

Cover Sheet for Proposals	JISC Capital Programme
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Name of Capital Programme: Institutional Exemplars Initiative		
Name of Lead Institution: London School of Economics & Political Science		
Name of Proposed Project: FLAME (Federated Local Access Management Environment)		
Name(s) of Project Partner(s): (none)		
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Length of Project: 17 months		
Project Start Date: 01 Nov 2007	Project End Date: 31 Mar 2009	
Total Funding Requested from JISC: £262,294		
Funding Broken Down over Financial Years (Mar–Apr):		
Apr07 – Mar08	Apr08 – Mar09	
£78,926	£183,368	
Total Institutional Contributions: £284,202		
Outline Project Description		
<p>Project FLAME will install production-scale services for institutional Devolved Authority Management and Attribute Release Policy control, and a facility for ad-hoc Virtual Organisation Management. These services will be supported by an Enterprise Directory (being implemented by LSE independently of this project) and be integrated with a number of key target applications (including VLE and Institutional Repository).</p> <p>The project will make these services available to the entire end user population of LSE, and in parallel will mount an institution-wide awareness campaign to inform users about Access & Identity Management issues and personal Attribute Release Policy. It will conduct an in-depth study of User Attitudes and Behaviour (across the LSE user population) involved in interacting with online services and Identity & Access Management.</p>		
I have looked at the example FOI form at Appendix A and included an FOI form in the attached bid (Tick Box)	YES √	NO
I have read the Circular and associated Terms and Conditions of Grant at Appendix B (Tick Box)	YES √	NO

FOI Withheld Information Form

We would like JISC to consider withholding the following sections or paragraphs from disclosure, should the contents of this proposal be requested under the Freedom of Information Act, or if we are successful in our bid for funding and our project proposal is made available on JISC's website.

We acknowledge that the FOI Withheld Information Form is of indicative value only and that JISC may nevertheless be obliged to disclose this information in accordance with the requirements of the Act. We acknowledge that the final decision on disclosure rests with JISC.

Section / Paragraph No.	Relevant exemption from disclosure under FOI	Justification
NONE		

London School of Economics & Political Science

Project FLAME: Proposal to JISC

(JISC Circular 01/07: Institutional Exemplars Call)



Appropriateness and Fit to Programme Objectives and Overall Value to the JISC Community	3
Summary of proposal	3
Outcomes and benefits	5
Quality of Proposal and Robustness of Workplan	6
Background: why LSE should undertake this project	6
Workplan	7
Project structure and outline timetable.....	9
Engagement with the Community	10
Stakeholders and the LSE community	10
JISC and related programme activities	10
Dissemination to the wider community	10
Budget	11
Budget Summary	11
Previous Experience of the Project Team	12
[Letter of Support]	13
espida – Impact Scorecards	14

Appropriateness and Fit to Programme Objectives and Overall Value to the JISC Community

Summary of proposal

1. Project FLAME (Federated Local Access Management Environment) will build a production-scale institutional installation of the online shared services and user interfaces at LSE to enable, and then investigate the use of three important functions peripheral to (but arguably essential to) the adoption of Federated Access Management (FAM) by an institution for cross-domain access to online resources. These are:
 - Delegated Authority Management (DAM): the ability for users with appropriate authority to define, via a central shared service, the authorisations of other users to access diverse sources of information, online services, and physical spaces - including the power to delegate such powers in controlled ways to other users;
 - Attribute Release Policy (ARP): the ability of the institution and each end user to effectively control what personal information about themselves is released to internal and external service providers; and
 - Virtual Organisation Management (VOM): the ability for LSE users to easily provide 'guest' access to colleagues based at other institutions (ideally but not necessarily institutions participating in the UK Access Management Federation).
2. These shared institutional services impact on three of the four identified key areas of institutional concern:
 - Institution-wide systems integration;

- Alignment of institutional strategy and policy development with the technologies that support educational processes (enabling institutional access policies to be effectively applied across many services); and
- e-Administration (enabling security administrators to see accurate and complete views of 'Who Has Access To What');

and are necessary to end user services across organisational boundaries and the domains of teaching, learning and research.

3. As an institutional exemplar, the project will be undertaken by LSE alone (without other formal institutional partners) over the 17-month period November 2007 to March 2009, within a total budget of £546,496 (£262,294 of which is being requested from JISC). LSE recognises that this project will contribute significantly towards our own strategic objectives¹ to provide and maintain the best possible IT infrastructure for education and research.
4. Although FLAME will allow scope within its Project Plan to make some choices about the specific software tools and data models to be used, the technologies involved² are now reasonably well tried and tested, working with the technologies and standards already agreed for use in FAM amongst the UK F&HE community. Therefore the technical risks of building such additions to an Enterprise Directory architecture are relatively minor. LSE has already committed to implementing (and bearing the costs of) the basic Enterprise Directory architecture upon which these services will depend.
5. Two important issues are not well explored in this space: one technical and the other social, and these are what FLAME will principally address:
 - How and to what extent various common applications, designed with inbuilt and un-shared authorisation mechanisms, can be adapted to be dependent upon access authorisation provided by a shared service;
 - How and to what extent end users will demand, and participate in using such services, including measurement of end user awareness and concern about issues such as sharing of their personal information.
6. The **technical strand** of the project will involve the specification, selection, installation and integration of DAM and ARP services with the LSE Enterprise Directory, including production-scale server and networking platforms for them. It will include integration with first test, and later production versions of a number of existing key target applications at LSE that can benefit from DAM. An important deliverable from this process will be the findings about which aspects of access management can usefully be shared/centralised, technical guides to how this may be done with several open source applications, and the project planning needed to implement and transition to DAM without unacceptable risk to essential production services such as Library Management, Online Learning Materials and Institutional Repositories. The implementation of VOM will involve automation via an end user web interface of existing manual processes for identity verification and user registration that have been piloted for cross-institutional projects such as ShibboLEAP³.
7. The **social strand** of FLAME will conduct a substantial programme of internal publicity and awareness-raising with end users of all types (students, staff, researchers, administrators and individuals with various 'non-member' relationships with LSE), will actively seek to present users with practical opportunities (via the key target applications) to exercise their own control over DAM and ARP services, and will collect feedback from end users by methods

¹ LSE IT-related policies and plans: <http://www.lse.ac.uk/itservices/PoliciesPlans/>

² For example, for DAM: Signet (<http://middleware.internet2.edu/signet/>), Grouper (<http://middleware.internet2.edu/dir/groups/grouper/>); for ARP: ShARPE (<http://www.federation.org.au/wiki/bin/view/Federation/ShARPE>), Autograph (<http://www.federation.org.au/wiki/bin/view/Federation/AutographView>).

³ ShibboLEAP Project <http://www.angel.ac.uk/ShibboLEAP/>

including short 'intrusive' online surveys and more detailed interviewing and questionnaires.

8. FLAME will make extensive use of the findings of the JISC-funded Identity Project⁴ institutional audit of LSE, due to report by October 2007, to establish requirements for authorisation management in particular.

Outcomes and benefits

9. The project will principally address the e-Infrastructure Security thematic area of the Call. However it will also contribute to the Community Engagement and Support theme with important findings about user engagement in (and methods to stimulate user understanding of and engagement in) access management processes. Project FLAME will deliver benefits to the community in the form of:
 - Support for the development of institutional business cases for embedding FAM and supporting services into core institutional IT strategies and architectures;
 - Clearly demonstrated sizing and costing for the production scale implementation and maintenance of these services, which can be used by other institutions considering their adoption and evaluating their own options for participation in the UK Access Management Federation;
 - Important social research findings to measure how users as individuals are willing to participate in these processes;
 - Evidence to inform the discussion⁵ amongst institutional IT service providers on appropriate ARP policies and practices, and required attributes and value vocabularies that should be supported or mandated by the UK Federation.
10. The use of FAM for fine-grain access authorisation is likely to expose gaps in current nationally and internationally agreed attribute schemata, such as the attributes and value-lists to describe specific roles of end users in an education institution. For example, the role of "library staff member" is required by several target applications and it would be useful to agree on this for cross-institutional use. Through working in close communication with the UK Access Management Federation⁶ and the Information Environment Metadata Schema Registry⁷, FLAME will develop a process for checking whether an appropriate attribute/value has already been registered (rather than reinventing it), and registering candidate standards produced by the project.
11. A clear institutional business case can be established for the implementation of an Enterprise Directory, based on guidance from UCISA and other organisations; and the experience of institutions such as those that participated in the Internet2 MACE-Dir Programme⁸. There is not yet such a clear case for institutional investment in the tools and services to support devolved control of access authorisation and attribute release policies (although it is expected that the findings of the Identity Project will help to support such a business case).
12. It is clear that (and JISC has already made significant investment on this assumption) the future for UK F&HE will include large-scale, widespread use of FAM for access to external online services by end users with a university or college as their Identity Provider. One benefit of FAM (over the existing Athens service) is the possibilities it opens for institutions to use the same infrastructure to manage access to internal online services they provide (and/or to share such services with one or more other institutions).

⁴ *The Identity Project* <http://www.identity-project.info>

⁵ See threads such as (<http://www.jiscmail.ac.uk/cgi-bin/webadmin?A2=ind0706&L=jisc-shibboleth&T=0&X=03935E71A85328CE49&P=1481>) on the JISC-SHIBBOLETH list.

⁶ *UK Access Management Federation* <http://www.ukfederation.org.uk/>

⁷ *Information Environment metadata Schema Registry* <http://www.ukoln.ac.uk/projects/iemsr/>

⁸ <http://middleware.internet2.edu/dir/>

13. Access to internal online services, unlike typical models for access to services previously controlled via Athens, will tend to rely more on 'fine grain' distinctions between different end users (such as affiliation of staff or students with a particular department or course; or administrative roles and specific authorisation powers of support staff).
14. There has been considerable discussion and speculation over how IdPs and end users will exercise control over ARP. Are there usable 'control-panels'? To what extent do users care about their rights of access (at least, in advance of the point at which they actually want to access something)? Do users see access management as a 'good thing' or a barrier? To what extent are users concerned about release of personal data about them? The project will attempt to produce widely applicable answers to all of these questions.

Quality of Proposal and Robustness of Workplan

Background: why LSE should undertake this project

15. LSE has an end user 'population' of approximately 10,000 (due to rise to approximately 12,000 by 2010). At least as much as any UK HEI community, the staff and students of LSE exhibit higher levels (compared to the population as a whole) of participation in the use of the Web and of interactive online resources⁹, and awareness of issues such as personal information privacy.
16. IT services for end users at LSE are provided by several staff teams:
 - IT Infrastructure Services
 - IT User Services
 - Management Information Services
 - Library IT Support...under the remit of the Director of Library & Information Services; and
 - Research Centres IT Support
 - Web Services...under other directorates of the School. All of these teams work closely together via regular meetings of an ICT Managers Group, on which the Library Projects Team (which undertakes applied research & development but is not responsible for providing end user services) is also represented. The ICT Managers Group will act as project board and perform a steering and oversight role for Project FLAME.
17. LSE was an 'early adopter' of Federated Access Management (FAM) using Shibboleth technology from Internet2, and has made significant contributions to the JISC Core Middleware and Early Adopters programmes via a number of JISC-funded projects¹⁰. Independent production and development Identity Provider (IdP) services are operated (by the Library IT Support Team and the Library Projects Team respectively). Currently both IdPs are using Microsoft Active Directory (operated by IT Infrastructure Services) as their supporting directory service, and simple http authentication.
18. The Library Projects Team at LSE is familiar with a range of existing open source tools for DAM and ARP (such as Signet, Grouper, ShARPe and Autograph), having installed and tested these on a pilot basis during previous projects. Relevant service teams at LSE are already experienced in working with the software tools supporting key target applications (such as Moodle, Eprints,

⁹ See, for example, <http://technology.guardian.co.uk/opinion/story/0,,2083859,00.html> and many other recent press articles on use of *Facebook* and similar 'social networking' services.

¹⁰ See <http://www.angel.ac.uk/>

DSpace and Fedora), and with Oracle databases and tools, Fedora Directory Server and Microsoft Active Directory, all of which will support the planned Enterprise Directory architecture.

19. LSE is implementing an institution-wide Single Sign-On service based on the YaleCAS software. This will be used as the supporting authentication service by federated IdPs when ready for production use.
20. LSE is a partner in the JISC-funded Identity Project¹¹ and as such is undertaking an institutional audit of identity management (IdM) practices across the School, to fully establish future requirements for IdM. This is due to report in October 2007.
21. LSE is implementing an Enterprise Directory (ED) as a sustainable long-term architecture to support IdM and FAM. Existing participation by LSE in FAM and the UK Access Management Federation for Education & Research has been reliant upon a Microsoft Active Directory installation which has the principal purpose of supporting access to internal networks and email services. Active Directory is not easily adaptable to full use in FAM and for other wider purposes (despite work undertaken by JISC with support from the LSE Library Projects Team, with Microsoft to reach the position where Active Directory can be endorsed as an adequate directory platform to support institutional participation in the UK Federation).

Workplan

22. It is proposed that the project would start in November 2007 (rather than October) because it will depend heavily on the institutional audit conducted by The Identity Project to establish organisational and functional requirements, for DAM and VOM in particular. The Identity Project is scheduled to report and complete in October 2007, and will also be engaging the time of key staff for Project FLAME until then. The planned work can be completed in 17 months, by March 2009.
23. Project FLAME would expect to select and implement appropriate tools for ARP and DAM at an early stage (months 1-3), including integration with the Enterprise Directory, so that the remaining time/resources of the technical strand of the project could be devoted to tackling issues of integration with target applications. A detailed workplan for this would be produced as part of the Project Plan, in months 1-2, including evaluation to determine exactly which target applications can reasonably be included.
24. Later work in the technical strand would include refining/customising end user interfaces to the tools, and developing a VOM service to meet the needs of LSE staff and students to authorise access for colleagues from outside of LSE (the VOM service itself would be subject to well-controlled DAM).
25. The social strand of the project would begin activities apparent to end users in month 4 with a campus-wide awareness campaign, using existing Web-based channels of communication with LSE end users, 'traditional' newsletter channels for informing the LSE community, and also less traditional methods such as articles placed in 'The Beaver'¹² (print and online editions), items on the campus radio and TV networks, and an external press campaign (aiming to generate 'out-in' awareness within LSE, and also inform the wider academic community) aimed at publications such as THES and Guardian Education.
26. A number of key target applications have been identified that are likely to particularly benefit from the use of DAM. These are selected because:
 - They are highly dependant upon user data originating in the current Active Directory, or intended for inclusion in the Enterprise Directory;
 - They require 'fine grain' access discrimination to present appropriate online resources to the correct users;

¹¹ www.identity-project.org

¹² The Beaver online: <http://www.thebeaveronline.co.uk/>

- They are implemented using software which is Open Source, and/or for which the developers have already implemented some degree of integration with a Shibboleth/SAML-compliant FAM Service Provider.
27. Possible key target applications for FLAME include:
- The Moodle¹³-based virtual learning environment. LSE operational plans are for the migration of courses and content from the current VLE platform (WebCT) in two stages: approximately 300 postgraduate and language courses during AY 2007/8, and the remainder of courses in AY 2008/9;
 - The LSE Research Online institutional repository, based on the Eprints.org platform. The StORe Project¹⁴ investigated requirements for linking datasets with institutional publication repositories, and a new project DISC-UK Datashare¹⁵ in which LSE is a partner aims to contribute to general development of the Eprints software to facilitate integration;
 - An Online Reading Lists management system, currently being developed by the Library IT Support Team and intended to integrate closely with Moodle. The implementation timetable for this service aims to have an end user service in place by September 2008;
 - The LSE Dataset Repository for researchers.
28. It is likely that further target applications will be identified, particularly by the institutional audit being undertaken as part of the Identity Project. In general Project FLAME will avoid undertaking substantial programming within the code of target applications, and expect to be dependent upon these having been adapted for general use with FAM by other projects or developers.
29. The project team will attempt to liaise with the developers of all target applications (whether commercial or open source) involved in FLAME, to facilitate our own integration, to ensure that decisions we take about integration options are likely to be widely reusable, and to ensure that any development of open source applications by the project team can be fed into future released versions of those products where possible.
30. Whilst the technical challenges are relatively small, FLAME will need to coordinate it's activities with a number of other events and activities for which timetables are largely outside the control of the project; but all of which are reliably predictable. These are:
- The implementation of the institutional Enterprise Directory, and migration to this of core data from existing directories, so that it can assume the role of directory service supporting LSE's FAM Identity Provider service;
 - The use and support (avoiding unrelated peaks of work by various LSE staff involved, and coordinating with planned version upgrade timetables) of key target applications that can make use of DAM, so that adaptations to use FAM can be included in other planned upgrades or breaks in end user service;
 - Availability of staff and student end users to participate in evaluation activities, by scheduling these to avoid periods of vacations and examinations.
31. The risks inherent in these dependencies, and how the project will deal with them will be further examined in a full Risk Analysis included in the Project Plan. A Risk Register will be maintained during the project.

Sustainability

32. Documentary findings of the project will be published on a project website and covered by an appropriate free re-use licence. In common with previous JISC-funded projects completed by LSE, this will be maintained at a stable URL for at

¹³ <http://moodle.org/>

¹⁴ http://www.jisc.ac.uk/whatwedo/programmes/programme_digital_repositories/project_store.aspx

¹⁵ http://www.jisc.ac.uk/whatwedo/programmes/programme_rep_pres/repositories_sue/datashare.aspx

least 3 years after the completion of the project, and all materials will be available for further archiving beyond that period, in compliance with JISC Standard Conditions.

33. Any code modifications to open source target applications made in the course of the project will be deposited with the relevant open source development project and made available for free re-use under an appropriate licence.
34. The working services implemented by the project will be handed over to appropriate LSE operational service teams as a planned activity within the technical strand, following the handover model established by the *PERSEUS* project for the Identity Provider service at LSE. This process will be overseen by the LSE ICT Managers Group, on which all relevant operational services are represented.

Project structure and outline timetable

Project-month	Technical activity	Social activity	Management activity
1 – 2 (Nov-Dec 2007)	T1: Evaluate and select tools for DAM and ARP; T2: Specify and order server hardware;	S1: Plan awareness campaign;	M1: Project Plan; M2: Project website; M3: Management Framework & Risk Plan agreed with ICT-MG;
3 – 4 (Jan-Feb 2008)	T3: Install DAM and ARP services; Integrate with ED; Integrate with end user ARP interface; T4: Select target applications for DAM;	S2: Launch end user awareness campaign on AM and ARP issues; Identify potential pilot VOM users;	(Reporting to ICT-MG; External dissemination activities)
5 – 8 (Mar-Jun 2008)	T5: Implement DAM on primary target applications (test versions where risk to services is high); T6: Design VOM process & user interface;	S3: Plan End User Attitude Study; S4: Document end user requirements for ad-hoc DAM and VOM;	M4: Interim report to JISC; (Reporting to ICT-MG; External dissemination activities)
9 – 12 (Jul-Oct 2008)	T7: Implement VOM service; Test with pilot users; (T8: Implement DAM for secondary target applications within available time;)	S5: Re-launch end user awareness campaign after exam period and summer;	(Reporting to ICT-MG; External dissemination activities)
13 – 14 (Nov-Dec 2008)	T9: Evaluate effectiveness and risk of using DAM with any test versions of target applications; Plan transfer to live application services where appropriate;	S6: Undertake End User Attitude Study;	M5: Interim report to JISC; (Reporting to ICT-MG; External dissemination activities)
15 – 16 (Jan-Feb 2009)	T10: Upgrade DAM-enabled test version applications to live services where decided; T11: Prepare handover plans for operational teams;	S7: Analyse & report on End User Attitude Study;	M6: Project recommendations to LSE;
17 (Mar 2009)	T12: Deliver handover of operational DAM, ARP, VOM services; T12: Report on attribute recommendations to JISC and UK Federation;	S8: Design & produce post-project user information materials on AM and ARP issues/policies at LSE;	M7: Project evaluation; M8: Final report to JISC;

Engagement with the Community

Stakeholders and the LSE community

35. Direct stakeholders in Project FLAME include all end users for whom LSE provides Identity & Access Management services, including 'non-members' of LSE for whom LSE could provide VOM services. User needs analysis for identity and access management is a significant undertaking in itself, and this proposal assumes that Project FLAME will take full advantage of the analysis currently being undertaken by the *Identity Project* at LSE.
36. Communication with end users to promote awareness of access management issues, including DAM and ARP, and to measure end user participation in and attitudes to these processes is fundamental to the social strand of the project, and described above.
37. Evaluation of the impact of the project will be undertaken as the second part of the social strand, as a detailed study to find out how users engage with, value (or object to) access management processes and tools. The End User Attitude Study will gather information using a variety of techniques including short intrusive ('pop-up') online surveys, detailed questionnaires and individual and focus group interviews. It will make use of experience gained in the *Identity Project* of gathering similar information from end users.

JISC and related programme activities

38. Resources allocated to project management activities allow for full participation in programme activities over the lifetime of the project, and the project team would also expect to actively contribute (if invited) to events organised by related JISC programmes (such as Federated Access Management Rollout), and community list discussions (such as JISC-SHIBBOLETH and JISC-MIDDLEWARE-DEVELOPMENT). Where available places allow it is normal practice of the LSE Library Projects Team to involve all project staff as far as possible in programme events and other opportunities for communication with their peers.

Dissemination to the wider community

39. External communication about Project FLAME with the wider F&HE community will use a variety of channels including a project website, a public JISCmail list, regular bulletins to other appropriate UK and international email lists (such as those devoted to developers and implementers of the FAM, DAM and ARP tools used by the project, as well as lists for developers and implementers of target applications to be addressed by the project such as Moodle and Eprints), press releases aimed at the education sections of the national press, and presentations at appropriate conferences during the course of the project.

Previous Experience of the Project Team

40. Relevant collective experience of the LSE Library Projects Team, and of the various LSE IT service teams on which the success of Project FLAME will depend is described above under Background.
41. Project FLAME will be managed by **John Paschoud**, LSE Library Projects Manager and InfoSystems Engineer. John is also managing implementation of the LSE Enterprise Directory architecture, is a member of the LSE ICT Managers Group (which will act as the Project Board for FLAME), and is currently directing the institutional audits (across 10 partner institutions) for the JISC-funded Identity Project. He has over ten years of experience in managing projects funded by JISC and other agencies, including the PERSEUS and Shibboleth projects that have dealt with Federated Access Management. He is a member of the UK Access Management Federation Technical Advisory Group.
42. **Dr Simon McLeish** will act as Chief Technical Officer for Project FLAME. Simon has extensive experience of open source software development and many of the technologies associated with Federated Access Management, since having successfully undertaken the first working installation of Shibboleth in the UK. He is the maintaining author of the draft 'UKeduPerson' directory schema, and is a contributing participant in the Open Source Software development projects for Shibboleth, Signet and uPortal.
43. Supervision of the End User Attitude Study will be provided by **Dr Edgar Whitley** of the Information Systems and Innovation Group¹⁶ in the LSE Department of Management. Dr Whitley's research interests lie in identity management and sociologically based interpretations of IS and actor-network theory. He has made significant contributions to the LSE's widely publicised analyses of the UK national identity cards scheme, and undertaken similar analyses such as that of the European DBE Project¹⁷.
44. The post of **Technical Officer** will be filled by internal secondment or recruitment, which will need to be commenced in August 2007 to ensure that early production installation of FAM and ARP tools can be completed according to the draft project timetable.
45. The post of **Project Communications Officer** will be filled by secondment or recruitment, which will need to be commenced in August 2007 to ensure that early external information about the project can be prepared in accordance with JISC Project Management Guidelines; but for which timing is less critical to the end user awareness campaign (which is not scheduled to start until project-month 3).
46. The post of **Researcher** will be filled by recruitment, probably of a doctoral or post-doctoral researcher already working in a related field and familiar with the organisational structure and internal communications media of LSE. The postholder will principally undertake the End User Attitude Study under academic supervision, but will also contribute to earlier stage communication tasks of the project under the direction of the Project Manager.

LSE Library Projects Team
June 2007

¹⁶ LSE Information Systems and Innovation Group <http://www.lse.ac.uk/collections/informationSystems/>

¹⁷ Digital Business Ecosystems Project http://www.dsq.cs.tcd.ie/dynamic/?category_id=388

[Letter of Support]

21 June 2007

JISC Executive
Northavon House
Coldharbour Lane
Bristol
BS16 1QD

Dear Sirs

**Re Project FLAME, JISC Institutional Exemplars Programme
(Circular 1/07)**

I am delighted to support this proposal for an exemplar project to be carried out at the LSE to implement production-scale end user interfaces to our existing Federated Access Management infrastructure and to promote and study end user participation in personal identity management and the management of access to online resources

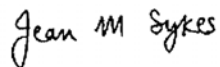
The project will enable LSE to establish for the community as a whole what are the technical requirements and appropriate solutions for large-scale implementation of such services and to discover much about the social barriers to their uptake by end users finding possible ways in which these issues may be successfully addressed by institutional action

This will undoubtedly contribute to LSE's institutional strategic goal of providing the highest quality of IT facilities for education and research and undertaking this work in the form of the proposed project with funding contributed via JISC will enable us to do so sooner at a time when UK institutions are keen to see evidence to support their own firm business cases for full participation in Federated Access Management

The Projects Team at the LSE Library is exceptionally experienced in work of this nature having already played a large part in the development of Federated Access Management in UK HE

I strongly recommend this project to JISC

Yours sincerely



Jean Sykes
Librarian and Director of IT Services



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INVESTORS IN PEOPLE

The London School of Economics and
Political Science is a School of the
University of London. It is a charity
and is incorporated in England as a
company limited by guarantee under
the Companies Acts (Reg. No. 70527)

espida – Impact Scorecards

Customer and External Stakeholder Perspective								
The contribution that will be made to satisfying the needs and aspirations of a wide range of types of external stakeholder and thereby enhancing the reputation and standing of the University.								
	Contribution to:	Outcome	Outcome Indicator	Category	Likelihood	+ / -	Timescale	Longevity
C1	Enrichment of local, national and international culture, the community, and a reflection of these within the University	Cultural awareness of general issues in regard to behaviour in an online world	Mechanisms for obtaining user feedback (e.g. interviews, surveys) used by the project will also educate users about various aspects of AM, such as digital security, fine-grain authorisation etc	A	Med	+	Long-term	Long-term
C2	Recognition of, and confidence in the University's brand and a reputation as being among the best Universities in the world	Higher confidence of LSE end-users in LSE as a competent Identity Manager	Reduction in identity fraud that current AM systems are more vulnerable to	S	Med	+	Long-term	Long-term
C3	Strong customer satisfaction and high quality service delivery (students, parents, public, etc.)	Better access to all online resources/ services that they are entitled to by LSE (regardless of time & location)	Increase in usage of online resources/ services provided by LSE	P	P	+	Mid-term	Long-term
C4	Academic attractiveness to potential students, staff, academic partners and funding agencies	Better access to online resources/ services means better conditions for achieving first class education, teaching and research	High RAE results, Any other ratings??	S	M	+	Long-term	Long-term
C5	Commercial attractiveness to potential sponsors and collaborators	Higher confidence of commercial partners in the ability of LSE to provide a high level of online security	Continued cooperation of existing commercial partners and increase in new partners	A	M	+	Long-term	Long-term
EVALUATORS' SUMMARY								

Internal Business Process Perspective								
The contribution that will be made to the way that the University does things and its capacity to change and/or expand to take advantage of new opportunities.								
	Contribution to:	Outcome	Outcome Indicator	Category	Likelihood	+ / -	Timescale	Longevity
P1	Information accessibility and open communications with staff and customers	Simpler processes to determine & control Who-Has-Access-To-What (WHATW)	Increase in use of online resources/ services provided by LSE	P	P	+	S	Long-term
P2	Operational efficiency and productivity (within existing resources)	Reduced duplication of access management admin	Reduction in staff time spent on determining and controlling WHATW	P	P	+	M	Long-term
		Clearer ways to define policy (over WHATW) and apply it to practice	New policy clearly defining how to manage user permissions, use of acceptable attributes etc	P	P	+	M	Long-term
P3	Effectiveness of decision making and responsiveness of leadership	(For the first time) leaders/ service managers will be able to have information on WHATW in one place	Regular reports based on data provided by the new AuthZ tools	S	P	+	M	Long-term
P4	Process potential and organisational flexibility to take advantage of future change	More opportunities for VOs, collaborations and fine-grain AuthZ		P	P	+	M	Long-term
P5	Compliance with legislation and regulation	Compliance with DPA, Copyright, Licensing agreements	LSE has dedicated staff responsible for the School's legal compliance	S	P	+	S	Long-term
EVALUATORS' SUMMARY								

Innovation and Development Perspective The contribution that will be made to the intellectual capital of the University and to a working environment in which the generation of new ideas is the norm for both individuals and groups.								
	Contribution to:	Outcome	Outcome Indicator	Category	Likelihood	+ / -	Timescale	Longevity
I1	Intellectual capital of staff and the organisation through internal generation or external procurement							
I2	Motivation, fulfilment and satisfaction of staff and development of a climate of continuous improvement	Better access to all online resources/ services that staff are entitled to by LSE (regardless of time & location)	Increase in usage	P	P	+	M	Long-term
I3	Quality and potential of research activities and outputs	Better (and easier) access to online resources/ services means better conditions for producing high quality research	Increase in research being pursued by LSE staff	A	P	+	M	
I4	Quality and potential of teaching	Better (and easier) access to online resources/ services needed to prepare teaching materials	Positive student feedback	A	M	+	Long-term	Long-term
I5	Responsiveness to change (flexibility and ability to manage change)	Centralising LSE access management admin functions will make it easier to respond to change	Regular upgrades of tools used	A	P	+	Long-term	Long-term
	EVALUATORS' SUMMARY							

Financial Perspective								
The contribution that will be made to the 'bottom line' of the University, either through revenue generation or savings in operating costs.								
	Contribution to:	Outcome	Outcome Indicator	Category	Likelihood	+ / -	Timescale	Longevity
	<i>Income Generation through:-</i>							
F1	selling assets							
F2	licensing/rights to assets	Enabling AM of pay-per-view (PPV) customers (e.g. of LSE Archives – local history enthusiasts)	Increase in PPV revenue	A	M	+	Long-term	Long-term
F3	teaching and research							
F4	contracts, grants, fees, donations							
	<i>Cost Saving in relation to:-</i>							
F5	labour, time	Reduced AM admin	Reduction in staff time spent on determining and controlling WHATW	P	P	+	S	Long-term
F6	space							
F7	direct expenditure	Licensing costs savings	Reduction in licensing costs for resources which can benefit from fine-grain AthZ (e.g. Law resources)	P	P	+	S	Long-term
	EVALUATORS' SUMMARY							

