



JISC Project Plan

Cover Sheet for Proposals <i>(All sections must be completed)</i>	
---	--

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):			
Full Contact Details for Primary Contact:			
Name:	Mark Abrams		
Position:	Director of Business Development Support Office		
Email:	M.Abrams@cad.coventry.ac.uk		
Address:	Priory Street Coventry CV1 5FB		
Tel:	07974 498 4065		
Fax:			
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	

Overview of Project

1. Background

"LIW for academic staff" develops an existing **Location Independent Working** (LIW) scheme operating within the University's wholly-owned commercial company, Coventry University Enterprises Ltd. (CUE) to make it suitable for academic staff in teaching roles. CUE has successfully implemented LIW for over 50% (currently this amounts to c.75 people) of its staff. The project aligns the cultural change necessary at individual, departmental and institutional levels with the application of tried and tested technologies to develop a comprehensive e-working scheme for academic staff. 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. However there are obvious links between staff engagement with, and enthusiastic use of, technology and enhancing the student 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.

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. "LIW for academic staff" 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. 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.

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. 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.

2. Aims and Objectives

Aims

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

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 (CURVE). CURVE will be linked to external repositories including JORUM;
- Make project outcomes known outside the University and publicise the benefits to the community;
- Work in close cooperation with other JISC Institutional Exemplar and associated support projects.

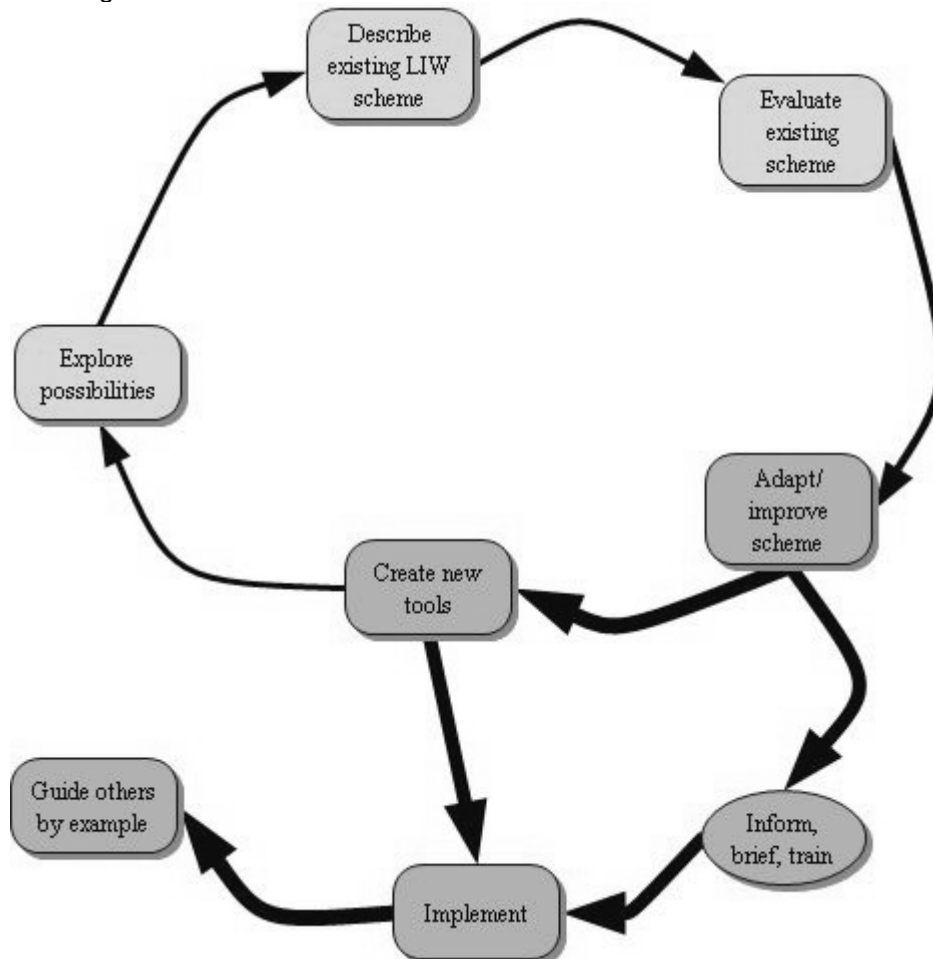
3. Overall Approach

Strategy / Methodology:

In the early phase of the LIW for academics, 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 then 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 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

Structure:

The project will be divided into the following eight **work packages**:

- WP1. Provision of a comprehensive toolkit for academic staff in the LIW scheme;
- WP2. Developing the mobile and desk based technological architecture;
- WP3. Designing and implementing a comprehensive support package;
- WP4. Implementation into the Faculty of Business, Environment and Society (BES);
- WP5. Developing briefing and training materials;
- WP6. Review and refine relevant University systems and practices;
- WP7. Monitoring and evaluation strategy;
- WP8. Project Management.

The project will run for 18 months from the programme start date in September 2007 and will be managed by specialist staff from Coventry University Enterprises Ltd.

Issues to be addressed:

Issues to be addressed include:

- a. the technological infrastructure,
- b. organisational and individual cultural change,
- c. briefing and training for participants and their managers,
- d. health and safety requirements,
- e. legal and tax implications,
- f. technical, human resources (procedural and managerial) and individual support needs.

Our experience with implementing LIW for academic staff will provide valuable insights and data which will contribute to our applied research programme.

Scope:

The project scope for the LIW for academics project is to develop a LIW scheme for university faculty based staff and to pilot the program on a sample of employees within the faculty of Business, Environment and Society. The scheme will need to 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.

Critical Success Factors:

1. Buy-in from BES staff inclusive of managers and personnel. It is essential that we have buy-in from BES Managers, Heads of Department and staff in order to get the required level of participation. Essentially, the project already has the backing of the Dean and Associate Deans within the faculty.
2. Participation by staff. Staff participation will clearly be essential to the study. This will be dependent on their perceptions of benefits vs pitfalls. For example, what they believe the impact of Location Independent Working will be on accessibility to colleagues. Training will be given into the impacts of LIW on existing working practices; how to adapt to the changes.
3. Feedback from participants and peers for data collection and evaluation. To get meaningful analysis, we will require regular feedback from participants and colleagues. This will be one of the conditions of joining the trial.
4. IT compatibility, usability and interoperability with existing services. Most of the systems requirements have already been tested in a similar environment under the existing CUE LIW scheme. However, there may be specific applications which are unique to BES where issues may arise. Our initial due diligence leads us to believe that if such issues did arise, they could be overcome.

4. Project Outputs

We expect the following outputs 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.

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.

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.

More intangible outputs include:

- 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.

5. Project Outcomes

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.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
Government	Productivity, carbon footprint, more effective use of technology	High
Higher Education Community	Impact on productivity and staff / student retention	High
University - corporately	Improved efficiency	High
Individual staff	Work-life balance, optimising productivity	High
Students	Greater availability	High
Departmental Managers	Reduced foot-space, stress management, impact on productivity	High
IT staff	Greater workload and increased support service requirements (inclusive of access times and user types)	Medium
Society	Carbon footprint	Medium

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing				
Staff loss	1	5	5	Use current staff. Employ external consultants who can be replaced if required.
Organisational				
Failure to meet the needs of stakeholders	3	5	15	Strong involvement of stakeholders in project Steering Group. Evaluate this aspect from the beginning of the project. Ensure user involvement in project management.
Poor institutional buy-in	2	5	10	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	1	4	4	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	1	5	5	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.
Technical				
Inadequate technology	1	5	5	Deploy tried and tested technologies.
External suppliers				
Failure to supply required technologies	1	1	1	Adopt technologies that can be supplied by more than one supplier
Legal				

8. Standards

Name of standard or specification	Version	Notes
The WorkWise Standard	Latest	A standard for the adoption and deployment of smarter and more flexible working practices; http://www.workwiseuk.org/
SCORM, Sharable Content Object Reference Model	SCORM 2004	A collection of standards and specifications for web-based e-learning . Applies to all briefing materials.
Remote Desktop Protocol, RDP	Latest Windows XP& vista	Multi-channel protocol that allows a user to connect to a computer running Microsoft Terminal Services

9. Technical Development

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.

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 UK¹ 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 has recently been awarded the Mark (November 2007) and will be negotiating to become an assessor.

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.

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.

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.

10. Intellectual Property Rights

IPR will remain with Coventry University, All results and outputs will be freely disseminated and available for use by the HE and FE communities, provided that Coventry University and the JISC project are acknowledged as the sources.

Project Resources

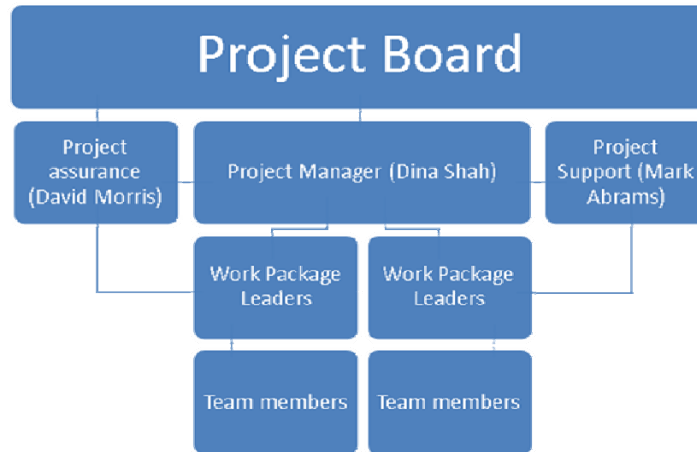
11. Project Partners

None

¹ <http://www.workwiseuk.org>

12. Project Management

This project will be managed using the PRINCE2 methodologies framework. The eight PRINCE2 management processes will be carefully tailored to ensure that the project is successful and manageable. The following diagram illustrates the project management structure.



The Project Board

The project Board will consist of senior managers from the faculty of BES and scheme developers and will meet once every quarter. Meetings will be designed to review and communicate progress and resolve any issues that arise.

The Project Board will comprise of the Project Director and the Project Manger, the Dean or an Associate Dean of the faculty, the Director of the e-Working Applied Research Centre, the CUE eWorking manager, staff colleagues participating in the scheme and the two lead evaluators. The following is a list of the Board members.

Dave Noon - Dean of the faculty of BES, Project Champion
Denise Skinner - Associate Dean of Applied Research, BES, Project Champion
Mark Abrams - Director of BDSO, Stakeholder management
David Morris - Director of e-learning, Project Director
Dina Shah - Project Manager, Business Development Manager, BES
Tim Luft - Director of e-Working Applied Research Centre
John Tutchings - Technical specialist in e-Learning Unit
Jim Hensman - Technical Director
2 lead evaluators

The Project Director

David Morris (dmorris@cad.coventry.ac.uk; 07974 984023)

The Project Director will select the project delivery team and direct the project; particularly from a technical and methodological perspective. The Project Director will also undertake project assurance.

The Project Manager

Dina Shah (dshah@cad.coventry.ac.uk; 07974 984043). 20% of time on project management.

The Project Manager will coordinate and manage project work and ensure that project outputs and milestones are delivered on time. The Project Manager will meet regularly (weekly/ fortnightly) with the Project Director and Work Package Leaders to monitor progress and identify issues promptly.

Work Package Leaders

Each Work package will have a work package leader. Work Package leaders will be in-charge of managing the work within their respective work package and ensuring milestones are met in the required timescales. See list of work-package leaders overleaf:

WP #	Description	Work Package Leader
1	Comprehensive LIW toolkit for academic staff	Tim Luft
2	Mobile and desk based technological architecture	Jim Hensman
3	Support for LIW participants	Jane Rawlings-Purcell
4	Practice Solution	Jim Hensman
5	Develop briefing and training materials	David Morris
6	Review and refine relevant University systems and practices	Denise Skinner
7	Monitoring and evaluation strategy	Denise Skinner
8	Project Management	Dina Shah
9	Dissemination	David Morris

13. Programme Support

We welcome regular meetings with the program manager and other exemplar projects.

14. Budget

Please refer to Appendix A: JISC Budget document for details.

Detailed Project Planning

15. Workpackages

Please refer to Appendix B: JISC Project Work Package document for full details.

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
01/08, 04/08, 08/08	Staff take up	What is the attitude and perception of LIW in the HE sector?	Measure of level of demand	10% of staff enrolment
Monthly 01/08 to 12/08	Staff satisfaction	Does it enhance the teaching experience and work-life balance?	Interview / questionnaires / focus group	20% staff interested
Monthly 01/08 to 12/08	Student satisfaction	Does it enhance the student learning experience?	Interviews / questionnaires	80% staff wish to continue
04/08,08/08, 12/08	Manager opinions	Does it increase productivity?	Interview	Managers happy and supportive of scheme
01/09-02-09	Carbon footprint	Does it reduce Carbon emissions?	Questionnaire and analysis of data	Reduced carbon footprint
04/08,08/08, 12/08	Economic effectiveness	Is it financially favourable?	Periodic review and analysis	Favourable cost / benefit ratio
monthly	On-going progress	Is the project going to schedule? Do we need to change the plan?	Steering group review	Milestones completed in time

17. Quality Plan

Output	Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools
		Fitness for purpose, reliability and usability	User interviews and systems testing	Results from staff satisfaction survey. Measure: 80% of staff wish to continue scheme	Project evaluator / Project Director / Technical Director	
		Demonstrates feasibility of LIW for academics	Staff and student questionnaires / interviews / focus groups	Results indicating positive staff /student benefits; positive economic analysis	Project evaluator / Project Director	
		Accessibility	SCORM used to ensure accessibility	Accessibility testing and conformity with SCORM standards	Technical Director	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Quarterly	Workshops / lunchtime presentation including demonstration of LIW system online	internal staff and stakeholders	Engage / inform: to help get buy-in and inform	This is what LIW looks like
Quarterly	Internal online newsletter: Coventry University e-dition	Internal staff and stakeholders	Awareness / inform: communicate progress University wide	Progress update of the project
Pre-sessional	Training seminars	Internal stakeholders	Inform / engage: How to manage the change	This is what we can do to manage and adapt to the change
Ongoing	Project website	Internal staff and stakeholders, External stakeholders, the wider community and JISC development programmes	Awareness / inform / engage / promote: wide range of facilities to educate, inform and update on project	This is how LIW works and what its advantages and disadvantages are
Beginning and end of project	Press releases	External stakeholders	Awareness / promote	Location independent work practices ass value to the learning and teaching experience
As stipulated by JISC	Programme / cluster meetings	JISC development programmes	Engage / inform of progress and findings	This is what we are doing and the key findings
On-going	Conference papers, journal articles and conference presentations	External stakeholders & Education community	Awareness / engage / inform / promote: educating on the scheme, benefits and pitfalls	This is what we are doing and the key findings
Project end	Publication of Good practice guide	Education community, JISC development Program and other external interested parties	Inform / promote:	how to implement such a scheme successfully

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Good practice guide to hosting an LIW scheme	Make available on CURVE and live website	Latest version with full findings in JISC repository

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.

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Live website with user information	Giving regular updated information for potential adopters of the scheme	If project illustrates significant benefits and creates demand for change	Web-site management resource
Successful program	Can be expanded to more people within and outside the faculty and to the wider education sector	Delivers clear benefits for all stakeholders	

Appendixes

Appendix A. Project Budget

Appendix B. Workpackages

