

**GOLDSMITHS**  
**University of London**

## **IT STRATEGY**

### **Executive Summary**

This document outlines the revised Goldsmiths' Information Technology (IT) Strategy. The drivers for change, the Strategy relationship to other strategies and the importance of the Strategy for Goldsmiths highlighted in the previous Strategy still apply and should be referred to for completion.

The draft new IT Strategy reflects the need to continue IT development at Goldsmiths in a manner that keeps pace with the increasing speed of change and innovation in technology that shows no signs of abating. The new Strategy builds upon the foundations established through implementation of the 2007 IT Strategy and roadmap and aims to speed the adoption and installation of exciting new IT systems/services in support of the College's Mission and Strategic Aims.

The new Strategy is organised into two broad sets of activities and actions. The first set of activities is concerned with maintaining and continuing to develop the College's IT services, networks, and management practices that are already in place. The foundation for IT must be kept strong and up-to-date in order to provide a platform for future innovative systems/services. Current and planned activities for infrastructure improvement and system deployment must be continued and supported.

The second set of activities is directed at making IT resources more "user centric" so that the activities of students and staff can be performed more effectively and efficiently. The activities aim to provide all members of our user community with access to coherent IT facilities, such as sophisticated search and retrieval mechanisms across multiple platforms tailored to their needs, and appropriate training in their use that can materially enhance their ability to contribute to Goldsmiths' Strategic Aims and realise the full potential of IT for collaboration and for improved support of decision making. To make these systems/services truly valuable, the activities also focus on the processes that will keep IT resources aligned to academic and support needs, provide demonstrable, relevant, and important advantages, and are value for money, both in terms of financial and human resource investments.

The specific activities to be undertaken in the years 2008-09 to 2012-13 are incorporated into the body of the Strategy. The previous Strategy was developed as a result of significant consultation with staff across Goldsmiths. Parts of the Strategy require expenditure: plans have been made for this either within current IT recurrent budgets or in additional resource granted as a result of the planning round 2008, or are explicitly flagged as an issue to be considered in future years.

### **Introduction**

Greater connectivity brings both opportunity and challenge for Higher Education (HE) institutions. Students and staff have access to a world of resources and information, yet they must develop the skills to assess the authenticity of information. Finding a needed bit of information or service even within a small university like ours can be a challenge. Greater connectivity and advanced devices can do seemingly miraculous things, but mastering each new device requires additional skills and time. Integrated communications for voice/telephone, video and data sharing can enable remarkable forms of distributed collaboration, but they also require changes in work habits/culture and effective work processes within and beyond organisational hierarchies.

The 2007 "Information Technology Strategy" set bold and ambitious goals for Goldsmiths. Over the

past two years, Goldsmiths has made unprecedented strides in developing College IT in networking, IT infrastructure and support for College research, tools to broadly support teaching and learning, digital library, and ensuring a sound financial basis for IT equipment and services.

This new IT Strategy is Goldsmiths' second Strategy for IT, and it will guide the College's investments in IT for the next 5 years. It is both ambitious and practical in its roadmap for Goldsmiths. It provides a basis for coordinated action across the College in pursuit of excellence and leadership for Goldsmiths.

## **Looking to Goldsmiths Future - Strategic Positioning**

The 2007 IT Strategy highlighted the importance of IT as a strategic enabler that is used to provide operational efficiency and competitive advantage. The challenge was to understand our niche and agree a Strategy that will ensure our success in the HE sector and place us where we want to be over the next five to ten years.

The 2007 IT Strategy set Goldsmiths on a road map that will position Goldsmiths among the mainstream research institutions in the provision of information technology infrastructure and services. We have since made major strides in the provision a feature-rich, integrated, supportable and secure technological environment that provides staff and students with seamless, any time, any place, access to the IT resources that support and enhance their activities.

We were not alone in recognising the critical role that IT plays and many institutions have made substantial investments in IT. The net result is that while a strong IT infrastructure and the provision of services are necessary to compete with other higher education institutions locally and globally, it is unlikely that general investment in IT alone could provide competitive or strategic advantage. However, the innovative use of information technology can be a strategic enabler for Goldsmiths if IT investments are aligned with the Strategic Aims of the College, its users' skills, organisational structure, and operational capabilities. After two years of substantial investment, Goldsmiths appears to have caught up in IT infrastructure. The challenge is to identify the optimal Strategy to build on the successes of the past two years and focusing investments that carefully balance agility versus stability, gain versus risk, and long-term versus short-term.

## **Vision**

The academic prosperity and the management of the College will be actively enabled through the provision of seamless IT services and systems which empower our users through the exploitation of relevant information systems technologies.

## **Next Steps**

Following approval of the Strategy, a new integrated action plan will be developed for all priority A activities to support College and departments, ensuring synergy and efficiency of approach. The funding for some of these activities has already been agreed and future funding requests will be sought through the submission of business cases to SMT and FRC.

Please note A is the highest priority and C the lowest; the year of action is the academic year (i.e. 08 refers to 2008-09)

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Director of Information Technology  
18 January 2009

## 1.0 Sustaining the foundations for a first class Information Technology infrastructure

### 1.1 Network Resources:

Goldsmiths learning and teaching, research, College business, wider community and social networking relies on the provision of a stable, robust, high bandwidth network connectivity that gives them appropriate access to secure, reliable, effective information and expertise. The College should ensure that its wired and wireless campus networks continually evolve just ahead of the needs of staff, and students. The campus network must remain among the College's highest priorities.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.1.1	Upgrade the Campus Network in order to deliver increased bandwidth to support more demanding applications and enhance security, quality of service and management tools. <ul style="list-style-type: none"> <li>Continue to improve the network infrastructure within Goldsmiths buildings through an annual replacement programme of ageing equipment.</li> <li>Network Segmentation: implement Network segmentation to limit the exposure of key services and provide inherent containment measures against hacking, viruses, worms etc</li> </ul>	A	X	X	X		
1.1.2	Provide access to the College network from all College-owned student halls of residence.	A	X	X			
1.1.3	Provide a stable, secure and scalable wireless infrastructure across campus, capable of supporting access to the College IT services by staff and students using owned or College computers.	A	X	X	X		
1.1.4	Provide telephony and TV over our network - Voice over IP (VoIP)	B		X	X		

### 1.2 IT Infrastructure and financial planning:

Goldsmiths should continue to invest and maintain an IT infrastructure that is aligned to academic and support needs as well as build on the excellent relationships forged with IT suppliers over the past two years.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.2.1	<ul style="list-style-type: none"> <li>Ensure the continuity of the ground breaking model of funding the four year replacement cycle of all open access area computers agreed in 2007.</li> <li>The need for a funding model that fits the rapidly changing IT environment.</li> <li>Extend the central replacement cycle model to include all staff including specialist needs and variations to more fully support the diversity of research and creativity across the College.</li> </ul>	A	X	X	X	X	X
1.2.2	<p>Continue to implement College wide standards to gain resilience, improve quality of computer access devices and remote support of computing devices (“managed desktop”). This will minimise time lost due to faults or old equipment and cost due to on-site support need.</p> <ul style="list-style-type: none"> <li>Agree standards for end user computing, printing, storage, interoperability and information interchange.</li> <li>develop solutions for desktop system management that will improve security, productivity and reduce the support overheads so that some resources can be redeployed to added value activities at the departmental level</li> <li>Service Sustainability – Service sustainability is about designing and improving services to ensure that they are: <ul style="list-style-type: none"> <li>Robust, resilient and secure</li> <li>Scale to meet user demand and legitimate expectations over time</li> <li>Provide continued high performance, availability and reliability</li> <li>Provide service metrics that indicate when improvements, upgrades and replacements are required.</li> </ul> </li> </ul>	A	X	X	X	X	
1.2.3	<p>Review future of student computing following the networking of student halls and the provision of the wireless campus network so that College-funded provision reflects the essential nature of IT in learning, wider variety of devices, device convergence, new active learning spaces and increased personal ownership (already over 50%).</p> <ul style="list-style-type: none"> <li>The Learning and Teaching Strategy recommends a blended approach to learning and teaching at Goldsmiths. Such approaches call for rethinking pedagogical practice, connecting to a growing world of educational resources, and designing physical facilities and furnishings that are attuned to learning specific topics. We need to complete the redesign the Rutherford Building (RB) learning centre to provide a consistent, seamless student-centred learning environment that also enables students to use their own portable devices.</li> </ul>	A	X	X	X		

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.2.4	Building of a new computer room (machine room) on campus. Server and file store consolidation will place heavy demands on existing computer room facilities including space, floor loadings, electrical provision/protection and air conditioning/handling. Disaster recovery, business continuity and service sustainability is likely to be compromised by inadequate computer room provision.	A	X	X			
1.2.5	Rollout the new centralised storage facility, Storage Area Network (SAN) into departments. This will provide significant cost savings and provides significant benefits in terms of storage management, data availability and disaster recovery.	A	X		X		X
1.2.6	Ensure that all central administration systems are fit for purpose and used in all areas of the College. <ul style="list-style-type: none"> <li>Focus on replacing the UNIT-E student administration system. Ensure full consultation is undertaken before any new system is purchased and that appropriate membership is included on the planning and implementation teams so that the new student administration system is fully exploited across the College.</li> <li>Progressively remove local systems where they duplicate central systems or increase College overhead.</li> <li>Provide a central purchasing scheme through ITS for all major academic and office software purchases so that the benefits of economies of scale are realised.</li> </ul>	A	X	X	X		
1.2.7	Adopt planning approaches and actions that provide reliable physical protection and provision of utilities to critical machine rooms while minimizing the possibility of any single point of failure.	A	X	X			
1.2.8	Develop a joint Estates and ITS plan for the development and support of all networking across and outside the main campus. This should cover the use of digital networks for data, voice, video, media-streaming, CCTV and building management systems.	B	X	X	X	X	X

### 1.3 Collaboration and Communication Systems:

The College should provide systems and connections to devices that support communications in a variety of forms e.g. text, voice, video and chat from anywhere and anytime for our highly mobile community. Academic work, learning and teaching, research and discovery, business development, recruitment and the management of the College all involve limitless opportunities for collaboration. The increasingly interdisciplinary nature of research, the growth in distributed learning, and the increased public/private sector partnerships all demand greater need for collaboration capabilities that are not restricted by location or distance.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.3.1	<p>Implement a College Web Content Management System enabling improved efficiency in Web creation, publishing and maintenance, but also the ability to cascade the management of websites to individual content owners and non-web specialists.</p> <ul style="list-style-type: none"> <li>• Provide content creators convenient, user-friendly tools for contributing and publishing information on web sites under a carefully managed system of authorization and control.</li> <li>• increase the world-wide Web presence of the College, its work and achievements</li> <li>• Make all web pages (except for departmental intranets) available to the general public unless there are exceptional reasons not to do so.</li> <li>• Integrate the new branding of the College with the new College web design.</li> <li>• Ensure that all pages associated with goldsmiths.ac.uk reflect College mission, values and standards.</li> <li>• Ensure all pages conform to W3C standards as appropriate.</li> <li>• Develop web policies and best practices.</li> </ul>	A	X	X			
1.3.2	<p>Develop and implement an Institutional portal that provides Goldsmiths with the opportunity to build a unified digital campus, providing a seamless environment to support all aspects of College life. The portal will enable us to link together all staff and students (prospective, current and alumnus), systems and communities, as well as enabling the alignment of IT systems with academic and administrative processes.</p> <p>All future systems development must consider integration and exploitation issues with the portal.</p>	A		X	X	X	
1.3.3	<p>Improve the availability of Video Conferencing systems in offices, labs, and classrooms and other College workspaces which can increase the productivity and effectiveness of collaborative work. These can be integrated with desktop communication tools for one-to-one and one-to-many conferences and collaborations. These systems must be easy to setup and use.</p>	B	X	X			X
1.3.4	<p>Improve collaboration and connectivity with key external partners such as the 1994 Group, British Library and research sponsors e.g. potential shared services between 1994 Group members.</p>	B		X	X	X	X
1.3.5	<p>Collaborative tools review – Investigate and propose strategic solutions for end user access to integrated e-mail, diary management, telephony, fax, IM and other forms of personal communications.</p>	A	X	X	X	X	X

## 1.4 IT Governance, security, privacy and availability

The effectiveness of any organisation depends in the long term upon the effectiveness of its management and the arrangements for its governance. This applies particularly during a period of change, through which the College is currently going. The College needs to manage and govern its IT and IT funding in order to realise its mission and the eleven Strategic Aims.

Governance arrangements for IT will be developed to ensure good communication and consultation; a complete fit with established College policy-making, planning and resource allocation procedures; and a process which is effective at both departmental and institutional levels.

Advice and guides relating to conformance with increasing amounts of IT related legislation and regulatory requirements (security, data protection, software and media licensing, etc.) will be developed and provided at the individual and organisational level.

IT provision will incorporate appropriate management of all areas of risk (including both technical failure and failure of legal compliance).

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.4.1	<p>Establish a clearly defined College IT governance structure to explain IT roles and responsibilities, in which relevant stakeholders are represented and which coordinate College IT decisions and policies and facilitate clear, ongoing and two-way communication.</p> <ul style="list-style-type: none"> <li>• Develop clear decision-making processes and integrated College and departmental prioritisation aligned with the College mission and strategic objectives.</li> <li>• Develop an appropriate consultation and communication process to ensure all departments participate in planning and Strategy development; build support among Goldsmiths users and facilitate their input into the IT decision making process.</li> <li>• Develop processes for ensuring IT Strategy and plans actively enable learning, teaching and research.</li> <li>• Ensure College and departmental economies of scale are realised wherever possible.</li> <li>• Ensure that the development of IT provision incorporates appropriate management of all areas of risk (including both technical failure and failure of legal compliance).</li> </ul>	A	X	X			

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.4.2	<p>Ensure the availability of critical IT systems/services in the event of a disaster or a disruptive event.</p> <ul style="list-style-type: none"> <li>Continue the development/update of College-wide business continuity plan that includes emergency communication plan, contacts and disaster recovery across all critical IT functions, based upon the College risk assessment and management.</li> <li>Improve the provision of a reliable and resilient storage area network (SAN) that provides physical and electronic protection to both private and confidential data. Current storage is more than sufficient to cope with the outcome of the Information Audit due to be completed in 2009.</li> </ul>	A	X	X			
1.4.3	<p>Conformance with increasing amounts of IT related legislation (legal, regulatory and licensing) audit reports.</p> <ul style="list-style-type: none"> <li>Develop and coordinate the implementation of a strategic and comprehensive Information Security Policy which fulfils institutional obligations imposed by law and by specific external stakeholders, conforms to best practice and enables appropriate institutional communication. This should be accompanied by appropriate complementary development of the existing Privacy Statement and a review of any implications for the Data Protection Policy and Guidelines. Together, these initiatives should protect institutional assets, engender confidence from members of the College community, and continue to facilitate appropriate access to data for the legitimate needs of both internal and external users.</li> <li>Ensure appropriate processes and systems are in place at individual, group, departmental and institutional levels.</li> <li>Those who interact with sensitive, important and/or private resources should have appropriate training to fully understand their responsibilities regarding privacy and periodically receive updated training.</li> </ul>	A	X	X	X	X	X
1.4.4	IT Services should expand its involvement in projects funded by JISC, HEFCE other appropriate external bodies in IT-related areas, and in most cases will be the appropriate lead department at Goldsmiths.	A	X	X	X	X	X

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
<b>1.4.5</b>	<p>Ensure increased value, cost-effectiveness of all IT developments.</p> <ul style="list-style-type: none"> <li>• Major corporate, mainly administrative, systems must increasingly be integrated and linked with process change and existing investments fully realised.</li> <li>• Develop better central management information and decision support systems which will improve academic and administrative use of our corporate information systems throughout the College.</li> <li>• Actively work to minimise duplication of IT or low-added value IT developments/services in departments.</li> <li>• Ensure all IT developments have a fully funded business case before approval that covers the life cycle of the system.</li> <li>• Ensure all IT provision demonstrates alignment and value by developing appropriate service measurements such as service level descriptions (SLDs).</li> </ul>	<b>A</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

## 1.5 Green IT

IT hardware and the way it is used has become one of the fastest growing sources of energy consumption. Furthermore, due to its ubiquity and rapid replacement cycles, it created substantial waste that strained the capacities of landfills and, in some cases, leaked toxic compounds into the air, soil, or water. The recent UK government and EU stringent waste disposal policies such as WEEE have led to a reduction in the solid waste that was destined for landfill sites. The pervasiveness of IT and the critical challenges to the global environment make the pursuit of Green IT an imperative. The College through its Green Initiatives should reduce the carbon footprint of the institution.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
1.5.1	Establish and promote high standards of environmentally friendly practices in energy- efficient computing. <ul style="list-style-type: none"> <li>Implement the Altiris systems functions to shut down computers that are not in use for long periods of time.</li> <li>Should carefully asses the environmental friendliness of all of our IT related purchases and request suppliers to indicate their products environmental rating.</li> </ul>	A	X	X	X	X	X
1.5.2	<ul style="list-style-type: none"> <li>Provide remote access to high availability hardware and services that contribute to a greener IT.</li> <li>Promote widespread use of the new Goldsmiths data centre in the Backfield Building, removing the need for local mini data centres.</li> <li>Implement plans to virtualised servers and storage to promote energy efficiency by reducing the number of required servers and enabling longer equipment lifecycles. Similarly, technologies such as desktop virtualization should be explored to help reduce the costs and extend the lifecycles of personal computing devices.</li> </ul>	B	X	X	X		

## 1.6 First Class IT professionals

IT staff at Goldsmiths are instrumental in creating excellent, efficient IT-enabled services. The successful implementation of the ambitious road map agreed in the 2007 IT Strategy is a credit to all IT staff across the College.

Goldsmiths must continue deliberate and systematic efforts to recruit, develop, and retain outstanding IT professionals in all parts of the College. This includes attention to technical, managerial, communication and leadership skills.

1.6.1	<ul style="list-style-type: none"> <li>Should remain competitive with regard to compensation, benefits, facilities, workplace environment, and quality of life offerings through funding choices to attract and retain the very best technical and professional staff.</li> </ul>	A	X	X	X	X	X
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## **2.0 User–centric Information Technology**

Over the past few years computers have become easier to use and become integrated into many common devices. Wireless connectivity will continue its evolution toward wider coverage, speed and bandwidth, thus creating more opportunities for using IT. The IT industry displays an increasing drive towards technology integration and “personalisation” that will create more potential for IT to help people do more by doing less – often through delegation of tasks to technology. By adopting a User-centred approach to developing and implementing IT, Goldsmiths will be able to achieve more pervasive and creative use of IT.

The high technology turnover that shows no signs of abating creates a constantly varying skills demand, and so skills enhancement and training must be a high priority for both IT users and IT professionals. The Strategy aims to provide every member of staff with access to coherent facilities and information appropriate to their needs, and appropriate training in their use. The Strategy also aims to focus on the processes that will keep IT resources aligned to academic and support needs.

As Goldsmiths makes investments in new hardware, software, and services, empowering people to make full use of Goldsmiths IT infrastructure must be a core element of a user-centred Strategy for IT. As Goldsmiths engages an ever-expanding community (students, staff, alumni, parents, potential students and business partners), Goldsmiths has opportunities to build new models for communicating, supporting, and teaching at the crossroad of people and technology. These support services must keep pace with the growth of the community and with the expanding complexity, breadth, and depth of Goldsmiths IT resources.

Unlike the activities and actions in the previous section, the activities and actions in this section cuts across a variety of areas across the College.

### **2.1 IT services through Collaboration and partnerships**

Users are increasingly IT aware and expect access to a seamless, feature rich, reliable, secure, integrated and easy to use services.

Some IT advances promise to add efficiencies to familiar work processes and activities, while other emerging trends signify fundamental changes in our relationship to content – how we create it, share it, and access it; and in how we connect to each other through new forms of social computing. Mobile access to content, virtualised networking, collaboration technologies, information access anytime anywhere – all have impacts on the human relationship to information and to IT. Added to this are the continual influx of students, the so-called ‘netgen’ (Internet-generation) students, who will have grown up with a proliferation of computers for social, leisure and educational use and have a profoundly different relationship with and expectations of IT than our staff. It is therefore important that our student IT services is not far off their expectation and our reality. They will increasingly require access to IT resources via a variety of devices and would expect to gain access at anytime, any place, anywhere, any device computing.

The user-centric focus of this Strategy puts first the people who use IT; therefore, we must make learning convenient, and make it tailored to learners' levels of IT expertise and interests.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
2.1.1	<p>Within a research-led learning environment, create, promote and provide outstanding integrated, well-supported eLearning processes, systems and support in which learning and teaching, research and student experience flourish.</p> <ul style="list-style-type: none"> <li>Continually enhance the technology-enriched learning experience through the development of our virtual learning environment (Moodle), proactive professional development, research and evaluation, and curriculum development and design in line with student and staff expectations.</li> <li>Provide training and support services that encourage staff and students to be effective independent users of e-learning technologies.</li> <li>Support initiatives (e.g. Goldsmiths Learning Enhancement Unit fellowships) that will encourage, reward and recognise creativity and innovation in technology-enriched learning and teaching processes.</li> <li>Develop more informal social spaces and other tools including social software, communication (e.g. wikis and blogs, podcasts, Instant Messaging, texts, etc.) and conferencing tools, video streaming and assessment tools to enhance learning, research, facilitate widening participation and student feedback.</li> <li>Ensure ease of access to centrally-provided specialised eLearning skills for departmental teaching staff. Minimise locally repeated 'innovation' and maximise skill-sharing by developing well-publicised eLearning exemplars and training as necessary.</li> </ul>	A	X	X	X	X	X
2.1.2	<p>Establish formal liaison and coordination mechanisms to ensure coordination of IT effort across the College.</p> <ul style="list-style-type: none"> <li>Expand its formal and informal engagements with the Goldsmiths community to ensure a continuous, timely dialogue, and flow of information to effectively adapt IT services to user needs</li> <li>Communications Strategy. Develop a process to effectively communicate timely news regarding existing services, upgrades, and new IT capabilities that can be targeted to appropriate constituencies via user controlled preferences.</li> </ul>	A	X	X			

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
2.1.3	Help Desk. Continue to develop and provision effective means of user support through advanced tools for self-service and connection to IT experts to help staff, and students use IT effectively.	A	X	X	X	X	X
2.1.4	Develop and fund IT training and education for IT support staff that build the core competencies necessary to meet the diverse need of our users. <ul style="list-style-type: none"> <li>In line with the IT industry trend of increased professionalism and certification, this will be encouraged for all staff who are directly involved in IT service delivery.</li> <li>Provide generic and specific training to end users across the College.</li> <li>Agree and facilitate, with other departments, a basic level of IT competence for all College staff.</li> </ul>	A	X	X	X	X	X
2.1.5	Develop and implement a sustainable IT Service Delivery Model that has all the resources required to comply with the agreed SLDs and strengthen the relationship between all IT staff. <ul style="list-style-type: none"> <li>Incorporates best practice IT support models and key performance indicators.</li> <li>Ensure sharing of best practice, knowledge and skills between all IT staff.</li> </ul>	A	X	X			
2.1.6	Undertake IT developments through IT partnerships on a basis of agreed plans and allocated resources. <ul style="list-style-type: none"> <li>Increase knowledge and understanding of requirements and limitations of IT developments.</li> <li>Ensure that all interested/involved parties are consulted and needs taken into account with the introduction of new systems etc.</li> <li>IT operational plans (e.g. for the rollout of new services) will be clearly and publicly explained in advance, so that departments and individuals can plan and budget accordingly within the timeframes set out by the College.</li> <li>Provide appropriate information, encouragement and training as part of the planning process for IT developments, to ensure their proper take-up and use.</li> </ul>	A	X	X			
2.1.7	Ensure integrated collaboration from central services for eResearch support such as simplifying the administrative side of research. Develop and implement the new Research management system – Eprints.	A	X	X			
2.1.8	Developments in information and communication technologies continue to raise levels of achievement and expectation. <ul style="list-style-type: none"> <li>Increase understanding of benefits and limitations of IT so that new services can be implemented faster and have a stronger take-up.</li> </ul>	B	X	X	X	X	X

## 2.2 Enhancing the value of Goldsmiths Data and Information

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
2.2.1	<p>Effective management of knowledge and information is a critical underpinning of organisational capability. Knowledge management's strength lies in its power to combine people, process, content and technology into a coherent approach to achieve strategic outcomes.</p> <ul style="list-style-type: none"> <li>Identify key process inefficiencies and duplications that could be resolved by the centrally provided information systems. The initial focus will be on student record system and the replacement of Unit-E.</li> </ul>	A	X	X	X		
2.2.2	<p>Ensure that the storage and management of electronic data is in line with the College's Records Management Policy as it develops, and in particular that the level of security applied is appropriate to the level of confidentiality of the material, and to its institutional importance.</p> <ul style="list-style-type: none"> <li>Definition of business continuity needs in relation to College policy, risk assessment and data need.</li> <li>Testing of College, department and group business continuity and disaster recovery plans.</li> <li>Appropriate security, firewall and anti-virus measures in place for all data.</li> <li>Facilitate the development of a College Information Security Policy, and consider applying for BS7799 /ISO 17799 in Information Security.</li> </ul>	A	X	X	X		
2.2.3	<p>Develop and enhance systems to facilitate the implementation of the College Records Management Policy and Retention Schedule, and an approach to data lifecycles and archiving consistent with these. In this context, key priorities will be long-term digital preservation and security of data and the implementation of campus wide (corporate, department, group and individual) data storage and recoverability solutions based on a systematic approach to data lifecycles and definitions of data value.</p>	A	X	X	X	X	X
2.2.4	<p>Increase the availability and integrate the delivery of digital information.</p> <ul style="list-style-type: none"> <li>Digitise more information (Library) assets.</li> <li>Increase the use and improve ease of access to digital media (still and moving image, video-conferencing/-linking) whether for academic or communication use.</li> <li>Increase the use of electronic documents for research, study, communication and collaboration by provision of robust and easy to use document management systems.</li> </ul>	A	X	X	X		

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
2.2.5	Further develop and extend the Webshare service to include remote and mobile access to corporate data and systems.	A	X	X			
2.2.6	<p>Increase technology access, support and associated services for disabled staff and students and increase inclusivity in all open access areas.</p> <ul style="list-style-type: none"> <li>IT has a significant role in the implementation of College policy on disability.</li> <li>IT systems will be used wherever appropriate to improve the working environment for disabled staff and students.</li> <li>Physical access to public IT facilities will be improved as part of the overall access plan.</li> <li>General accessibility features for IT systems will be implemented where viable.</li> </ul>	A	X	X	X	X	X
2.2.6	<p>Provide high-quality, cost-effective central information systems to enhance the quality and consistency of the student and staff experience, improve management decision-making and streamline administration.</p> <ul style="list-style-type: none"> <li>Improve the consistency, quality and ease of use of data held on all central administration systems to improve use and decision-making, prioritising areas in which the enhancement of management information is of high strategic priority.</li> <li>Data integration and re-use issues must be addressed and agreed at the planning stages of all future systems developments.</li> </ul>	A		X	X		
2.2.7	<p>Introduce a first-class e-research environment, with services and infrastructure that facilitate research, research training and research collaboration locally, nationally and internationally. Increase participation, usage and sharing of College and department eResearch facilities and support.</p> <ul style="list-style-type: none"> <li>Increase College and departmental support for eArts, e.g. data mining, text and non textual mining and trusted digital repositories.</li> <li>Provide robust easy to use multi-media utility service for storage, search and retrieval for whole and partial audio and video clips.</li> <li>Promote and facilitate the use of the National Grid Services (NGS) provided through JISC to help our researchers.</li> </ul>	B	X	X	X		
2.2.8	<p>Data Utilities and Identity Management. Develop and implement an identity management plan based on the JISC Identity Management (IM) project. This should include, for instance, individual, role-based and group authentication and authorisation, simplified single sign-on.</p>	B		X	X		

	<ul style="list-style-type: none"> <li>• Extend the use of the Shibboleth authentication protocol to all key digital resources.</li> <li>• Directory Integration – develop the infrastructure that will provide secure authentication and authorised access to IT resources for the individuals who are entitled to use them e.g. ‘Shibboleth’.</li> <li>• Provide a robust and secure facility to support federated identity and authentication across a range of trusted institutions and partners</li> </ul>						
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### 2.3 Enhancing the student Experience

Goldsmiths should create an environment in which IT services serves as a catalyst for student success and experience at the College. We need to continue to provide a sound IT infrastructure with tools that improve student productivity, excellent network services and support, including ubiquitous access to learning and teaching resources anywhere anytime and device independent. Students should expect innovative, engaging learning experience that uses IT tools for creating contents, collaboration and discussion. They would expect to be able to use on line IT tools to manage their administrative activities such as enrolment, examinations, progress, feedback etc.

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
2.3.1	Develop and exploit the College Portal to: <ul style="list-style-type: none"> <li>• Enhance access to the learning, research and collaboration environments.</li> <li>• provide and support technology that enables students to effectively manage their time through calendaring systems, automated reminders, and/or other personal productivity applications.</li> <li>• Provide access to systems for scheduling, module management, and other teaching-related activities supported by IT should enable flexible learning units of variable schedules, meeting times and prerequisite structures.</li> <li>• Enable the development and support of student ePortfolios.</li> <li>• Implement a web-enabled expertise database and linked research publications to profile our research activities, partnerships and strengths.</li> </ul>	<b>B</b>	<b>X</b>	<b>X</b>	<b>X</b>		
2.3.2	Support the creation of learning experiences that attract and engage IT literate students. These experiences can also serve to help students develop IT behaviours that are academically, legally, and socially responsible	<b>A</b>	<b>X</b>	<b>X</b>			

Reference	Initiative	College Priority	Year of Action				
			08	09	10	11	12
<b>2.3.3</b>	<p>Establish sustainable and content rich College repositories, with a College policy in place, and establish suitable measures which demonstrate the growth and success of the repositories over the lifetime of this Strategy.</p> <ul style="list-style-type: none"> <li>provide staff and students with anytime/anywhere access to these repositories through the VLE/portal and the development of common web-based search interface for resource discovery from a wide variety of internal and external electronic information resources.</li> </ul>	<b>A</b>			X	X	X
<b>2.3.4</b>	<p>Future systems implementation must be as device independent as possible with the use of the Web as the fundamental delivery mechanism.</p> <ul style="list-style-type: none"> <li>Exploit the Web for the attraction and support of international students through improved marketing, communication and support.</li> <li>Increase the use of eCommerce for the internal and external market and ensure the “eEnablement” of key business systems.</li> </ul>	<b>B</b>	X	X	X	X	
<b>2.3.5</b>	<p>Understand current and future use, demand and potential of all classes of computing devices and operating systems (PCs, Macs, Linux, laptops, PDAs, smartphones, etc.). Plan service and support levels for current and future resource needs.</p> <ul style="list-style-type: none"> <li>Develop flexible access solutions to allow staff &amp; students to use their own personal systems to access IT services.</li> <li>Develop standardised procedures to reduce duplication of work and allow easy understanding of processes for interactions between IT and other staff.</li> </ul>	<b>B</b>	X	X	X		