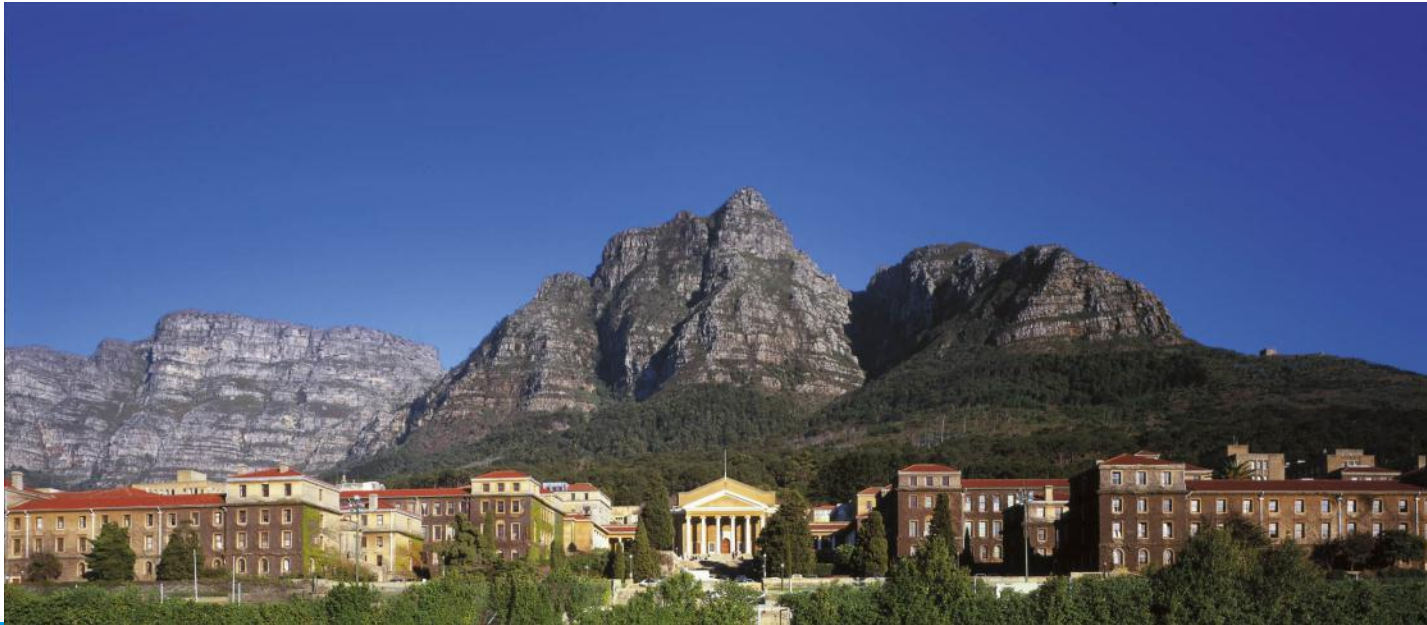# e-Research at UCT: the role of strategic partnerships and leadership readiness

30 October 2014
Gwenda Thomas
Executive Director, Library Services
University of Cape Town

UNIVERSITY OF CAPE TOWN
IYUNIVESITHI YASEKAPA · UNIVERSITEIT VAN KAAPSTAD

Strategic Partners

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South Africa

MADIBA REMEMBERED
A film
by Mark Kaplan

This 30 minute documentary poignantly directed by award-winning filmmaker, Mark Kaplan, captures Nelson Mandela – the man and the icon – from the moment of his death through the recollections of University of Cape Town's archives, its alumni and its current generation.

UCT Special Collections has a vast collection of Mandela memorabilia comprising films, books, posters, photographs and cartoons. The film draws on images taken by some of South Africa's foremost photographers, recollections of Artist Lionel Davis who was a fellow prisoner on Robben Island, and internationally acclaimed cartoonist Zapiro (Jonathon Shapiro). Key and diverse voices in this film range from Vice Chancellor Dr. Max Price, Professor Njabulo S Ndebele, Archbishop Njongonkulu Ndungane, Professor Thandabantu Nhlapo and undergraduates.

Propelled by the live performance of brilliant South African musician, Vusi Mahlasela, at a memorial concert, the film is humorous, upbeat and at times, surprising. While the film sets out to document Mandela and his links to UCT, it also has unexpected elements of "Madiba Unplugged".

Monday, 6 October 2014, 18h30-20h00
Kramer Lecture Theatre 1, Middle Campus, UCT

20 YEARS OF DEMOCRACY EXHIBITION

This photographic exhibition reflects the special moments the 'New South Africa' ushered in as it moved from apartheid to a democracy. As Professor Njabulo Ndebele noted, life in South Africa is about a dance between the spectacular and the ordinary. Using this metaphor, the exhibition shows iconic and ordinary moments that speak to the country's past and its ongoing evolvement.

The exhibition showcases the work of some of South Africa's leading photographers and also reflects new voices in a post-apartheid South African photography. It deals with the legacies of the TRC, land reclamation and the AIDS pandemic but despite these dark issues, a current of celebration runs throughout the body of work. Beyond the symbolism embodied by Nelson Mandela himself and all he lived and stood for, photographers in this exhibition also explore the less explored aspects of ordinary society ranging from spirituality to identity and even fashion.

David Goldblatt, whose work also appears in this exhibition, sees his work not in distinct periods but as an ongoing visual interrogation of our society; "During the apartheid years my primary concern was with values: what our values were, how we had arrived at them, and particularly how we expressed them. And once you start with that line of thinking, there is no break, there is a continuation. I am still concerned with what our values are, and how we are expressing them" (Interview Then and Now).

This photographic exhibition, forming a significant part of an extensive digital collection, is drawn from the archives of UCT Libraries' Special Collections which houses approximately a million photographs representing the work of over one hundred photographers. (Paul Weinberg, Senior Curator of Visual Archives, UCT Libraries)

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Contents

- Introduction to the University of Cape Town
- Leadership readiness to strengthen institutional partnerships
- eResearch at UCT: enterprise wide responsibility and accountability
- Conclusion

UCT in context

- South Africa's oldest university established in 1829

- South Africa's and Africa's leading university (measured by all the top ranking systems)

- Holds this position due to high research output

- Groote Schuur Hospital (UCT) was where the world's first heart transplant operation was performed by Professor Chris Barnard in 1967

UCT eResearch Centre

Enabling Research Through Partnerships

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Research Portal

New beginnings for training in data intensive research applications for health

With the mounting pressure on researchers to be equipped with advanced data analytics skills, six UCT researchers and support staff took the initiative to establish a new scientific computing training laboratory available to researchers in Health...

Read more

eRC News

The big data revolution

Researchers in many fields are now engaging in data-intensive

Featured Resource

UCT Savvy Researcher Series light up young researchers' path to success

Featured Case Study

Data processed quicker using HPC

By using ICTS's high performance

UCT in context

- Research strategy 2015-2025 – become research intensive university

- International Consortium Project - Square Kilometre Array (SKA) Project in partnership with Australia will be a game-changer in next decade

Leadership readiness to strengthen institutional partnerships

- Traditional approach to research support was in silos (functional) across the institution

  - ICT links researcher to HPC & related technologies

  - Library links researcher to scholarly materials, makes resources accessible and preserves content

  - Research Administration links researcher to grants & monitors IP & research output

- eResearch infrastructure is the easy part – the challenge lies in relationships & organisational issues
- Basic premise that collaboration in eResearch needed to start in "our own backyard" if we wanted to advance eResearch and gain competitive advantage in the HE sector
- Recognition that conditions were favourable at UCT to develop collaborative relationships across the campus

Collaboration in eResearch should start "in our own backyard"

- New ED: ICTS focus shifted to need for research support and, in particular, to build capacity and capability for eResearch support (infrastructure, data management, tools and expertise)

- New ED: Libraries focus challenged "silo approach" to research support and questioned role in the issue managing, preserving and making accessible research data sets as part of its collection

- DVC Research with ED: Research Office reviewing the UCT research strategy for the next 20 years

Strategic partnerships became the catalyst

- The future of eResearch at UCT directly linked to successful strategic partnerships and collaboration across the institution

- Research strategy (2015-2025) recognises eResearch as key in research support

- Library strategy (2015-2019) is to build strategic partnerships with key stakeholders across the campus in support of research

Success can be ascribed to:

- open and positive approach to collaborative relations at leadership levels
- shared vision of a research support cycle with the "researcher at the centre"
- contributing equally (people & financial resources) to eResearch implementation
- buy-in for recalibration & realignment of research support business processes across campus
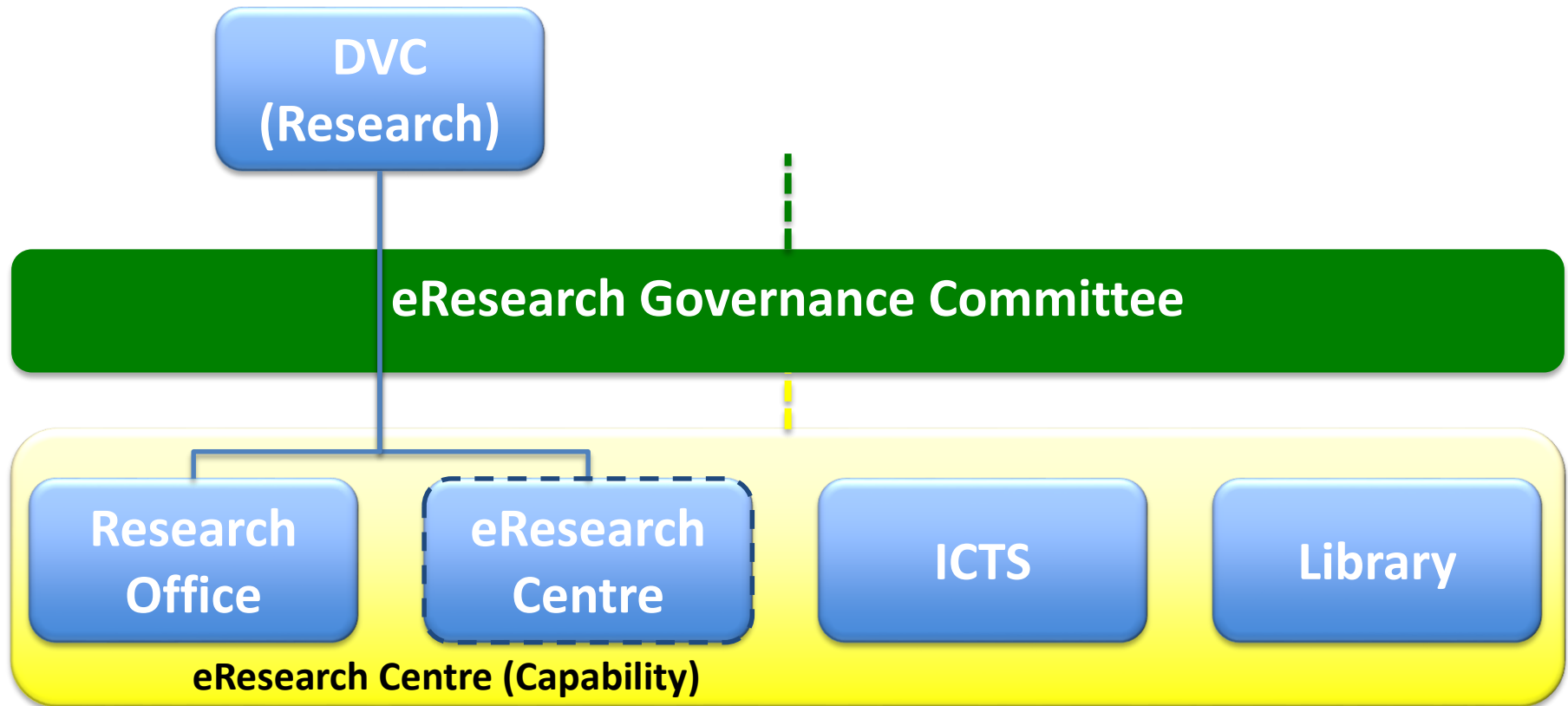
eResearch – enabling and enhancing research

Enhancing **research outcomes** through the use of **information** & **communication** technology, **data management** and key **partnerships**

Based on a slide by Sakkie Janse van Rensburg, ICTS

eResearch Centre: Research-governed and academically-led

International model is an eResearch Centre – an organisation in its own right, but also a broader partnership with other areas that provide eResearch services, such as the Research Office, ICTS and the Library.

DVC (Research)

eResearch Governance Committee

Research Office

eResearch Centre

ICTS

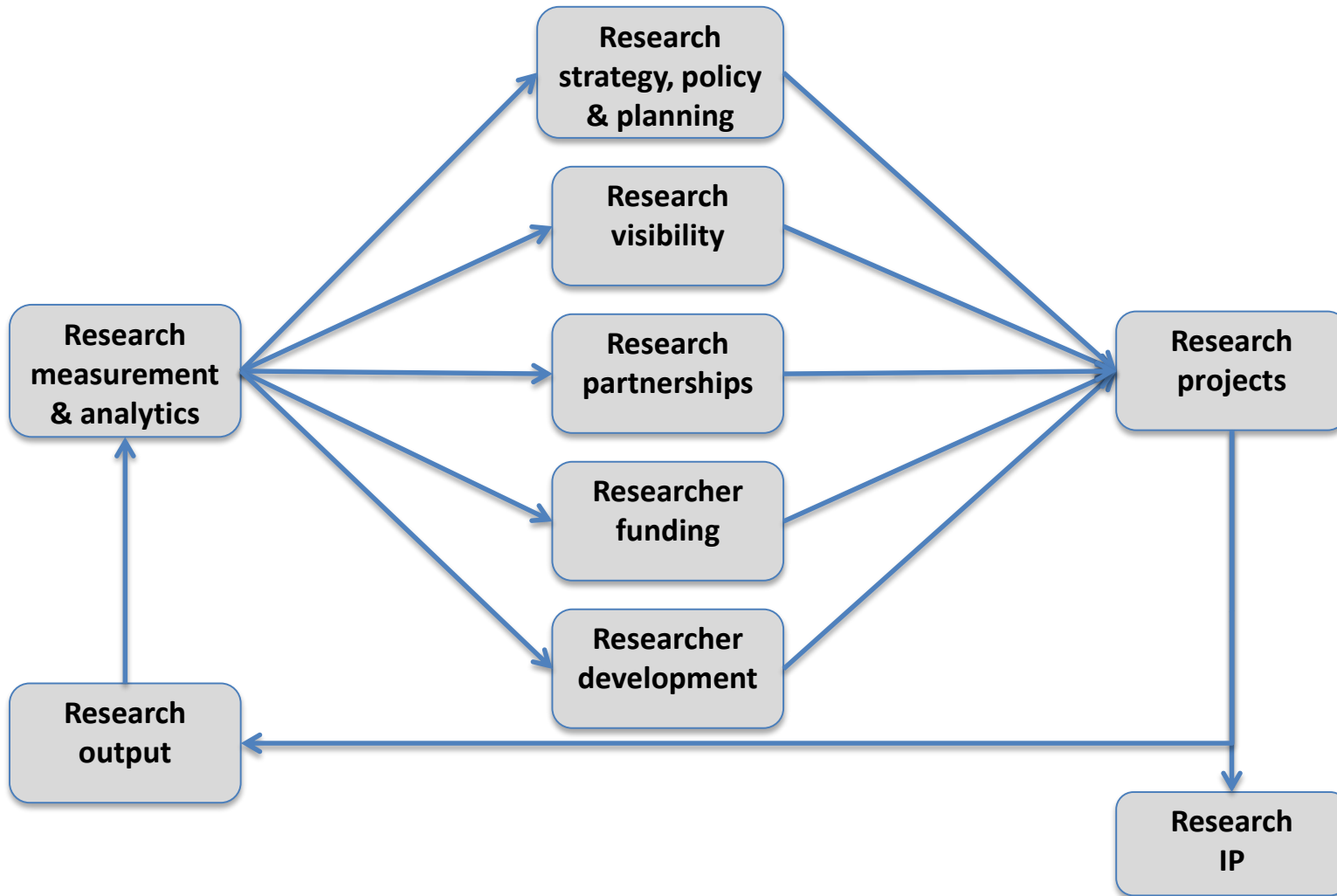Library

eResearch Centre (Capability)

eResearch @UCT: enterprise-wide responsibility & accountability

- UCT set up Project Implementation Committee (PIC) – stakeholders & PM is a retired Engineer

- Mandate to establish eResearch services, facilities and expertise with the "researcher @ centre"

- Integrate multiple service support at relevant points on the research support cycle

The Research Support Cycle

Assigning responsibility and accountability

- Clarify roles & responsibilities to reduce risk of duplication and/or gaps
- Individuals are responsible & accountable
- A committee cannot "look after" or execute tasks

RACI: a project management tool

- Assign responsibility in cross-functional & inter-departmental projects
- 2 dimensional matrix with tasks on one axis and participants on the other
- R   responsibility for the task
- A   accountable for the task
- C   consulted before decision is made
- I   informed/included in communications

eResearch Centre RACI responsibilities

Key areas / portfolios	ICTS	Library	Research Office	DVCR	Research Liaison
Strategy	C	C	C	A	C
Resourcing	C	C	C	A	C
Research Visibility and Discovery	C	A	C	C	I
Research Data Management	C	A	C	I	C
Governance	C	C	C	A	C
Data Storage	A	C	I	I	I
Compute	A	C	I	C	I
Collaboration	I	I	A	C	C
Advocacy	C	C	A	C	I

Some simple RACI principles

- Every row should have R & A – UCT modified the model and has assigned R&A to one participant to avoid confusion
- Only one A per row to ensure clear assignment of work
- The tool avoids assumption that participants are working on tasks which can lead to gaps and/or duplication

UCT Libraries work breakdown structures according to RACI

- Research data management

- Research visibility and discovery

Research Data
BRINGING eRESEARCH TO THE FOREFRONT

Research Data Management

- Policy development
- RDM plans
- Efficient tracking of versions
- Data curation and preservation
- Storage, access, authorization and authentication issues
- Ensuring ethical undertakings are honoured

Research Visibility and Discovery

- The extension of existing collections management practice
- Link data to related publication
- Consistent naming of elements (metadata policy and guidelines)
- Citability = impact
- Interoperability with global and discipline-specific research infrastructures

Conclusion

- Leveraging strategic institutional partnerships is key to the successful implementation of eResearch at UCT

- Ongoing active engagement in strengthening our partnerships with the focus of our endeavours on "researcher @ centre"

- If you want to go fast, go alone; if you want to go far, go together (African proverb)

Acknowledgements

- UCT eResearch Project Implementation Team
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Thank You

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