ISC13D001

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Issue

The paper provides details on the proposed programme of development activity to be undertaken by ISD during academic year 2013/14.

Recommendation

The recipients are asked to consider and endorse the proposed programme.

Resource Implications

With exceptions that are noted in the paper the proposed programme can be delivered within allocated ISD budgets.

Risk Implications

Significant developments will be managed using a predefined project management methodology which includes an assessment of risk at the development level.

Equality and Diversity

We do not believe that the proposed programme has an impact on specific groups with protected characteristics.

Timing of decisions

Work in a number of areas has by necessity commenced so any decision to alter the programme needs to be made at the November meeting of ISSC.

Further Information

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Background

On an annual basis ISD prepares a programme of development activity for approval by ISSC. The programme has been developed in conjunction with the IT Forum, Library Forum, ISD Education Board and ISD Research Board and is informed by the current Library and IT Strategies.

Discussion

This paper provides a summary of the planned programme of development for ISD during academic year 2013/14. The programme of work is comprised of a number of projects and a number of departmental level developments.

0. <u>**Projects**</u>

Project	Objectives
Library space	Review and replacement of Library signage. Plan for and (subject to funding) implement further improvements to Library space including: • A new postgraduate study facility on floor 2 replacing the current poor quality reading room on floor 01. • Additional group study rooms on floor 01. • With the move of the LaRC to the Enterprise Centre, we will be developing plans for how best to reuse the existing space occupied by the LaRC. The University is considering the opportunity of an additional extension to the Library, If this goes ahead, then significant input from Library teams is anticipated.
Cloud-based email and collaboration tools	To provide cloud-based email and collaboration tools for both staff and students that will replace the current onsite provision. We anticipate that this will also provide increased storage for email and increased flexibility in the working environment with the introduction of tools for collaboration.
Student Experience Technology Review	There are a number of new and emergent technology solutions which straddle the learning technology / learning administration divide that have the potential to significantly and positively impact student experience. Such technologies include a management solution for assessment and feedback, student retention, marketing and student support. We will convene a cross institutional working group that will review a range of these technologies and develop a vision for how technology might be used to improve the student experience.
UEA London infrastructure	Review, design and plan the replacement IT infrastructure for UEA London, for procurement and replacement in 2014/15. It is anticipated that this work will commence in the second semester.
Print Service relocation	Relocation of Print Services from the Registry into the ITCS building. Refurbishment of the ITCS building to create the space to accommodate Print Services by moving to open plan offices.
Response to ICT Security audit	At the request of ET a security assessment has been undertaken by Deloittes against the 20 CPNI ICT security controls. Their draft report makes a number of recommendations which the University will need to consider and respond to.
Finance System phase II	The initial phase of the migration to ABW went live on 1 August. Work in the second phase will include replacement of PMA and PFact and the implementation of additional functionality.
Careers	Implementation of new software solution, Careers Hub.
Identity Management	Procurement and implementation of a replacement Identity Management Solution (replacing SPOT).
Enterprise wide reporting	Implementation of new reporting tools, further development of the data warehouse and decommissioning of Discoverer.
Business case for EDMS	Develop a business case to consider the introduction of a UEA wide Electronic Document Management System (EDMS).

Project	Objectives
Library systems upgrades	Move Metalib, Sfx and Primo to remote hosting by Easter 2014, upgrade to Primo v 4. Implement Ebsco API to surface missing content and implement SAML single sign on. If resources allow then we will also seek to implement the mobile interface to Primo.
Printing and photocopying	Review options for combined printing and photocopying service. Assess impact on income of aligning photocopying and printing charges.
Research storage	Migrate research users to a new model for research data storage, significantly reducing the cost of provision of research data storage.

1. <u>Library developments</u>

Programme of activities to be completed in 2013/14

Overarching:
1. Agree and implement Library KPIs underpinned by essential statistics to inform service delivery and enhancement [May 2014]
2. Plan for and (subject to funding) implement further improvements to Library space:
   - a new postgraduate study facility on floor 2. [September 2014]
   - additional group study rooms on floor 01. [September 2014]
   - Phase 4 extension conceptual work. [on-going].
   - Preparatory work: withdrawals including investigation of joining UKRR Phase 3 [on-going]
   - Review and replace Library signage to enhance appearance of the building whilst also providing clear direction for users. [April 2014]

Resources:
3. Move library systems Primo and SFX to remote hosting, including:
   - Implementing Ebsco API for missing content [April 2014]
   - Mobile interface [May 2014]
   - OPAC via Primo [April 2014]
   - Integration of MetaLib functionality into Primo [May 2014] or alternative option for providing subject database listings, etc.
4. Make business case to implement software tools to support embedding of Library resources within Blackboard [November 2013]
5. Specify and implement data clean up on Aleph in priority areas where UEA practice is non-standard (e.g. print journal holdings) in preparation for migration to new LMS [September 2014]
6. Review library accessions and collections processes to ensure sustainable workloads including identification of additional outsourcing and unnecessary manual processes/duplication: Interlending, Book ordering, Notifications, EDI, Quarterly updates, Journal claims. [August 2014]
7. Rescope to identify sustainable workflow for the Library's digitisation service, including recording of CLA compliance [November 2014]
8. Review vendor supplied MARC records for e-book packages and journals [April 2014]

Academic Liaison and Research:
9. Continue to lead with REN on Open Access policy development in light of emerging HEFCE policy on open access which would require all REF-able papers to be submitted open access. [on-going]
10. Update information skills strategy and ensure join up with ISD's contributions to employability, MOOC, online learning and digital literacy agendas [May 2014]
11. Support academic and IT staff on implementation of MOOCs and other online courses including licensing of library resources. [On-going]
12. Develop library research support strategy including Archives [June 2014]

User services:
13. Specify requirements for room booking software to feed into ITCS SITS room booking configuration plans. [December 2013]
14. Review three day loan initiative in practice and accurately record all comments and implement adjustments as necessary [January 2014]
15. Investigate potential value of library "student champions" & "librarians let loose" initiatives [July 2014]

16. Review arrangements of the delivery of library services at King's Lynn; including clarification of responsibility for fabric of building [February 2014]
17. Specify and implement data clean up on patron records in Aleph in preparation for migration to new LMS and to ensure Data Protection compliance. [September 2014]

Contribution to wider ISD projects
- Review of web site and portal including ease of navigation and signposting, especially Faculty and Subject pages
- Communications and marketing project
- UEA London infrastructure (licensing)
- Disaster recovery process review
- Printing and photocopying

Activities postponed to 2014/15 programme of work
- RFID solution: Planning and implementing a migration to the standard ISO 28560-2
- De-commission Aleph barcodes (implement prox on self issue machines)
- Online library fines payment

Other activities
These are activities that may be undertaken if time permits but do not form a part of this year's programme of work and which will not be reviewed formally.
- Relocation of quick reference collection to make more accessible [December 2013]
- Investigate replacement of library management system including migration plans and timescales
- Implement Knowledgebase Plus to ensure better record-keeping of core subscriptions and entitlements
- Completion of Open Athens / Ezproxy project: further global edits and update of URLs.
- Digital repository records in Primo - resolve outstanding issues of missing records and misleading display
- Promotion of freely available (open access) online journal, book and teaching materials
- Review e-books purchasing strategy including review of current models to ensure VFM
- Enhance e-resource usage statistics using RAPTOR software or other similar products to aid better decision-making
- Implementation of changes to entitlements: loan periods for staff adjusted to help keep items circulating.
- Review of food and drink policy including trial of library café facility
- Agree approach to e-theses from EPrints to PURE and essential link with national service EThOS
- Explore options for provision of NHS e-resources to UEA teaching staff
- Continue to work with Norfolk County Library Service to implement public library "lite" in UEA Library including access to kiosk and e-resources.

2. Faculty IT Support developments

IT Infrastructure in Teaching Spaces
- Refresh of obsolescent AV equipment in teaching spaces (Summer 2014)
- Refresh of obsolescent PC equipment in teaching spaces (Summer 2014)
- Healthcheck of IT & AV in teaching spaces (Ongoing)
- Support for IT and AV provision to new build and refurbishments, including Earlham Hall and Enterprise Centre (ongoing)
- Embed provision of Roomcheck service incorporating remote monitoring of data projectors in teaching spaces (ongoing)
- Create and support technology trial/demonstration room in ARTS 2.05
- Audit IT & AV in formerly Faculty-owned spaces and develop refresh profile (December 2013)
- Review options for replacement of the helpdesk software.
- Review options for student network printing (and if approved implement) a combined printing and photocopying service (review October 2013)

Staff and Student enquiry services
- Enable card production directly from the helpdesk (Dec 2013)
- Operate start of year process for January and September intakes
- Roll out IT Support Drop-in sessions to all faculties/buildings (December 2013)
- Refresh Faculty-owned PCs as planned within faculties (summer 2014)
- Engage with users who have large online profiles to reduce them (ongoing)
- Investigate OU arrangements in NSC with a view to revising and streamlining, identify other schools where a similar intervention would be beneficial (September 2014)
- Implement new staff induction service for new joiners and existing staff on demand (October 2013)
- Embed activities of ISD Account Managers (ongoing)

Technology Enhanced Learning
- Investigate technologies to support improvements to assessment and feedback.
- Implement analytics within Blackboard to enable detailed analysis of use across courses, schools and faculties (December 2013)
- Investigate new social media functionality in Blackboard
- Amend training materials and associated resources as a result of the move to hosted Blackboard
- Develop Learning Technology Network comprising an online network and community of practice and both formal and informal staff development session
- Provide both 'discipline dependent' and 'discipline independent' staff development course
- Develop online resources incl. web presence
- Develop a formal training course for Camtasia
- Support Teaching and Learning Day
- Organise regional eLearning network event – Health eSIG
- Amend resources and materials, and develop additional sessions in relation to TurningPoint 5 (October 2013)
- Provide on-demand consultancy and advice for schools, course teams and individuals
- Refresh TEL Futures Report (May 2014)
- Participate in MOOC Working Group
- Operate small-scale trials and evaluations of technology solutions and practices

- Investigate Peer Review software with possible pilot of Web PA (if time allows)
- Explore the use of audience response in relation to mobile devices, including web-based solutions

Studio Technology Service
- Review streaming service provision and recommend roadmap for future maintenance and development (January 2014)

3. ICT Systems developments

Overarching
- The majority of the work undertaken by the infrastructure teams on an on-going basis is to ensure the reliability, resilience, security and service continuity of the universities IT infrastructure. Specific tasks being undertaken this year include:
    - Review and testing of IT System disaster recovery plans
    - Network infrastructure installations for new and refurbished university buildings (Enterprise centre, Building 57, Earlham Hall, Medical research building, etc.)
    - First phase implementation of a revised storage and backup infrastructure design following a supplier lead review
    - Rolling replacement of end of life servers (virtualising servers where possible), network switches and storage subsystems
    - Regular server driver, firmware and patch upgrades
    - Continued development of the IT infrastructure monitoring system
    - Review of security logging and the log retention policy
    - Continued enhancements to the Data Centre monitoring systems
    - Replacement of Data Centre power strips to provide additional power resilience
    - Review of server maintenance to ensure appropriate cover and value for money
    - Desktop software application packaging and deployment as requested
    - On-going peer led training sessions to IT support teams and the Help desk
    - Upgrades to server certificates
    - A number of tenders, including storage, servers, network equipment and VOIP.

IT Systems
- Provision of cloud based email and collaboration tools for staff and students to provide increased storage and more flexible working
- Design of a replacement IT infrastructure for UEA London
- Investigate the business case for thin client devices in central IT areas
- Develop business case for investment in Matlab site licence
- Implement document and email encryption including full disk encryption for laptops.
- Review the anti-virus software
- Working with Estates to upgrade the university's CCTV system

Networking and Telephony
- The decision to release the capital funding wireless networking in the student residences has been deferred until next year. However preparation work for the installation will be undertaken.
- Replacement network firewalls and traffic shapers (including the management stations) will be installed
- Completion of the telephony VoIP migration
    - Software upgrade
    - Upgrade of the telephone switchboard to the VOIP system
    - Migration of emergency phones, fax machines, and special need users to the VoIP system
    - Decommissioning of the analogue exchange
- Replacement of the telephone call logger system
- Completion of the replacement DHCP/DNS system

- Installation of a second resilient JANet connection

Research Computing
- The migration of researcher's data storage to a new model will be initiated. This will provide more cost effective blended data storage using a combination of disk and tape.
- Upgrade the High Performance Cluster (HPC) management software
- Develop business case for additional investment in HPC.
- Implementation of a pilot Windows HPC service
- Review and enhance the HPC network topology
- Continued enhancements to the Linux desktop

4. Corporate Information Services developments

Development work within Corporate Information Services this year will concentrate on 7 main areas, all of which will require significant resource. As a result many systems managed by CIS will be left in a support only mode this year in order for staff to focus on the major projects.

- Continued development of the student administrative systems

- Web Sites and the Liferay Project – this year we will be continuing the work on migrating Polopoly to Liferay as well as working on Research Website migration and interfacing Liferay with new services such as Pure to enable further integration of people pages. We will be replacing the Portal with Liferay pages

- Finance project – we will be continuing work on the finance system replacement with the migration of research project funding (PMA) and resource costing (PFACT) modules into ABW

- Research Management Environment – we will be continuing the project to implement PURE, linking with the new finance system, publishing people pages and implementing an RPLAN replacement on PURE

- Authentication and Single Sign on – we will be continuing the rollout the OpenAthens and federated access service. This year we will be addressing library and student union systems.

- Reporting and Planning tools – we will be implementing a new tool to replace our existing Discoverer enterprise reporting tools. In addition we will be looking to enhance the service by implementing dashboard tools to support reporting against Corporate Plan objectives.

- Identity management – we will be developing specifications, undertaking procurement, implementing infrastructure and performing staff training in readiness for an Aug 2014 start to the major SPOT replacement project.

The following systems are planned to be decommissioned as part of our strategy for consolidation of applications:

Estates Document Management (Meridian) – moving to central file store
Project costing (PFACT) – moving to ABW
Project Account (PMA) – moving to ABW
Blackboard Community System (Portal) moving to Liferay
Research Planning (RPLAN) migrating to PURE

5. Strategy, Policy and Compliance developments

User education and training
- Review training on all compliance matters with a view to providing more targeted training to suit user needs. (January 2014)

Telephony infrastructure
- Switchboard - upgrade, conversion to VOIP, retraining, new contingency plans, and new ways of working to exploit the VOIP set up.

Ensuring statutory compliance
- Changes to handling of copyright licences (3 licences - ERA, NLA, CLA). Create a log and manage their renewals. Develop processes for logging digitisation of material under CLA for the non-mediated service. (January 2014)
- Licence review to confirm need for subscription to available copyright licences. (January 2014)
- Review copyright guidance and develop additional information published on ISD website based on queries received. (October 2013)
- Records management. Continued work on collecting department RRS. (November 2013)
- Publication scheme review and further encouragement for proactive publication including provisions for datasets in the Protection of Freedoms Act. (January 2014)
- Datasets and Protection of Freedoms Act – review code of practice and ICO guidance, and develop an action plan to be communicated to the community. (October 2013)
- Email management – Develop a proposal on how to move forward on email management policy and practice. (January 2014)

ICT policy development
- Information security policies were last revised and approved at Nov 2012 ISSC and so a review should be conducted over the summer 2014. (October 2014)

Policy development
- The ISD document register will be consulted to determine which documents are due for review and update. COCU is revised every year. The due date for each document and the document owner leading on the review are both recorded in the register.

Security incident investigation
- Expansion of this service. Nominated team/staff responsible for infosec. Define service, resourcing and schedule of work for it. Influenced by the CPNI security audit (Deloitte July 2013) Infosec user guidance on UEA website.