to new people and vice versa 6. Pilots: <ul style="list-style-type: none"> • CRM – interoperability (and barriers) • Communities of practice • Shibboleth – access management federation 7. Interoperable framework for knowledge transfer platforms.

Summing Up and Next Stages

Malcolm Read, JISC Executive Secretary, summarised the following from the groups' feedback:

- A key issue will be to build on what JISC already does and move relevant areas into this new dimension. Building on what already exists will enable quick achievements and will be less expensive than trying to undertake new activities in the first instance.
- Investigations into how JISC's current work in areas such as digital library systems and repositories could be exploited – for example, to provide some support/understanding to developing interoperable Customer Relationship Management systems.
- Additional resourcing will be required to extend JISC services and expertise to meet the needs of this new community. JISC will need to discuss this further with HEFCE, but anticipate that HEFCE would understand the need for JISC to be properly resourced to undertake this new work.
- JISC will want to build on the structures which are already in place to extend its offerings to this community – for example the RSCs.
- There will be a need for clarity and guidance about what already exists and who can use JISC services, expertise and outputs.
- A priority will be to understand the needs of the knowledge exchange community better. As JISC's understanding of this sector increases, JISC will be able to market its activities better.

Conclusion

Malcolm Read thanked all attendees for what had been a positive event which represented an important initial step in a consultation process between JISC and the Third Stream sector. He reported that these initial findings would be discussed at the September JISC Board meeting and with HEFCE in order that decisions could be made about the next steps.