



Royal College of Music

ICT Strategy 2013 to 2017

ICT Strategy 2007 to 2017 update: 2013 – 2017 Optimisation stage

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Description: The College is following a ten year strategic plan, 'ICT Strategy 2007 to 2017'. The programme has followed three stages

- Year 1 (2008) – Stabilisation
- Years 2 - 4 (2009 – 2011) – Transformation
- Years 5 - 10 (2012 - 2017) – Optimisation

The College is now at the beginning of the optimisation stage.

This document updates and builds on the strengths and successes of the original plan to give a refreshed roadmap for the final years of this plan, in the context of the current social, technical and general College environment.

Royal College of Music

ICT Strategy 2013 to 2017

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ICT Strategy 2013 to 2017

Executive summary

The Royal College of Music has updated its ICT Strategy 2007– 2017 to focus on the optimisation phase. The revised strategy takes account of the updated College Strategic Plan 2007 to 2017 and changes in technology since 2007.

The ICT strategy focuses on three areas – administration, communication and teaching and within these areas aims to support:

- an interactive, managed learning experience for all students from Junior College to doctoral students using computerised learning platforms;
- an increase in student numbers through efficiency in administration and use of space;
- enhancement through ICT to support departments to communicate with visitors in the building and elsewhere;
- enhancement of the College’s standing and profile internationally.

The strategy is overseen by the ICT Steering Group, made up of members of the College’s senior management team, and is delivered by the ICT services team. An operational plan is created for each year of the strategy, allowing the Steering Group to measure progress.

In the first twelve months we will deliver projects which are focussed on lightening administration and improving services to students. In the first year we will also investigate and enhance understanding of how ICT enhances conservatoire teaching, and how this applies to the College. The outcome of this will be a roadmap for ICT in College teaching and support up to 2017.

In years two and three we will build on year one projects, concentrating on use of ICT in teaching. Other College strategies will also be supported by the ICT strategy, including Estates Strategy projects where ICT will, from an early stage, be planned and integrated into new construction. We will also develop a roadmap for digitisation and opportunities for commercialisation of College archives and other historical material. All projects will be delivered jointly by the main stakeholders and the ICT department.

In years four to five we will undertake a phased review of core ICT systems to ensure they are still the best fit for our requirements; support the Courtyard project; and plan ahead to the next College Strategic Plan.

Royal College of Music

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Vision: ICT at the Royal College of Music in 2017

- *A new College BMus graduate starting an MMus at the Royal College of Music:*

Min Lee, a new MMus student at the College, is continuing her studies after completing her College BMus at the Nanyang Academy of Fine Arts. Min Lee already knows other College students via the College social network site, and is planning to meet up with them in the first week. Through the portal she is familiar with the College's facilities and her surroundings in South Kensington.

Min Lee received her schedule for the first few days via a link sent to her mobile and has already booked lessons for the term ahead with her professors.

Min Lee's new course tutor has a record of her work so far via the College learning portal, including an audio and video record from her personal portfolio, as well as her compositions.

She has arranged accommodation at College Hall and her hall fees and tuition fees are paid for directly by her sponsor online; so this is one less thing for her to worry about as she prepares to spend two years in London.

- *Donor and College Friend:*

Pablo was introduced to the College through a mutual friend who knows an College alumnus. Pablo gave financial support directly to the student, and joined the College Friends as he enjoyed engaging with the College. He has come to the College for the second in a series of concerts; although he lives in London, he missed the first as he was abroad for a conference, but managed to catch it online on the College player. He arrives early, and has coffee at the College Café in the Courtyard atrium with the Director of Development, who was alerted via his mobile that Pablo will be at the concert. Via the College network Pablo is following the career of the former student he supported and encouraged by this student's success he wishes to fund a new scholarship. After the meeting, the Director of Development ensures that Pablo receives a list of concerts by College students in and around London, with links to an online library of past performance material featuring composers that Pablo likes.

- *College professor (Head of Faculty):*

Jane, a faculty head has been reviewing applications, references and audition material during the morning and is now evaluating the progress of current students. She considers that some students will benefit from greater exposure to a specific composer, and can see via the College timetabling system that a graduate student is performing a recital of some of these works

at lunchtime tomorrow in the East Parry Room. She her student group via the College intranet, which is accessible on all the different devices used by students. Three confirm they will attend.

One of the students can see he is on track to receive a 2:1 degree. He is pleased with this and if he increases his understanding of this type of repertoire he may improve his results, therefore he looks on the College schedule to quickly find relevant opportunities to do so.

ICT at the Royal College of Music in 2013

The academic, social and technical environment has changed substantially since the creation of the original ICT Strategy published in 2007 and this updated strategy takes account of these changes and new College initiatives including:

- internationally taught College academic and performance qualifications;
- opportunities to reach out to a wider audience, including an internet audience;
- planned redesign and enhancement of its teaching, performance and accommodation spaces.

The revised strategy also takes account of the new technological landscape including:

- new technology focussed on social networks, communication and real-time information;
- dominance of handheld devices over PCs and laptops;
- importance of search engines;
- shift to cloud-based ICT;
- growing amount of data, much of it available in real-time;
- expectation of highly personalised ICT;
- technological developments in accessibility and inclusivity, and equality legislation.

Expected outcomes of the ICT Strategy

- an interactive, managed learning experience for all students from Junior College to doctoral students using computerised learning platforms;
- an increase in student numbers through efficiency in administration and use of space;
- enhancement through ICT to support departments to communicate with visitors in the building and elsewhere;
- enhancement of the College's standing and profile internationally.

ICT Mission Statement

To support the College in providing an inspirational learning experience for students; and to provide staff with access to a highly tailored ICT environment, which supports effective artistic, educational and administrative operation of the College.

Vision 2013 to 2017

- ICT systems enable departments to support and enhance students' interaction with the College, from researching the College as a potential place to study, through to application, audition, registration, studies, assessment, graduation, and for their first few years as a professional musician;
- the student experience is a single journey in ICT systems, from their first contact with the College to their first steps as professional musicians.

This journey is supported through ICT by facilitating streamlined administration for students, professors and support staff across all areas of activity, which will release capacity to focus more of our resources on learning and teaching;

- College Friends and the wider Donor community and audiences are kept in touch with the College using online portals; there is a meaningful online relationship between the College and the inside family of stakeholders (current students, donors, alumni, audience);
- at the heart of the teaching system is a highly tailored virtual learning environment (VLE) which allows students to interact with their professors and other staff, to learn, and to be aware of their progress at any time;
- the College's web platforms, cross-linked to its different databases, enable its rich and growing Special Collections to be displayed online and discovered by web users and visitors to the College. A commercial software platform brings additional income through licencing of our library of images, audio and video collections for use as a generic image library;
- the Woodhouse Centre supports its clients (existing students and alumni), through a web-based communication platform that draws some existing student data and other platforms such as Personal Portfolio. The system enables this group to remain in contact with us and with each other;
- the physical environment is enhanced by ICT, with Wi-Fi, network, electrical points and self-service use of large screens for all staff and students;
- ICT infrastructure supports live feeds of College concerts on the web, on screens in public spaces in the College and through an on-demand archive. The archive grows with our live performance schedule;
- staff are in control of and set their own ICT environment according to their department's needs, working with the ICT team;

- The College will endeavour to ensure that no user is disadvantaged in accessing the ITC environment, by providing appropriate support and by keeping accessibility under review.

ICT service delivery in 2017

The nature of ICT service delivery and role of the in-house ICT service will follow a planned adaptation as technology changes. Departments are currently able to buy-in complex ICT services, and this trend will continue and increase, with support from the ICT team.

Highly configurable, cloud-based software means that skills that are currently only in ICT departments will enable other departments to implement and adjust software themselves far more easily than now. To support and make best use of this change, and ensure that departments shape, define and own their ICT, the ICT Department will:

- promote and support the role of application owners in each department;
- focus on systems integration in order that departments can use software specific to their requirements, instead of one-size-fits-all applications;
- maintain overall integrity of ICT systems;
- maintain a centralised record of data and systems, and lead technical integration where necessary;
- ensure that the choice of technology is appropriate and that informed decisions are made by departments when choosing new technology;
- look for and implement synergies between different areas of the organisation, where software requirements and data sets overlap;
- maintain the current high level of first-line support to students and staff;
- work with other technology-driven services such as Marketing and Studios to jointly deliver the College's digital strategies.

Strategic projects and direct beneficiaries

The ICT department will develop partnerships with departments, faculties and other teaching areas to deliver specific strategic projects supporting College activities and in support of its top-level strategy. This will include:

- 1. Optimisation of Registry and Finance processes:** so that, where practical, processes are computerised (project partners: *Registry and Finance*):
 - student applications;
 - online payments;
 - student online pre-registration and re-registration;

- *projects:*
 - pre-registration and re-registration portal;
 - online payment system for all payments;
 - online collection of references at point of application;
 - collection of audio/video/compositional material supporting applications;
 - access to complete application by assessment panels.
- *expected benefits:*
 - faster administration;
 - less overhead on administrative staff and applicants;
 - earlier collection of tuition and accommodation fees.

2. Integration of ICT into the physical environment: taking account of future building plans (project partners: Faculties, Programmes, Estates, Studio):

- audio visual assisted teaching – linked audio and video capability in teaching spaces, designed to be altered as the physical space is changed;
- flexible use of space using Asimut or similar;
- meeting/social spaces for students and visitors enhanced with self-service screens, electrical points, network points and Wi-Fi;
- screens to display information, live feeds from concerts and visitor information;
- self-service recording facilities in key teaching spaces linked to the VLE, feeding to personal portfolios;
- exploitation of opportunities offered by very low latency video conferencing as technology matures over the next few years;
- use of interactive displays for visitors to our collections within and without the Museum of Music;
- *projects:*
 - refresh digital signage platforms with live video feeds from concerts;
 - development ASIMUT focussing on mobile devices;
 - redesign of students' work and social spaces integrating technology with the built environment;
 - deployment of self-service recording systems linked to VLE for teaching and review;
- *expected benefits:*
 - increased facilities for students to aid them in learning and social life;
 - increased numbers of people attracted to events;
 - enhanced reputation of the College.

3. VLE integrated with and tailored to the College's needs using current technology (project partners: Faculties and Programmes):

- a communication tool as much as a learning resource;
- using audio and video as easily as other sources;
- support for personal portfolios;
- support for our unique degrees and teaching requirements;
- operating in different languages;
- a 'mobile first' principle, to match devices used by current and future students; in practice this means that smallest electronic devices (e.g. smartphones) are.
- *projects:*
 - review virtual learning requirements, unique to conservatoires, to ensure that relevant skills are brought to bear; audio-visual technology as a teaching tool will be considered from the outset (*this part of the review will be led by our senior recording engineers*).
 - from this review a proposal to develop the College's VLE will be produced together with an implementation plan;
- *expected benefits:*
 - increased information on students' academic and/or performance progress, accessible to students and their professors;
 - increased communications capability using technology used by students, especially handheld and mobile devices;
 - enhance College's reputation as an environment where technology supports student progression;
 - potential to take College degree modules at another College (e.g. Nanyang Academy of Fine Arts).

4. Increased contact with potential current and past students, public, and stakeholders (project partners: *Development team and Woodhouse Centre*):

- *project:* create an College online alumni and supporters network;
- *expected Benefits:*
 - extra services for former College students and teaching staff such as networking and sharing of job opportunities;
 - new opportunities to support graduates via the Woodhouse Centre;
 - new contacts with prospective/future donors for the development team;
 - tailored web-based 'behind the scenes' access to interviews, performance clips, programme notes, for College Friends and supporters, to create greater engagement and loyalty.

5. Facility to access the College's archival material for the research community and the general public; licenced commercial use of images, with minimum running costs to the College (project partners: Collections team):

- *projects:*
 - create digital repository for future needs of the College Collections, Museum of Music and Library;
 - facilitate systems to enhance visitor experience using interactive displays;
 - support development of an 'online' Museum of Music;
 - facilitate commercialisation of images for additional income.
- *expected benefits:*
 - increased online access to collections;
 - enhance access to College Collections, using sound and video;
 - digital research archive, including our increasing audio/video collections;
 - income generated through use of commercial use of images.

6. Capture and broadcast College performances (project partners: Studios, Performance and Programming and Communication and Marketing):

- *project:* support development of 'College internet player', optimised for mobile devices, with audio or audio and video for live and archive materials;
- *expected benefits:*
 - increased our audience numbers and reach;
 - attracting more people to live concerts at PCR and around London;
 - raising profile of College Music nationally and internationally;
 - added value for donors and College Friends;
 - links to students' friends and families;
 - 'open the door' to a platform for lifelong learning initiatives.

7. Enable and support research activity and where appropriate collaborate in the development and delivery of research projects (project partners; Centre for Performance Science and College Collections):

- *projects:*
 - develop a web-based research network for College research academics;
 - support web-based research activity, collaboration and communication;
 - bring mobile data collection capability into the College ICT team;
 - skill transfer of ICT project management;

- create a project framework template for ICT-related funding bids.
- *expected benefits:*
 - in-house, cost-effective mobile data collection capability for research projects;
 - integration with and creation of web-based research networks across all aspects of College research;
 - increased success for research bids;
 - improved research impact from projects with ICT-specific elements.

Governance

Effective governance of ICT is essential and is delivered through the ICT Steering Group. Governance characteristics are:

1. Technology considerations will be applied to all College planning activities from early stages of development.
2. Overview and monitor all major ICT projects to ensure effective and efficient project delivery.
3. Selection assessment and effective action on ICT opportunities (including those not included in the College Strategic Plan).
4. Continual review of ICT strategies in light of the College Strategic Plan.

Timetable

2013

- ICT infrastructure growth defined and costed;
- Registration systems tested and launched ready for use in 2014;
- online payments systems tested and launched ready for use in 2014;
- online submission of audition material tested and ready for use in 2014;
- interim update of Muse-based VLE;
- review of software matched to College processes, especially for roadmap of VLE;
- bring Mobile Data Collection capability to ICT team;

2014

- design, production and launch of College Alumni Network;
- stage 2 of webcasting site released with archive facility;
- archives made available to the public;
- digital signage and information in the building;
- platform for commercialisation of College archives;
- implement updated VLE;

2015

- review all projects and software packages to determine optimum configuration for further improvement;
- development and submission of plans for optimisation of ICT in *the Courtyard*;

2016

- software upgrade programme for packages in need of improvement;

2017

- draft ICT Strategy 2017 – 2027.

Project partners

Internal

- Marketing and communications: webcasting and web presence;
- Studios: integration of ICT into physical environment; webcasting and web archives of College material;
- Development: College Network;
- Woodhouse Centre: College Network;
- Finance: online payment processing;
- Estates: space optimisation and student facilities enhancement;
- Registry: optimisation and computerisation of all processes;
- Teaching: VLEs and personal portfolio;
- Library: webcasting and web archives for College material;
- Collections: online Museum of Music and public displays;
- students: College Network;
- alumnae: College Network;
- Junior Programmes: integration with main College databases;

External

- suppliers of key software (e.g. Asimut, Sirsi, Agresso, Terminal Four);
- Imperial College;
- Janet;
- CUKAS;
- Other conservatoires for joint development of ICT systems such as CUKAS and ASIMUT.

Using ICT opportunities

Because of the fast changing nature of ICT there will probably be other opportunities that cannot be foreseen now and that fall outside the normal planning and budgetary cycles. These opportunities may be put forward by ICT staff, but most often will come from faculties, departments and other sources; some will also come as a direct result of planned projects above. We may wish to develop some of these

opportunities into additional projects and will undertake a case-by-case evaluation, with recommendations to the senior management team.

Financial planning

The Financial Sustainability Strategy has allowed for an ICT capital budget of £200,000 per annum and we will, where practicable, supplement this funding through external funding applications and shared funding with partners.