Strategic Plan

For

# Information Services

2013-2017

Table of Contents

Introduction

Information Services (IS) was established as a distinct organisational unit in UCC in 2007 when the reporting lines of the Director of the Computer Centre, the Manager of Audio Visual Services, and subsequently the Publishing Editor of the Cork University Press were all redirected to the University Librarian. In 2012/13 a Director of IT Services (by then encompassing Audio Visual Media Services) and a Director of Library Services were appointed, reporting into the revised role of the Director of Information Services and University Librarian. In 2010, the Library Policy Committee and the already moribund IT Policy Committee were stood down by Academic Council and later replaced with the Information Strategy & Education Resources Committee.

The creation of a Library and Information Services unit at UCC is designed to provide the following benefits to the University:

➢ Improve the design and delivery of core academic support services by integrating planning and resource management across library, IT and audio visual services;
➢ Enhance access to learning and research resources by teachers, learners, and researchers;
➢ Improve the quality of technical support for all students and staff in their use of information systems and resources;
➢ Enable an integrated approach to the development of the University's infrastructure, leading to more efficient usage of resources and improved availability of services to users;
➢ Enable staff working in diverse areas of IS to develop a shared sense of purpose, and to align their activities more closely with the achievement of the University's strategic objectives.

This is therefore the first composite strategic plan for Information Services. It is closely aligned with the University strategic plan for 2013-2017, shaped by consultation with stakeholders, and informed by trends in the external information and education environment. The purpose of the plan is to provide clear strategic direction to the staff of IS and to the users of our services across the University community and beyond. The strategy is supported by a detailed operational plan in which the delivery of our strategic aims are defined by specified projects and where the achievement of these aims will be monitored.
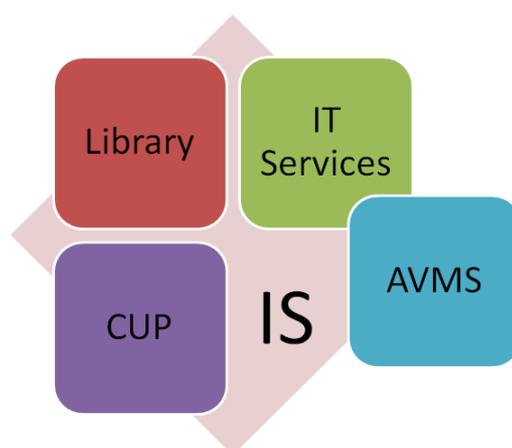
The strongest visible components of the landscape in which IS currently operates are demand and uncertainty. Uncertainty caused by change on the one hand and an increasingly difficult financial position on the other; and increasing demand of the unit to provide services and solutions to meet strategic requirements which have a growing dependency on information services. The elements of the change are at least predictable: developments in IT; increasing consumer-driven expectations on the part of users of information services; new pedagogical approaches to learning and to teaching; an increased focus by the University on research; and a need for greater public and community engagement by the University. Together these present the IS Team with a considerable challenge, summed up in the all-too familiar exhortation of "do better with less". They also represent opportunity to integrate information provision into the various activities of the University.

In such circumstances, without a clear sense of direction, resources can be miss-directed, opportunities lost. This plan provides the strategic framework to shape our actions, ensuring our scarce resources are targeted at meeting University priorities, while equipping us with the agility and flexibility required to proactively respond to a rapidly changing and increasingly competitive environment.

John FitzGerald
Director of Information Services & University Librarian

Gerard Culley
Director of IT Services

Colette McKenna
Director of Library Services

Context

Information Services is responsible for the provision of high-quality academic and management information services, including library, media, and computing services in support of the learning, teaching, research and administrative needs of a population of approximately 25,000 staff and students at University College Cork. In addition, Information Services plays a prominent part in regional and national developments in library services and information technology. IS will ensure that users have access to high quality administrative, teaching, learning, and research resources by:

- Maintaining and developing the University's IT infrastructure;
- Acquiring, preserving and providing access to relevant manuscript, printed and electronic content;
- Acquiring, developing and supporting new technologies and systems;
- Providing services that meet user needs and developing new services to anticipate emerging and future needs.

The University operates in a highly complex environment, and the financial context in particular is significantly more challenging now than it was previously. In this scenario, ICT has a vital role to play in enabling the University to operate efficiently and effectively in order to achieve its strategic priorities and the targets set out in the latest University strategic plan. Similarly, Library Services must continue to deliver information and related services effectively to a community that is more mobile and more demanding.

The new Information Services strategy aims to anticipate and respond to changing requirements and opportunities; to embed the effective use of ICT within the University; to manage and deliver information to where it is needed; to drive and support changes in structures and working practices where needed; and to ensure that Information Services fully supports and enables the delivery of research, education and administration within UCC.

During the period 2013-17, new challenges will emerge for Information Services and others will grow in significance. The particular challenges facing IS at UCC are:

- The need to deliver an exceptional student experience in an increasingly user-focused and competitive environment.
- The increasing demand for more flexible access to resources on an anytime, anywhere basis, *via* the user's choice of device and for the first time where the user has a choice of service provider.
- The need to deal with ever-expanding volumes of data and new requirements for the quality, preservation and curation of that data.
- The need to maintain a vibrant and responsive physical library collection and to service demand for access to physical reader and user spaces.
- The requirement for effective management information to assist decision-making in a complex environment.
- The need to support innovation and flexibility in teaching and learning, with a focus on eLearning.
- The challenge of sustaining services against a background of ever-growing demand and restricted budgets, leveraging opportunities to share services where appropriate.

Vision, Mission and Values

Our Vision

To deliver excellent IT, library, and information services that enable the University to achieve its institutional ambitions and academic vision and attain a sustainable competitive advantage.

Our Mission

Information Services enables the creation, synthesis and dissemination of knowledge by the UCC community within a global information environment. We understand the information and service needs of our users through collaboration and partnership. We provide leadership in our areas of expertise and as a result our services are integral to all aspects of University business. Our success is founded on a strong commitment to service and a culture that facilitates and values innovation and diversity. Our effectiveness, influence and impact is strengthened by our integrated service model.

Our Values

In addition to subscribing to the values set out in the UCC strategic plan, the staff of Information Services will, in conducting all aspects of its business:

- Be enthusiastic and responsive to all users in the provision of high-quality personalised services;
- Be committed to the support of teaching, learning, research and the wider student experience;
- Be innovative in responding to and shaping the changing information environment that users face;
- Be self-aware and reflective, seeking continually to improve performance and sustainability;
- Commit to the promotion of equality and diversity, supporting internationalisation;
- Be enthusiastic in promoting and sustaining the wider interests of the University;
- Demonstrate professional leadership and creativity in all our work;
- Work in partnership with colleagues within IS and across the University, through consultation and dialogue and particularly in conducting the IS Operational Plan projects and developing opportunities presented in the strategic plans of Colleges and other Central Services.

Building the Strategic Plan

The latest Quality Review of IS (2011) and a prior external review, the recommendations of which were endorsed by the Quality Review, made number of recommendations around Information Services organisational structures, collaboration and resource sharing, and services development. The Quality Review report further added a number of additional recommendations relating to embedding the Information Services strategy in the University strategic planning process. The following institutional priorities were also identified in the report:

- UCC is increasing its focus on research and is aspirational in this area;
- UCC is refining its strategy in teaching and learning and aspires to develop a strong online and distance learning program;
- UCC requires robust administrative applications to underpin the functions of the university;
- UCC engages strategically with a growing range of external customers, partners and industry in the local community, and with national and international partners.

The development of a strategic plan for IS commenced in 2012 at the IS Management Team (Strategy) which identified key aims and actions in the context of the emerging UCC plan.

A Director of IT was appointed in Q3 2012 and began the process of developing the strategic plan for IT Services; this planning process incorporated the recommendations of the Quality Review and the earlier external review. This process also involved 1:1 interviews with each of the staff of the Computer Centre and Audio Visual Media Services. This plan sees the formal merger of the Computer Centre and Audio Visual Media Services, into the newly-titled IT Services Department. A requirements gathering process was completed with a number of UMTS members and members of the IS&ER committee. Finally, the recently launched strategic plan for the University, "Sustaining Excellence", has provided the framework and prioritisation for the IT services strategic plan. Each of these inputs have been factored into this strategy and the result is a strategic plan grounded in the strategic requirements of the University and a detailed analysis of how to provide appropriate IT services for the University.

A Director of Library Services was appointed in Q1 2013 and immediately began the process of developing the strategic plan for Library Services; the planning process also incorporated the recommendations of the Quality Review and the earlier external review. Service to all library users is at the core of the Library strategy. This strategy has at its heart a clear focus on, and commitment to, the provision of high quality information resources and achieving excellence in the delivery of highly valued services in our physical and virtual spaces – and their continuous improvement. This is in keeping with developments in the evolution of academic libraries in the international context. User requirements identified by staff and students including biannual LibQUAL surveys have informed this strategy.

The establishment of the Information Services & Education Resources Committee in 2012 provides IS with a robust governance environment in which to regularly review policy and refine plansF and vision, as well as monitor broad effectiveness of services.

The mission of the Cork University Press has remained largely unchanged by this plan, which is to encourage a broad spectrum of debate in the field of Irish Studies by publishing research which engages with contemporary cultural debate. Owing to the spread of Irish Studies in third level institutions during recent decades, throughout North America, Europe and Australia, research in the field has increased in depth and range. Our list reflects this growth in its engagement with a variety of discourses. While the Press specializes in the broad field of Irish Cultural Studies, its subject range extends across the fields of music, art history, literary criticism and poetry. The focus of our list is however in the areas of Irish cultural history, archaeology and landscape studies.

Achieving the University Strategic Goals

In presenting the IS Strategic Plan, we acknowledge that our key strategic aim is to be Ireland's leading university and to sustain our position in the top 2% of universities globally by achieving these specific goals:

1. Delivering research-inspired teaching and learning with a world class student experience;
2. Being a premier European university for research, discovery, innovation and commercialisation;
3. Being pre-eminent in internationalisation, external engagement and contribution to society;
4. Applying best international practice to attract, develop and retain staff of the highest quality and to enable all staff to reach their full potential;
5. Strengthening our infrastructure and resource base.

The 2013-2017 IS strategy is the first integrated strategic plan from the unit and strives to deliver a more comprehensive service offering to the University. Throughout the plan, the specific Library and IT goals and targets are presented distinctively, and the shared initiatives are also identified separately.

The shared initiatives have been selected to deliver greater efficiency in the utilisation of resources and improve the quality of services to users.

All of the strategies and projects have been selected to ensure alignment of this plan with those of the Colleges. This represents an important commitment on the part of IS to work with and alongside the Colleges over the period of the plan and to assist, beyond levels which have been achieved to date, with realising their goals and ambitions.

Our IT strategy stems from a vision of Information Technology as a fundamental enabler for the successful implementation of the University strategic plan. We need Information Technology to work for us in achieving the University strategy and this will require a fundamental rethink of how we govern, invest in and exploit Information Technology. The following principles underpin the IT dimension of the strategy.

- IT is a key strategic enabler of University goals and the dependency on a well-run IT organization is increasing.

- Demand will exceed what existing IT resources can manage or deliver; therefore transparent governance and the ability to prioritize are critical to our success.

- The IT department needs to partner and strategically align itself to external IT operations in order to succeed in achieving its strategic aims.

- The ability of the University to leverage and exploit IT services must not be limited by the delivery capacity of the internal IT department. Managing the transition to cloud services will be an important factor of the IT Strategy.

- The IT Strategy is owned by and is the responsibility of the entire University; it is not the strategy of the IT department solely.

- The IT strategy sets the direction for all IT activity across the full University, including influencing and supporting the strategic direction of IT within our colleges and research centres.

- IT Services will lead and pioneer cloud computing technologies to deliver better more cost effective services for its customers.

- Given the investment and dependency of the University on Information Technology, proper governance, project management, service focus and transparency will be central enabling principles of the IT strategy and its delivery.

The role of IT Services will change to one of information service provider which builds platforms on which the business can provide world class information services to better enable the achievement of the strategic goals of the University.

Our Library strategy is focused on the delivery of an excellent service to users that is proactive, innovative, timely and responsive to user needs. Central to this is a clear commitment to enhancing the student experience thereby inspiring teaching and learning. Providing the opportunity to discover and use high-quality information resources will contribute to creativity and innovation, especially in supporting leading-edge research. Contributing to society, both nationally and internationally, will enhance the University's reputation and add to the intellectual capital in the region and globally. All this is predicated on developing and optimising our staff, financial and physical resources.

The following principles underpin the Library dimension of the IS strategy:

- Embracing change and creating opportunities;
- Commitment to excellence;
- Working collaboratively, internally and externally;
- Understanding, meeting and exceeding the expectations of users in all our service delivery;
- Empowering our staff and developing their talents;
- Recognising the importance of excellent communication and encouraging others to do likewise;
- Celebrating success.

Delivering on the Information Services Strategic Goals

In delivering the IS strategic plan, there are several variables which need to be managed in order to ensure that we can affect the changes we need. The Mckinsey *7's Framework*[1] is a tool used by organisations to track and manage change of this nature. It assists in ensuring that all of the factors contributing to the change can be monitored and performance against targets measured. Embedding a shared set of values across Information Services is the central organising principle of this approach and this helps us to establish a baseline to help the unit manage the transition successfully. We will leverage this approach in the implementation of this strategic plan.

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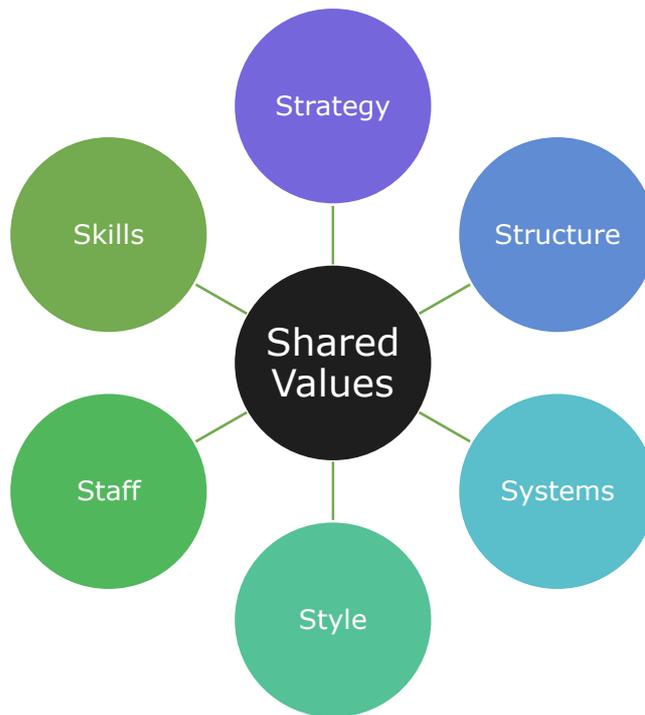
[1] The McKinsey 7s Framework was developed in the 1980's by Peters and Waterman. For more information see http://www.mindtools.com/pages/article/newSTR_91.htm

Strategies, Projects and Targets[2]

Strategies

1. Provide a single support experience across Library, IT Services and Audio Visual Media Services for staff and students of the University, including a single login to all online Information services; promotion of the concept of centralised application support; and raising awareness across campus of the new IS composition and identity

2. Transform IS into a lean service-centric organisation which maintains a valued relationship with our customers using a clear service catalogue and projects roadmap. In managing IS like a business, we will use a benefit-led approach to prioritise projects based on strategic and real value, while delivering those benefits using a project management approach

3. Support teaching and learning with improved Library, IT and Audio Visual Media services to deliver an enhanced user experience

4. Adopt the University's eLearning Strategy, working closely with the Office of the Vice President for Teaching & Learning, by leveraging the combined skills and services of, the Library, IT and Audio Visual Media Services; and focusing on approved eLearning programmes with income generation potential, and more broadly on enabling technology enhanced learning via the eLearning Strategy.

5. Develop and strengthen library information resources effectively, including an accelerated and enhanced provision of the digital library, and through Open Access #

6. Fully exploit the University's cultural and heritage assets through the development of the Library's collections and archives including the unique and distinctive collections #

7. Support research, discovery, innovation and commercialisation. Specifically, we will create a single research support service within IS to meet the unique needs of the researcher. This will include developing a research curation strategy, as well as metadata tagging, research data archiving, and research data repository and query services. Additional funding, possibly from research overheads, will be required to deliver this strategy.

8. Enhance UCC's external and international relations by delivering a customer relationship management (CRM) platform for deployment by administrative units across the organisation *

9. We will use the CCDIRS and IUALG groups to collaborate with other Universities in enabling cost savings through shared initiatives, including on-going development of HEAnet, HR systems, and Library systems. We will lead on lead national initiatives where feasible.

10. Establish one of Ireland's cyber-infrastructure sites, offering the research community infrastructure as required. We will do this by pooling infrastructure resources across the University to leverage our combined buying power as well as enterprise level storage and server platforms. We will also take a leadership role in IT in the region, developing a cloud computing Infrastructure service (IaaS) to meet the future needs of the University in partnership with other public sector partners and HEAnet *

11. Build and manage the University's websites and associated social media sites as a strategic University resource, consistent with University branding *

12. Build online admissions and payment systems to support our varied set of customers (alumni, eLearning, part-time, CPD, full-time, international) *

13. Support the IT infrastructure development and project management activities of administration units and enterprise systems across the University *

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[2] Library strategies, projects and targets are shown in dark blue ink (#), the IT ones are shown in dark red (*), and the shared IS ones are in normal black ink.

14. Create a stronger governance model for IT, including the establishment of an IT Steering Group and a commitment to enhancing the maturity of UCC IT alignment processes by adopting the IT-CMF model in conjunction with internal audit.

15. To establish a strategic fund of IS Investments over the life of the Strategic plan, by securing €5 Million to re-invest in UCC digital Infrastructure

16. Strong data quality and data governance underpin reliable Information Services in a 21st century university, therefore IS will work to influence coordinated management of systems and processes across the University to ensure we can deliver and develop our IT services on a solid data foundation.

17. Enhance and develop the capability of our staff to deliver on these strategies and target staff development planning on meeting these strategic goals

Projects

1. Implement *ITIL* (Information Technology Infrastructure Library) processes, availing of College expertise where available, and a single Service Desk for Information Services

2. Develop a consistent, simple-to-use, robust Identity Management system for UCC IT systems. This will be comprised of a data repository for user data and single authentication systems for staff and student systems, where appropriate *

3. Implement an enhanced staff and student online experience (desktop and mobile) by using available cloud computing solutions for collaboration tools and secure online file storage (a UCC-style *Dropbox*) and better email services. We will develop these services to improve staff internal communication, such as intranet, instant messaging, desktop video *

4. Develop an intuitive, engaging and informative Information Services website incorporating upgraded Library and ITS websites with enhanced self-service functions

5. Develop the University's online Digital Estate, by building a University multimedia repository for images, films and other digital content including legacy formats.

6. Implement the IT infrastructure for the Income Generation Group eLearning initiative, working closely with the Office of the Vice President for Teaching & Learning*

7. Enable the University eLearning strategy by working closely with the Office of the Vice President for Teaching & Learning in deploying technology enhanced aids for teaching and learning, such as lecture capture software, Virtual Learning Environment upgrades, optimised audio visual installations, including better lifecycle management and asset management

8. Implement the platform for a Customer Relationship Management system (aimed at Development Office, Adult & Continuing Education, Student Services) *

9. Develop a Curriculum Management System in partnership with the Registrar's Office to harvest and more effectively manage UCC's academic programme data *

10. Implement an Infrastructure as a service (IaaS) project for the UCC Research community, and following on from that a similar platform to meet future production systems requirements*

11. Deploy of a smart card infrastructure to enable services such as print/copy, car parking, electronic purse to enable The Office of Building and Estates and commercial entities across the University to exploit this technology platform and service *

12. Migrate all websites to the University website infrastructure and develop the website platform to be capable of being one of the premier sites in the country *

13. Deliver fit for purpose payment systems (e.g. alumni management project and PCI compliance project) and facilitate improved income processing and administration by IS for its fee-based services *

14. Enhance the IT maturity Model in UCC by linking investment in IT to development and delivery of business benefits.

15. Create a project to implement and invest this Infrastructure investment over the life of the strategic plan.

16. Upgrade the ITS student records system to enable better integration of online services, and to support additional students as a result increased intake of income-generating students (non-EU postgrads, EU Postgrads, etc.) *

17. Implement the required functionality of the HR Core System in partnership with the Department of Human Resources*

18. Embed the UCC data warehouse into the administration units of HR/Finance/Registrar's Office/Colleges *

19. Create an Information Policy for data quality and data governance at UCC

20. Establish a Project Management Office across Information Services to manage strategic projects

21. Complete an organisational restructuring of IT Services and Library functions, including shared cross-unit functions.

22. Develop a fully costed specification for the IT and Library capital development programme required for the completion of this strategic plan.

23. Transform Library space and optimise service points to deliver a wide variety of effective learning and service environments #

24. Improve access to high quality physical and virtual information resources and services both on and off campus to enable enhanced discoverability, accessibility and research support

25. Establish an effective formal mechanism for engaging with the four Colleges to contribute to developments in curriculum delivery, particularly with regard to information and digital literacy skills and supporting life-cycle needs, and in specific strategic initiatives, such as the Digital Humanities, Irish Studies #

26. Develop and deliver a programme of research information skills in collaboration with the Research Support Office #

27. Develop subject-specific bibliometrics programmes to assist academic staff in enhancing their citation performance in collaboration with the Office of the Vice President for Research & Innovation #

28. Review and expand the Library's Collection Development Plan, to include policies on the acquisition to disposal/retention life-cycle, E-resources and printed book collections, legal deposit, donations and theses, and an explicit commitment to maintaining the IReL service #

29. Establish a system for measuring the effectiveness of delivery of electronic material from the Library to the user's desktop/device #

30. Develop an electronic archival strategy to ensure sustained access to electronic collections

31. Develop a new publishing workflow that will service directly the needs of the individual academic and their specific discipline, linking the publication pathway more closely to CORA #

32. Develop a content management framework for the curation of digital artefacts and collections, to include a repository for online digital assets used by UCC websites, social media, iTunesU

33. Select and implement an effective model for collaborative monograph collection with regional partners #

34. Implement an awareness-raising campaign directed at the wider community to increasing awareness of and access to Library services, including our heritage collections #

Targets

1. A single support desk for all customer queries and support issues operational by 2015

2. For security reasons a number of UCC IT Services will have two factor authentication into the future (example HR and Finance systems), however where appropriate most UCC IT systems will move to using a single set of login credentials. We will achieve this by implementing an identity management repository for user data and a single authentication system for staff by early 2015 and for students by the end of 2015 *

3. A next generation of online staff services will start to become in 2015, such as collaboration sites and online storage. A full deployment of enhanced online user services including enhanced email will be in place by the end of 2015 *

4. An integrated upgraded Information Services website by the end of 2013 *

5. A multimedia repository established in 2015 for images and rolled out for film and other digital assets for the end of the year.

6. Meet all of the relevant Income Generation Group targets by 2017 *

7. Successful implementation of the approved University eLearning Strategy by 2017 and additional income achieved from conference services, targeted @ €60,000 per annum, by 2015.

8. Build a University Customer Relationship Management system for take-up by offices such as DAO, ACE and Registrar's Office by the end of 2015 *

9. Infrastructure as a service project to begin in 2014 and completed by 2016, fully replacing all existing University IT Infrastructure and absorbing the research cloud by 2016   Continue to benchmark UCC's IT Services with the other Irish universities*

10. Implementation of a UCC Disaster Recovery Infrastructure by 2016 *

11. Basic smart card infrastructure will come online in 2014 starting with print/copy and then deploying other services such as parking/ electronic purse in 2014/15 *

12. Migration of over 300 websites to the UCC web platform, with evidence of positive user feedback and satisfaction rating for the UCC site *

13. A University repository for all images, films and media; availability of these resources for online University marketing *

14. Meet the UCC internal audit standards for IT governance and control and address existing risks in our governance

15. Delivery an infrastructure capable of support UCC strategic needs into the future,

16. PCI compliance on behalf of the Finance Office by the end of 2013, and enabling online payments by any office that needs to process online payments by end of 2014 *

17. Ability to process and administer online the new student cohorts from approved IGG projects *

18. Support HR and the Finance Office in the delivery of the HR Core System roadmap, and upgraded functionality arising from related Agresso upgrades*

19. Delegate the availability of MIS tools to local system administration teams within the Finance Office/HR/Registrar's Office/Colleges to create reports based on local needs *

20. Establish an Information Services Project Management Office (PMO) in 2014 and ensure that a single project methodology is used for all IS projects by the end of 2014

21. New organisational models operating in IT Services and the Library by 2014.

22. All Library space reviewed and associated changes implemented by 2015 #

23. Redesigned Library website implemented by 2013 #

24. Review of digital back-runs of journals completed and access provided to space occupied by legacy print holdings by 2014. Ensure the necessary provision of printed books where needed #

25. Increased investment in the provision of electronic resources and services in each year to 2017 #

26. Implementation of a policy on demand-led subscription-based e-book services (PDA) by 2013 #

27. Establishment of an information and digital literacy framework by 2014 #

28. Delivery of a programme of research information skills, including bibliometrics, by 2014 #

29. Implementation of revised Collection Development Plan by 2014 #

30. Production of an electronic archival strategy by 2013 #

31. Active use of blogging platform and other social media by the Library by 2013 #

32. Increased UCC academic staff participation in CORA by 2014 #

33. A content management framework providing ready access to online digital assets in place by 2014 #

34. Agreement signed with Cork PAL to progress Cork PAL Newspaper archive by 2013 #

35. Build and consolidate working arrangements with the Access Office, International Education Office, and ACE by 2014 #

Conclusion

Delivery of the strategic goals within this plan will be challenging for the management team and the staff within Information Services. A number of changes will need to be made and a number of dependencies exist to enable delivery of the plan. These include the following.

Capital investment in our digital Infrastructure

This plan is dependent on bringing our capital investment in IT infrastructure into line with the norms in the Irish HE sector. Achieving this will need to become as important as investing in our physical infrastructure.

Commitment by university management

Many of the benefits of the IS strategic plan will ultimately be delivered by the relevant academic and administration units. While IS will lead in the achievement of the strategies, ultimate delivery of benefits will depend on the ability of these departments to themselves effect the process changes required to deliver benefits. The success of this Information Strategy will also depend on a strong commitment to Data Quality and Data Governance across the University; this is going to require a University wide approach with respect to business processes design and data quality/control. These issues will require significant management commitment and ownership within departments. Our ability to manage and control these changes represent the biggest single risk to the IS plan.

The introduction during the lifetime of this plan of new and unforeseen strategies and projects will require careful consideration by the University and IS management teams, and, if approved, will necessarily displace existing strategies and projects

Commitment by IS staff

Achievement of the IS plan will also require all of the staff of IS to be open to reviewing constructively the processes and practices which they employ in performing their day-to-day work, and if necessary, to changing the way they currently work and developing new skills where required, including adapting to changes in the organisational model/s used now. Recognition of the need for change and the flexibility to deliver it is the most assured way of ensuring that we safeguard the resource levels and investment that the University currently makes in Information Services.

A willingness on the part of all IS staff to embrace the opportunities presented by working alongside Library/IT colleagues will be critical in developing better and more integrated services.

Priority to learning, teaching, research

Our ability to prioritise, focus and be realistic will be important in terms of following through and delivering the plan. The focus of IT for example is likely to shift much more to supporting our academic and research users. This represents a change from a history of focusing to a greater degree on administration needs.

This strategic plan represents a significant opportunity for Information Services to enable and support the University in addressing the challenges of a 21st century University. It is a plan that will see Information Services at the very centre of a transformation in a number of University services and leading significant changes across the organisation. By deploying the significant talent within Information Services and with the continued support of the University management team, we look forward to working effectively as a combined unit in delivering this strategic plan in the years ahead.