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| Cover Sheet for Proposals <i>(All sections must be completed)</i> | JISC Capital Programme |
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|---|---|--|---------------|
| Name of Capital Programme: | | Institutional Exemplars Initiative | |
| Name of Lead Institution: | | Coventry University | |
| Name of Proposed Project: | | LIW: Location Independent Working (for Academic Staff) | |
| Name(s) of Project Partner(s): | | | |
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| Length of Project: | 18 Months | | |
| Project Start Date: | September 2007 | Project End Date: | February 2009 |
| Total Funding Requested from JISC: | | £299,494 | |
| Funding Broken Down over Financial Years (Mar–Apr): | | | |
| Apr07 – Mar08 | | Apr08 – Mar09 | |
| £97,817 | | £201,677 | |
| Total Institutional Contributions: | | £299,494 | |
| Outline Project Description | | | |
| <p>Location Independent Working (LIW) develops an existing scheme operating within the University's wholly-owned commercial company (CUE Ltd.) to make it suitable for academic staff in teaching roles. The project aligns the cultural change necessary at individual, departmental and institutional levels with the application of tried and tested technologies to develop a production ready quality e-working scheme for academic staff.</p> <p>Whilst many academic staff conduct part of their work from locations other than their base campus, they do so outside the context of a formalised and developed scheme which recognises the work patterns which are becoming the norm for many employees and are readily embraced by students.</p> | | | |

The early phase of the project will assess the existing system and undertake the developments necessary to render the scheme fit for purpose in the new context. Briefing and training materials will also be developed. The system will be rolled out to a major faculty (Business, Environment and Society) within the university.

The experience gained from the roll-out will be evaluated from two main perspectives. Firstly the economic costs and benefits to the individual and the university will be estimated and compared. Secondly an impact study will examine the wider environmental aspects of the scheme and the potential effects on staff and student satisfaction.

The sector will gain from a fully evaluated exemplar of introducing e-working together with the briefing and training materials, guidance on achieving transformational change and the technological advice and tools to support implementation.

| | | |
|--|-----------------|-----------|
| 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 |

LIW: A proposal submitted to the JISC by Coventry University in response to the JISC Circular 01/07: Appendix G Institutional Exemplars Call

The Challenge

1. This project has the overriding theme of “*Teach any time, any place*”. Its primary focus is to extend and further develop established technologies and related “soft” systems to help academic staff work in the 24/7/365 environment that students now expect as a matter of course. The method is to provide a comprehensive **Location Independent Working (LIW)** framework for teaching staff.
2. Of course many academic staff will argue that they already work from home and teach at places other than their employer’s main campus. However, as far as we can ascertain, there are no formal schemes in UK universities which recognise the realities of the working life of many lecturers. This gap means that potential opportunities for enhancing teaching performance may be missed and lecturing staff may feel that the work they undertake outside the confines of the campus is undervalued and largely invisible.
3. In short, it may well be that current ways of working (including the organisational culture and practices and technological capacity of many institutions) may be inhibiting the development of higher education. The oft-quoted criticism that we may be delivering 21st century courses with a 20th century technology could be amplified by arguing that we are working in the 21st century with 20th century working practices and technology. The challenge we wish to begin to take up, with the help of JISC funding, is to align 21st century higher education delivery and 21st century ways of working. Responding to this challenge has major implications for people and their work roles, how they communicate, collaborate and interact and the skills they need; processes (how work is allocated, monitored, assessed and valued) and how technology is deployed to enhance the effectiveness of teachers at work. However LIW also has the capacity to change the way in which HE institutions undertake their business and helps create an environment within which business innovation as well as pedagogic development is promoted.
4. LIW is an initiative which crosses all the domains within Coventry University and requires institution-wide integration of a number of key ICT systems. It delivers a flexible working environment which can be tailored both to the individual’s teaching methods as well as the demands of the modern learner.

Background

5. Coventry University Enterprises Ltd., (CUE), the commercial arm of the University, has successfully implemented **Location Independent Working (LIW)** for over 50% (currently this amounts to c.75 people) of its staff. The project will build on the experiences gained through this existing initiative in order to implement LIW for teaching staff
6. This project will focus on the cultural change, technological development and good working practice required to enhance the overall performance of teaching staff and administrative support for teaching and learning in a way that complements modern student demands and expectations. It is transformative in the way it promotes new ways of working.
7. The project is grounded in four important Coventry University initiatives:
 - The LIW scheme itself. The original drivers for the LIW scheme were to free up prime quality space for commercial letting and to build a comprehensive support solution for staff who no longer had or needed a traditional office-based work environment at the university;
 - Coventry University was also a pilot institution in the HEA E-learning Benchmarking Programme. A particular outcome of these was the realisation that the emphasis on the student learning experience, whilst undoubtedly vital, could have the effect of downplaying the importance of the staff teaching experience;
 - The University’s “Smart Campus” initiative which aims to create a high quality technology enhanced environment integrating all aspects of the university’s activities whether they take place on the physical campus or are delivered, in whole or in part, elsewhere;
 - The development of CUOnline, the University’s technology enhanced learning environment, which is essentially a collection of highly integrated web services capable of supporting and enhancing a wide variety of pedagogical approaches. Development of CUOnline has been greatly aided by a grant received under the HEA Pathfinder programme and will benefit from a recently awarded JISC Repositories Enhancement grant (the CURVE Project) over the next 18 months.

8. Much recent emphasis has, justifiably, been placed on the student learning experience (eg. see the JISC LEX¹ project) and the institutional use of technology to support and improve e-administration. Indeed the Measures of Success set out in the HEFCE e-learning strategy can almost be summarised in their first aspiration that ICT should be commonly accepted into “all aspects of the student experience of higher education”. It is unsurprising therefore that relatively little emphasis has been placed on staff experiences of e-learning or on IT support and provision for teachers. However there are obvious links between staff engagement with, and enthusiastic use of, technology and enhancing the student experience. This project will respond to the needs of mobile teachers in the changed environment which they work – technologically, spatially and in terms of the much greater diversity in what they are called upon to deliver, where they deliver it, how it is delivered and to whom it is delivered.

Definitions

9. Experience, gained from the existing LIW scheme, of introducing other groups of staff to LIW suggests that the immediate reaction to LIW is that it is *working from home* or *working substantially alone*

The choice of the term “**Location Independent Working**” is intended to dispel these myths. First, the word “independent” describes the physical location-free nature of work and not the nature of the work, and further “location free” implies that the worker will be able to perform all their activities no matter where they might be, including on campus. The term, and the scheme, recognises that academic staff will

- Still spend significant amounts of important working time on campus in a face-to-face environment, and that;
 - Collaboration with others is at the core of nearly all modern work, particularly in an academic environment.
10. Many staff switching from a conventional office-bound environment to LIW have found that, within the context of a properly managed and well-thought out scheme, their campus working environment has also been enhanced by exploiting technology and promoting greater collaboration between colleagues even though they have relinquished their “own” office spaces. In teaching terms location free working for academic staff lays emphasis on blended learning rather than a reliance on either classroom-based or online delivery methods. It also allows teaching staff to develop their courses wholly or in part within the technological environment within which students are now leading their lives as a matter of routine.

Project Rationale, Aims and Objectives

11. The development of a SMART Campus is a prime strategic aim of the University. The publicly stated high-level “2010 Test” objective in the University’s Strategic Plan is “To improve the IT infrastructure, develop up-to-date applications, and revise our processes so that we are a ‘smart campus’.” LIW fits squarely within this strategy.²
12. Our research, consultancy activities and practical experience as an employer demonstrate the following benefits of introducing LIW:

For the individual:

- Improving work life balance through flexible working;
- Increase in personal productivity;
- Increased job satisfaction.

For the institution:

- Significant space savings;
- Increased productivity;
- Easier to attract and retain good staff;
- Higher level of staff satisfaction.

For the environment:

- Less travelling – reduction in congestion;
- Less fuel – reduction in CO² emissions;
- Less need for additional office space on an already cramped campus.

¹ http://www.jisc.ac.uk/whatwedo/programmes/elearning_pedagogy/elp_lex.aspx

² <http://www.coventry.ac.uk/d/1007>

13. However there are significant challenges in implementing such a system institution wide which any institution would have to address.. These fall into two broad areas:

Culture

Working flexibly is not for everyone. Nor can it be assumed to be a 'one size fits all'. This project will develop a more flexible implementation of LIW to take into account the appropriate working method and style for each individual based on the requirements of their role, their personal working preferences and the management practices of the department in which they operate.

Technology

Technological change mediates organisational change. We need to use technology to enable us to do more, to improve our collective ability to deliver core teaching activities. Technology has moved on since we developed the original LIW scheme. Whilst that scheme has not been static there is scope for deploying additional technologies. These include IP telephony, notebook computers with built in 3G/GPRS/WiFi connectivity, tablet computers, enhanced interfaces between mobile devices and CUOnline and improved desktop roaming and remote access systems. There is also the challenge of reducing the implementation costs of the scheme and recognising the growing importance of user-owned and supplied technology and devices.

Aims

14. The aim of the project is to demonstrate that LIW can bring significant benefits to teaching staff, their employers and their students and to build an LIW framework that can be adopted by other members of the JISC community. We will build a production quality e-working service for academic staff of Coventry University.

Objectives

15. The objectives for the project are to:

- Build on the existing LIW scheme to encompass the needs of academic staff;
- Develop the existing LIW software tools to enable them to work with a wide range of user environments and user-owned devices;
- Analyse any gaps in the existing toolset and fill them;
- Ensure University employment practices and LIW are fully consistent;
- Promote the advantages of LIW among senior managers in the University;
- Develop a suite of briefing and training materials for both LIW participants and their managers;
- Implement LIW within at least one Faculty within the University (ie covering at least 20% of the University's academic staff);
- Provide a multi-dimensional evaluation of the affordances of LIW for academic staff;
- Undertake an economic assessment of LIW;
- Provide guidance to the sector on the impact of LIW on staff satisfaction and teaching quality;
- Make all briefing and training materials available as SCORM compliant learning objects on the Coventry University institutional repository;
- Make project outcomes known outside the University and publicise the benefits to the community;
- Work in close cooperation with other JISC Institutional Exemplar projects.

Relationship to the Institutional Exemplars Call

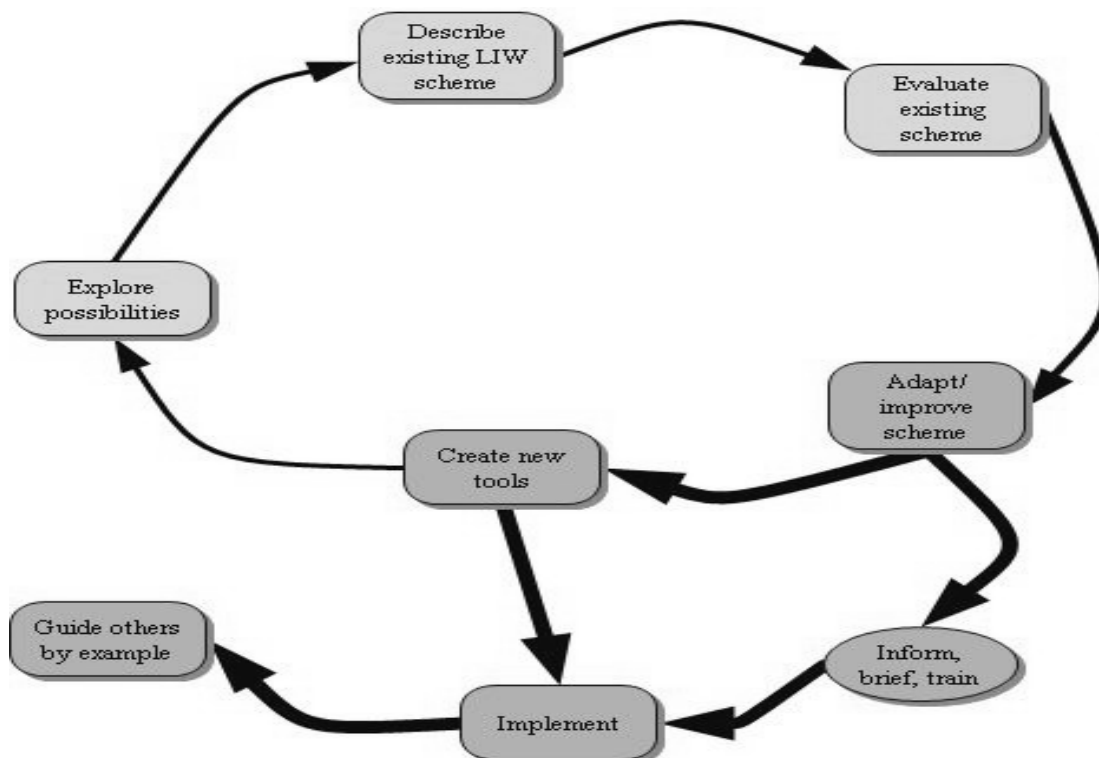
16. LIW addresses the core concerns of the Institutional Exemplars call in a number of innovative ways. In extending **Location Independent Working** on a formalised basis to teaching staff it combines key issues in deploying ICT to improve both administrative and learning and teaching practices. It will also promote Coventry University's business and community engagement by enhancing its leadership in developing and promoting e-working good practice. LIW will deliver a production quality e-working service exemplar which will be of interest to all institutions wanting to introduce new working practices, attract and retain quality academic staff and release current or planned space for purposes other than academic offices. The project will address technological and cultural change issues in equal measure.

How We Will Benefit From JISC Funding

17. JISC funding will **markedly accelerate and widen the scope** of roll-out of LIW to other groups of staff. It will be the **catalyst** for change. Whilst the LIW is based on proven practices, technologies, standards (where they exist) and services there is a need to adapt and improve the scheme to recognise the different working context of academic staff. We also need to ensure that the institutional practices and technologies support LIW and enhance educational development.
18. We also wish to both share our experiences with others in the sector and learn from experience elsewhere including JISC projects in the areas of m-learning, use of mobile devices for e-administration, accessibility, e-security and the e-Framework. The project will provide guides to implementing LIW from cultural and technological perspectives, model briefing and training packages and evaluations of LIW from economic and educational perspectives.
19. We recognise that the project will have considerable benefits to the University and we are therefore only asking for funding to cover **50% of project costs**.

Our Plan

20. The project will develop a formalised scheme to support **Location Independent Working** for academic staff. The scheme will be flexible enough to accommodate the needs and preferences of academic staff whose primary responsibility is teaching independent of the contractual nature of their employment. Thus the scheme will cover practice teachers on fractional contracts, such as those working on health courses, and part-time hourly paid staff undertaking significant and continuing workloads as well as staff on full-time contracts.
21. The project will cover all aspects of promoting **Location Independent Working** including the technological infrastructure, cultural change, briefing and training for participants and their managers, health and safety requirements, legal and tax implications and support needs. Our experience with implementing LIW for academic staff will provide valuable insights and data which will contribute to our applied research programme. We welcome the opportunity to work with other successful Institutional Exemplar projects both informally and formally at JISC organised events where we will be represented by staff from the most senior levels of the university.
22. The diagram below summarises what we intend to do.



The green boxes represent work already done within the existing scheme. The blue boxes show work which will be undertaken as part of the project, although of course the feedback loop will take us back through the pilot scheme again.

23. We recognise the importance of involving users and stakeholders in ensuring that the development is successful. We intend to employ elements of the developmental model resulting from the JISC Users and Innovation programme.³
24. The project will be divided into a number of **work packages**
1. Provision of a comprehensive toolkit for academic staff in the LIW scheme;
 2. Developing the mobile and desk based technological architecture;
 3. Designing and implementing a comprehensive support package;
 4. Implementing a practice solution in the Faculty of Business, Environment and Society (BES);
 5. Developing briefing and training materials;
 6. Review and refine relevant University systems and practices;
 7. Monitoring and evaluation strategy;
 8. Project Management.
25. The project will run for 18 months from the programme start date in September 2007, and be led by the e-Learning Unit. This is a core University department with a remit to develop e-learning across the university in the widest sense of both terms. eLU staff are already part of the LIW scheme. The project will be managed by specialist staff from Coventry University Enterprises Ltd.
26. The end result will demonstrate a new way of working for academic staff across the University, on a fully integrated computer platform which will greatly enhance the opportunity for deploying the innovative and diverse teaching methods which will ultimately enhance students' learning experience(s) in the 21st Century.

Summary of Expected Outcomes

27. We expect the following outcomes for the university:
- A clear, formalised and accepted LIW scheme covering academic staff whose primary responsibility is teaching (ie excluding staff on research-only contracts);
 - A pilot implementation completed within the Business, Environment and Society Faculty;
 - Further development of the university's LIW toolkit to embrace teaching activities;
 - An analysis of the costs and benefits of LIW from the perspectives of scheme participants, the university and students;
 - An assessment of the impact of LIW on staff satisfaction;
 - An implementation plan for roll-out of LIW to all academic staff in the University.
28. We expect the following outcomes for the sector as a whole:
- A case study report detailing our experience;
 - A full assessment of the economic and wider costs and benefits of LIW;
 - A toolkit for supporting LIW participants;
 - A SCORM compliant set of briefing and training materials deposited in our institutional repository (CURVE) and JORUM;
 - An illustrative policy framework within which LIW can operate;
 - A change management plan for introducing LIW.
29. The JISC Community will benefit from a fully worked up and published toolkit which will help other organisations adopt eWorking practices. This will include sample policies and procedures, IT solutions and an indication of the institutional reforms required to ensure successful implementation.
30. Experience at CUE show that staff become ambassadors for the systems they are introduced to; the community is therefore naturally informed and enthused by the high quality of the work/life balance made possible under LIW.

³ *Users and Innovation programme development model*
http://www.jisc.ac.uk/media/documents/programmes/capital/u&i_townmtgoct06_model_cw.ppt

Work Packages (*Timetabled months are indicated in brackets for individual tasks*)

Work Package 1: Comprehensive LIW toolkit for academic staff (1 – 6)

31. This workpackage will adapt the existing LIW toolkit, creating new tools where necessary, to render it fit for purpose in supporting academic staff. The toolkit will also include some to enable ongoing evaluation of the scheme including its costs, effectiveness, impact on staff satisfaction and benefits to students.

Tasks

- Collect baseline data against which benefits can be measured;
- Develop evaluation criteria;
- Develop evaluation tools (online questionnaires etc);
- Identify gaps in the existing toolkit which will aid academic staff;
- Implement existing tools which are useful but not part of the current scheme (eg mobile access to CUOnline, voice tools for teaching purposes, collaboration software for course development) especially those developed and tested as part of other JISC projects (eg London Knowledge Labs' Pedagogic Planner⁴);
- Create new web-based tools only where none already exist;

The main *deliverable* will be an LIW toolkit embracing the needs and preferences of teaching staff.

Work Package 2: Mobile and desk based technological architecture (1 – 6)

32. The heart of LIW lies in the ability to log on to a "terminal" any place any time, and have your own personal settings and documents. In the context of LIW this is via a thin client Remote Desktop delivered through the internet.

Tasks

- Establish a network of "terminals" which access a central server running Windows Server via internet links through a portal;
- Establish full availability of CUOnline tools via the internet for all teachers (eg voice tools, virtual classroom environment etc) with easy usability.

The main *deliverable* will be the full availability of all the IT systems required by teachers to do their job anytime, any place.

Work Package 3: Support for LIW participants (7 – 18)

33. A system of this nature requires a highly responsive support mechanism.

Tasks

- Establish a Help Desk system including recording and monitoring systems;
- Develop the CUOnline Flying Squad capability to support staff with a wider range of tools and applications;
- Develop systems for remote diagnostics;
- Develop online self help facilities.

Deliverables will be a 24/7/365 help and support system for teaching staff on the LIW scheme.

Work Package 4: Practice Solution (7 – 16)

34. This work package provides a large scale roll out to one of the four Faculties within the University.

Tasks

- Define Home Setup recognising that each person may require different facilities if they are to work effectively at home;
- Creation of 'Touch Down areas' on campus;
- Risk Analysis: The Business, Environment and Society Faculty will be required to carry out its own risk assessment;
- Deploy IT structures including appropriate servers, operating systems, laptops and smartphones;
- Brief and train Business, Environment and Society Faculty senior management.

Deliverables will include a robust change management methodology for implementation of LIW.

Work Package 5: Develop briefing and training materials (4 – 6)

35. A variety of briefing and training materials suitable for flexible delivery will be created. Materials will be developed for both participants and their managers.

Tasks

- Develop interactive workshops and associated materials (handouts, PowerPoints, role plays etc);
- Develop online materials to support staff (eg simulations, interactive exercises, online activities etc);

⁴ http://www.lkl.ac.uk/cms/index.php?option=com_content&task=view&id=174&Itemid=91

- Ensure all training materials are SCORM compliant and deposited in CURVE (the university's institutional repository) and Jorum.

The main *deliverable* will be a suite of learning objects which can be used by the JISC community to help build briefing and training packages to support their own introduction of new ways of working.

Work Package 6: Review and refine relevant University systems and practices (1 – 3)

36. This workpackage addresses the “soft issues” of LIW implementation including identifying any university practices which may stand in the way of effective LIW implementation. This includes informal as well as formal practices.

Tasks

- Create an LIW Handbook on a collaborative basis deploying a wiki;
- Audit existing practices.

The *deliverable* will be a set of “LIW-friendly” systems, practices and procedures.

Work Package 7: Monitoring and evaluation strategy (1 – 18)

37. This work will ensure that the project meets its agreed objectives, assess the benefits of project outcomes to Coventry University and the sector as a whole and provide a formative evaluation of the project. Two thorough evaluations will be undertaken.

1. Economic Study. This will summarise all the costs for the implementation of the programme (both University and funded) to give a comprehensive picture of the investments required. In addition, a benefit analysis will be made of the cash and other savings. This will clearly set out the economic case for other organisations to follow.
2. Impact Study. This will review the human aspects of the changes in work practices. This will be a qualitative view together with data to demonstrate how these changes impact on productivity and work/life balance. In addition, an environmental study will be included in this work package.

These evaluations will be carried out by Coventry University staff who are not directly involved with the project. The two (one for each study) evaluators will attend all meetings of the Project Steering Group and will begin their work at the project outset.

Tasks

- Evaluate the implementation of LIW with participants and their managers;
- Conduct regular interim evaluations of project progress;
- Report to the Steering Committee on progress and areas of improvement.

The *deliverable* will be a comprehensive assessment of the costs and benefits of LIW.

Work Package 8: Project Management (1 – 18)

38. This work package will act to manage and coordinate project activities, to prepare documents and reports as required, and to assess risks and opportunities as the project progresses. This will include drafting and finalising a project plan.

Tasks

- Develop a detailed work plan with timescales, deliverables, and milestones;
- Monitor progress and ensure that the project maintains its schedule;
- Participate in project meetings with the Steering Committee and other committees;
- Prepare periodic reports for both the institutions involved and the JISC;
- Identify critical roles and individuals/groups to carry out project tasks.

The *deliverables* include a detailed work plan; progress and risk assessment reports; a final report as well as website and blog oversight and the delivery of promotion and dissemination activities. The Steering Committee will comprise the Project Director and the Project Manager, the Dean or an Associate Dean of the faculty, the Director of the New Ways of Working Applied Research Centre, the CUE New Ways of Working manager, staff colleagues participating in the scheme and the two lead evaluators.

Engagement with the community

39. A key element of the project will be to share the experience, evaluations and results within the University as a part of our policy to develop ‘smart’ working, and also with the wider community. Dissemination will be an ongoing activity throughout the project and will take place through a variety of mechanisms, including a project website, a blog, and contributions to internal and external conferences. We will publicise the potential benefits to the sector, and will produce documentation that facilitates training and support for institutions implementing a similar schemes. We also expect to explore synergies with and learn from other Institutional Exemplars. We will participate fully with JISC organised events including the involvement of senior university managers at Pro-Vice Chancellor and Director level.

Policy, management and legal issues

40. During the project the following will be considered within the separate work packages:

- Interoperability standards;
- Effectiveness and use;
- Health and Safety legislation;
- Tax implications;
- Employment legislation;
- Disability implications.

41 IPR will remain with Coventry University, All results and outputs will be freely disseminated and available for use by the HE and FE communities.

42. Risks and limitations

| Risk | Impact | Probability | Risk Strategy | Actions |
|---|--------|-------------|---------------|---|
| Staff loss | High | Low | Reduction | Use current staff. Employ external consultants who can be replaced if required. |
| Failure to meet the needs of stakeholders | High | Medium | Reduction | Strong involvement of stakeholders in project Steering Group. Evaluate this aspect from the beginning of the project. Ensure user involvement in project management. |
| Inadequate technology | High | Low | Prevention | Deploy tried and tested technologies. |
| Poor institutional buy-in | High | Low | Prevention | Cross institutional involvement in Steering Group. Project involves extension of an approved existing scheme. Scheme participants will be volunteers. |
| Low rate of take-up by volunteers | High | Low | Reduction | Do not (initially) issue "one-way tickets". Ensure campus-based facilities are fit for purpose. Ensure volunteers are well-informed of positives and negatives for them. Develop personalised environments as far as possible. |
| User dissatisfaction | High | Low | Reduction | Develop rich, interactive, user-friendly interface ensuring user involvement in the process. Develop high degree of personalisation to promote user convenience. Provide high quality user support. |

Budget

43. The budget and justification are based on full economic costs. Staff training will incur considerable expense; this will be **absorbed into our ongoing training strategy**. A budget table is included as paragraph 53.

Plan for sustainability

44. LIW is already proving a success with one group of staff. Many academic staff are already asking whether the opportunity will be made available to them – there is demand. The existing evidence suggests that there are long term financial advantages to the University of adopting the scheme, particularly as opportunities arise to change the nature of the estate in the future and thereby reduce the amount and nature of office space being demanded and supplied. The development of mobile and ambient technologies and the falling costs of high speed broadband and wireless connections are factors which also lead to long term sustainability. In sustainable development terms the project contributes towards the aims of better management of the university's estate and promoting energy efficiency.

Our Record

45. Coventry University has built on its experience of introducing LIW into its commercial subsidiary. Some small scale pilot work has been done to introduce it into the rest of the university, notably in the e-Learning Unit. The practical experience of operating a LIW scheme has also enabled the establishment of the eWorking Applied Research Centre (ARC) within the university's applied research development policy. The university has provided £175k development funds for the centre. More recently we have been awarded an ESF Equal grant of £134k to identify the reasons why many organisations show reluctance in adopting remote working practices. With an understanding of these reasons, the project will develop and evaluate a series of training interventions to address them.

46. The ARC has worked with a number of commercial and public sector clients. For example we have provided support to the Coventry & Warwickshire Economic Development Partnership in introducing eWorking including policy and technology advice and training. We will also be evaluating the effectiveness of their programme. Our work has been showcased in CBI and Microsoft publications. The Centre and the University has also formed strong relationships with a number of technology partners including Cisco and Orange Mobile. We are also engaging with Work Wise UK⁵ in promoting the adoption of the recently launched Work Wise Quality Mark. The Work Wise Quality Mark is awarded to organisations as recognition that they actively plan and promote smarter working. CUE is (June 2007) applying for the award of the Mark and is negotiating to become an assessor after that.
47. We have developed, quality-assured and implemented a number of credit-bearing modules into the university's teaching programme covering LIW from employee and management perspectives. These have been used for internal staff development and by other employers.
48. We have now established our third generation e-learning environment, CUOnline, which integrates a VLE (Vista 4) with a repository (Equella), an e-portfolio system (PebblePad), a social networking environment (CMeOnline based on Elgg), a portal (based on Microsoft SharePoint), other university systems such as the SRS and library management system and a rich palette of e-learning tools. This is supported by a 24/7/365 online help and advice service.
50. Our track record therefore combines practical experience as an employer that has designed, implemented and operated a LIW scheme with applied research and consultancy into new ways of working and the institutional deployment of a technology enhanced learning environment.

51. Previous Experience of the Project Team

Mark Abrams is Director of the Business Development Support Office which is responsible for preparing bids and post award contract administration of all Applied Research activity for the University. Previously Mark managed his own IT services business, supplying financial and business processing software, PC based networks and, later, internet applications and being an Internet Service Provider. Mark expanded the company from an owner managed business, and eventually floated it on the Alternative Investment Market at a value of over £35m. Mark has also spent 3 years working as a Director at Advantage West Midlands, a Regional Development Agency. Mark will be the Project Manager.

Peter Haine is currently Director of the eWorking Applied Research Centre at Coventry University. He leads the training programme for Location Independent Working in the commercial arm of the University and has supported over 100 staff as they have become eWorkers. Peter's past experience was as Director of a global team of IT specialists at GlaxoSmithKline where he introduced collaborative working on a global scale. Peter is the Project Adviser.

Jim Hensman is a Technical Specialist with responsibility for new technologies within IT Services at the University. He has a wide range of experience working on internal and external IT development projects.

David Morris was the Founding Dean of Coventry Business School (now the Business, Environment and Society Faculty) at Coventry University. He is now Director of e-Learning at the University. He has worked both within CUE and the University itself. He is an LIW worker. He is therefore in an ideal position to understand the project from all sides of the University. David is a Member of the JISC Learning and Teaching Committee and will be Project Director.

Dave Noon followed David Morris as Dean of Business, Environment and Society Faculty. He will take the lead from the Faculty perspective in implementing LIW within the Faculty.

John Tutchings is Technical Specialist in e-Learning Systems within the e-Learning Unit. He will be responsible for ensuring that CUOnline is fully supported for LIW participants.

⁵ <http://www.workwiseuk.org>

53. Budget Table

| Directly Incurred Staff | April 07 to March 08 £ | April 08 to March 09 £ | Total £ |
|--|------------------------|------------------------|-------------------|
| ████████████████████ | ████ | ████ | ████ |
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| ████████████████████ | ████ | ████ | ████ |
| | | | |
| Non-Staff | | | |
| Travel and expenses | 2,500 | 2,500 | 5,000 |
| Consumables | 2,500 | 2,500 | 5,000 |
| Dissemination | 5,000 | 5,000 | 10,000 |
| Total Directly Incurred Non-Staff | 10,000 | 10,000 | 20,000 |
| | | | |
| Directly Incurred Total | 83,495 | 177,093 | 260,588 |
| | | | |
| Directly Allocated | | | |
| ████████████████████ | ████ | ████ | ████ |
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| | | | |
| Indirect Costs | 36,976 | 73,951 | 110,927 |
| | | | |
| Total Project Cost | 196,633 | 403,354 | 599,988 |
| Amount Requested from JISC | 97,816.5 | 201,677 | 299,994 |
| Institutional Contributions | 97,816.5 | 201,677 | 299,994 |
| | | | |
| Percentage Contributions over the life of the project | JISC 50% | CU 50% | Total 100% |

1. Pay increase allowed from 1 August 2008.

Appendix A

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 |
|--------------------------------|---|---|
| 53. Budget Table | s.43 Commercial Interests | Commercial in confidence, budget information refers directly to individual salaries |

Please see <http://www.ico.gov.uk> for further information on the Freedom of Information Act and the exemptions to disclosure it contains.

Appendix B: espida Forms

| 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 <i>How will you know that it has happened?</i> | Category | Likelihood | + / - | Timescale | Longevity |
| C1 | Enrichment of local, national and international culture, the community, and a reflection of these within the University | Reputation for quality work/life balance improvements | Reduced absence and staff turnover in participating orgs. | A | Probable | + | Med | Long term |
| C2 | Recognition of, and confidence in the University's brand and a reputation as being among the best Universities in the world | Enhanced reputation for innovation and applied research. | More media coverage. Greater external involvement in University events of direct relevance to eWorking. | S | Med | + | Med | Long term |
| C3 | Strong customer satisfaction and high quality service delivery (students, parents, public, etc.) | Enhanced capabilities for communicating with students. | Improved student satisfaction. | P | Probable | + | Med | Long-term |
| C4 | Academic attractiveness to potential students, staff, academic partners and funding agencies | Improved ability to attract and retain high quality academic staff. | Higher quality applications for posts. Feedback from job candidates. Improved staff retention. | P | Probable | + | Med | Long term |
| C5 | Commercial attractiveness to potential sponsors and collaborators | "Do as you say" a strong demonstration of commitment to eWorking by the University. | Increased consultancy income. | S | Med | + | Med | 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 <i>How will you know that it has happened?</i> | Category | Likelihood | + / - | Timescale | Longevity |
| P1 | Information accessibility and open communications with staff and customers | Greater access to information for staff on demand. | Greater use of available information. | P | Probable | + | Short | Long term |
| | | Improved collaborative working arrangements for staff. | Increased incidence of collaborative course development and delivery. | P | Med | + | Med | Long term |
| P2 | Operational efficiency and productivity (within existing resources) | Staff to spend less time travelling, the info. required to do the job will be always available and will have choice over working locations | Feedback through Development and Performance Review process. | P | Probable | + | Med | Long term |
| | | | | | | | | |
| P3 | Effectiveness of decision making and responsiveness of leadership | Some senior managers less familiar with eWorking may feel they are losing control. | Results of evaluation study. Interviews with senior managers. | S | Probable | - | Short | Med |
| | | | | | | | | |
| P4 | Process potential and organisational flexibility to take advantage of future change | More flexible working methods align with demands for flexible course delivery from a diverse student population. | Reduced course development lead terms. Greater use of blended learning. | P | Probable | + | Med | Long term |
| | | | | | | | | |
| P5 | Compliance with legislation and regulation | Reduced organisational control over staff working environment | Higher absence rates; increase in work-related illnesses. | S | Low | - | Med | 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 <i>How will you know that it has happened?</i> | 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 | Improved work-life balance. | Improved staff satisfaction. | P | Probable | + | Med | Long term |
| | | Feelings of isolation, "invisible work" being undervalued. | Reduced staff satisfaction; higher work related stress. | S | Med | - | Med | Long term |
| I3 | Quality and potential of research activities and outputs | First hand source material for eWorking research | Increased number of public outputs (papers, conference proceedings etc.) | S | Probable | + | Med | Med |
| | | Greater staff involvement with eWorking ARC | Increased number of staff working with the ARC. | S | Probable | + | Med | Long term |
| I4 | Quality and potential of teaching | Course delivery methods and pedagogy more closely aligned with student needs | Higher student satisfaction. | P | Probable | + | Med | Long term |
| | | | | | | | | |
| I5 | Responsiveness to change (flexibility and ability to manage change) | Academics responsive to future organisational change | Improved staff satisfaction | s | Probable | + | Med | 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 <i>How will you know that it has happened?</i> | Category | Likelihood | + / - | Timescale | Longevity |
| | <i>Income Generation through:-</i> | | | | | | | |
| F1 | selling assets | | | | | | | |
| F2 | licensing/rights to assets | | | | | | | |
| F3 | teaching and research | New qualification courses in eWorking | HEFCE enrolments | S | Med | + | Med | Long term |
| | | Training services for commercial clients | Increased non-HEFCE course revenue | S | Probable | + | Med | Long term |
| F4 | contracts, grants, fees, donations | Improved consultancy capability in eWorking | Increased consultancy revenue | S | Probable | + | Med | Long term |
| | | Selling eWorking shared services | Increased revenue | S | Med | + | Med | Long term |
| | <i>Cost Saving in relation to:-</i> | | | | | | | |
| F5 | labour, time | Reduced travel times, fewer F ₂ F meetings | Greater proportion of time spent on core activities | P | Probable | + | Med | Long term |
| | | Increased ICT support needs | New appointments, higher salary bill in this area | S | Probable | - | Short | Long term |
| F6 | space | Less demand for office space by academic staff | Lower proportion of overall space used for offices | P | Probable | + | Med | Long term |
| | | | | | | | | |
| F7 | direct expenditure | Increased communications costs | Increased expenditure | S | Probable | - | Short | Long term |
| | | | | | | | | |
| | EVALUATORS' SUMMARY | | | | | | | |

Coventry University
Priory Street
Coventry CV1 5FB
Telephone 024 7688 7688

Professor Madeleine Atkins
Vice-Chancellor



JISC Executive
Northavon House
Coldharbour Lane
BRISTOL
BS16 1QD

19th June 2007

Dear Sir,

INSTITUTIONAL EXEMPLARS

Coventry University is proud to have a reputation for innovation. Our Corporate Plan, produced in November 2006, builds on recent achievements and sets out a bold business-facing vision for the University as it faces the 21st Century.

Location Independent Working (LIW) has been a key success factor in the growth of Coventry University Enterprises Ltd, one of the UK's most successful University Science Parks and wholly-owned subsidiary university companies. LIW's positive impact on both staff and company has been very significant.

It is therefore the intention of the University to roll out this LIW framework across the institution as part of its SmartCampus@CU initiative, making the required technological and process changes as well as changes in culture, expectations, and working practices.

The JISC funding will enable us to start earlier than we had originally anticipated and to accelerate this programme significantly. Given our experience to date, we have the expertise to ensure its success, and can become an exemplar or demonstration site for other organisations to study to their benefit in turn.

Yours faithfully,

Professor Madeleine Atkins
Vice-Chancellor

Vice-Chancellor's Office
Direct Line 024 7688 8212
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