

The University of East Anglia



ISD Strategy 2008-13

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V3.0	9/11/08	Final version for ISSC consideration
V3.1	23/1/09	Revised version following ISSC consideration

Introduction

The Information Services Directorate delivers the following key activities and services:

- S1. Library resource provision, including management of the physical and electronic collections and information skills training.
- S2. IT infrastructure in teaching spaces, including IT teaching areas, 24 hours IT area, self study spaces and AV services in lecture rooms.
- S3. Staff and student enquiry services, including IT helpdesks, Library helpdesk, reception services, Library training.
- S4. IT infrastructure, including two computer suites providing resilient email, filestore, backup and authentication services.
- S5. Network and Telephony, management of the internal network, external network links, and telephony.
- S6. Research computing, provision and support for a 160 node cluster used for high performance computing.
- S7. Teaching systems including the VLE, Portal, Library Management System, and some specialist teaching software.
- S8. Administrative and web systems, including Finance, Student Records, HR, Estates and the UEA web site.
- S9. Audio visual services, including video conferencing, TV studio, off air recording and access grid.
- S10. Print group services.
- S11. Security, policy and compliance.

Mission

Our mission is to provide appropriate, efficient, effective and intuitive Information Services in support of the Research, Education, Enterprise and Engagement objectives of the University as outlined in the Corporate Plan 2008-12.

Key Principles and Values

The key principles outline the approach that ISD will take in delivering against our mission and the associated objectives. The key principles for the Directorate are:

Getting the basics right

We will ensure that all ISD services are fit for purpose, robust, resilient and courteous at the point of delivery. We will aim to ensure customer confidence in the ability of our staff to support their requirements.

Continuous improvement

By a process of self analysis, benchmarking and external engagement we will proactively seek to improve the services we offer and provide appropriate support for activities in other departments.

Investing for the future

We will continue investment in, and careful management of, the research and educational resources, physical resources and staff resources for which we are responsible and ensure that these meet the needs and aspirations of the University. We will strive to demonstrate excellent value for money. We will foster a culture of cautious innovation and support innovative activities elsewhere in the University.

Supporting diversity

We will support diversity where doing so will make a positive difference, and we will ensure that the core service provision is flexible enough to support and allow for local augmentation. We will strive to ensure the accessibility of our services for all.

Building and enhancing reputation

We will increase our participation in local, regional and national initiatives and seek to enhance the reputation of the Information Services at UEA. We will actively pursue opportunities for external funding and project involvement.

Ensuring sustainability

We will ensure that the total lifetime cost of services is understood and clearly articulated. As a division we will proactively support the sustainability and social responsibility agenda of the University and strive to reduce the negative effects of our operations on the environment.

ISD Aims

The following section outlines the overarching aims and objectives for ISD over the coming five years. The section will be reviewed annually as part of determining an annual programme of work for the division. The programme of work will include agreement of priorities and funding allocation which will be recommended to the Information Strategy and Services Committee. The section on Governance, Accountability, Consultation and Communication outlines the approach that ISD will take in seeking agreement for the annual programme of work, including requests for changes to funding, and this process includes direct consultation with Faculty Executives, Central Units and Students. The programme of work for the current year is available online at www.uea.ac.uk/is/generalinfo/isdpow.

There are six strands to the strategy, each of which is broken down into a series of aims, objectives and deliverables. The six strands are:

- Improving the Physical Environment
- Supporting Research
- Supporting Education
- Supporting Enterprise and Engagement
- Supporting UEA Business Processes
- Ensuring Service Availability

Strand 1 - Improving the Physical Environment

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A1. Improve the physical environment	<p>Ensure that ISD public spaces are fit for purpose and encourage staff and student use. Development of a funding plan for space improvement that will consider the following areas:</p> <ul style="list-style-type: none"> • The Library • ITCS building • TV studio • Main lecture theatre block • Centrally bookable teaching space <p>Pursue jointly with CSED strategies for improving the LaRC space.</p>	<ul style="list-style-type: none"> • Costed plans and proposals for a phased approach to refurbishment and repurposing of teaching, learning and research spaces reflecting the diversity of requirement and distinctiveness of Faculty needs • Implementation as agreed 	<p>O3. To provide a student experience that is second to none in the UK.</p> <p>O4. To continue to increase the quality, number and range of student applicants.</p> <p>O7. To attract, develop and retain staff of the highest calibre.</p> <p>O12. To enhance the campus, making its excellent facilities widely accessible.</p>

Strand 2 - Supporting Research

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A2. Improve support for research	<p>Reviewing and identifying areas for improvement by working closely with those involved in research and research support to ensure our services reflect the range of research and innovation activities undertaken.</p> <p>Identify areas of improvement in ISD services that will benefit and support the research community, and develop a programme of work to deliver the improvements.</p>	<ul style="list-style-type: none"> • Review of the end to end processes that support and deliver research and identification of Library and IT support that is required • Audit of the spectrum of research and researchers at UEA and a review of research Information requirements • Costed programme of work specifically designed to support research • Funding requests as appropriate • FEC metrics for ISD services 	<p>O1. To increase the scale and impact of our research.</p> <p>O2. To advance significantly our international research reputation.</p> <p>O6. To promote innovation and growth in the knowledge economy.</p>
A3. Create research support services	<p>Deliver a new programme of work in support of research requirements and ensure that existing services are developed and supported appropriately.</p> <p>Ensure that appropriate use is made of existing services and that ready support is available; existing services include collaborative tools, online and conferencing tools, data storage, eScience processing, Library collections.</p>	<ul style="list-style-type: none"> • Improved support for researchers, those overseeing research administration, research grant budget holders and postgraduate research students • Improved information about existing research service provision and support • Continuous development and managed growth of the eScience cluster • Research storage • Identify and implement improvements to PMA 	<p>O1. To increase the scale and impact of our research.</p> <p>O6. To promote innovation and growth in the knowledge economy.</p> <p>O7. To attract, develop and retain staff of the highest calibre</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
	<p>Ensure the appropriateness of PMA and other corporate systems for research support.</p> <p>In conjunction with Faculties and the Research, Enterprise and Engagement Office, ensure processes are in place to administer UEA's submission under the REF.</p>	<ul style="list-style-type: none"> • Agreed processes and support structures to support the REF and bibliometrics, including submission of items to the repository 	
A4. Improve the online research environment	<p>Enhance existing services and developing further online services and resources in support of research.</p> <p>Develop the infrastructure to support online research communities and intellectual networking.</p>	<ul style="list-style-type: none"> • Embedded usage of the Digital Repository for deposit of research materials and e-theses. Providing support for mandatory deposit of materials if required. • Improved web site support for individual researchers, research groups and research students. • Support for Virtual Research Environments and Intellectual networking research communities • More targeted collection of electronic resources and journals • Bids for external funding as appropriate • Creation of online postgraduate student toolkit 	<p>O1. To increase the scale and impact of our research.</p> <p>O6. To promote innovation and growth in the knowledge economy.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A5. Develop research skills support	Develop proposals for supporting the development of research skills as an extension to information literacy training for undergraduates and taught postgraduates, with appropriate optional sessions available for research and academic staff to increase use of resources.	<ul style="list-style-type: none"> • Identification of the gaps and requirements for research skills training • Creation of a research skills training programme, collaboration with DOS and CSED, linked to the existing Transitions Programme 	O1. To increase the scale and impact of our research.

Strand 3 - Supporting Education

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A6. Improve support service provision for students and applicants	<p>Review ISD front of house services considering evolving student needs and taking full advantage of the opportunities provided by the repurposing of Library space ensuring that it meets the Research and Education needs of the University.</p> <p>Review wider student learning provision and consider whether Library repurposing offers the opportunity for a more joined up approach, in liaison with the wider community.</p> <p>Review the provision of information and services available to applicants.</p> <p>Development and implementation of an information literacy strategy.</p>	<ul style="list-style-type: none"> • Recommendations and delivery of structures for new student support service provision which will include consideration of a one-stop shop approach for ISD and wider services. • Proposals for repurposed library space to connect intellectual, social, solitary and remote aspects of learning • Recommendations and delivery of services that support the application process and support applicants through the process of joining the University community • Admissions portal, early access to learning materials and timetables, support for social groups. • Improved invoicing and payment facilities for students and applicants. • Appropriate use of technology for information delivery to 14-18 year age group to include mobile phones • Provision of a diversity of options for students to obtain information skills to underpin core educational activity 	<p>O3. To provide a student experience that is second to none in the UK.</p> <p>O4. To continue to increase the quality, number and range of student applicants.</p> <p>O12. To enhance the campus, making its excellent facilities widely accessible.</p> <p>O13. To improve our management processes and the quality of University services.</p> <p>O14. To strengthen our communications and external relations.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A7. Improve the online and remote education environment	<p>Ensure ongoing development of the online teaching environment, engaging closely with the academic teaching community.</p> <p>Review authentication and authorisation mechanisms to ensure consistency of services on and off campus.</p> <p>Ensure UEA resources are made visible in wider online networks through use and development of appropriate web services.</p> <p>Review the use of video conferencing and access grid technologies in support of remote teaching and recommend future service changes.</p>	<ul style="list-style-type: none"> • Web site review of informational structures and management of external web presence • Provide support for improved academic web presence • Provide support for the delivery of online and early timetables • Continued enhancement of the VLE and Portal, including introduction of reading lists • Improve accessibility to online Library resources • Embed the learning environment in the student social environment; email, Google, Facebook, social networks, blogs, wikis • Support for new delivery methods e.g. Video and audio streaming • Support for collaboration and group working • Improved and appropriate video conferencing tools to support remote teaching • Support for mobile devices 	O3. To provide a student experience that is second to none in the UK.

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A8. Support for curriculum and teaching development	<p>Develop structures and services that will support academic staff in the development of the curriculum, encouraging appropriate use of ISD resources and supporting the creation of high quality digital content.</p> <p>Develop structures and services to support academics in the use of the online education environment.</p>	<ul style="list-style-type: none"> • Improved support for curriculum and course development • Increased awareness of and access to ISD resources • Support for creation of digital content and placement on the VLE 	<p>O3. To provide a student experience that is second to none in the UK.</p> <p>O4. To continue to increase the quality, number and range of student applicants.</p> <p>O7. To attract, develop and retain staff of the highest calibre</p>

Strand 4 - Supporting Enterprise and Engagement

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A9. Improve services to support enterprise	Review and identify areas for improvement to ensure that ISD services meet the needs of UEA enterprise ventures by working with the Research, Enterprise and Engagement Office and others involved in enterprise and knowledge transfer.	<ul style="list-style-type: none"> Improved support for those engaged in enterprise and engagement activities, including Careers, Alumni, REE, etc. Improved information about existing service provision and support options Improvement to support provision for budget holders. 	<p>O2. To advance significantly our international research reputation.</p> <p>O5. To expand our contribution to public policy and public engagement.</p> <p>O6. To promote innovation and growth in the knowledge economy.</p>
A10. Support fundraising and alumni	<p>Review the support requirements of central and distributed fundraising activity and ensure the Raiser's Edge CRM software is appropriately configured.</p> <p>Recommend and implement processes and policies for the management of students from course completion through to Alumni status.</p>	<ul style="list-style-type: none"> Raiser's Edge configured and distributed to Faculties to support fundraising and relationship management Smooth migration from Graduate to Alumnus status Email for life Agreement on post qualification access to resources Support for first destination of leavers 	<p>O3. To provide a student experience that is second to none in the UK.</p> <p>O10. To initiate an advancement campaign to increase our endowment.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A11.Support and develop partnerships with other universities and organisations	<p>Investigate and progress appropriate opportunities for federated, collaborative and shared services.</p> <p>Collaborate with other Universities on appropriate bidding for external funds.</p> <p>Build and participate in external networks.</p> <p>Support Faculties and Central Divisions with their partnership activities.</p>	<ul style="list-style-type: none"> • Active participation in local and national initiatives supporting the use of Information Services in education • Securing external funding that is sustainable and covers the full costs of funded projects • Increased external visibility of UEA and UEA Information Services • Strategic partnerships with key suppliers • Infrastructure to support remote working and the partnership activities of Faculties and Central Units. 	<p>O2. To advance significantly our international research reputation.</p> <p>O5. To expand our contribution to public policy and public engagement.</p> <p>O6. To promote innovation and growth in the knowledge economy</p> <p>O14. To strengthen our communications and external relations.</p>
A12.Support and develop regional partnerships	<p>Develop ISD led opportunities for appropriate East of England HE collaboration. (Cranfield, Essex, Herts, UCS, Cambridge, ARU etc).</p> <p>Support and develop opportunities for 'local to Norwich' collaboration working with local partners including NRP, IFR, JIC, NNUH, NUCA, CCN and Easton.</p> <p>Ensure the accessibility of ISD services for staff and students working remotely from the main site e.g. King's Lynn hospital, Film Archive, Guernsey etc.</p>	<ul style="list-style-type: none"> • Sharing of best practice to inform continuous service improvement • Ensure the needs of the region are reflected in national debates and emerging initiatives • Provision of appropriate tools to support offsite access • Providing assistance and support for Faculties and Central Units when creating collaborative working arrangements with external organisations. 	<p>O2. To advance significantly our international research reputation.</p> <p>O5. To expand our contribution to public policy and public engagement.</p> <p>O6. To promote innovation and growth in the knowledge economy.</p> <p>O14. To strengthen our communications and external relations.</p>

Strand 5 - Supporting UEA Business Processes

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A13. Improve support for Business Information Systems and processes	<p>Undertake a gap analysis of business information system requirements to identify where current systems are not providing support for Central Unit or Faculty offices.</p> <p>Support the Central Units and Faculties in developing and delivering business processes and systems that support core administrative needs.</p> <p>Review the support requirements for academic conferences and make appropriate adjustments to ISD services.</p>	<ul style="list-style-type: none"> • Review of requirements to support financial management and business planning, HR management, fund raising, estate management, accommodation, catering, etc. • Development of reporting service that will deliver key performance indicator information and reports to support cross business area planning and analysis. • Consider the business case for replacement of the finance system • Consider the business case for introduction an Electronic Document Management System to include potential replacement of the Web CMS • Consider the business case for replacement of the campus card with smart cards • Consider the business case for replacement or upgrade of the Library Management System • Review the policy on corporate systems infrastructure, to possible 	<p>O13. To improve our management processes and the quality of University services.</p> <p>O14. To strengthen our communications and external relations.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
		move from Oracle <ul style="list-style-type: none"> Improved support for conference organisers, include, e.g. web sites, online payment, IT account availability and AV support. 	
A14. Improve support for financial management and business planning activities	To review commercial business management software that would aid ET, Deans and Heads of Divisions in running the business	<ul style="list-style-type: none"> New financial planning system and planning tools Reduction in error and time spent on financial planning Increased transparency and management support Links to the Finance and HR systems and other systems as appropriate 	O9. To ensure that our activities are sustainable financially. O13. To improve our management processes and the quality of University services.

Strand 6 - Ensuring Service Availability

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
A15. Review collection development policy	<p>Undertake a thorough review of our collection development policy ensuring that it meets the diversity of the University's educational and research needs.</p> <p>Demonstrate return on investment.</p> <p>Demonstrate sustainability in terms of cost and space available.</p> <p>Agree approaches to retention of low-use journals.</p> <p>Development of an Archives strategy and support.</p>	<ul style="list-style-type: none"> Collection development and maintenance policy that is transparent, easily understood, sustainable within our resources and ensures that we are purchasing and leasing the right resources Transparent processes that encourage academics to collaborate with us in the development of the collection and archive 	<p>O1. To increase the scale and impact of our research.</p> <p>O3. To provide a student experience that is second to none in the UK.</p> <p>O9. To ensure that our activities are sustainable financially.</p>
A16. Embed sustainability in ISD	<p>Contain and where possible reduce the overall impact of the necessary ISD service delivery on the environment.</p> <p>Delivery of the JISC funded Green IT project.</p>	<ul style="list-style-type: none"> Environmentally sustainable practices encompassing the ICT lifecycle from procurement through to disposal embedded within all divisional activities Guidelines on minimising power consumption, PC procurement and disposal for Faculties and Central 	<p>O11. To become an exemplar of good practice environmentally.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
		<p>Divisions</p> <ul style="list-style-type: none"> • Implementation of power saving features on desktop workstations and printers where appropriate • Investment in low energy server infrastructure, including blade server technologies, solid state components and on-demand computing • Investigate and implement server and desktop virtualisation where appropriate • Consolidate data storage to maximise utilisation 	
A17. Ensure service availability	<p>Establish sufficient processes, policy, funding and staffing to maintain ISD service availability which meets the needs of the University.</p> <p>Review and potential implementation of 24/7 Library opening.</p> <p>Review ITIL and introduce this scheme if deemed appropriate.</p> <p>Wide ranging review of system security, data protection, business continuity and disaster recovery.</p>	<ul style="list-style-type: none"> • Rolling five year financial and project plans • Annual service and team plans • Annual costed programme of work and team plans underpinning the continued delivery of core ISD-provided services for UEA and ensuring that this provision provides the best value for money and remains relevant • Schedule of library opening that meets actual needs • Fully documented and tested disaster recovery and business continuation planning 	<p>O12. To enhance the campus and make its excellent facilities widely accessible.</p> <p>O13. To improve our management processes and the quality of University services.</p>

ISD Aims	Objectives	Deliverables	Cross reference with Corporate Plan Objectives
	Review of service accessibility and availability.	<ul style="list-style-type: none"> • Change control procedures to minimise service disruption • Accessible services for all 	
A18. Update policy and ensure statutory compliance	<p>Development of records and data retention and preservation policies.</p> <p>Review Library rules and IT conditions of use.</p> <p>Ensure that appropriate support is in place for statutory reporting; QAA, HESA, REF, UCISA and SCONUL.</p> <p>Review our policy and approach to Freedom of Information and Data Protection requests.</p>	<ul style="list-style-type: none"> • Up to date and relevant policies • New records and data retention and preservation policies • Updated Library rules and Conditions of computer use • Statutory reporting mechanism • FOI publications scheme • Updated Service Level Definitions • Communications strategy 	O13. To improve our management processes and the quality of University services.
A19. Improve ISD staff development	<p>To build a culture of respect both in the way that we treat people and our expectations on how people will treat us.</p> <p>Ensure that our staff are fully trained and appropriately rewarded.</p>	<ul style="list-style-type: none"> • Develop training policy and appropriate training packages for all staff, including regular customer care training and refreshment sessions for all staff • Review and introduction of Investors in People if deemed appropriate • Review of recruitment and retention activities • Introduction of a graduate trainee scheme and placement opportunities 	<p>O7. To attract, develop and retain staff of the highest calibre.</p> <p>O13. To improve our management processes and the quality of University services.</p>

UEA Corporate Plan objectives

It is imperative that the five year plan for ISD is supportive of the overall aims and objectives of the University as laid down in the Corporate Plan. In developing the ISD five year plan we have ensured that our objectives are aligned to the fourteen objectives articulated in the Corporate Plan.

The corporate plan articulates the following objectives, each of which is supported to varying levels by the ISD Aims.

Corporate Plan Objective	Cross reference with ISD Aims
O1. To increase the scale and impact of our research	A2. Improve support for research A3. Create research support services A4. Improve the online research environment A5. Develop research skills support A15. Review collection development policy
O2. To advance significantly our international research reputation	A2. Improve support for research A9. Improve services to support enterprise A11. Support and develop partnerships with other universities and organisations A12. Support and develop regional partnerships
O3. To provide a student experience that is second to none in the UK	A1. Improve the physical environment A6. Improve support service provision for students and applicants A7. Improve the online and remote education environment A8. Support for curriculum and teaching development A10. Support fundraising and alumni A15. Review collection development policy
O4. To continue to increase the quality, number and range of student applicants	A1. Improve the physical environment A6. Improve support service provision for students and applicants A8. Support for curriculum and teaching development
O5. To expand our contribution to public policy and public engagement	A9. Improve services to support enterprise A11. Support and develop partnerships with other universities and organisations A12. Support and develop regional partnerships
O6. To promote innovation and growth in the knowledge economy	A2. Improve support for research A3. Create research support services A4. Improve the online research environment A9. Improve services to support enterprise A11. Support and develop partnerships with other universities and organisations A12. Support and develop regional partnerships
O7. To attract, develop and retain staff of the highest calibre	A1. Improve the physical environment A3. Create research support services A8. Support for curriculum and teaching development

Corporate Plan Objective	Cross reference with ISD Aims
	A19. Improve ISD staff development
O8. To empower them (staff) through decentralised decision-making	See section on Governance, Accountability, Consultation and Communication
O9. To ensure that our activities are sustainable financially	A14. Improve support for financial management and business planning activities A15. Review collection development policy See section on Governance, Accountability, Consultation and Communication
O10.To initiate an advancement campaign to increase our endowment	A10. Support fundraising and alumni
O11.To become an exemplar of good practice environmentally	A16. Embed sustainability in ISD
O12.To enhance the campus and make its excellent facilities widely accessible	A1. Improve the physical environment A6. Improve support service provision for students and applicants A17. Ensure service availability
O13.To improve our management processes and the quality of University services	A6. Improve support service provision for students and applicants A13. Improve support for Business Information Systems and processes A14. Improve support for financial management and business planning activities A17. Ensure service availability A18. Update policy and ensure statutory compliance A19. Improve ISD staff development See section on Governance, Accountability, Consultation and Communication
O14.To strengthen our communications and external relations	A6. Improve support service provision for students and applicants A11. Support and develop partnerships with other universities and organisations A12. Support and develop regional partnerships A13. Improve support for Business Information Systems and processes See section on Governance, Accountability, Consultation and Communication

Governance, Accountability, Consultation and Communications

Appropriate governance, accountability, consultation and communication mechanisms need to be in place.

Governance

The Information Strategy and Services Committee (ISSC) is the main governance committee for ISD; the ISSC reports to ET. The committee has responsibility for agreeing and monitoring the overall programme of work for the division, ensuring that this is aligned to the corporate plan and its objectives. The committee prioritises projects and tasks across all areas of ISD and will be the final arbiter on any areas of conflicting priority. The committee will oversee ISD resource allocation and act as a champion for ISD within ET-R.

Accountability

ISD is ultimately accountable via ISSC to ET. The programme of work for ISD is wide ranging and often requires a more detailed level of involvement and decision making than can be delivered via ISSC. Currently decision making structures exist for projects, each of which has a separate board: however there is no real decision making body for the service aspects of the programme of work.

The ISD programme of work for the last 5 years was characterised by projects introducing new developments. There will always be a need to introduce new systems and services; however, the programme of work that is emerging for the coming 5 years sees a shift in focus towards service development rather than new service creation, and it is therefore vital that the governance and accountability arrangements provide oversight and guidance on both project and service development.

It is proposed that three boards are created; each board will have a remit to oversee the delivery of a sub-set of the ISD Aims and monitor delivery of existing services. There will inevitably be some cross over between boards, and ISSC will be the final arbiter.

Board	Areas of responsibility
Research	A2. Improve support for research A3. Create research support services A4. Improve the online research environment A5. Develop research skills support A9. Improve services to support enterprise S6. Research computing S8. Administrative and web system (PMA)

Board	Areas of responsibility
Education	A1. Improve the physical environment A6. Improve support service provision for students and applicants A7. Improve the online and remote education environment A8. Support for curriculum and teaching development A10. Support fundraising and alumni A15. Review collection development policy S1. Library resource provision S2. IT infrastructure in teaching spaces S7. Teaching systems S8. Administrative and web system (SITS, intranet and Portal)
Infrastructure	A11. Support and develop partnerships with other universities and organisations A12. Support and develop regional partnerships A13. Improve support for Business Information Systems and processes A14. Improve support for financial management and business planning activities A16. Embed sustainability in ISD (also reports to the UEA Sustainability group) A17. Ensure service availability A18. Update policy and ensure statutory compliance A19. Improve ISD staff development S3. Staff and student enquiry services S4. IT infrastructure S5. Network and Telephony S8. Administrative and web system (Finance, HR, Estates, Web CMS, external web site, CRM) S9. Audio visual services S10. Print group services S11. Security, policy and compliance

(Note that responsibility for S8. Administrative and web systems has been split by system type and the main area that each system supports.)

Consultation

There are a variety of formal committees and boards of which ISD is a member and will continue to use as part of a consultative process, and these are listed below along with an indication of attendees from ISD. In addition to this list, there is a wide spectrum of less formal but nonetheless vital consultation and liaison that takes place between ISD and the University at a variety of levels.

Committee / Group	ISD representation
ISSC	Director of Information Services
Education Board	Director of Information Services ISD Directors as appropriate to the agenda
Research Board	Director of Information Services ISD Directors as appropriate to the agenda
Infrastructure Board	Director of Information Services ISD Directors as appropriate to the agenda

Committee / Group	ISD representation
Web Steering Group	Director of Information Services Assistant CIS Director Head of Web Team
ICT forum	Director of Information Services ICT Director Assistant CIS Director
LLR Forum	Director of Information Services Library Director
Student Experience Committee	Director of Information Services or nominated representative
Student Affairs Group	Head of User Services
Learning Teaching Committee	Director of Information Services or nominated representative
Research Executive	Director of Information Services or nominated representative
Faculty Executives	Director of Information Services will offer to meet annually with Faculty Executives to discuss the annual programme of work and gain Faculty input.
Student Union	Director of Information Services and Library Director will meet bi-annually with the Student Union Academic Officer.
Faculty IT support manager meetings	The Head of ICT Systems Support will convene a monthly meeting with the Faculty IT support managers
Faculty Liaison meetings (IT)	The Strategy Development Manager will meet quarterly with the DFAs and FITSMs to discuss Faculty IT strategic developments.
HERIG	Director of Information Services or nominated representative Library Director Assistant CIS Director
Science IT forum	ICT Director
School Library Representatives	Faculty Librarians will meet regularly with School Library reps
School Boards	Faculty Librarians and Strategy Development Manager will attend School Boards as required
School Staff – Student Committees	Faculty Librarians and Strategy Development Manager will attend School Boards as required
Heads of Central Divisions	Director of Information Services Assistant CIS Director
Director’s surgery	The Director of Information Services will hold a regular drop-in surgery that will allow ISD staff to raise concerns directly.

As part of any new service development project, an appropriate specialist stakeholder group will be formed to provide input into the configuration and setup of the service.

Communication

ISD will strive to ensure that access to services is available to all; we will use a full range of communication methods and media to ensure that the whole UEA community is aware of and can benefit from the services we provide. We will ensure that appropriate consultation is built into all new development projects.

A separate detailed communications strategy will be developed as part of the 5 year plan and is included as a deliverable of ISD Aim A18.

Glossary

ARU	Anglia Ruskin University
AVS	Audio Visual Services (part of ISD)
CCN	City College Norwich
CIS	Corporate Information Services (part of ISD)
CMS	Content Management System (delivers UEA website)
CRM	Customer Relationship Management
DFA	Director of Faculty Administration
Digital Repository	An open access information storage and retrieval system containing the University's research findings and papers
ET	Executive Team
FEC	Full economic cost
HERIG	Higher Education Research and Innovation Group
HESA	Higher Education Statistics Agency
HR	Human Resources
ICT	Information and communication technology
IFR	Institute of Food Research (Norwich Research Park)
ISSC	Information Strategy and Services Committee
ITIL	Information Technology Infrastructure Library
JIC	John Innes Centre (Norwich Research Park)
JISC	Joint Information Systems Committee
KPI	Key Performance Indicator
LLR	Library and Learning Resources
NNUH	Norfolk and Norwich University Hospital
NRP	Norwich Research Park
NUCA	Norwich University College of the Arts
PMA	Project Management and Accounting system
PVC	Pro Vice Chancellor
QAA	Quality Assurance Agency
REE	Research, Enterprise & Engagement Office (part of the Academic Division)
REF	Research Excellence Framework
SCONUL	Society of College, National and University Libraries
UCISA	Universities and Colleges Information Systems Association
UCS	University Campus Suffolk
VLE	Virtual Learning Environment (Blackboard at UEA)