

University of Strathclyde

Information Services Directorate

Operational Plan for 2019/20

2019/20

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1 EXECUTIVE SUMMARY

The Information Services Directorate (ISD) is part of the Professional Services Group that provides the critical context and support infrastructure within which academic colleagues work to deliver on our strategic and academic objectives. ISD makes a major contribution to this group. Driven by a commitment to the University's Values, the Professional Services Group seeks to play an integral part in realising our ambitions as a Leading International Technological University by:

- Working **collaboratively** with faculties, schools and departments and across professional services.
- Delivering **innovative** services and solutions in support of the University's strategic objectives.
- Developing and realising **ambitious** plans for service development and operational efficiency commensurate with the University's overall ambitions.
- Being **bold** in the development of services and governance models which are effective and efficient, whilst not compromising compliance or quality.
- Providing leadership and interacting with others in a manner which embodies the **people-oriented** approach central to the delivery of high-quality services and supporting the wider community.

With a team of 239 (218 FTE) staff as of April 2019, and a total budget of approx. £18.7M 2018/19 (not including ISC & DCSC tactical budgets), the ISD is comprised of two main areas, Technical Services and Library and Information Resources.



This document presents a high-level overview of the key achievements and ISD Operational Plans for the academic year 2019/20.

Key Achievements for the year 2018-2019 include:

- NSS results Library 89% and IT 84% satisfaction
- 1,002,545 entries to the library in 2017/18. With the new Sports Centre opening we have already witnessed a 4% overall increase over first quarter of 2018/19 compared with previous year with evening figures up 10%.
- Myplace continues to grow with 6.5million sessions in 2017/18 (up to 6% on 2016/17).
- In 2017/18 Library staff delivered over 300 information literacy classes and created 96 online LibGuides. Represents 15,625 person hours of training received by users (in person or online).
- Delivered year 2 of the GADA (Graduate Apprenticeships and Degree Apprenticeships) laptop initiative and installed 320 new PCs in the Library.
- Continuing delivery of the Cyber Security Programme culminating in the delivery of a **Cyber Essential Plus certified** environment that will be grown to encompass the entire institution.
- In 2018 the Strathclyde Mobile App won the Herald HE Innovative Use of Technology Award. Use of the Mobile App continues to evolve as it becomes the largest IT system provided by the University in terms of use. In 2017/18 it had 1.2 million sessions with 3.7 million screen views. From August to December 2018 it already had 1.02 million sessions and 2.9 million screen views (up an incredible 60.69% and 50.12% on the same period in 2017).
- In collaboration with Engineering & Science, the implementation of a new High Performance Computing facility (HPC).
- 40+ Information Services employees were closely involved in delivering "Strathclyde Sport" including the implementation of a new sports centre management system integrated with the wider University systems, the building network and state of the art AV equipment throughout.

In keeping with the PS Groups overarching objectives, the ISD objectives and top priorities for 2019/20 are meeting the needs of our customers and ensuring our services are aligned with the University strategy and values by:

- Continuing delivery of the three-year Cyber Security Programme and embedding enhanced cyber security into all of the University's operations.
- SIMS Phase 2 - Core Student Records, HESA Data Futures, Graduation Ceremony Management, Planning for Business as Usual and SIMS Phase 3.
- Reviewing and updating the Information Systems Development Framework incorporating Vision 2025, identifying key requirements and activities in the short to medium term.
- Delivering business projects across the Institution in partnership with the business owners in 2019/20.
- Working collaboratively with Estates to define and deliver the Curran masterplan, creating opportunity for developing high quality specialised spaces.
- Work with Estates Services to progress beyond the Library's proof of concept pilot for SMART card entry system.
- Achieve Customer Service Excellence (government accreditation).

2 INFORMATION SERVICES

The figure below summarises ISD’s overall drivers and strategic objectives for the coming year. All activities are informed by the Information Systems Development Framework (ISDF), Library Strategy and ISD Vision 2025.

- [Information Systems Development Framework \(ISDF\)](#)
- [Portfolio of Programmes and Projects](#)
- [Library Strategy](#)
- [ISD Vision 2025](#)
- [Cyber Security Programme](#)
- [Key Statistical Information for ISD](#)

FIGURE 1 INFORMATION SERVICES DIRECTORATE



ISD’s overarching aim is to support the University’s strategic themes for: outstanding student experience; internationally-leading research; world-leading innovation and impact; global engagement; operational excellence. To clarify how we will do this, we have defined our key objectives, strategies and performance measures, which are set out in the figure below.

Objectives What do we want to achieve?	Strategies How will we do it?	Performance measures (KPIs) How will we measure progress?
<ul style="list-style-type: none"> • Meeting the needs of our customers and ensuring our services are aligned with the University Strategy and KPIs • Improved customer satisfaction • Improved customer service • Ensure value for money • Integrate University values into all our day to day activities • Reflecting the University’s values in all ISD’s activities • Ensuring the provision of a suite of systems and services that meet the needs of a leading, international, technological institution in 2025 	<ul style="list-style-type: none"> • Deliver quality, reliable, cost-effective, scalable, secure and location independent services • Constantly evolve services through innovation • Strengthen working relationships across the University • Align services with the changing requirements of the organisation • Improve collaboration, responsiveness and accountability • Implement simple, clear, consistent processes • Implement faster, more agile projects – ensuring delivery of projects which benefit the University • Ensuring effective strategic management of all projects • Deriving increased value for money from e-resources and their procurement 	<p>Customer satisfaction:</p> <ul style="list-style-type: none"> • National Student Survey results >90% in relevant areas • Regular user satisfaction surveys <p>Quality of service:</p> <ul style="list-style-type: none"> • Service availability >99% • >90% of customer service desk calls resolved within target times <p>Value for money:</p> <ul style="list-style-type: none"> • Optimise procurement paths • Monitoring of all activity to ensure alignment with the values. • Increasing usage of e-resources • Staff absence in line with industry benchmarks. <p>Operational Excellence</p> <ul style="list-style-type: none"> • Project delivery to time & budget monitored via the ISC • Robust financial management systems in place

3 GOALS & ACTIVITIES

This Operational Plan defines the goals and activities ISD wish to achieve over the coming academic year 2019/20. They focus on both our internal improvement as well as those focussed on service provision for our users. Each theme is supported by multiple activities, with the ISD introducing an overarching architecture, set of standards and governance. Our goals generally support more than one area of the strategic plan and multiple institutional KPIs (Appendix 1). ISD contributes to the fundamental infrastructure in terms of the systems and services that enable and facilitates the University to support the institutional KPIs. Sections below provide a more detailed analysis of the contribution ISD provides to the University's KPIs.

ISD OVERALL OPERATIONS

Progress to date

As a service directorate the successful operational delivery of Library, IT and AV services to the University is vital. As such, a variety of measures are used to assess the success of the operational delivery.

- NSS results Library 89% and IT 84% satisfaction (3, 5, 8)
- Uptime results across all systems, services & infrastructure greater than 99% (3, 5, 8, 13, 15)
- 1,002,545 visits to the library for 2017/18. Footfall in first quarter 2018/19 (August-November) is 416,463 i.e. up 4% (3, 5, 8)
- Virtual library usage continues to increase with 3,116,873 full text article downloads and 4,064,498 e-book section requests in 2017/18 (3, 8, 10, 15).
- Continued high usage level of Myplace (more than 1 million sessions per month during peak months and Mobile App likely to top 2 million sessions per annum this year (2, 3).
- 187 different software products available for staff & students for downloads – MatLab, Chemdraw Bio, Microsoft Office, etc (Software downloads 16,806 2017/18) (3, 5, 8, 15)
- Penetration testing by external organisation to identify and address weaknesses in cyber security (15)
- Delivery of an extensive information literacy programme for customers – over 300 sessions delivered by Library staff in 2017/18 and 96 online LibGuides created. (3,8,10,15)
- Launched updated webpages for ISD, designed to better support the customer journey through the site. (3,5,8,15)
- Successful design and installation of new AV facilities for the largest venue on campus John Anderson 325 utilising AV over IP technology and new AV installations in the nearby learning spaces 326, 327, 314 and 317 (3,5,16).
- Approximately 400 PCs replaced across campus (3,5,8,16).
- Continuous assurance of retaining legislative compliance with HESA, HMRC, UCAS, Border Agency, Pension bodies, etc (1,2,5,8,15).
- Implementation of FMS Milestone 6 (15)
- The implementation of Skype for Business as a Unified Comms System (3,15)
- Cyber Security Programme (first year complete and second year continuing) including the delivery of the training and awareness programme and achieving Cyber Essentials Plus for a secure certified environment. (9,10,15)
- Implementation of a new and improved website search engine, Funnelback (1, 8, 9, 10, 11).
- Provision of a dedicated enquiries desk for students in the Curran Library and an out-of-hours service supporting student learning round the clock “e-first” policy for information resources. This delivers 136,528 electronic only journals and 426,964 e-Books, giving rise to over 7M downloads per annum. Also, there are 18,792 externally available full-text Institutional Repository items available for download, showing a 42% increase since 2017. (3,5,8,11)
- 1253 plus WiFi Access Points across campus (providing the students with the Eduroam WiFi service that can be used worldwide). Available in all teaching, library and public areas. (all KPIs)
- 153 teaching packages available in labs and for downloading including for the first time access to all the Matlab Tool Boxes (3)
- Twice annual upgrades to Myplace (in collaboration with SEES) and a re-architecting of Myplace. (1,2,3,15)

Risk Register

- Review and update the corporate Risk Register on a quarterly basis or as appropriate as it relates to ISD operations (15)
- Ensure all projects have Risk Registers (15)
- Maintain a Cyber Security Risk Register (15)

Financial Risks

- Within the Library area there is continued risk in the publishing world where there is opposition from publishers to negotiate collaborative purchasing contracts. In the IT and publishing world, almost all contract renewals are now above the rate of inflation.
- Continued use of multi-year procurement contracts throughout ISD, committing budget between and ahead of University financial years. ISD Library contracts are modelled each summer and costs for the 3-5-year deals calculated at start of contract but we have no internal process to set the money aside for the full 5 years. These are however, accounted for within the institutions budgetary 5-year forecasts.
- In addition, ISD ability to generate external income to help with savings targets has reduced, though in some cases this has been beneficial to users and delivers on customer satisfaction. An example of this would be the introduction of automatic book renewals which has significantly reduced fines income from £84k in 2012/2013 academic year to £34k in 2017/2018

ISD OVERALL OPERATIONS

but has improved customer relations. Money generated through fines is used to supplement book purchasing, fund building refurbishment work (eg chair re-upholstering on reading floors, repair furniture and equip new student group study spaces). Another area where the Library has been successful in adding new income would be in relation to grant bids to Wellcome Trust and other awarding bodies.

- Library fines income is reducing year on year as the application of increasingly sophisticated technical solutions enable students to plan their work and use of information resources more effectively. This includes automatic renewals, enhanced recalls for requested items and a wider provision of e-resources.
- Additional market increases attributed to Brexit and substantial reduction in the buying power of the pound vs dollar and euro (exchange rate) eg. 9% increase in HP desktop computers and between 13%-22% increase in Microsoft products from Jan 2017. Mitigating actions include:
 - Continue to use best practice procurement standards to minimise impact particularly via frameworks.
 - Some of the SHEDL multi-year deals are negotiated so they have break points at very stages of the overall contract e.g. for a 4 year deal it could be structured 2years +1year +1year. Breaking this however would put additional burden on the remaining members of the deal.
 - We are consistently cautious about taking on any new resources with a recurrent cost (subscription), and try to maximise opportunity presented by cancellation and substitution clauses within the contracts if available, so new titles can be added and lesser used titles cancelled.
 - If all else fails we would have to protect the subscription portfolio by cutting back on expenditure in non-recurrent areas such as book stock – that response however would bring other problems not least a diminution of service to the students.

Within the Library budget an agreed inflationary rate increase for the multi-year deal materials can be substantially increased in variations in exchange rate, with impact on our ability to maintain our current portfolio of subscriptions for information resources. Increases have also been demonstrated for those materials bought outside the big deals e.g. For subscription renewals for 2018, the average price increases have been between 3-6% but the overall range has been 2-17%. All of the above increase difficulty in ensuring that all necessary resources are purchased, licensed and maintained appropriately.

Goals	Activities
<ul style="list-style-type: none"> • Deliver value for money • To be the “go to” area of the University for advice on IT, Information Systems, AV, information resources, security and management • The provision of reliable, flexible, consistent, cost-effective & scalable services delivered to all users • To lead the University in adapting to technical innovation and providing constantly evolving services, reusing assets where appropriate. • Lead the Cyber Security stance for the Institution. • Ensure strong, effective working relationships across the University partnerships with key vendors. • Improve capabilities through broadening of skills • Deliver clear, simple business processes • Improved integration of information • Deliver high quality intuitive services through a single service point online & in person. • Deliver an enhanced student experience as relating to IT & Library through responding and adapting to changing student needs. • Deliver improved seating arrangements on library reading floors to better support zoning and Wifi access. • Ensure that all IT services, systems and products are produced in a compliant fashion to deliver value for money to the University. • Continually enhance all system availability and reliability. 	<ul style="list-style-type: none"> • Actively monitor and report against metrics (15). • Re-define standards that existing and new systems and services should meet (15). • Identify new opportunities to drive efficiencies, provide new services and deliver smarter technology solutions (3, 5, 8, 15). • Review current support services and assess needs for extended support capabilities (3, 5, 8, 9, 13, 15). • Establish easier instant feedback mechanisms (3, 5, 8, 13, 15). • Enhance stakeholder communications through better use of multiple channels (3, 5, 8, 13, 15). • Review and establish new digital channels for providing end user support regardless of location e.g. implement helpdesk CHAT service (3, 5, 8, 13, 15). • Delivery of Year 3 Cyber Security Improvement Programme (9, 10, 15). • Collaborative purchase of Library materials through SHEDL/JISC achieving Scottish government target of 40% through consortia purchase (3, 5, 8, 13, 15). • Rationalising Library collections to increase capacity for enhanced study space and WIFI access (3, 5, 8). • Conduct the annual review of Information Security Risks and the annual review of Information Security (9, 10, 15). • Implement the recommendations of the CLA Audit by raising staff & student awareness of copyright compliance, monitoring and actions plans (3, 5, 8, 9, 10, 13). • Consolidate staff space to ensure increased efficiencies and improved services (3, 5, 8, 15, 16) • Delivery of additional capacity for institutional storage (6, 7, 9, 10). • Delivery of Estates Replacement Systems (in collaboration with Estates) (15, 16). • Delivery of Safety Management Records System (15, 16) • Continuing to work in conjunction with Strategy & Planning to plan solutions for the new Data Protection Office and GDPR* regulations. (15)

ISD OVERALL OPERATIONS

- Oracle Upgrade project. Includes upgrading a large amount of the underpinning of information systems architecture (15).
- Compliance with HMRC, Pensions, Government Legislation, HESA and Home office Visa regulations for staff, student, applicants (staff and student) and casual workers (15)
- Integration Hub build to ensure visibility of data transfers with a Data cache and API services that allow for interoperability of systems during upgrades (15)
- Deliver FMS mobile (15)
- Provision of the Programme Management Office (PMO) both to monitor effective project & programme delivery; and allow continuous improvement of project and programme management for IT related projects. (15)
- Provision of a flexible IT training facility for staff and students including the production of Webinars. (15)

*At a Directorate level Information Services has completed and returned its checklist. During the process of completing the checklist it developed its Action Plan associated with the Introduction of GDPR and work is underway to address this Action Plan.

Information Services has a Programme Management Office (PMO) that monitors both the delivery of the programme and project management of IT related projects across the University and improvement in programme and project management practice. These projects are governed as a programme by the Information Strategy Committee (ISC) and its sub-committee the Digital Campus (DCSC). The programme overview is available on the Information Strategy Portal. Currently there are 10 strategic and 17 tactical projects underway with business cases being prepared for 6 further projects and 25 potential projects that have been highlighted. The purposes of the business cases are not only to assign funding to projects but also to assure that the University is aligning such projects with its strategy, avoid spend on “duplicated” systems and prioritise projects within limited resource envelopes.

OUTSTANDING STUDENT EXPERIENCE

Supporting the University’s Strategic Plan KPIs

1. Achieve an annual intake of 1,000 Scottish domiciled undergraduates from SIMD0-40 areas by 2020.
2. Maintain undergraduate retention from Year 1 to Year 2 in the current range of 90%-93% annually.
3. Achieve Student Satisfaction (overall) of 90% or higher annually in the National Student Survey.
4. Meet or exceed our HESA benchmark annually for the proportion of graduates in work or further study.
5. Increase our postgraduate taught (PGT) population to 3,100 FTE by 2020.

Progress to date:

The results of the most recent NSS, carried out from January – April 2018, were made available in August 2018. The score of 89% for the Library question positions it within the top quartile within the sector. The IT question score of 84% positions Strathclyde 4th in Scotland. Analysis of the results will continue to inform our development planning. Library entry gate figures for academic year 2017-18 were once again above 1M, being over 40% higher than in 2010/11. Footfall for the first quarter of 2018/19 is up by 4% overall, and 10% in the evenings, suggesting that the Library and new Sports Centre are supporting the “Sticky campus”.

- The ISD continues to regularly survey the needs of our customers, analysing feedback from the International Student Barometer and a range of other surveys. We meet regularly with USSA office bearers and conduct “you said we did campaigns” to show the actions taken (3,5).
- The Library is provided as a flag-ship study space for students. Its physical spaces & services continue to evolve & improve via the provision of additional study spaces (2,3).
- Initiation of ISD project to seek Customer Service Excellence accreditation – submission planned for summer 2020.
- Online resources for both teaching and study – including library resources, IT packages like Matlab, Chembiodraw, Qualtrics as well as business software such as Microsoft 365. Matlab now includes all the toolboxes (2,3,4).
- ISD provides the physical infrastructure and applications support for the systems which underpin teaching, learning and research including Myplace, Admissions and Student Records System (2,3).
- Upgraded Mobile phone app: Push Notifications, Class timetables, Exam timetables (all KPIs)
- Cyber Security Programme – online training and awareness raising campaigns 2018/19: 2 campaigns delivered so far (Freshers’ Week and Christmas 12 Scams) gaining 325 followers on social media. 52 student blog posts with 1,664 views, responses to social media content across the campaigns delivered over 37,500 views, with over 1,750 active engagements with posts, and over 1,700 page views of cyber security web pages. Distribution of 4,800 cyber security literature. Events included Freshers’ Fair, Library tours and Orientation lectures, cyber escape rooms were piloted. 80% staff have been trained and 3% of students. Cyber escape rooms are currently being launched and will be used to promote the CyberSafe campaign which will run until summer 2019, primarily promoting password managers and 2 factor authentication, as well as all the messages in the 10-steps. Relationships built across faculties, professional services and USSA (9, 10, 15).
- Year 2 procedures to support expanded GADA courses implemented (1, 3, 15).

OUTSTANDING STUDENT EXPERIENCE	
Goals	Activities
<ul style="list-style-type: none"> • The Library as the study space of choice for the University • IT labs welcoming and meeting teaching and student needs for study across the campus • Provide the underpinning infrastructure to meet the requirements of both academic staff for teaching and students for learning • Provide high quality, relevant library collections that support teaching & learning activity across the University • Provide a suite of systems that allows the University to effectively manage teaching and learning • Ensure the provision of management information relating to teaching and learning • Deliver AV provision across the campus that operates effectively, consistently and seamlessly • To provide welcoming, well-trained staff offering a variety of support and guidance to all customers • To ensure that all services, on and off campus, are equally available, accessible and streamlined, through a single intuitive service point online and in person which will deliver the same high-quality standard of service irrespective of geographical location • To provide access to extensive and wide-ranging resources which support and stimulate learning and academic endeavour • To provide high quality, technology-rich environments which facilitate student collaboration and the generation of innovative approaches to learning • To deliver training and support to students to facilitate their learning, maximise their use of information resources and enhance their academic success • To seek out, welcome and embrace customer feedback, using it to shape our services and ensure they are responsive to changing needs • To benchmark our services and deliver year on year improvements in student satisfaction national surveys including: <ul style="list-style-type: none"> ○ NSS ○ PTES (90% by 2020) ○ PRES (90% by 2020) 	<ul style="list-style-type: none"> • Progress project gathering evidence for Customer Service Excellence accreditation for enquiry service (3) • Pilot a chat service. Pilot an online service for customers to submit enquiries and support requests (3) • Deliver a research zone for interdisciplinary research students (8) • Pilot a student library ambassador programme • Focus on e-resource acquisition which optimises off-campus availability and expand new library service for Alumni (5, 11, 12) • Implement Reading List management software and extract associated Learning analytics data. • Ongoing stock review strategy to release space for building redevelopment and identify information areas requiring enhancement. (3) • Develop an Information Skills strategy, roadmap and programme of events and materials to support the acquisition of effective information skills in a digital age as part of the LEC/QAA Digital Footprint project (4) • Implement programme of monthly teaching space checks of AV and IT equipment (2, 3, 15) • Enhance SEN requirement testing as part of information resource acquisition assessment • SIMS Phase 2* (1, 2, 3, 4, 5, 15) • Continued Mobile App Developments (1, 2, 3, 4, 5, 8, 11, 15) • Continue developments on Myplace driven round NSS feedback (2, 3) • In partnership with SEES implement regular Myplace upgrades (3) • Implement CLL Learner/Short Course Management System (in collaboration with CLL) (15) • Deliver Career Service Vacancy Platform (3) • Re-architect the Myplace Service (3) • Ongoing continuous improvement to My Place and the Mobile App (2, 3) • Work with the Strathclyde Online Committee to improve the experience for students undertaking online courses. (3, 5, 8, 9, 15) • Work to allow more targeted Myplace Home Pages (departmental home pages) (3) • Implement Student Casework Management System (3) • Ongoing campus wide digital upgrade to HDMI in all centrally managed teaching and meeting rooms (3) • In collaboration with SEES and Strategy & Policy Student Learning Footprint Data Mart (data analytics) project (1, 2, 3, 4). • In collaboration with SEES, Lecture Capture pilot will continue (subject to the University's decisions in this area) (2, 3, 5). • Migration to Sharepoint Online (3, 16). • Migration of all student facing PCs from Windows 7 to Windows 10 (3). • Assist with a project lead by Estates Services to implement upgraded and extended WiFi in the University's student residences (3). • Delivery of a Desk Top Management project to improve the management and security of staff and students PCs (3).

*SIMS Phase 2 is the largest ongoing project commitment within Information Services and will continue through 2018/19. It is a collaborative project working closely with substantial numbers of staff from SEES, Finance, Strategy and Policy and Faculty Managers and their teams. The Project is directed by the SIMS Operational Management Group which is chaired by the Director of Continuous Improvement. At its peak, Information Services expects to have about 20 FTE assigned to the project with many more staff, particularly from the IS management team, dedicating substantial amounts of their time to its implementation. It has 3 workstreams:

- The Core Student Record delivery, replacing the existing, VAX based Student Record System with equivalent functionality
- The HESA Data Futures workstream
- Graduation Ceremony Management System workstream

SIMS Phase 2 is currently on track to deliver the Core Student Records and shut down the digital VAX services as of the end of November 2019. A proposal to move into a SIMS Phase 3 programme of work for a period of 3 years was approved by the Executive Team on 7 May 2019. This will maintain the current staffing level and tackle a prioritised list of projects such as HEAR, Course and Class Approval, Post Graduate Management System and Direct UG Admissions. These will be tackled in agile sprints to enable deliveries to be achieved and add benefit to the organisation as quickly as possible. The current governance structures will remain in place (Executive Team, SIMS Executive Steering Group, Operational Management Group and Programme Delivery Team).

INTERNATIONALLY-LEADING RESEARCH

Supporting the University's Strategic Plan KPIs

6. Increase our total competitively won research income to £70 million by 2020.
7. Achieve an overall field-weighted citation impact rate 50% greater than the world average by 2020.
8. Increase our postgraduate research (PGR) population to 1,750 FTE by 2020.

Progress to date:

ISD provides many systems, services and infrastructure that support the University in its research KPIs. It provides underlying systems infrastructure, applications, development and support such as PURE, FMS, pFACT, SUnBIRD & Awards Management that allows the University to manage its research income (6). It is integral to the Research Data Management Service (delivered in partnership with RKES). ISD supports both PURE and Strathprints, working within the Digital Asset Management Group (DRAM) on mechanisms and systems to ensure the maximum exposure of our research outputs (7).

Specific deliverables in 2018/19 (to assist with this theme include:

- In collaboration with the Faculty of Science a new HPC was installed in the University's new data centre and the old one was decommissioned.
- Certification in November 2018 of a Cyber Essentials Plus certified secure area
- 94.5% compliance with HEFCE Open Access policy ([OA Statistics](#))
- Deposit of research datasets continues to increase - 719 added in 2018
- Increased resource to OA and Archives team by developing mobile cataloguing team to ensure mandates are met and throughput is timely and efficient – 3441 records deposited in Repository 2017/18
- Physical storage space meeting international standards created for Archives to allow future collection growth

The Library collections provide a wide range of online resources targeted at researchers, such as Scopus, Web of Science and SciVal. PGR students are provided with the equivalent facilities as staff and ISD provides the infrastructure for the systems that support the University in managing its PGR population (8). Faculty Librarians and the Scholarly Publications & Research Data team work in partnership with RKES and OSDU to provide training and advocacy services for Open Access, encouraging researchers to maximise use of the RCUK and Wellcome grants for publications (6) (7) (8). Grants awarded from the Wellcome Trust to support exposure of two internationally important archive collections (6).

Goals	Activities
<ul style="list-style-type: none"> • Provide and deliver a library service (both physical and online) that meets the needs of the research community • Ensure maximum discovery of the research outputs of the University of Strathclyde • Provide a suite of systems that allows both the researchers and the University to effectively manage the research process. • Provide management information relating to research eg SUnBIRD. • To provide a high quality, responsive portfolio of materials which support research activity • Enhance and expand our archives and special collections to support the academic research community • To work in partnership with academic and research staff and students to identify, prioritise and support their requirements and collaborative activities • To ensure appropriate metadata and digital objects processed (in PURE /Strathprints 	<ul style="list-style-type: none"> • Development work to allow SUPRIMO and external European Archive Hub to harvest AtoM archive records (6). • Development work to create an international description schema for Archive materials (6). • Further development of Archivematica to ensure security of archives and institutional research outputs (6). • Digitisation projects for Oral history using Heritage Lottery Funding, Company Report, Asbestos and Geddes collections (3, 5, 6) • Continue to bid for external grants from Wellcome, lottery and various trusts to fund archive cataloguing and digitisation projects for research collections (8, 13,15) • Feasibility assessment for establishing Strathclyde/ Scottish HE OA journal publishing platform (8,13,15) • Continued collaboration with Scottish & UK HE libraries to offer access to wide portfolio of resources (6) (8). • Tactical assessment of e-resources for key gaps and acquisition of desirable research back-files to fill (6). • Continue reclassification exercise to keep stock arrangement in line with new subject development and associations (3) • Usage statistics from ALMA to ensure the Library grant is expended effectively (5) (8).

<p>/RDM) so that Strathclyde research outputs are discovered and cited</p> <ul style="list-style-type: none"> To maintain a digital collection of research outputs which showcase Strathclyde researchers and expose their work to an international audience 	<ul style="list-style-type: none"> Identify and deploy appropriate digital preservation and curation workflows for datasets and research publications, including Strathclyde theses (7). Continued support and development of the IT systems that support the research process including systems like PURE and Strathprints (6,7,8,9,10) Continued management and support of the underlying digital storage required by the Research Community (6,7,8,9,10) Provision of the Cyber Essentials Plus certified secure environment (6,7,8,9,10). Implement equipment data tool for PURE and ULab (6, 7, 8, 9, 10). Additional Storage Capacity Project (6, 7, 9, 10) Completion of the rollout of the Research Pricing and Costing Project (replacing pFACT) (6) Cyber Security Programme – will continue to roll out certification, prioritising research groups that urgently require this and complete it's 3rd year. (6, 7, 9, 10, 15) Development of a video conferencing facility that can allow multiple rooms to receive the same broadcast from a single live lecture (3,6,9,10). AV provision for the new Confucius relocation into the Ramshorn Church (9,10).
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WORLD LEADING INNOVATION AND IMPACT

<p>Supporting the University's Strategic Plan KPIs</p> <ol style="list-style-type: none"> Increase our total income from licensing, gains on sales of spin out/spin off investments, CPD and consultancy to £30million by 2020 (based on a two-year average figure). Increase our total industry research income to £18 million by 2020.

<p>Progress to date:</p> <p>In a similar way as for research, ISD provides the underlying infrastructure and Library facilities to support the University, its staff and students in their innovative activities. There are often limitations to services that can be provided for commercial purposes or to individuals who are not staff or students of the University. ISD works hard to minimise the impact of such situations by, for example implementing a guest WiFi Service based on “_The Cloud” for conference visitors to use (9).</p> <p>Work within the Research Data Management Service ensures that our research data (when appropriate) and publications get the maximum exposure. ISD also supports the promotion of the University's knowledge capital through promoting Open Access and provides a suite of collaborative tools such as Sharepoint and Strathcloud Sharefile to support innovative and collaborative activity both internally and internationally (9, 10).</p> <p>Work collaboratively with RKES and the academic community to successfully manage the Open Access (OA) publishing process and RCUK/Wellcome OA grant, thereby achieving compliance targets set by the funding bodies (10).</p> <p>Some specific deliverables in this area in 2018/19 include:</p> <ul style="list-style-type: none"> In collaboration with the Faculty of Science a new HPC was installed in the University's new Data Centre and the old one was decommissioned Certification in November 2018 of a Cyber Essentials Plus certified secure area CLL Online Class Catalogue (in collaboration with CLL) Contribution to international classification standards for Archival materials Fully compliant RIOXX metadata can be created and extracted for reporting, meeting OpenAire compliance requirements.

Goals	Activities
<ul style="list-style-type: none"> Provide physical and virtual library services which support staff and students innovative activities. Provide a suite of systems and the underpinning infrastructure that allows University staff and students to undertake innovative activity, particularly in terms of world leading collaboration. 	<ul style="list-style-type: none"> Deliver the Wellcome Trust funded cataloguing and preservations project (10). Explore and promote mechanisms for the publication and dissemination of internally created “open” research content e.g. OA journals publishing platform (7). Maximise revenue generation and exposure potential of Strathclyde Publishing imprint materials by improving registering titles on PLS website (15)

WORLD LEADING INNOVATION AND IMPACT	
<ul style="list-style-type: none"> Promote the University's innovative knowledge capital by increasing academic awareness of Open Access publishing protocols. Provide a range of systems which ensure effective management information relating to innovation. To strengthen, increase access to, and promote the use of our unique and distinctive archives and special collections. To promote University knowledge capital through Open Access. To deliver information services to collaborators and identified community groups. To support development of innovative approaches to archival description. 	<ul style="list-style-type: none"> Continued promotion of "digital scholar" ethos among researchers via available training opportunities eg SPIRAL, RDP, OA advocacy, etc (8). Work with local schools and the City of Glasgow College to enhance the experience of student transitions (1). Utilise ALMA analytics to better understand usage of e-resources. (15) Continued support and development of the IT systems that support the knowledge exchange and innovation process (9,10, 13, 15) Continued management and support of the underlying digital storage required by innovators (9, 10, 15) Provision of the Cyber Essentials Plus certified secure environment (9, 10,15) Continued development of Strategic Themes KPIs Data Mart (All KPIS) Continued delivery of the additional Storage Capacity Project (6, 7, 9, 10, 15, 16) Work with employers to create resilient information literacy skills for graduate apprentice students (3, 6,15) 3rd year of the Cyber Security Programme – (6, 7, 9, 10, 15)

GLOBAL ENGAGEMENT	
Supporting the University's Strategic Plan KPIs	
<ol style="list-style-type: none"> Increase our number of non-EU students to 2,650 FTE by 2020. Monitor the proportion of non-EU students from beyond our five most well-represented countries. Monitor the proportion of our academic professional staff who are international. 	
Progress to date:	
<p>By supporting the overall operation of the University and academic colleagues, ISD is also supporting the institution in its Global Engagement activities. Working collaboratively with Media & Corporate Communications to continue redevelopment of the University's website. This will ensure greater visibility of the University internationally (11, 12, 13).</p> <p>Whenever services are implemented they are made as accessible as possible, worldwide with 24/7 service availability (with cognisance of legal and information security obligations) (13).</p> <p>Some specific deliverables in this area in 2017/18 and in 2018/19 (to date) include:</p> <ul style="list-style-type: none"> Completion of the FMS Upgrade (in collaboration with Finance) Cyber Security Programmes first year with technical improvements as well as training and awareness raising plus in November 2018 gaining Cyber Essentials Plus certification for a secure area. Continuing to ensure through many background infrastructure projects that ensure university staff and students can access systems and services from anywhere in the world. Compliance with HMRC and Home Office Visa regulations for staff, student and casual workers Apprenticeship levy automated Complied with National Minimum wage breach reporting Launched new Alumni Library portal 	
Goals	Activities
<ul style="list-style-type: none"> Provide services to meet the requirements of staff and students when engaging in international activities. All online services and systems are available worldwide and 24/7 (where legally possible and have a suitable security model). All services and systems being designed from an international perspective. Support overseas partners and collaborations. To promote unique archives and special collections through the innovative use of technology. 	<ul style="list-style-type: none"> Focus on e-resource acquisition which optimises off-campus availability (5, 11, 12). Membership of European committee to create international classification and description standards for improved interoperability and retrieval of archival information (3, 8, 13). Contribution to sector negotiations with copyright agencies and reduce barriers and sharing resources with overseas partners (11, 12). Delivery of Strategic Themes KPIs Data Mart (All KPIS) Development of the corporate website continuing global audience direction (9, 10, 11, 12, 13) Develop improved website analytics for monitoring global engagement (11, 12, 13)

GLOBAL ENGAGEMENT

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| <ul style="list-style-type: none">• To build reputation through innovation and leading edge technology. | <ul style="list-style-type: none">• Moving of PURE portal onto a Hosted Solution (6, 7, 8, 9, 10, 13)• Implement Strategic Themes Capture and Reporting on SuNBIRD (12, 13)• Support placement visitors from overseas organisations e.g. Bavarian & Dutch librarians (13)• Deliver Library and archive events which form part of overseas collaborations e.g. Summer Fullbright programme visitors. (3, 13)• Host professional conferences with national/international delegates e.g. EBSLG, SCONUL deputies (13, 15) |
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UNIVERSITY OPERATIONAL EXCELLENCE

Supporting the University's Strategic Plan KPIs

- 14. Submit the Sliver Athena SWAN Institutional Award by 31 July 2020.
- 15. Increase cash generated from operations by £3M per annum (baseline: 2017/18).
- 16. Reduce our carbon emissions by 25% by 2020 (University level data).

Progress to date:

ISD is pivotal in supporting the rest of the University in achieving operational excellence. Fundamental to this is the provision of the basic IT infrastructure, as crucial to the operation of the University as its utilities. This is a continually evolutionary process of maintenance and renewal. It also provides the information architecture of the organisation from its management information systems to the digital research and learning resources it requires and provides the governance structure to ensure that the provision remains reliable, cost effective and fit for purpose.

Major achievements in this area 2018/19 to date include:

- Ensuring continuing development of a programme management approach for Information Strategy Committee (ISC) (15).
- Lead cross University bodies such as the Developers' Forum and IT Faculty Liaison Group (15, 16).
- Worked in partnership with Faculties and Professional Services to deliver major technology enabled business change projects – see the [Information Strategy Portal](#) for details (15, 16).
- Worked with the Continuous Improvement Team to embed techniques for process improvement to ensure greater efficiency across the Directorate, with streamlined organisational structures and fit for purpose job descriptions (15).
- Continuing development of SUnBIRD in partnership with Strategy & Policy (15).
- Extracting efficiency benefits from ALMA implementation (Library Management System) (15, 16).
- Completion of establishment of integrated single helpdesk point in library (15)
- Provided development of statutory returns and compliance for legislative changes – HMRC, Pension providers, Scottish government variable tax, HESA staff, HESA student, DLHE, Home Office, Tier 4 Students, UCAS, KIS, NSS, etc. (15)
- Ongoing provision and expansion of a Service catalogue (15)
- Newly introduced monthly teaching space equipment testing (3, 15)
- Improvement in data processing to display better Research Grants and Contracts splits (6, 10)
- In partnership with Finance improve University PCI compliance (15)
- Continued server consolidation – removal of legacy equipment (16)
- Library proof of concept pilot for SMART card entry (15)
- In collaboration with the Faculty of Science a new HPC was installed and the old one decommissioned leading to a reduced physical footprint and greatly reduced carbon emissions. (6,7, 9,10,15,16)
- In collaboration with the Sports Centre staff over 40 Information Services employees were closely involved in delivering “Strathclyde Sport” including the implementation of a new sports centre management system integrated with the wider University systems, the building network and state of the art AV equipment throughout. (2,3)
- Implementation of Graduate Outcomes return to replace the previous HESA Destination of Higher Education Leaves (DHLE Return) (regulatory change) (15)
- Implementation on HR Payroll of holiday pay for casual workers (regulatory change) (15)

Goals	Activities
<ul style="list-style-type: none"> • Provide a technical infrastructure that is reliable, cost-effective & scalable • Provide information systems that allow the University to effectively manage its business. • Provide the necessary management information structure to allow the University to effectively report on and understand its operations. • Provide an effective and efficient library and IT service aligned to the University's needs. • Deliver effective governance process and scrutiny for both IT and Library provision via the Information Strategy Committee and the Library Board. • Deliver University projects through effective strategic management and technology enabled business change. 	<ul style="list-style-type: none"> • Consolidate new contract registration procedures to respond to new Procurement regulations (15) • Implement replacement central printing system (3,15) • Resolve supplier problem for upgrading library self-issue/return kiosk upgrade (15) • Better embed information compliance checking at earliest stages of course development (3, 15) • Support business case for implementation of institutional SMART card (15) • Acquire and implement reading list software with library management system (3) • Better exploit ALMA analytics reporting capability for decision making (3, 8, 15) • Oracle Upgrade Project (15, 16) • Firewall restructuring with virtualised network and servers – planning (15) • Collaborating with HR and Payroll on the delivery of the approved stages of the HR/Payroll replacement project. • Teaching room utilisation monitoring (15, 16) • Further development of the University's Corporate Integration Hub (15)

<ul style="list-style-type: none"> • Support customers in attaining high levels of digital and IT literacy through the University. • Ensuring best value IT procurement through the use of appropriate frameworks. • Deliver fast agile projects. • Ensure systems are up to date for legislative and compliance changes. • To deliver services through a single intuitive service point online and in person which will deliver the same service to the same high quality standard irrespective of geographical location. • Continue to monitor and develop our services through regular customer and staff feedback to deliver improvements. • Deliver a responsive portfolio of information resources for learning and research. • Promote a knowledgeable, positive and compliant culture with respect to copyright and licensing amongst staff and students. • Enhance staff capability and develop a Customer Services plan aligned with this strategy. • Develop an Information Management Plan, aligned with this strategy. • Provide opportunities for staff to “live the values” in their everyday work. 	<ul style="list-style-type: none"> • Further HR and Payroll Pension Changes (15) • In partnership with Finance continue to improve University PCI compliance (15) • Improve the security, efficiency and effectiveness of the process and provision of Temp IT type accounts (15) • In collaboration with many departments support the continued delivery, improvement and meeting of statutory changes for all external returns (HESA, KIS etc) (3, 4, 15) • Continued server rationalisation (15, 16) • Continuing Additional Storage Capacity Project (6, 7, 9, 10, 15, 16) • Implement third year of the Cyber Security Programme (6, 7, 9, 10, 15, 16) • In collaboration with Estates Services implement a new Estates Management solution (15, 16) • Continue to work with Finance on PCI compliance (15) • Subject to suitable funding stream from estates continue a programme of regular learning spaces refurbishment and maintenance (15, 16) • Rollout of Office 365 for staff (9, 10, 15) • Rollout of a strategic desktop management system (9,10,15)
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1. Achieve an annual intake of 1,000 Scottish domiciled undergraduates from SIMD0-40 areas by 2020.
2. Maintain undergraduate retention from Year 1 to Year 2 in the current range of 90% - 93% annually.
3. Achieve Student Satisfaction (overall) of 90% or higher annually in the National Student Survey.
4. Meet or exceed our HESA benchmark annually for the proportion of graduates in work or further study.
5. Increase our postgraduate taught (PGT) population to 3,100 FTE by 2020.
6. Increase our total competitively won research income to £70 million by 2020.
7. Achieve an overall field-weighted citation impact rate 50% greater than the world average by 2020.
8. Increase our postgraduate research (PGR) population to 1,750 FTE by 2020.
9. Increase our total income from licensing, gains on sales of spin out/spin off investments, CPD and consultancy to £30million by 2020 (based on a two-year average figure).
10. Increase our total industry research income to £18 million by 2020.
11. Increase our number of non-EU students to 2,650 FTE by 2020.
12. Monitor the proportion of non-EU students from beyond our five most well-represented countries.
13. Monitor the proportion of our academic professional staff who are international.
14. Submit the Sliver Athena SWAN Institutional Award by 31 July 2020.
15. Increase cash generated from operations by £3M per annum (baseline: 2017/18).
16. Reduce our carbon emissions by 25% by 2020 (University level data).

Glossary:

AV (Audio Visual)

CIS (Computer & Information Science)

CLA (Copyright Licensing Agency)

CPD (Continuing Professional Development)

CS integration (computer system integration)

Cyber Essentials Plus – a minimum security standard mandated by the Scottish Government and many funders

DCSC (Digital Campus Sub Committee)

DDA (Disability Discrimination Act)

DLHE (Destinations of Leavers from Higher Education)

DRAM (Digital Asset Management Group)

ECDL (European Computer Driving Licence)

ECOSHH (system for management of the Control of Substances to Hazardous Health assessments)

ETOBBS (Electronic Training Online Booking System)

EWDS (Web development services that delivers corporate applications commissioned by the Information Strategy Committee (ISC))

FMS (Financial Management System)

GADA Graduate Apprenticeships and Degree Apprenticeships

HEFCE OA (Higher Education Funding Council for England Open Access)

HESA (Higher Education Statistics Agency)

HMRC (Her Majesty's Revenue & Customs)

HP (Hewlett Packard)

HPC (High Performance Computer)

HR (Human Resources)

HRP (HR Payroll)

IP (Internet Protocol) – when something is described as being delivered over IP it means delivered remotely over the network using that particular protocol

ISC (Information Strategy Committee)

KIS (Key Information Sets)

Maker Spaces Technology test room

NSS (National Student Survey)

Office 362 – a suite of productivity tools provided by Microsoft. The University uses this suite of tools currently for student email and is currently rolling out to staff email.

OSDU (Organisational & Staff Development Unit)

PCI (Payment Card Industry)

PECR (Privacy and Electronic Communication Regulations)

PFACT (Project Financial and Costing Tool)

PRES (Postgraduate Research Experience Survey)

PTES (Postgraduate Taught Experience Survey)

PURE (Publications and Research)

RCUK (Research Councils UK)

RDM (Research Data Management)

RDP (Researcher Development Programme)

RKES (Research & Knowledge Exchange Services)

RTI (Real-time information – as in transfer to and from HMRC)

SEAMS (Student Engagement and Attendance Monitoring System)

SEES (Student Experience & Enhancement Services)

SHEDL (Scottish Higher Education Digital Library)

SIMS (Student Information Management System)

SIPBS (Strathclyde Institute of Pharmacy & Biomedical Sciences)

SUnBIRD (Strathclyde University Business Intelligence Reports & Dashboard project)

SUPRIMO (University of Strathclyde Library's integrated search service)

SPIRAL (Strathclyde Programme in Research & Leadership)

UCAS (University and Colleges Admission System)

UPS (University Pension Scheme)

UKVI (UK Visas and Immigration)

ULab (Unique web based laboratory and equipment management system)

UPS (Universities Pension Scheme)

USS (Universities Superannuation Scheme)

USSA (University of Strathclyde Student Association)