



UNIVERSITY COLLEGE CORK

QUALITY ASSURANCE/QUALITY ENHANCEMENT

INFORMATION SERVICES

PEER REVIEW PANEL REPORT

ACADEMIC YEAR 2017-18

MARCH 2018

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PANEL MEMBERS

Name	Position/Discipline	Institution
Ms Therese Collins (<i>Postgrad Student Reviewer</i>)	School of Arts and Celtic Studies	University College Cork
Mr Donnacha Fitzgerald (<i>Undergrad Student Reviewer</i>)	School of Pharmacy	University College Cork
Dr Patrick Harrison	Department of Physiology	University College Cork
Dr Kieran Hickey	Head of Department of Geography	University College Cork
Ms Liz Jolly	Director, Student & Library Services	Teeside University
Professor Anita Maguire (<i>Chair</i>)	Vice-President for Research and Innovation	University College Cork
Ms Gobnait O’Riordan	Director of Library and Information Services	University of Limerick
Mr Seamus Shaw	Chief Information Officer	Oxford Brookes University
Dr Kay Taaffe (<i>Secretariat Support</i>)	Quality Enhancement Unit	University College Cork

1. Context for Review

The Information Services (IS) division at UCC (which involves the converged functions of Library and IT Services) is the largest service department within the University, in both FTE and budget terms, serving the entire University student and staff community. The idea for converging these services was mooted two decades ago but only came to pass in 2011. The convergence of the services has been successfully achieved, not least because of the highly effective management team which collectively deliver an outstanding service to the institution. The Directorate of Information Services (IS) consists of: the Director of Information Services and University Librarian; the Director of Library Services; and the Director of IT Services. It was noted that the partnership effectively leveraged common and shared contact points while enabling the distinct services to function independently, as appropriate, and collaboratively develop innovative new services central to the University mission. There is a strong sense amongst stakeholders (students and staff) of the central physical, digital and symbolic position of the Library at the heart of the campus and of the strategic role of IT Services in enabling the University to achieve its digital ambition. The division has come through a challenging time with investment highly curtailed – a factor which

has impacted on staff and resources; despite these challenges, it was evident that there has been continual development throughout the years of austerity. The Panel formed the strong impression that the University is emerging from this challenging period; consequently, given the institution's very broad range of disciplines and clear ambition to be a research-leader, it is imperative that the investment in IS is at an appropriate level to enable this.

2. Peer Review

2.1 Site Visit and Timetable

The Site Visit by the Peer Review Panel took place over three days from 6th – 8th March, 2018 and was well-organised. The schedule was full and enabled comprehensive engagement with a wide range of stakeholders. The Panel split for one meeting (with internal stakeholders) along Library and IT Services lines and, because of the numbers involved, met with Library and IT Services staff separately. However, in the main, most of the meetings incorporated the joint services, in line with the converged mission for IS. (Please refer to Appendix 1 for a copy of the timetable). The Site Visit incorporated a tour of the impressive Library facilities and of some areas occupied by IT Services, including the server room, AV suite and PC labs. Although time would not permit visiting all Library and IT facilities throughout the campus, the main campus facilities visited were of high quality – an impressive feat in light of financial challenges. The Library has been transformed into a series of both traditional and innovative work spaces accommodating individual and group work, and support facilities. There is a clear path for further innovation to take place in response to user needs and incorporating the increasing digital literacy and requirements of students and other users. The Panel was most impressed with the resourceful and creative use of space in the Library (e.g. the layout of the common spaces and the recently opened Creative Zone) and with the evident advancement of IT services – particularly to the student population – such as the improved quality wifi across the campus and a laptop loan service to students.

2.2 Panel Membership

In line with practice for international peer review, a Panel of national and international peer experts within the domain of Information Services was assembled to carry out the review. Internal reviewers provided knowledge of the institutional and organisational structures within the University, while the student reviewers brought valuable insights and perspectives on student issues. The Panel commended the insightful contribution made by the student representatives to the review process. The entire Panel contributed to the production of the final Panel Report. Secretariat support from the Quality Enhancement Unit (QEU) was provided to the Panel throughout the process, and this greatly facilitated the Panel in formulating and agreeing the final Review Report.

2.3 Self-Evaluation Report (SER) and SWOT Analysis

Both the Library and IT Services established working groups to develop their SERs, each with its own Chair. Drafts of the SERs were returned to the Directorate and an overview was compiled by the Director of Information Services and University Librarian. The SERs were presented in three volumes: the first volume, prepared by the Director of Information Services, provided an overview of the converged Information Services division; the second was the SER for IT Services; the third, a SER for the Library. While the documents were detailed they did focus, understandably, on resources given the curtailment on investment in the period since the last review and in the context of the institution's vision for integrating the division within the academic mission of the University. The data presented in the appendices was of very high quality and will facilitate data-enabled decisions.

2.4 Benchmarking

Since the converging of the services, IS has maintained a connection with Queens University of Technology, Brisbane, whose IS services operate under a similar structure as IS at UCC, incorporating Technology, Information and Library Services (TILS). IT Services undertook a survey with a number of UCC's benchmarked Universities and "focused on areas of UCC strategic importance, many of which arose as queries from the SWOT analysis and also the stakeholder conversations with our Steering committee".¹ The outcomes of the IT Services benchmarking exercise were integrated throughout the SER. The Library used "the LibQUAL survey tool, Sconul Statistical reports and also developed and conducted their own benchmark survey".² While the Panel noted that the data presented was of very high quality, the analysis was often selective and used more as a case for resources. The Panel was of the opinion that the SCONUL statistics present a rich source of data, the interpretation of which could be used and applied most effectively by the Library in the future.

3. Overall Analysis

Although converged, the two distinct functions of IS are not in any way diminished and at present the division operates a "federated" structure with individual leaders. IS holds a key strategic and infrastructural position within the University, with the Library being a central physical, digital and symbolic locus of enquiry and learning. IT Services plays a strategic role in enabling the University to achieve its ambition as a Digital University. A key strength for the University is the highly effective management team within IS, bringing very different strengths which collectively deliver an outstanding service to the institution. The successful partnership is the product of highly engaged visionary leadership with a culture of collaboration and cooperation, which enables multi-professional teams to function within the convergence.

Despite diminishing resources during the years of austerity, there was evidence of continual development as evidenced by the many achievements in Library spaces which provide a highly engaged, embedded and supportive environment for the academic enterprise of the institution. Stakeholders also provided clear evidence of an improved communications and IT service across the University in recent years. Both services were highly commended by colleagues for their hardworking, dedicated and committed staff and the excellent customer service focus; to that end the Panel was of the opinion that the whole IS service has reason to pause and celebrate its staff and achievements.

The openness to engage with the wider academic and research community was clearly articulated by colleagues. IT Services reports that its department has changed dramatically over the past ten years with the change accelerating in the last five years. Its role has moved from systems operations to one of enabling strategic change within the University. The synergies and collegial collaboration between IS and the Office of the Vice President for Teaching and Learning (OVPTL), Technology Engaged Learning (TEL), Instructional Design and the Skills Centre are to be commended and this can be leveraged further as a model of good practice to replicate across the University, including delivery on the Student Hub.

A key issue which emerged is the need to address the perceived lack of clarity around ownership and priority of the Digital Strategy for the University. The senior management of the University has undergone significant change in recent times and developing the academic strategy and operationalising the Digital Strategy will take time to embed; however, it was

¹ IT SER page 26

² Library SER page 15

clear to the Panel that, at senior management level, there is a clear vision for the realisation of a Digital University which will cascade outwards in coming months. This digital ambition for the University needs to be clearly articulated and addressed at senior management level. There is a window of opportunity for IS to inform this strategy and equally to draw on the vision at senior management level through their demonstrated skills in leveraging alliances. It is intended that the findings of this Panel Report will support the division at this critical stage in its development.

4. Findings of the Panel

4.1 Unit Details Including Staff Profile

As previously mentioned, IS is the largest service division within the University. The age profile of IS staff is distributed quite evenly, however the age profile in the Library is higher and there is a concern that there may be a loss of institutional knowledge with impending retirements in that department. The SER states that “Gender balance across IS staff is broadly balanced (47% (49% FTE) male, 53% (51% FTE) female). However, it is noteworthy that 57% of the higher grade positions are occupied by male staff.”³

IS is a very rapidly developing area so keeping ahead of the curve in relation to staff development and skills will be critical. In relation to staffing the Panel commended the movement towards strategic replacement of roles and skills in line with the changing IS landscape. The Directorate should continue to monitor the organisational team to “future-proof” the operational skills and ensure that titles and structures evolve to match the intent and are meaningful to internal and external stakeholders. In the context of a buoyant external employment market for highly skilled IT services staff, review of employment status of staff on contracts is timely. There may also be potential to offer internships for project focused experiences and professional exposure for students – particularly in IT Services.

4.2 Unit Organisation and Planning

The successful convergence of the services was commended by the Panel – particularly the “federated” approach which enabled appropriate leveraging of knowledge and resources, while enabling each function to operate independently. This has not been without its challenges; considerable time and effort went into bringing about the restructuring in terms of communication and training across the services to manage this change. The Panel recommends that the Directorate continues to clarify the identity of Information Services, developing a shared understanding of the benefits of Library and IT Services within IS while retaining their distinctive identities.

4.3 Resources (staffing, physical, technical, other)

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. Given the central strategic role of IS – and, in particular, IT Services in the delivery of the overarching infrastructure of the Digital University – it is essential that IS has appropriate representation at senior management level within the institution at UMTU. There needs to be clarity on the strategic digital ambition for the University before resources are assigned so there is a match between resource capability

³ IS SER, page 10

and project requirements. The Panel therefore recommends that, at a minimum, the Digital Strategy is reviewed on a quarterly basis at UMTO.

4.4 Strategic Planning

The Panel was of the opinion that there is a need to address the perceived lack of clarity around ownership and priority of the Digital Strategy for the University. There is currently no clear plan for digitalisation or moving towards a “digital first” approach across the whole institution. All too often, digital initiatives are viewed as project-based, and the preserve of IT Services, rather than being perceived as an integral part of a cultural shift requiring change management at institution level, which will be required to deliver on the vision for a Digital University. The challenge is that strategy and policy belong in other portfolios across service and academic units and there is a need for clearer articulation of strategy and policy towards the ambition of a unified digital vision. There is a window of opportunity for IS to inform this Strategy and equally to draw on the vision at senior management level through the demonstrated skills of IS to leverage alliances.

A key issue for the institution will be the recognition and identification of strategic projects as organisational change management rather than being viewed as IT projects. It is critical that planning in this area reflects the academic mission of the University and links to the delivery of the University’s Strategic Plan. To this end, more reflection is required at the planning phase to ensure a holistic intra-institution approach, with clear prioritisation, planning, design and resourcing by UMTO. In addition, a benefits realisation management plan needs to be in place for strategic projects so that the success of projects can be measured.

4.5 Internal Communication Across the Unit

There is an opportunity for the IS team to take a leadership role in crafting the thinking for next generation approaches. The services should employ initiatives to engender a common understanding and leverage the complementarity of skills and knowledge-sharing across Information Services. This might, for example, involve taking time to have strategic discussion and reflection with staff across all areas and levels.

4.6 Breadth and Depth of Stakeholder Reach

There is a very strong service culture within the division which was commended by colleagues and students across the Institution. It was noted, for example, that the cooperation and support offered by central IS services to the dispersed services was excellent. There appeared to be a disconnect between the very positive user experience in engaging with IS and the ability of the broader University to articulate the strategic role of IS. It will be essential for IS to advocate their role as central in the academic mission of the University. IS are currently making a tremendous impact across the institution and need to effectively advocate the benefit of their contribution to the delivery of the University Strategy and feel empowered to take ownership where they have skills.

4.7 Impact on student body (e.g. education provision, teaching and learning, student experience)

As a service IS have an excellent understanding of student experience and how to provide a high-quality service which matches students’ needs. The University should exploit this more, for example, in the development of the Student Hub. As the digital capacity of the University evolves, the learning experience becomes more complex and multi-faceted. IS are critical to enabling this transition to a holistic and institution-wide approach and maximising the potential for student learning experience. They can also play a key role in the active

participation of staff in embracing new technologies and approaches for the benefit of students, including localised uptake of services such as lecture capture by academic staff and also University uptake of universal services such as an interactive web timetable by senior management. IS has demonstrated its agility and flexibility to respond to student needs and it will be essential to continue to map the student journey and track key touch-points to ensure that structures remain fit-for-purpose. IS should ensure it continues to maximise accessibility of its services to students by continuously adapting services in order to optimise their uptake and impact on the student journey.

4.8 Staff development and workload

Across the University there was acknowledgement of the dedication and hardworking staff in IS, which is highly service oriented. Given the changes that are inevitable with digitisation, it is critical to facilitate staff to learn and develop in a digital world and embrace on-going change. In relation to staff appointments within this changing landscape, and in the light of pending retirements (particularly in the Library), new recruitment will not always involve replacing existing roles but increasingly the division will be required to create new posts. The strategic appointment of Head of Academic Technology & Communications exemplifies a pertinent response to reflect the changing Information Services landscape and it will be necessary to continue to engage with HR around these appointments.

4.9 Engagement/compliance with external policy drivers

A key issue for the University is the lack of centralised student data, learning analytics and metrics which are essential to publicising the University's output to the world and critical to the development of the institution's ranking. IS is critical to the University's response to current policy issues including GDPR, Open Science and the continuation of the excellent track record in student retention. Research has shown, for example, a correlation between the use of IS resources and student performance, including degree outcomes.

4.10 Local quality assurance and enhancement activities, including those for feedback and evaluation of services

Providing a high-quality service is embedded in the culture of IS; it was evident that the division is reflective, reflexive and responsive and the on-going engagement with LibQual is indicative of this.

4.11 Collaborative partnerships internally within the University

IS should leverage to a greater extent the very high regard in which its management team is held within the University, highlighting this good leadership and management practice for visibility and transferability across the institution. They should advocate to ensure that their central role in delivering the academic mission is more widely recognised within the University; this should include regular meetings between senior managers in IS and senior academic leaders to enhance a shared understanding of the digital university and how to achieve this. IS should continue to articulate and promote their role and success in delivering the University's academic mission through various communications, for example, road shows, student stories, staff stories etc.

4.12 Collaborations & partnerships externally

External stakeholders spoke about the critical importance of having UCC as a flagship digital campus at the heart of the vision of Cork as a Smart City. The contribution of UCC IS to other organisations across the city was evident in civic, health and education services; this included both formal and informal relationships which were very positive. The view was expressed that Cork PAL needed to be strengthened as a corporate venture where academic, public and

health agencies come together to manage resources. Because UCC has the biggest collection in the region, the UCC Library is of strategic priority in developing regional cooperation and in promoting the city as a vibrant cultural and digital hub. Equally there is an opportunity for Information Services staff at UCC to benefit from leveraging external partnerships.

5. Recommendations for Enhancement

5.1 Recommendations to the University

Resources:

Taking into account challenges in information resources, IT operations and capital life-cycle costs, the Panel recommends that the University:

1. Ensures that investment in Information Services is aligned with the University's strategy
2. Undertakes investment and financial planning on a multi-annual basis
3. Ensures that the area is being championed effectively at the UMTO table through a combination of direct lines and leveraging partnerships
4. Conducts an audit on the current spend on IT across the entire University, including centralised and localised services

Digital Strategy:

The Panel recommends that the University:

5. Addresses the perceived lack of clarity around ownership and priority of the Digital Strategy for the University. There is a window of opportunity for IS to inform this Strategy and, through their demonstrated skills to leverage alliances, to draw on the vision at senior management level. Formal quarterly review of the implementation of the Digital Strategy at UMTO is recommended
6. Ensures that IS is embedded within the University's academic mission and delivery, rather than being a service to it
7. Clarifies the digital ambition in terms of the balance between enabling BYO devices and on-campus supply (combination of PC labs and laptop loans) and essential in this strategy is that principles of inclusivity are applied to ensure that a digital divide is not created inadvertently

Change Management:

To deliver the University digital strategy a comprehensive change management programme is imperative, therefore the Panel recommends that the University:

8. Identifies a series of projects with absolute clarity on governance, timeline, robust on-going monitoring and clear attention to the people aspects; this will require a strong PMO at University level
9. Supports active transition to a change management approach, driven by the business and academic agendas and enabled by IT Services
10. Articulates clearly informed prioritisation of projects at University level in the context of the Strategic Plan with clear articulation of the benefits, realisation and measurement of such projects

Data:

The Panel Recommends that the University:

11. Ensures the accuracy and integrity of data, clarity on the governance of data and enable data-driven decision making
12. Ensures effective use of learning analytics to improve student outcomes

Other:

The Panel recommends that the University:

13. Ensures that Athena Swan is broadened out to all of the University community
14. Creates a mandate for deposit of research outputs into CORA

5.2 Recommendations to Information Services

The Panel recommends that Information Services:

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
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
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.
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
5. Exploit an opportunity to lead the design and implementation of a data governance structure
6. Take a leadership role in delivery of research data management, Open Science etc.
7. Enable staff to learn and develop in a digital world and embrace on-going change
8. Maximise the effectiveness of communications to stakeholders internally and externally to:
 - Actively develop an internal communications structure within the University
 - Develop a clear communication strategy to advocate their central role in delivery on the Teaching, Learning and Research missions of the University
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.
10. Enable active participation to ensure that the student voice is heard on all services which are student oriented and maximise accessibility of its service to users through effective signposting.
11. Build on their well-developed policies and continue to lead on research data management services.

5.3 Recommendations to IT Services:

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
2. Strive to ensure equity of resources and experience across the University
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
4. Seek out and prioritise student centred initiatives e.g. interactive timetable, addressing two-sided printing issue etc.
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

5.4 Recommendations to the Library

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
2. Collaborate with the academic community to maximise the efficiency of resources within the VLE
3. Work together with academic colleagues on embedding information and digital literacies within the curriculum
4. Consider communication mechanisms in different languages to help orientation as part of their inclusive agenda
5. 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
6. Renew their focus on engaging with external stakeholders including alumni
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

Appendix 1 Timetable

INFORMATION SERVICES

PEER REVIEW PANEL SITE VISIT

Tuesday 6 March 2018		Venue: Tower Room 1
11.00 – 12.00	Convening of Panel members. Lunch and briefing by Director of Quality Enhancement and Quality Enhancement Advisor	
12.00 – 12.45	Lunch and Private Meeting of the Panel <i>Panel agree issues to be explored in meetings with Directors of Information Services, Library, IT Services and Stakeholders.</i>	
12.45 – 13.00	Move to Boole Library – Library Seminar Room	
13.00 – 14.30	Meeting with Director of Information Services and University Librarian To be joined by Director of Library and Director of IT Services at 13.30 <i>Discussion regarding developments to date, strategic priorities of the Service and overview of provision.</i>	
14.30 – 15.30	Tour of Facilities	
15.30 – 16.00	Tea/Coffee	
16.00 – 16.50	Internal Stakeholders – Academic and Research (Library) Venue: Library Conference Room	Internal Stakeholders – Academic and Research (IT Services) Venue: Library Seminar Room
17.00 – 18.00	Meeting with External Stakeholders (Library and IT Services) Representative from Deloitte Representative from Smarttech247 Representative from Cork Councny Library (Conference call) Representative from Health Service Executive Representative from CEO HEAnet (Conference call) Librarian, Cork Institute of Technology City Librarian, Cork City Libraries <i>The Panel meets with city- and community-based, and other external stakeholders</i> Venue: Library Conference Room	
19.00	Informal dinner for members of the Panel & staff members of the Units	

Wednesday 7 March 2018	
Venue: Council Room	
09.00 – 09.15	Convening of the Panel
09.15 – 10.15	<p>Meeting with Library staff:</p> <p>Academic & Student Engagement – 5 x representatives Library Administration Research Collections – 4 x representatives Research & Digital Services Information Services</p> <p><i>Discuss issues such as services, strategy, communications, research, teaching and learning, staffing.</i></p>
10.15 – 10.45	Tea/coffee
10.45 – 11.45	<p>Meeting with IT staff, with representatives from:</p> <p>Project Management Office Platform Delivery Services, IT Security Officer User Services – 4 x representatives Enterprise Applications – 5 x representatives Web Services - 2 x representatives Administration, Director's Office Audio Visual – 2 x representatives Learning Technologists Unit Platform Delivery Services</p> <p><i>Discuss issues such as services, strategy, communications, research, teaching and learning, staffing.</i></p>
11.45 – 12.30	<p>Meeting with Student Representatives</p> <p>Representative from Student Council Student representative from Social Science 1st Year Academic student representative Post-graduate student representative, Applied Psychology Student representative from Business and Law Student representative from 1st Year English</p> <p>Venue: Council Room</p>
12.30	Return to Tower Room 1
12.30 – 13.30	Lunch and private meeting of the Panel

13.30 – 14.30	<p>Meeting Internal Stakeholders (Professional Services)</p> <p>Skills Centre Coordinator Examinations and Records Officer Senior Instructional Designer Head of Academic Systems Administration Director, Research Support Services Academic Secretary Representative from Human Resources Associate Vice President for Development</p>
14.45 – 15.15	Meeting with Financial Officer
15.15 – 15.45	Tea/coffee
15.45 – 16.30	<p>Meeting with:</p> <p>President Deputy President and Registrar</p> <p><i>Discussion of University academic and development strategy</i></p>
16.30 – 17.30	<p>Meeting with Senior Officers</p> <p>Executive Director, Development & Alumni Relations Interim Vice President for Teaching and Learning Financial Office and IS Steering Committee Director of Buildings and Estates Deputy for Head of Human Resources Head of College of Medicine and Health Head of College of Arts Celtic Studies and Social Sciences</p>
19.00	Working private dinner for members of the Panel to commence drafting the report.

Thursday 8 March 2018	
Venue: Tower Room 1	
08.30 – 09.00	Convening of the Panel
09.00 – 10.00	Meeting with Director of Information Services and University Librarian and Director of IT Services <i>Clarification and discussions of main findings by Panel</i>
10.00 – 10.30	Tea/coffee and private meeting of Panel
10.30 – 11.00	Change Venue: Move to BHSC 101 (Brookfield)
11.00 – 12.00	Closing presentation <i>Closing presentation to all staff, to be made by the Chair or other member(s) of Panel as agreed, summarising the outline findings of the Panel. This presentation is <u>not</u> for discussion at this time. Open invitation to all staff</i> Venue: BHSC 101 (Brookfield)
12.00 – 12.30	Return to Tower Room 1
12.30 – 13.00	Further work on drafting the final report
13.00 – 14.00	Lunch
14.00 – 15.00	Further work on drafting the final report
15.00	Reviewers depart