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LONDON

Academic excellence for business and the professions

Information Services

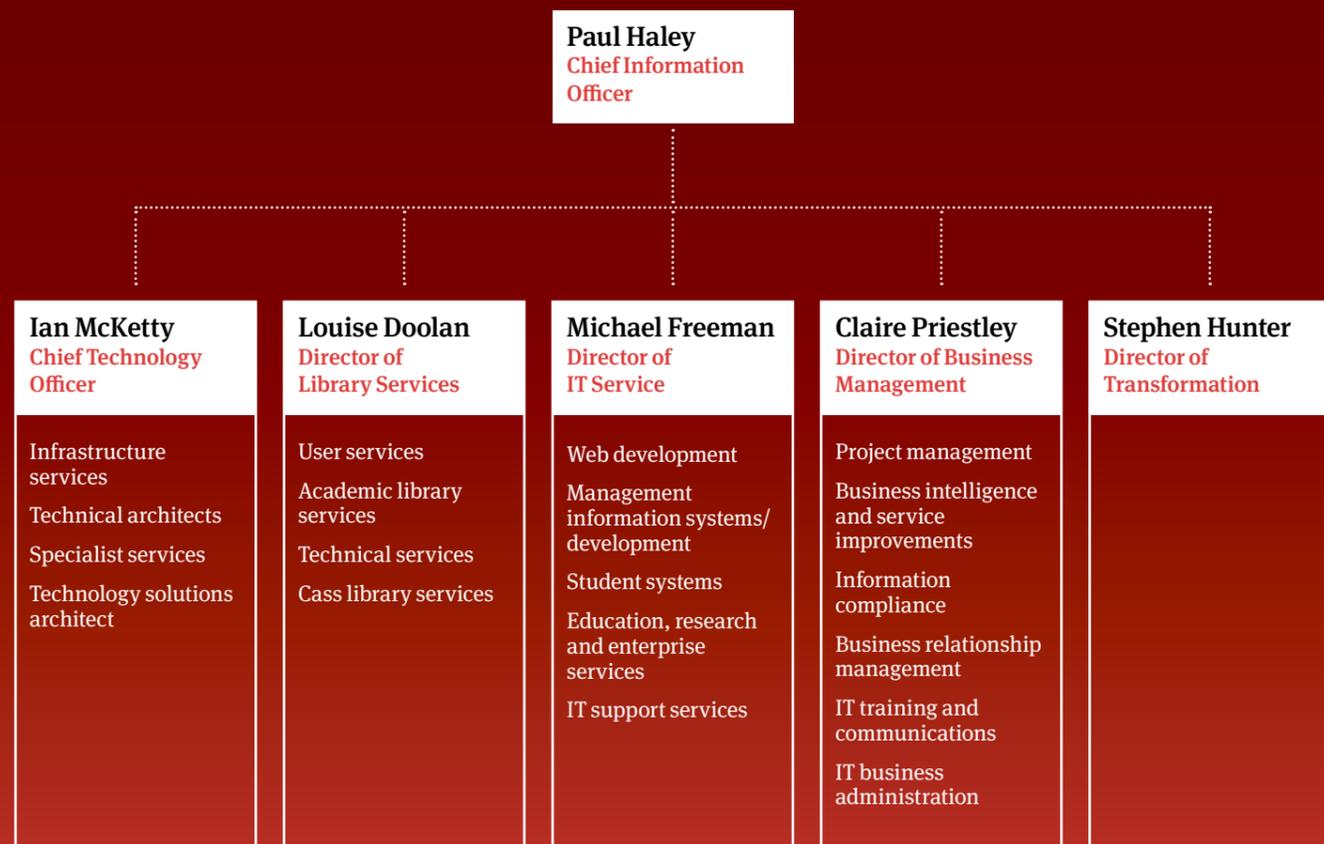
Annual Report 2013/14

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Overview of the department



A significant year

Welcome to the Information Services Review for 2013/14.

The period in review has been a particularly challenging one during which there have been significant changes to our Directorate as a consequence of the University's Professional Services Review. Our activities have undergone major change in order to reduce costs, whilst at the same time we have been working hard to maintain high levels of service. It is a tribute to the calibre of the staff in IS that despite this major turbulence, our National Student Survey scores have improved in IT by 9% over the last three years and in Library Services by a staggering 12% over the same period. These improvements have been accompanied by a reduction in annual recurrent costs of approximately £1.5 million.

In the last report I placed emphasis on the work undertaken to stabilise and improve resilience of our core back office systems. These efforts have borne fruit with systems availability percentages running very close to 100% throughout the period. Having a stable platform on which to build has enabled us to introduce new services with confidence. High Performance Computing facilities have been introduced. A new Wide Area Network has been established, connecting all of our buildings in central London. Fifty thousand seats of Office 365 were migrated into the cloud making City University London one of the largest users of this technology in Europe. Three years ago, our staff were allocated only 300 MB of on-line storage and students were given a mere 100 MB. Now, all of our users have access to 1TB of cloud storage. We've built a High Definition Television studio for our Journalism Department and completely replaced our aging telephony infrastructure paving the way for a Unified Communications Architecture which will enable seamless integration between our desktops, land lines, mobile phones and calendaring system. Of course, wireless connectivity continues to be enhanced and its coverage increased.

The establishment of our Business Relationship Management Division now facilitates all aspects of programme and project planning, by defining and articulating customer requirements into business cases and project definitions. At the same time we have introduced effective resource and capacity planning, change control and problem management.

Our re-structured Library Service continues the work started under the Professional Services Review with continued emphasis on enhancing study and collaboration spaces and maintaining increased expenditure on electronic resources.

Finally let me re-affirm that our mission continues to be "to deliver world class Information Services to enable City University to achieve its ambitions in research, education and enterprise".



Paul Haley
 FBCS CITP FRSA
 Chief Information Officer



Enterprise Technology Services

The year 2013/14 was very important for the Enterprise Technology Services team, as it saw us consolidate and stabilise core services, while we planned exciting and innovative future developments.

For example, we supported the introduction of state-of-the-art high performance computing facilities and significantly extended and enhanced, the wireless network. We also refurbished the radio and television studios for the Department of Journalism, offering students the opportunity to gain hands-on experience of working in environments that are as technologically advanced as premier broadcasting industry installations.

Behind the scenes, we introduced further innovations to the University infrastructure, by installing a wide area data network that delivers fast, high-resilience connectivity between all University buildings, while significantly reducing leased line costs. We also started to upgrade our telephony infrastructure which will deliver important unified communications services and allow seamless integration with Microsoft Office 365 and Lync. City will also benefit from the introduction of Internet protocol telephony, which will enable voice traffic to be routed across the University data network, enabling us to reduce the cost of internal telephone calls.



Highlights of the year

- During the 2013 summer break, the Specialist Services team upgraded the existing radio studios and booths to provide a new state-of-the-art complex that uses the same technology installed at the BBC's flagship broadcast centre in central London. This provides students with access to real-life broadcasting techniques, including how to build programmes by using a range of different effects and using live reports that come from reporters' 3G mobile telephones. The comprehensive upgrade includes networked Studer digital audio mixers, PhoneBox automated telephone call handling – including ISDN, HD Voice and social media interfaces – playout and running order scheduling, Spot On touch screen jingle players and solid state recorders
- We also refurbished the television studio, which now provides the Department of Journalism with cutting-edge high definition (HD) broadcast technology. This enables students to accurately simulate working in all aspects of a busy newsroom, both in front of and behind, the camera and filming and editing in full HD quality
- Work to improve wireless access throughout the University started at Bunhill Row, where we replaced 36 existing access points and more than doubled the availability by installing an additional 44. Bunhill Row now provides blanket wi-fi coverage. This work continued across other University buildings and we have now replaced all of the access points in the Northampton Square Library, Princeton Street, Atkin Building, the Cass Undergraduate section of the Drysdale Building, Chiswell Street, 200 Aldersgate and some areas of the Tait building.

Interesting to know

- Our IT Infrastructure comprises 50 different systems that can be categorised into 12 key areas, including email, student lab PCs, library IT, Lotus Notes, Moodle, network shares, data network, online registration, voice network, SITS/SAP, websites and wi-fi
- There are 141 applications available to students and the 930 PCs in our 29 PC labs across the campus provide 2.9 million hours of PC use each year
- The availability of our Information Services' systems is consistently high and at the end of July 2014 it was 99.86%, marginally higher than the 99.64% we recorded in July 2013
- All of our new wireless access points are 300Mbps rather than 54 Mbps, which means the bandwidth is more than five times as powerful. To complement this, we have also upgraded all four wireless controllers
- The new radio studios were an instant success with the University's student radio station, City On Air, which started broadcasting as soon as the facility was finished at the start of induction week. Since then, our students have been able to increase the annual number of City On Air broadcasts from 66 to 150 and listeners have increased by up to 60%
- During the year we ordered 1,588 new PCs and laptops, including 600 for student areas.



IT Business Management

In 2013/14 we developed and implemented our new IT Business Management function. This provides us with new capability to build partnerships with Schools and Professional Services, by bringing together and introducing, some strategically significant roles to help ensure that we are continually aligning our services with business requirements.

Our remit in Business Management is to understand and develop awareness of how IT can best support the University and Information Services' strategic plans. In particular, we are responsible for: business relationship management, business systems training, IT finance, IT projects and programmes, planning and business intelligence, service improvements and supporting administration.

Business Relationship Managers (BRMs) act as a conduit between IT and our stakeholders across the University. They are responsible for understanding and interpreting stakeholder strategies and for working with our customers to help identify opportunities to improve, simplify, standardise and automate work, in order to provide the most efficient and effective use of technology.

Once a need is identified and developed, the BRMs work with our team of highly specialised Project Managers, who are responsible for taking forward the projects that directly underpin our strategy and contribute significantly to the University's wider strategy.

During 2013/14 we implemented some key improvements in our project planning and prioritisation processes. This included developing how projects are sponsored, working closely with colleagues in Strategy and Planning and enhancing and developing our overall University-wide programme and project governance.

Our service improvement and business intelligence and planning functions have been introduced to bring about lasting change, by identifying, proposing and initiating significant improvement frameworks and processes. This includes resource and capacity management, change control, change management and problem management.

The Business Management team also co-ordinates the significant £16 million operations budget and £2 million capital budget, which are needed to service the complex and changing IT needs of the University. As part of this, our Supplier Relationship Management team was responsible for managing expenditure of more than £7 million on behalf of Schools and Professional Services, processing more than 3,000 internal orders and recharging more than £1.7 million via Information Services' purchasing.

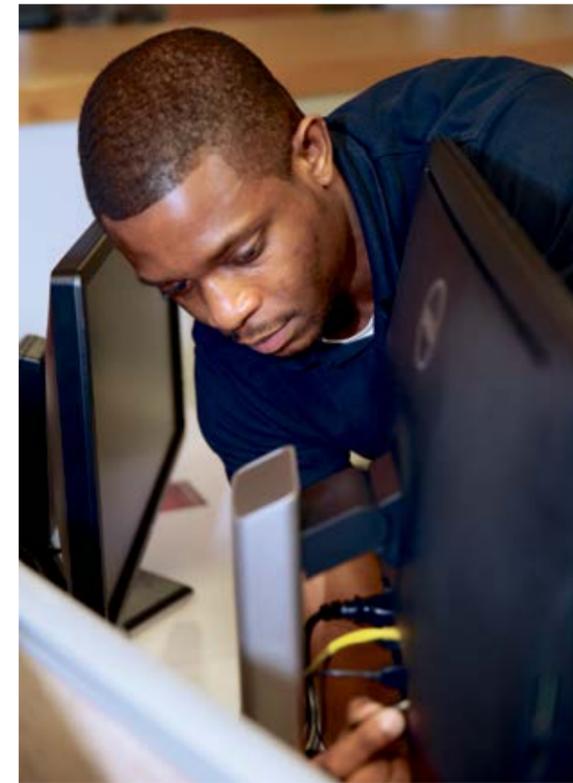
During the year our Information Compliance team played a significant role in managing Freedom of Information requests and advising on Data Protection and related matters. As well as answering any requests received by the University, the team developed, delivered and evaluated training and policies related to Freedom of Information and Data Protection.

Highlights of the year

- The IT Business Management team implemented Moodle 2.4, which provides online delivery for all taught undergraduate and postgraduate programmes. This includes a state-of-the-art user interface, which is based on responsive design and integrates reading list management and access to the books and journals in our e-resources. It also provides support for collaboration, social media and managing digital content. Upgrading the Moodle software involved migrating more than 1,700 modules and setting up a further 3,000
- Digital lecture capture facilities were implemented in more than 60 lecture rooms across the University campus
- Web-based academic profiles were developed for more than 800 academic staff
- We implemented Office 365, which provides cloud-based email and 25GB of personal storage for all staff, students, temporary staff and visiting lecturers
- The technical foundations were laid for an interactive data service for human resources, with the first services rolled out in July 2014. This has enabled approximately 1,800 staff users to update their own records, including address and bank details
- Five training programmes and briefing sessions were delivered and four new policies and procedures were created, supporting a continuing review to ensure that the University has a clear direction on data protection, information compliance and Freedom of Information issues
- Our internal planning process, which was introduced in 2013, means that we now have a three-year roadmap detailing all IT projects that are planned and underway. This includes phases and forecast cash flows for each project, which enable us to carry out rigorous financial, resource and capacity planning
- We launched a review process during the year, which is designed to deliver root cause analysis of major incidents. Stakeholders play an important role in this transparent process, as they are in the best position to speak to us about the potential threats to their particular area of the University and how emergencies can be averted.

Interesting to know

- Our Information Compliance team handled more than 238 Freedom of Information requests, received 100 requests from staff for data protection advice and managed requests from organisations for personal information
- The most bizarre Freedom of Information request received during 2013/14 asked us to describe what plans the University had in place for an attack by aliens or zombies
- During the year we renewed 6,312 software licences worth £1.9 million on behalf of students and staff and invested £2.1 million on 6,301 items of hardware
- We also trained 440 staff on 10 different business systems, including SITS and SAP
- The Administration team checked and coded the submission of 3,000 items of expenditure for our Schools and Professional Services budget.



IT Service

IT Service is a new section that has been formed within the IT Directorate to provide the best quality service for students and staff. This required significant and ongoing changes in personnel and support processes.

The new section is made up of four groups. IT Support Services supports the desktop and audio-visual equipment and manages the IT Service Desk. Web Development manages the maintenance and development of the internal and external websites. Student Systems supports and develops key systems, such as SITS and E-Vision. Management Information Systems provides support and development for our enterprise SAP system, ServiceNow and reporting.

During 2013 we saw the most wide-ranging changes in IT Support Services, as we moved from a School-based model to a shared service model, which features a centrally located service desk and strategic local outposts to reflect changes in the University. This involved reorganising how we support our students and academic and professional staff. For the first time ever we now have a single point of contact, with our IT Service Desk enabling us to respond to IT related requests and queries more quickly. This also allows us to improve our services via a centrally managed platform. Our self-service website page underwent some changes during the year, but the real benefits for students are yet to come in terms of usability and accessibility, when we introduce tracking facilities and an improved, more user-friendly landing page.

Highlights of the year

- The Web Development team undertook a major project to develop and implement academic profiles for the website, which enables the University to showcase the work of our academic staff
- The City and Cass websites were updated with new responsive style sheets and improved usability on mobile devices such as smartphones
- The Clearing process was greatly improved with a bespoke web application that enabled front-line staff to collect information about a caller and make an instant offer to excellent candidates, improving our chances of securing the best students
- Student Systems successfully delivered online registration during the year and implemented Moodle 2.4 to users
- A new online postgraduate and research application form was implemented
- We improved e:Vision functionality, so that it enables us to identify students from wider backgrounds and is UKBA compliant and made changes to comply with City branding
- Management Information Systems delivered improvements to the tuition fee payment process by working with the payment provider to migrate the payment pathway onto a more robust platform
- The team also made changes to the SAP system to meet HM Revenue & Customs' new pay-as-you-earn requirements, which are based on real time information, delivered pensions auto enrolment within SAP and enabled us to fulfil the new Health Education Statistics Agency staff reporting requirements.

Interesting to know

- Website traffic increased by 12% on the previous year. The main City website attracted 3.7 million visitors, who paid 8.7 millions visits and looked at 21.3 million pages. The Cass website attracted 1.0 million visitors, who paid 2.3 million visits and looked at 6.4 million pages
- The IT Service Desk received 36,958 phone calls and 6,181 personal visits
- The AV Support team was established during the year and helped with 1,267 events and meetings across the University
- Meanwhile, the Desktop Support team set up 648 PCs for academics and professional staff
- Customer satisfaction rose by 14% during the year, with 90% of respondents surveyed in June 2014 reporting an overall positive experience.



Library Services

The year marked several milestones in our history. We made changes to our estate and structure, including staffing, continued our investment in our library collections and saw a three per cent improvement in our National Student Survey scores.

The senior structure of the Library Services changed, with the University Librarian, Deputy Director and Head of Law Libraries leaving. Louise Doolan joined City from The British Library in July 2014 as the new Director of Library Services.

Highlights of the year

- The Northampton Square Library continued to offer 24/7 opening during the spring and summer examination periods and the popularity of this service was reflected in the Library Loves feedback and the National Student Survey comments. These additional seasonal opening hours will be extended to the Cass Learning Resources Centre in 2014/15
- The weekend opening hours at the City Law School in Gray's Inn Place were extended to include every other Sunday and, again, the popularity of this service was reflected in the Library Loves Feedback and the National Student Survey comments. As a result, the opening hours will be extended to every Sunday in 2015
- Library Services made a series of films, called Library Shorts, to help make it easier for students to use and interact with our services. These short films are available from the Library Services' webpages, Moodle and YouTube
- By using innovative purchasing models, Library Services now has access to more than 100,000 e-books from key publishers such as Elsevier, Wiley, Palgrave, Cambridge University Press and Taylor & Francis.
- During the year, Library Services invested an additional £1.3 million in new, improved resources and easier access, including electronic journal collections and digital archives, databases, electronic books and traditional hard copy titles. Our new additions significantly add to the depth of our full text journal collections across all subject areas. New e-journals and archives included titles from Springer and Project Muse. We also invested in perpetual archival journal collections, including eight collections from Taylor & Francis covering business, social sciences, media and communication, six from Elsevier covering engineering and health sciences and 11 from Wiley covering politics, economics, health sciences and business. In 2014/15 we will look at purchasing e-book collections from Springer, Oxford University Press, Elgar and JSTOR
- The More Books campaign continued to attract new book requests from students and a new campaign called Read for Research was launched, which encourages researchers

to suggest new books for the Library. Both campaigns have provided our users with a simple and easy way to acquire reading material and have helped us to build a responsive library collection. Approximately £30,000 was spent on new titles as a result of these campaigns, which will continue with the support of the 2014/15 Strategic Investment Funds

- Several new databases were added to the Library collection, building on the large database investment in 2012/13, the first year of strategic investment funding. These included the Amirys Imaging Reference Centre, Digital Theatre, Audit Analytics, Morningstar, ComScore, WARC and Ethnomusicology Online. We also purchased *The Times* and *Sunday Times* Digital archive and the *Chatham House* archives in perpetuity, ensuring long-term access to these high value database collections
- The importance of REF 2014, the institutional repository, meant that City Research Online assumed greater importance for the University during the year. Library Services will oversee the administration of the repository and ensure that the research outputs deposited adhere to the University's Open Access Policy, as well as the Copyright Act 1988. There are currently 15,000 publications in the repository and City Research Online has been viewed by users from 122 different countries, including Suriname, Malawi, Kyrgyzstan and Mongolia
- West Smithfield Library closed in July 2014, after serving the Nursing and Midwifery students and academic staff for almost 20 years and more than 15,000 items of stock were moved to the Northampton Square Library in summer 2014, along with the staff and services
- The changes meant that we needed to add 226.8 metres of additional shelving on Level 5, requiring alterations to existing furniture and the removal of 12 study places. Level 6 is now a silent study floor and provides 53 additional study spaces and a nine-seat silent study PC lab in the area that previously housed the University Archive and a staff office area. The University Archive has been relocated to the pool area in the College building.

Interesting to know

- In 2013/2014 the Library collection loaned nearly three-quarters of a million items – 774,527 to be precise
- A further 1,567,279 articles were downloaded across all our Library resources during the year, excluding City Research Online and 1,419,675 e-book chapters were viewed
- The Northampton Square Library group study rooms were booked by 3,069 different individuals for a total of 909 days and three hours
- *Corporate Finance* by David Hillier et al was the most borrowed item in 2013/14 and was requested 87 times
- But the current record for the most borrowed Library item is *The BBC and Public Service Broadcasting*, which was published in 1986 and edited by Colin McCabe and Olivia Stewart. At the last count it had been borrowed 9,793 times
- Library Services subscribes to some unusual titles including the *Shit Creek Review*, which is an Australian poetry journal
- The University libraries have 6,230.4 metres of shelving, which is equivalent to the length of about 60 football pitches or 186 blue whales and is about two-and-a-half times longer than Oxford Street.

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