

LIVERPOOL HOPE UNIVERSITY

Information Strategy

Information Strategy

Definitions and Purpose

JISC state that the task of the Information Strategy is “the creation and use of information” and its object is “to have a clear, accepted and efficient means by which information of all kinds is created, handled and used to support and deliver the aims of the institution” (JISC, 1998¹).

Its purpose then, is to provide a framework for the communication and information flows within which the academic, management, enterprise and administrative functions will operate. The strategy will determine how the University allocates its resources to meet the infrastructural needs and how it should prioritise and manage the development and delivery of information in order to achieve its Corporate Goals.

Background and Current Status

In 2005, the University Council approved a 3-year IT Strategy

This strategy aims to provide a framework for the implementation and use of Information Technology based services within Hope. It aims to ensure that all Information Technology objectives are directly aligned to and contribute to the mission, values and corporate objectives of Hope, in addition to maximising return on Information Technology investments. It identifies how Information Technology can be applied to enable advances and increase effectiveness and efficiencies in learning and teaching, research, and administrative processes.

However, there are a number of limitations to this document:

- i) The principal focus of the Information Technology Strategy remains the functional capacity of the IT, its use, and its future potential, rather than an Information Strategy which is focused on the organisation and management of communication and data flows to meet corporate objectives
- ii) The IT Strategy (2005-2008) requires revision and that this should take place within the broader remit of an Information Strategy.
- iii) The KPMG Management Letter of October 2006 noted that the University needed to create an IT Security Policy, and that this should be developed within the Information Strategy.

¹ Guideline for Developing an Information Strategy – Practitioners’ Guide: Joint Information Systems Committee, March 1998; p3

Key Principles

- 1. Corporate Requirements:** that the Information Strategy will complement and build upon the key goals within the Corporate Plan: it will establish what information is gathered, and how it is organised and shared in order to meet the corporate objectives.
- 2. Users and Accessibility:** that the right information is available to the right people at the right time: that information is easily accessible to those who have a legitimate need for it and that availability restrictions are set at a minimum, within a culture of information sharing.
- 3. Quality:** that the quality of information is fit-for-purpose, accurate and available in the correct format and in a timely fashion: that information sources are held as closely as possible to the user groups (without intermediaries) and that the information sources are not replicated.
- 4. Governance:** that the Information Strategy will establish ownership of data and information: that information use and storage is compliant with the relevant Codes of Conduct, Guidelines and Regulations and given in Acts such as: the Computer Misuse Act (1990); Data Protection Act (1998); Copyright, Design and Patents Act (1988); etc.
- 5. Infrastructure:** that the right information can be effectively and efficiently stored, retrieved, shared and analysed: that information use and storage is appropriate in terms of accessibility, security, accuracy and recoverability: that the cost benefit is regularly appraised and that future requirements are understood: that priorities and timescales are established.
- 6. Communications:** that the Information Strategy will establish by what means information is to be communicated, both internally and externally, and how this will be managed and monitored to assure that the University projects the desired image: that the Information Strategy will meet the needs of the University in relation to its communication with, and between, students, staff and other University stakeholders: that the University accepts that communication methods are likely to advance over the life-time of this Information Strategy, and the University will continue to explore alternative communication mechanisms.
- 7. Financial Precepts:** that the IT infrastructure is sustainable, fit for Hope's purposes and delivers value-for-money.

Relationship to the Corporate Plan

The Corporate Plan provides the framework for the University's strategic development to be fully and confidently a

**top-quality
teaching-led
research-informed
Mission-focused
liberal arts inspired
University**

The Corporate Plan (2007-2011) identifies goals for the University in eight key areas

- its academic profile,
- the student experience,
- the staff experience,
- diversifying income streams and being enterprising
- engagement with the community, city and the region
- developing international partnerships
- ensuring the infrastructure of the University is fit for purpose
- providing effective and efficient leadership, management and administration.

Flowing from this are 18 key goals.

The Corporate Plan is owned by the University community and managed via the committee structure, with leadership provided by the Rectorate Team. This comprises:

The Vice-Chancellor

Pro Vice-Chancellor (Student Support and Well-Being)

Pro Vice-Chancellor (Research and Development)

Pro Vice-Chancellor (Widening Participation and External Affairs)

Pro Vice-Chancellor (Resource Management & Planning)

4 academic Deans: Arts & Humanities

Business

Education

Sciences and Social Science

The University Secretary

The Information Strategy will be managed by the Information Services (IS) Steering Group which comprises the PVC (Resource Management & Planning), the PVC (Student Support & Well-Being) and the Director and Deputy Director (IT) of Learning, Library and Information Services (LLIS). This Group will be informed by reports from relevant committees and managers and account to Senate and Council via PASS.

The Information Strategy (2007-2011)

The Information Strategy must encompass a multi-campus context covering Hope Park, the Cornerstone, Aigburth, Plas Caerdeon, and the Network of Hope; it must support the University's priorities (e.g. to engage students in academic study within 48 hours of arrival at Hope, and to support retention strategies by facilitating rapid interventions and timely communications); it must be future-proof and allow for expansion in volume and variety, whilst maintaining performance and added value.

The Information Strategy will complement the Corporate Plan through support for:

1. The Student Experience
2. The Research Process
3. The University in External Affairs and the Community
4. The University Governance and Management
5. The Strategic Management
6. The Information Infrastructure

1. Supporting the Student Experience

During the lifetime of the Corporate Plan, the Information Strategy will underpin all the activities associated with the student life-cycle. This will include information and communications relating to the promotion of the University, the management of enquiries and applications, and the registration and induction of new students. On course, the Information Strategy must provide for the dual function of communicating information relating to the academic programmes as well as information relating to student support, advice and guidance. The information Strategy will also accommodate communications with alumni as well as with graduates in the workplace. It is likely that the mode of communication throughout the student life-cycle is likely to remain via the Student Portal, the Web and by e-mail, although alternative communication mechanisms will be investigated as appropriate.

1.1 The Enquirer

Statement from the Corporate Plan 2007-2011

2. The University will continue efforts to attract students most likely to benefit from higher education from all parts of the UK and beyond, irrespective of their social and economic background.

	Key Goals	Responsibility
Attraction:	To ensure that promotional materials are of high quality, are cost effective, are in the appropriate formats and are appropriately customised to the target market.	Marketing Pro VC RM&P
Relationship Management:	To ensure that throughout the Enquiry and Applicant stage, interested parties can be contacted via a variety of communication methods. To ensure that communications can be personalised for all potential applicants. To ensure that all communications meet appropriate benchmarks and standards in terms of response times etc.	Marketing Deans

1.2 The Applicant

Statement from the Corporate Plan 2007-2011

9. The University will ensure that all support and administrative teams are developed to deliver the best possible service to the University.

	Key Goals	Responsibility
Application process:	<p>To ensure that the application process meets the University needs with respect to information gathering, processing, storage and retrieval.</p> <p>To ensure the system(s) adopted has the capacity to match applicants to previous enquiry data and has the capability for seamless transition of enquirer/applicant data history.</p> <p>To ensure that the solution(s) adopted will be user friendly and will satisfy legislative and accessibility requirements.</p>	Admissions
Offer:	<p>To ensure that the system(s) adopted will be able to personalise the offer process.</p> <p>To ensure that all communications meet appropriate benchmarks and standards in terms of response times etc.</p>	Admissions
Committed Student	<p>To ensure that the system(s) adopted will be able to selectively focus on communicating with Committed Students during the admissions process.</p>	Admissions

1.3 The New Student

	Key Goals	Responsibility
Registration	<p>To ensure that the Registration process meets the University needs with respect to information gathering, processing, storage and retrieval.</p> <p>To ensure that the solution(s) adopted will be user friendly and will satisfy legislative and accessibility requirements.</p>	Registry
Accommodation	<p>To ensure potential students have access to sufficient information to make an informed choice of accommodation.</p> <p>To encourage more students to pre-book and pre-pay for their accommodation on-line.</p>	Accommodation
Induction	<p>To ensure that all students are adequately inducted into Hope's library, information and communication systems.</p>	Pro VC SSWB

1.4 On Course

Statements from the Corporate Plan 2007-2011	
3.	The University will continue to ensure that students are taught by scholars who have a commitment to teaching excellence
4.	The University will improve rates of student academic achievement
15.	The University will ensure that the Estate is developed sustainably in line with the University's strategy of academic repositioning

	Key Goals	Responsibility
Learning & Teaching:	<p>refer to L&T Strategy: http://www.hope.ac.uk/secretaryoffice/documents/university%20secretary/learning_teaching_strategy.pdf</p> <p>To ensure that the VLE meets the University's needs, and that it is accessible, robust, efficient and effective: that the L&T unit will continue to evaluate, develop and introduce new Learning & Teaching technologies.</p> <p>To ensure that staff are adequately trained in the use of learning technologies and other communication means.</p> <p>To develop social learning spaces with appropriate connectivity to support the academic delivery of Hope's curriculum.</p>	<p>Dean L&T</p> <p>Pro VC R&D Dean L&T Pro VC RM&P Pro VC SSWB</p>
Communications:	<p>To ensure that all communication systems meet the needs of the University and that they are accessible, robust, efficient and effective:</p> <p>To ensure that the communication system(s) between staff, and between staff and students, and between the university and its wider stakeholders is appropriate.</p> <p>To explore alternative communication mechanisms and adopt as appropriate.</p>	<p>IS Steering Group</p> <p>Marketing: IS Steering Group</p>
Library:	<p>To increase the expenditure on library collections (both paper and electronic) in relation to Hope's benchmark comparators.</p> <p>To consider expanding specific library collections as appropriate and manage reductions of collections where courses are no longer offered.</p>	Director LLIS
Course Structure:	<p>To ensure that staff and students have appropriate access to teaching and learning materials (module documentation; course structure, calendar and timetables, study options, etc.) and to assessment and progression information.</p>	Dean L&T

Statement from the Corporate Plan 2007-2011	
5.	The University will become renowned for its support services for students

Student Support & Well-Being	<p>To proactively promote the full range of support services (Welfare, Finance, Careers, Accommodation etc.) during the course of their studies and encourage their use.</p> <p>To ensure that data relating to student support and well-being is centrally maintained and can be easily accessed and collated (by appropriate managers).</p>	<p>Pro VC SS&WB</p> <p>Registrar</p>
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Links to External Agencies	To ensure appropriate links to external agencies (statutory returns – HESA, HESES etc.). To ensure the best possible engagement with the National Student Survey To ensure the best possible position in League Tables and other benchmarks	Pro VC RM&P
Graduation	To ensure that the system(s) adopted can collate the full range of information necessary to facilitate the awarding of Certificates and Degrees.	Pro VC SSWB Deputy Registrar

1.4 Friends of Hope

Statement from the Corporate Plan 2007-2011

6. The University will increase the number of students entering graduate employment

	Key Goals	Responsibility
Graduate Destinations	To continue to improve response rates to the DLHE survey.	Careers
Alumnus	To continue to maintain and refine the alumni data base. To continue to enhance communications with alumni and further engage them in the life of the university.	Development Office

2. Supporting the Research Process

<p>Statements from the Corporate Plan 2007-2011</p> <p>1. The University will continue to enhance its academic profile through the appointment of top scholars, achieving Research Degree Awarding Powers and increasing the number of postgraduate students</p> <p>7. The University will increase the number of senior scholars across all Deaneries</p>

Research	Key Goals	Responsibility
Accessibility:	To ensure adequate accessibility to information sources: printed and electronic, current and archived: To ensure adequate remote links to data sources in order to facilitate local, regional, national and international partnerships.	Pro V-C R&D
Dissemination:	To ensure that research findings can be appropriately disseminated. To ensure that research activity is fully collated and that achievements, conferences and lectures associated with research are adequately publicised.	Pro VC R&D
Research Bids & Funding	To ensure adequate access to funding and bidding sources and to encourage the proper dissemination of this information to all interested parties.	Pro VC R&D
Skills Development	To ensure an appropriate information infrastructure for the development of relevant skills in research methodology, information finding and data handling, including the use of appropriate IT interventions.	Pro VC R&D

3. Supporting the University in External Affairs and in the Community

Statements from the Corporate Plan 2007-2011
10. The University will decrease its reliance on public funding and undergraduate tuition fees
11. The University will increase its profile in and engagement with the city of Liverpool and the North West region
12. The University will continue to build links through church schools, dioceses and interfaith groups with church and other faith communities
13. The University will continue to build strategic partnerships with high quality overseas institutions which share the University's mission and values
14. The University will increase the opportunities for its students to have an international element to their programme of study

External Affairs & the Community	Key Goals	Responsibility
Sharing Information	To ensure that external stakeholders and partnerships have access to shared information as appropriate (and within the confines of Data Protection Legislation), in support of the links with colleges, with faith schools, with international partners, with businesses and with the world of work.	Pro VC WP&EA Pro VC RM&P
Managing the University's reputation	To ensure that the correct image of the University is being projected and promoted. To ensure that the external awareness of University activities is maximised: publicising conferences: public lectures: public performances and events. To ensure that the University maintains and fully utilises the best possible links with the media.	Pro VC WP&EA University Secretary Marketing
Enterprise	To ensure enterprise activities are collated and that achievements, IP and innovations are fully optimised. To ensure that enterprise activities are adequately publicised.	Pro VC RM & P Development Office Marketing

4. Supporting the University Governance and Management

Statements from the Corporate Plan 2007-2011

17. The University will ensure that its leadership and management structures support the academic vision
 18. The University will keep under review administrative and support services to ensure that resources are directed towards the academic output of the University

University Governance & Management	Key Goals	Responsibility
Compliance:	To ensure compliance with legislative requirements: To embed the Information Strategy within the Business Continuity Management Plan.	University Secretary Pro VC RM&P
Security:	To create an IT Security Policy To ensure Corporate Documents, Committee Minutes and University Policies are accessible, retrievable and secure	Pro VC RM&P University Secretary
Staff Development	To ensure that all staff are adequately and appropriately trained in the use of communications and information technology to be confident and competent in their work.	Pro VC R&D HR
Communications	To ensure compliance with the University Communications Policy (see http://www.hope.ac.uk/secretaryoffice/documents/university%20secretary/Communications%20Policy.pdf) To further enhance and develop inter and intra-Deanery communications.	University Secretary Deans

5. Supporting Strategic Management

Strategic Management	Key Goals	Responsibility
MIS	To ensure that all the relevant data for planning purposes and statutory returns are accurate, accessible and secure. To develop a dashboard to display current and live data for reporting the University KPIs	Pro V-C RM&P

6. Supporting the Information Infrastructure

Statements from the Corporate Plan 2007-2011		
16. The University will have a technological infrastructure which meets the needs of staff and students		
17. The University will ensure that its leadership and management structures support the academic vision		

Information Infrastructure	Key Goals	Responsibility
Information Strategy	To ensure the Information Strategy is implemented (see also http://www.hope.ac.uk/secretaryoffice/documents/university%20secretary/IT%20Strategy.pdf).	IS Steering Group
Governance	To ensure corporate governance of IT investment and priority setting. To ensure an accessible, robust, reliable, flexible and secure infrastructure which remains effective, efficient and sustainable.	IS Steering Group
Investment	To ensure adequate investment such that the infrastructure meets the diverse needs of the University. To ensure that the infrastructure delivers value for money.	IS Steering Group