



Fheabhsú Cáilíochta
Quality Enhancement

**Quality Enhancement Plan
Information Services (IS)**

FOR COMPLETION BY QEU	
Date of Peer Review visit: 6 th – 8 th March 2018	Head of Unit: Mr John Fitzgerald
Link to Panel Report published on QEU website: Information Services Peer Review Panel Report 2017-18	Date QEP considered by Quality Enhancement Committee: 16 th December 2019

	Panel Recommendations	Information Services Response	Responsibility for Action ¹	Resource Implications ²	Implementation Date ³	Progress Achieved
<i>The Panel recommends that Information Services:</i>						
1.	Ensure that the IS strategy and the Library and IT strategies are clearly aligned and linked to the University Strategy and Operational Plans, including the development of a connected curriculum	Agreed. DIS to ensure that the new Library and ITS Strategies align and link to University-level planning, and the academic strategy in order to deliver a connected curriculum.	DIS	None	Q4 2019	An IS Strategy will combine the Digital Strategy and Library Strategy to provide a clear narrative and service proposition for the academic community.

¹ E.g. Head of School, School Manager, all staff, specific committees etc

² Resources – the financial or human resources required to implement the recommendation

³ Interim milestone dates can be included here

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2.	Take a leadership role in crafting the thinking for next generation approaches and play a very strong role in guiding the process of prioritisation	Accepted. This will be done in consultation with academic and research staff, including IS&ERC and AC.	DIS	The funding required for the Digital Strategy is material to the delivery of this recommendation.	Q32019	An IS Strategy will combine the Digital Strategy and Library strategy to provide a clear narrative and service proposition for the academic community, which will further enable this leadership position. The IT Steering Group also helps us ensure that we set the right priorities.
3.	Clarify the identity of Information Services; develop a shared understanding of the benefits of Library and IT within IS while retaining their distinctive identities.	Agreed. This will be done through the IS communications strategy currently in preparation. Separate strategies for Library and IT will be developed by December 2019 and these will be assimilated into an overarching IS strategic vision.	DIS	None	Q4 2019	The IS Strategy will combine the Digital Strategy and Library strategy to provide a clear narrative and service proposition for the academic community, including the value add of the joined up service.
4.	Map the student journey and research life-cycle, and the key touch points, to facilitate the integration of services and enable student, researcher and stakeholder-centred service delivery	Agreed. This approach is already in use to inform organisational development and service provision and will be expanded upon to further inform all future service design across IS.	DITS	This architecture approach will lead to a 1 FTE additional to IT over the net 3 years	Q1 2020	Service design philosophy will be kept central to our service provision and product development. IT Services will look at building an enterprise architecture that identities all of the digital touch points.
5.	Exploit an opportunity to lead the design and implementation of a data governance structure	Accepted. A task and finish sub-group of IS&ERC will set the institutional parameters for this approach, and will focus initially on student data. The operational execution of any Data Strategy will	DIS	Incorporated into EIB Funding Submission	2020	A Data Strategy has been approved by UMTO and a project plan to deliver this strategy, plus improved data warehouse services will be brought to UMT in Q4 2019. A Data Hierarchy

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		need to be led within each functional area, starting with the Registrar's Office and student administration projects.				group has been established which operationally addresses the data governance issues. This needs stronger and clearer UMTO support.
6.	Take a leadership role in delivery of research data management, Open Science etc.	Accepted. This role is under development by the DIS and DLS. Specialised skills and competencies are being recruited in order to deliver on these priorities.	DLS	Initial implementation has been incorporated into EIB Funding Submission. Additional recurrent funding will be needed, to be specified.	2021	This will be championed by the Library who will deliver and manage a full research data management service to the UCC research community
7.	Enable staff to learn and develop in a digital world and embrace on-going change	Accepted. IS is already active in supporting student and staff skills development and will work further to provide additional supports and interventions.	DITS	Yes - 1 FTE to coordinate services to staff		Work with HR and Centre for Digital Education to create a mosaic of Digital Skills options and also to ensure we have the delivery options to meet staff/ Student requirements in this space.
8.	Maximise the effectiveness of communications to stakeholders internally and externally to: (a) Actively develop an internal communications structure within the University	Accepted. Responsibility for IS-wide communications has been assigned to a senior member of the IS management team and a new strategy will be produced by December 2019.	(a) DITS (b) DIS (c) DLS	(a) €100,000	Q4 2019	Information Services will lead with the Office of the VPER on a new Internal communications strategy technology platform which will provide an intranet platform for staff internal communications. We have also established an IS Communications role within IS to

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	(b) Develop a clear communication strategy to advocate their central role in delivery on the Teaching, Learning and Research missions of the University					improve communication to the UCC community of specific IS Services and how to get value from these services.
9.	Ensure the demand for projects does not detract from the high-quality day to day delivery of core services, by effective management and priority of resources, during an evolving period of digitalisation.	Accepted. The terms of reference of ITAC and LAC have both been modified to ensure strict approval and prioritisation of projects. Additional funding for IT staffing is the most significant action here. We need to link our ambitions to our capacity in order to avoid placing operational services at risk. IT will also need to partner with third party vendors in order support providing out of hours services. We will take advice from The Office of Buildings and Estates regarding how this is managed.	Bursar	The demand for digital is exploding as Higher Education inevitably moves digital. The only way to achieve this goal is additional operational budget to help shore up our ability to cope with tsunami of needs and requirements, which are going to increase .	2020	IT Services have put together a 5 year forecast for IT Pay and non-pay. As part of the approval of our Digital Strategy, we need to agree with Finance if we can fund this strategy and also run day to day services. If not we will need to curtail our digital ambitions A proper funding climate to enable Digital Transformation will be important to ensure that this risk is well managed
10.	Enable active participation to ensure that the student voice is heard on all services which are student oriented and maximise accessibility of its	Accepted. All relevant committees and initiatives will continue to have student involvement so as to ensure optimal student orientation; accessibility will be treated as a priority in this regard.	DIS	No	Ongoing	A watching brief will ensure that all IS services will include student involvement in planning, review, and delivery

	Panel Recommendations	Information Services Response	Responsibility for Action¹	Resource Implications²	Implementation Date³	Progress Achieved
	service to users through effective signposting.					
11.	Build on their well-developed policies and continue to lead on research data management services.	Accepted. Policy development will continue and research data management will receive particular attention in the context of IS policy and service development.	DLS	Initial implementation has been incorporated into EIB Funding Submission. Additional recurrent funding will be needed, to be specified.	2021	This will be championed by the Library who will deliver and manage a full research data management service to the UCC research community

	Panel Recommendations	Information Services Response	Responsibility for Action ¹	Resource Implications ²	Implementation Date ³	Progress Achieved
12.	Resourcing with IS: “It was clear to the Panel that there is a significant mismatch between the resources invested in IS (staffing, capital, operational costs, information resources for teaching, learning and research) and the ambition of the institution to deliver on its Digital ambition and Strategic Plan. It is essential that IS clearly articulates the requirements and benefits of increased resources in the delivery of this ambition and strategy.”⁴	<p>An updated IS (Library and IT) Strategy will be brought to ALF and UMTO, including a costed operating plan.</p> <p>Both ITS and Library will also bring forward staffing plans which will consider retirements, service commitments, and 24 x7 opening hours needs. The overall plan will offer a multi-annual view on the resourcing within IS. As part of a resourcing plan, particular focus will be given to addressing the excessive levels of temporary contracts within IT Services. At time of review, 40% of IT staff were on temporary contracts. This is an unnecessary risk for UCC to bear in a competitive IT recruitment marketplace.</p>	Bursar	The detailed resource implications of this action will be discussed with the Bursar as part of funding the university’s Digital Strategy.	Q4 2019	<p>A 5 year forecast for Pay and non-pay will be developed and agreed with Finance. This will help us to align the ambitions we have with our resources.</p> <p>HR have also agreed to progress a contract review of IT Staff, with a view to establishing the long term service demands and addressing temporary contracts to meet the long term demand.</p>

⁴ While this recommendation did not appear in the original Quality Improvement Plan, it is respectfully suggested by IS Management that it should be included and addressed.

The Panel recommends that IT Services:						
1.	Take the opportunity to lead out on a data intelligence initiative which supports business intelligence and data-informed decision making	IT Services will lead on the technical platforms required for Data Intelligence and also the governance this depends not. IT Services will need better clarity and direction from UMTO in terms of strategic direction, prioritisation and buy-in, to achieve a step change on data informed decisions. IT Services cannot own the Data Strategy of the organisation, rather it will own the technology platform that enables this strategy	DITS	Significant, in order of €2,000,000	Q4 2021	A data strategy has been agreed with UMTO and the detailed project plan is being formulated.
2.	Strive to ensure equity of resources and experience across the University	While demand for IT resources will always be active across the University, those units and Colleges that have greater income will undoubtedly be able to acquire more resources, including IT staff. However, all IT teams will, as far as possible, ensure equity of services across all areas. The DITS will agree this principle with UMTO and attempt to implement.	DITS	Significant and undefinable at this point. Each College should probably have access to greater digital skills and resources.	2022	IT Services have now agreed a scheme whereby College IT staff can engage in college wide initiatives and projects. This will help at least make IT service provisioning more equitable across colleges and give college IT staff the opportunity to contribute to University wide initiatives.
3.	While it is clear that ensuring equal opportunity is a University-wide issue, there is an opportunity to exploit mentorship within the broader IS team.	IT Services will ensure that mentorship is established for any staff looking to progress and therefore ensure equal opportunity can be afforded to all concerned. Existing capabilities and strengths within the respective Information	DITS	None	Q3 2019	Mentor arrangements are now in place for all staff Grade 7 plus.

		Services teams can be leveraged to nurture ongoing staff CPD.				
4.	Seek out and prioritise student centred initiatives e.g. interactive timetable, addressing two-sided printing issue etc.	We will identify and progress student-centric service improvements via the ITAC and with the Students Union, such as enhancements to our Student Mobile App	DITS	Covered within EIB funding	Q2 2020	Using our Digital Hub project, we will engage with our students, understand their priorities and implement their specific requests. The specific item on 2 sided printing will be in place for Q3 2019 for example and further work on timetabling is in progress with the Registrar's Office and ITS.
5.	While recognising the customer-focused culture of the IT service, it is essential that there is clarity on what key services will be supported to ensure high quality	We will enhance the IT Services Service Catalogue to ensure it is customer centric and easily understood to staff and students.	Gerard Culley	€100,000	Q4 2019	IT Services plan to put in place a service delivery manager role to place greater focus on service clarity and SLA management, that is a priority in our Digital Strategy and recruitment for that post will be completed in 2019

The Panel recommends that the Library:

1.	Focus on advocacy of the role of the Library in the academic mission to ensure sustainability of service development, delivery and resources	Agreed. The Library is currently reviewing the means by which it allocates resources to academic units for the acquisition of information resources, to ensure that this is happening in a fair and transparent manner. The Library contributes actively to UCC's academic strategy, the research and learning and teaching strategies, and other UCC strategies as these are created.	DLS	The budget allocation for purchasing Information Resources requires a further €200k per annum. This additional budget would allow for more strategic acquisition of information	The implementation of a new RAM Model in Semester 1 2020/21	The Working Group has completed its meetings with stakeholders and a final recommendation including a new RAM model and request for an adequate overall budget are being prepared. This will be submitted to UMTO Q3 2019.
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				resources and collection development.		
2.	Collaborate with the academic community to maximise the efficiency of resources within the VLE	Agreed. The Library will leverage existing collaborations and partnerships with the Instructional Design Team and academic course development teams to increase library presence within the VLE in the area of pedagogy and instruction, as well as promoting and providing access to library resources.	DLS	Recruitment of Digital Learning Librarian, advertised 21/06/19, will progress this work. This post is being re-advertised in Q3 2019.	Teaching team in place – Q4 2019. Timescale also dependant on rollout & implementation of Canvas.	The Head of Academic Technology & Communications is overseeing the Academic and Student Engagement portfolio, pending the recruitment of the Head of Engagement (re-advertised). Re-alignment of the A&SE team will create a teaching team, who along with the Digital Learning Librarian (re-advertised) will take a lead on this work.
3.	Work together with academic colleagues on embedding information and digital literacies within the curriculum	Strongly agreed. The Library will lead and coordinate efforts to deliver innovative instructional outreach in information, digital and media literacies, building partnerships with strategic collaborators such as the Skills Centre, the Instructional Design Team, as well as other constituents.	DLS	Teaching team in place – Q4 2019. Timescale also dependant on rollout & implementation of Canvas.	Q4 2019	PG6009, accredited module for graduate information literacy skills reviewed for 2019-2021. Digital badge in the Responsible Conduct of Research developed.
4.	Consider communication mechanisms in different languages to help orientation as part of their inclusive agenda	In actively pursuing an excellent user-centric experience, the Library will shortly develop a comprehensive communications plan for all users. The Library will consider the feasibility of addressing multiple language requirements as part of this process.	DLS	The Head of Academic Technology & Communications is currently managing the Academic & Student Engagement portfolio, in addition to his own. When	Q4 or when Head of Engagement is in post.	Communications Plan being scoped.

				<p>recruitment of the Head of Engagement is complete, the communications remit will be fully resourced.</p> <p>A technology led solution or platform could assist in providing this for all orientation activities.</p>		
5.	<p>Continue their innovative approach to space reconfiguration while also prioritising delivery of the service to meet user needs – such as adequate available of study space, increased access and opening hours – and University requirements</p>	<p>Agreed. The Library will create a peer reviewed space masterplan in 2018/19 which will provide vision and direction for space development and management within the library.</p>	DLS	<p>The capital funding requirement and ongoing replacement costs to meet the student need will be defined by Q3 2019. It will require substantial capital funding to realise the stated goal in the strategic plan. A full upgrade of the Boole Library building and a new storage & digitisation facility to replace</p>	<p>The Library space master plan, peer reviewed and costed, will be presented to UMTS in Q3 as part of the University's action plan for the current year.</p>	<p>The portfolio of the newly-appointed Head of Academic Technology & Communication will lead in the development and implementation of technology-enhanced library spaces. Ensuring core provision of individual and collaborative space within extended opening hours throughout the year remains high priority in meeting and exceeding user expectations.</p>

				the Pouladuff building.		
6.	Renew their focus on engaging with external stakeholders including alumni	Agreed. A revised portfolio at the Sub-Librarian level will grow and foster outreach with external stakeholders such as alumni, as well as the wider community.	DLS	Requires appointment of Head of Engagement (in process)	Q4, 2019	Recruitment of the Head of Engagement, re-advertised. The portfolio has been re-aligned to ensure the delivery of the Library Strategic Plan – strategic theme 1: ‘Cultivate opportunities of exceptional library outreach and inclusion within the local, national and international community’.
7.	Build on the innovative approaches used to date to secure unique collections which underpin research-led teaching and strengthen their excellent relationship with University Foundation	<p>Agreed. The Library has as a strategic priority the aim of securing and providing access to unique collections; this is reflected in the emerging Library Strategy for 2019-2022.</p> <p>Cross-University partnerships and funding sources are required to ensure the continued development of collecting strategies for our Unique and Distinctive Collections (Special Collections & Archives) national and international importance.</p>	DLS	<p>Project funding of € 100k per annum is required for at minimum 5 years to pay for goods/services from a procurement framework to conserve, catalogue and digitise collections to make them available to users.</p> <p>These collections if made available would support the strategic national and international impact and</p>	Q3, 2019	Progress with the RAM is enhancing the opportunity for partnership through formal collection decision-making for Collection Development Policies are in preparation (Completing 2019).

				research goals of the University.		
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AC - Academic Council

ACGSC - Academic Council Graduate Studies Committee

ALF - Academic Leadership Forum

DIS - Director of Information Services, John FitzGerald

DITS - Director of IT Services, Dr. Gerard Culley

DLS - Director of Library Services, Colette McKenna

DPR - Deputy President and Registrar, Prof. John O'Halloran

ISERC - Information Strategy and Educational Resources Committee

ITAC - IT Advisory Committee

LAC - Library Advisory Committee

PMO - Project Management Office

UMT - University Management Team

UMTO - University Management Team (Operations)

VPER - Vice President for External Relations, Dr Rónán Ó Dubhghaill

VPL&T - Vice President for Learning & Teaching, Prof. Paul McSweeney

— John FitzGerald, Director of Information Services & University Librarian, 04.09.19