

Imperial College London

February 2024



UniForum Results for ICT

Compiled by the Imperial UniForum project team

The [UniForum Programme](#) is a **support service effectiveness** and **efficiency** benchmarking study, with insights based on data from 60 global, research intensive, universities.

Results are based on:

- **Staff feedback** relating to their experience of the support services used in their role
- **Activity collection data** provided by members of Imperial's professional staff community on how we are resourcing administration and support services activities

The results cover all **professional services staff, casual worker and supplier resources** employed from **1 Aug 2022 – 31 Jul 2023**.

Imperial is participating in the study for a deeper understanding of operations, with the following aims:

Gain a lens on a successes as well as gaps in performance that are the most important to staff

Prioritise service improvements based on insights into what matters most to service users

Better understand what takes up staff time

Provide the necessary services without growing capacity

Enable better-informed decisions and to plan for sustainable change

Measuring service effectiveness – survey structure

Service effectiveness results are based on the extent to which staff users of a service are satisfied that the service is effective in supporting them to carry out their role.

Identify importance and satisfaction for each service you use		Identify factors contributing to higher and lower satisfaction			Provide overall comment
1. IMPORTANCE	2. SATISFACTION	3. SELECT	4. ATTRIBUTES	5. SERVICE STANDARDS	9. COMMENT
Rate how important each service is in your role or in managing your work-related administration.	Rate how satisfied you are with the performance of each service	Feedback on Services that are performing well Select at least 3 services to provide additional feedback on aspects that are performing well	Rate how frequently each service attribute statement describes your experience with the service	Identify if you are aware of service standards, and provide any other feedback you have on the performance of this service	Before submitting please share any other comments related to your experience with these services
		6. SELECT	7. ATTRIBUTES	8. SERVICE STANDARDS	
		Feedback on Services you are not satisfied with Select at least 3 services to provide additional feedback on aspects that are not performing well	Rate how frequently each service attribute statement describes your experience with the service	Identify if you are aware of service standards, and provide any other feedback you have on the performance of this service	

Services included in the service effectiveness section of this report

Function	Service Name	Service Description
050. Information Technology	IT05 - Network services	Services on the network including data storage, printing and backups
	IT09 – WiFi and internet	Access to WiFi and internet on campus
	IT16 – Workspace computing	Workspace computing (including provision of laptops, desktops and printers)
	IT17 - IT help desk	Help on IT problems via service desks, site visits from technical staff and phone support
	IT18 – Authentication services	Secure logins to the university's online services ('university authentication services')
	IT20 – AV and multi-media	Audio-visual and multi-media technology in meeting and learning spaces (meeting rooms/lecture theatres)
	IT21 – Self-serve print and copy	Self-service printing and copying machines
	IT25 – Email, calendar and staff contacts	Access to email, calendar and university staff contact details

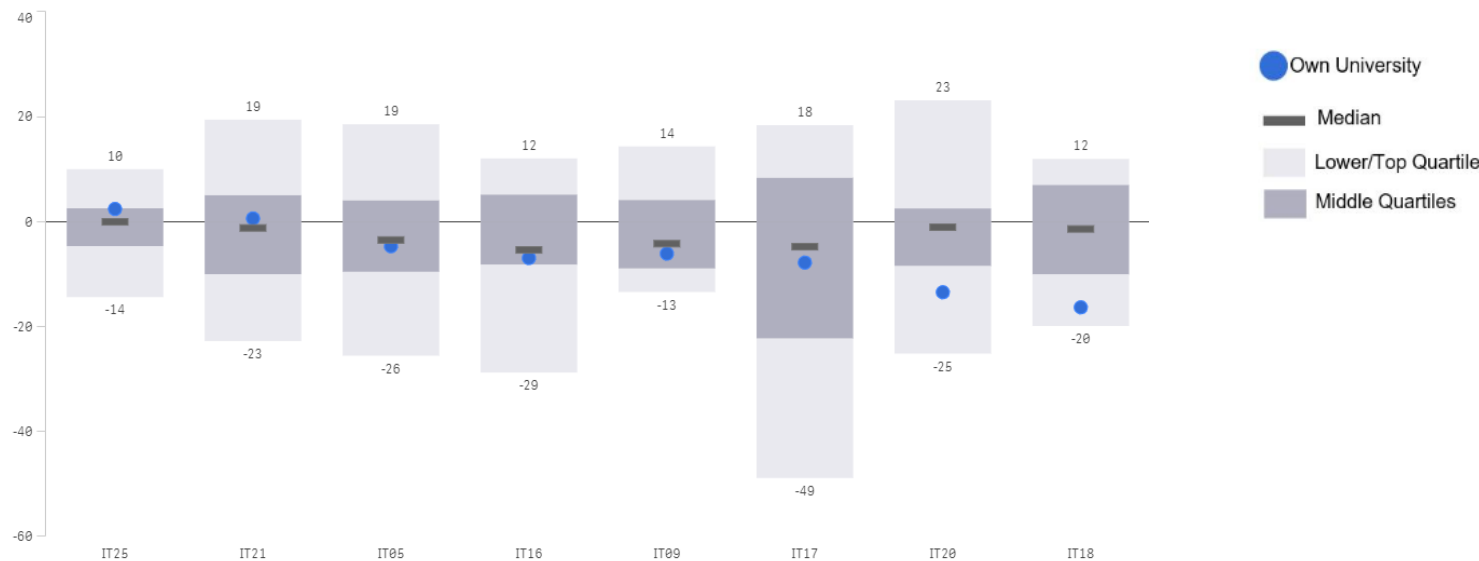
A full breakdown of services included in both parts of the Service Effectiveness Survey are available [here](#).



Service Effectiveness

Satisfaction by IT services vs UK Group

Many IT services are below the benchmark median for satisfaction, however IT25 (email, calendar and staff contacts) and IT21 (self-serve print and copy) are both above the benchmark median.



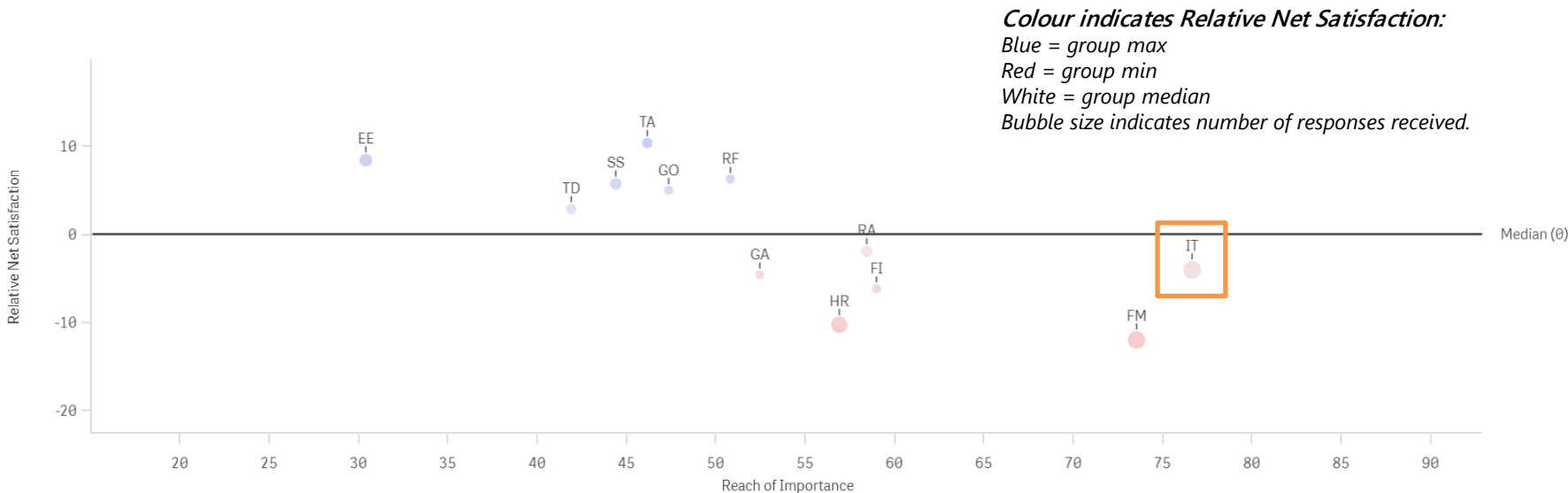
Relative net satisfaction by function 2017-2024. Ranges are for all UniForum regions.

The Service Summaries and Attributes Analysis section of this pack provides insights on areas of focus that would have the most impact on improving users' satisfaction

- IT25 Email, calendar and staff contacts**
Access to email, calendar and university staff contact details
- IT21 Self-serve print and copy**
Self-service printing and copying machines
- IT05 Network services**
Services on the network including data storage, printing and backups
- IT16 Workspace computing**
(including provision of laptops, desktops and printers)
- IT09 WiFi and internet**
Access to WiFi and internet on campus
- IT17 IT help desk**
Help on IT problems via service desks, site visits from technical staff and phone support
- IT20 AV and multi-media**
Audio-visual and multi-media technology in meeting and learning spaces (meeting rooms/lecture theatres)
- IT18 Authentication services**
Secure logins to the university's online services ('university authentication services')

Satisfaction vs importance by function (Imperial)

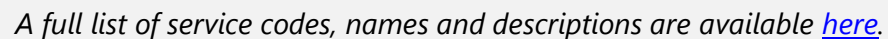
Information Technology is felt to have the highest reach of importance of all the functions. As a function, it is below the median for staff satisfaction.



Relative net satisfaction & % Very Important & Critical, 2023-2024

TA	Teaching Administration
EE	External Engagement
SS	Student Support and Services
GO	Governance and Institutional Management
RF	Research Facilities and Support
TD	Teaching Design, Development and Delivery
RA	Research Administration
IT	Information Technology
GA	General Administration
FI	Finance
HR	Human Resources
FM	Facilities Management

Within the IT function, the IT25 Email, Calendar and Staff Contacts service is felt to have a high reach of importance (in the very/critical category) and is the service staff are most satisfied with. Staff are least satisfied but place high importance on the IT18 Authentication Service.



Are there any insights to be drawn from the IT25 Email service that will help improve the lower IT satisfaction scores?



Staff satisfaction by area

Service satisfaction by area (Imperial)

Net Satisfaction (higher is better) by function and organisation unit, all services

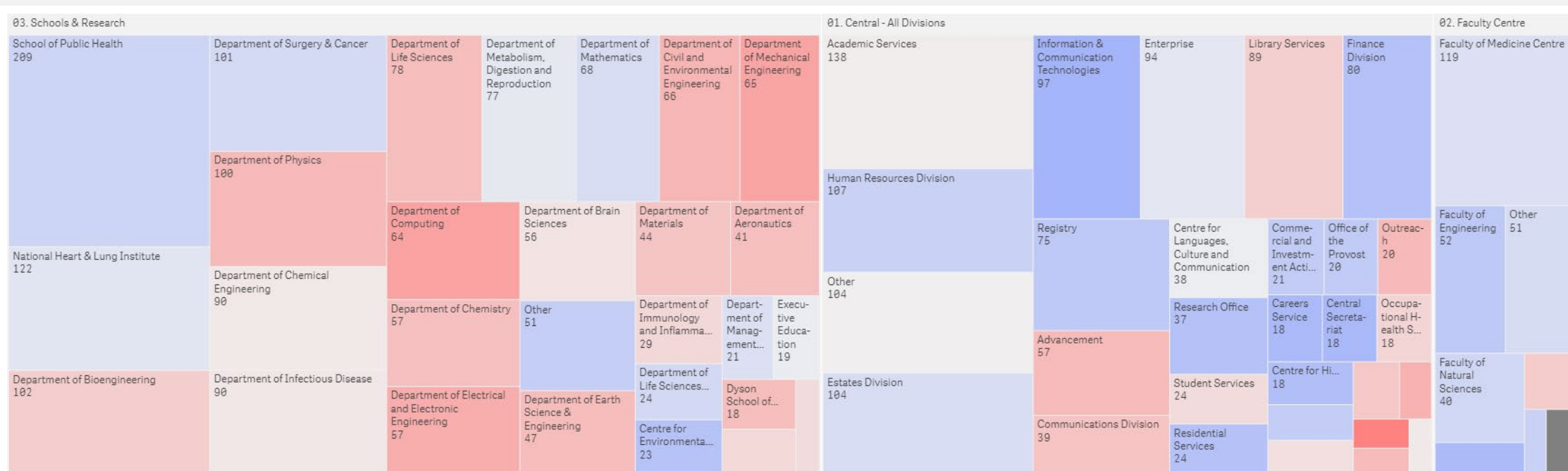
	Governance & Institutional Management	Human Resources	Finance	General Admin	Information Technology	Facilities Management	External Engagement	Student Support & Services	Library & Research Advisory Services	Teaching Admin	Teaching Design, Dev & Delivery	Research Admin	Research Facilities & Support
Central Units													
Academic Services	19	21	19	28	55	26	29	36	59	19	20	6	11
COO Team	41	21	45	46	66	42	22	31	33	27	25	32	27
President's Reports	31	37	14	35	53	36	23	13	49	13	17	27	13
Provost's Reports	26	10	27	38	56	29	16	28	62	20	21	24	26
Faculty Centre													
Business School	20	13	6	30	59	39	18	27	51	48	36	29	33
Engineering	44	29	15	26	68	53	39	23	32	29	2	40	21
Medicine	36	12	34	7	59	36	30	27	51	40	27	32	29
Natural Sciences	12	13	13	22	62	30	16	31	79	50	28	43	10
Schools & Research													
Business School	8	-27	-33	-6	62	47	-17	11	56	30	-3	6	4
Engineering	14	4	7	11	35	0	5	16	58	18	-1	8	18
Medicine	41	2	14	21	58	27	15	32	68	30	29	10	21
Natural Sciences	17	7	14	21	44	30	9	23	70	25	11	26	26

Staff net satisfaction across Imperial for the IT function is relatively consistent and high.

Colour indicates Relative Net Satisfaction:
Blue = group max
Red = group min
White = group median

IT services satisfaction (and response count) by organisational area (Imperial)

There is a mix of dis/satisfaction across academic and central departments for IT services. Satisfaction is highest across central departments and faculty centres compared with academic department satisfaction levels.



Colour indicates Relative Net Satisfaction:
 Blue = group max
 Red = group min
 White = group median

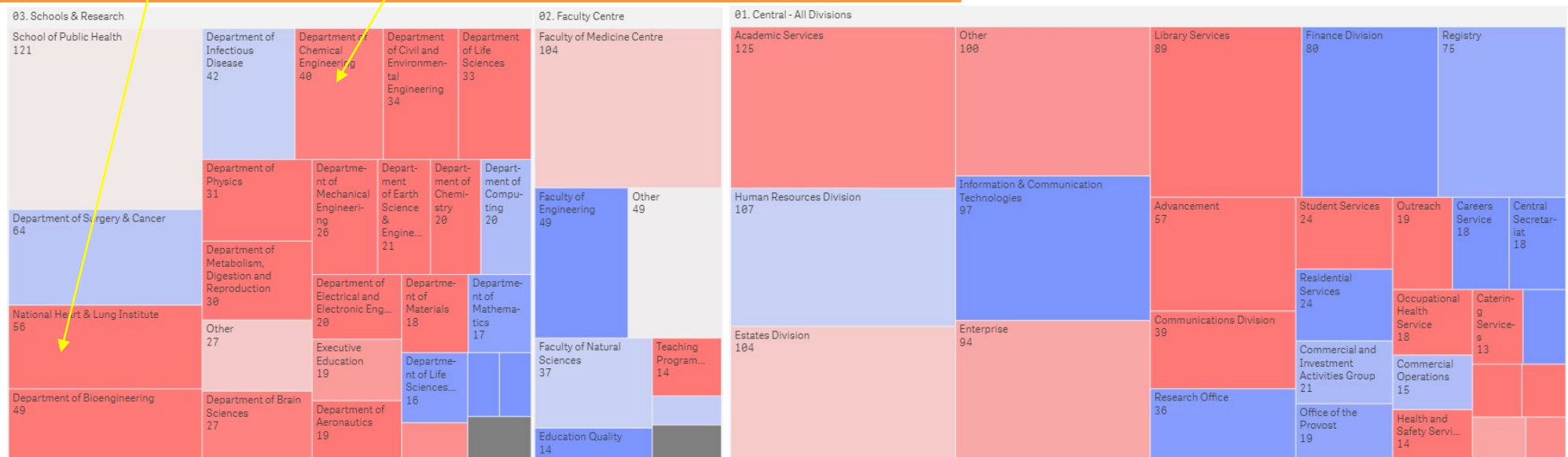
Academic vs professional satisfaction (and response count) by organisational area (Imperial): IT services

Academic



Why does academic staff satisfaction differ considerably from professional staff satisfaction in the same area?

Professional





Service summaries and attributes analysis

Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
 *Where respondents are <5 the org level is aggregated

IT05 Network services summary

Staff satisfaction with the network services varies across departments, both centrally and in academic departments but with more satisfaction shown across central departments. Dis-satisfaction in the departments of Mech Eng, Civil, EEE and ESE might be investigated for a common underlying cause.

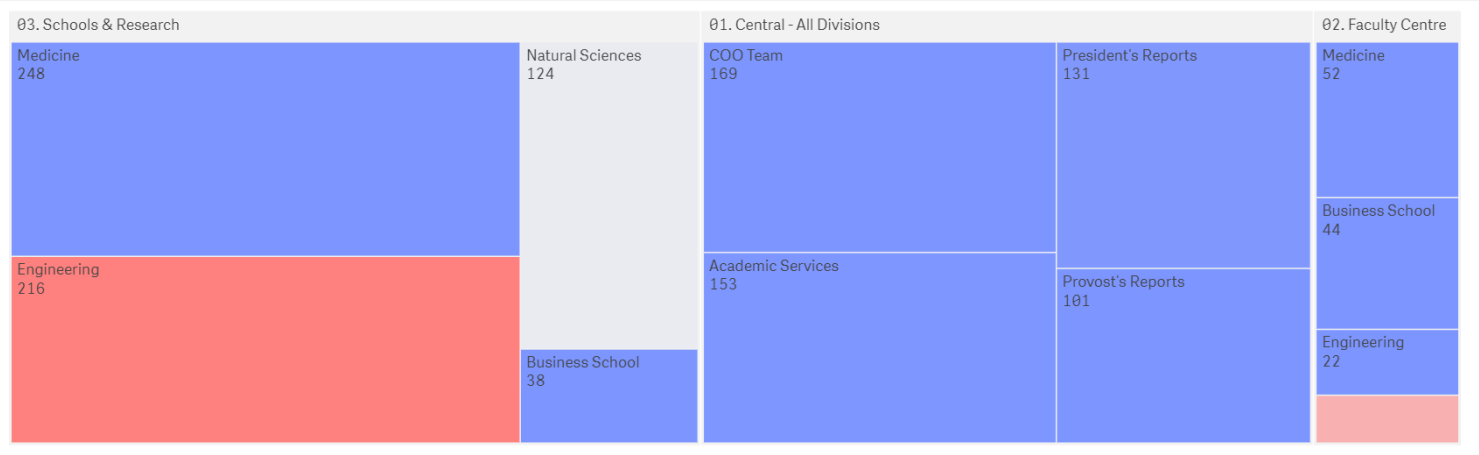


Why are staff within Surgery & Cancer much more satisfied with the service than those within Mech Eng?

IT17 IT help desk service summary

Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
**Where respondents are <5 the org level is aggregated*

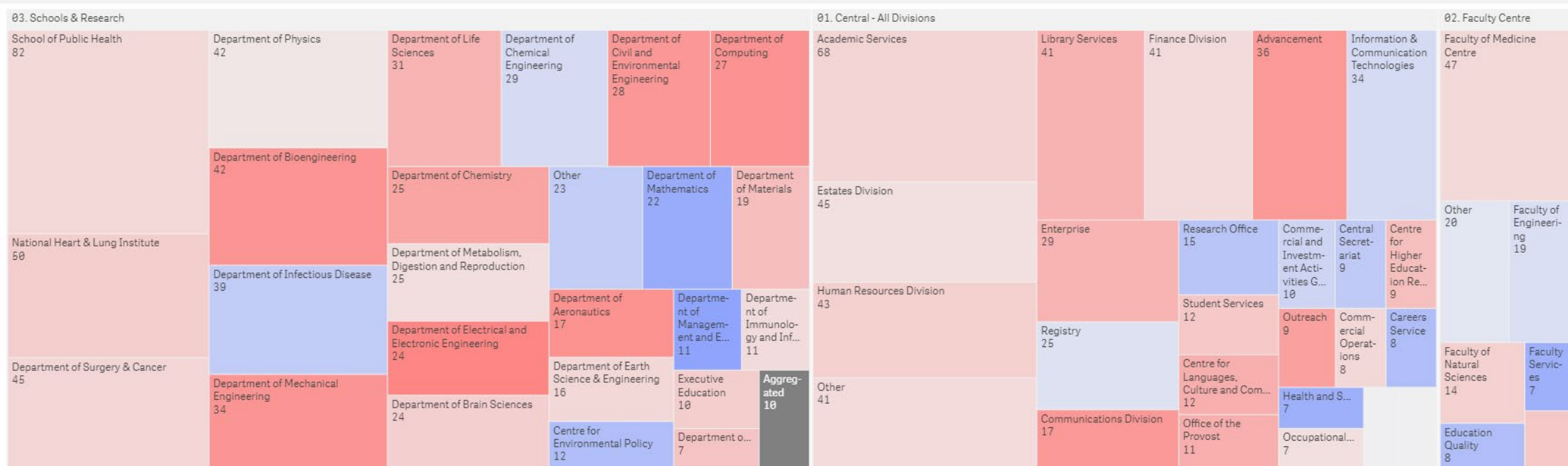
Staff within central departments appear to be more satisfied with the IT help desk service than those in academic departments. The Departments of Mechanical Engineering and Aeronautics are particularly dissatisfied with the service, with satisfaction high in Surgery & Cancer.



Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
*Where respondents are <5 the org level is aggregated

IT20 AV and multi-media service summary

There is dissatisfaction with the AV and multi-media service across Imperial, however the pockets of higher satisfaction levels across both central and academic departments may offer insights for improvements.



What insights can we learn from the areas where staff are more satisfied with the service?

Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
 *Where respondents are <5 the org level is aggregated

IT21 Self-serve print and copy service summary

Staff satisfaction with the self-serve print and copy service is generally positive within central departments. Academic department dissatisfaction with the service is much higher.

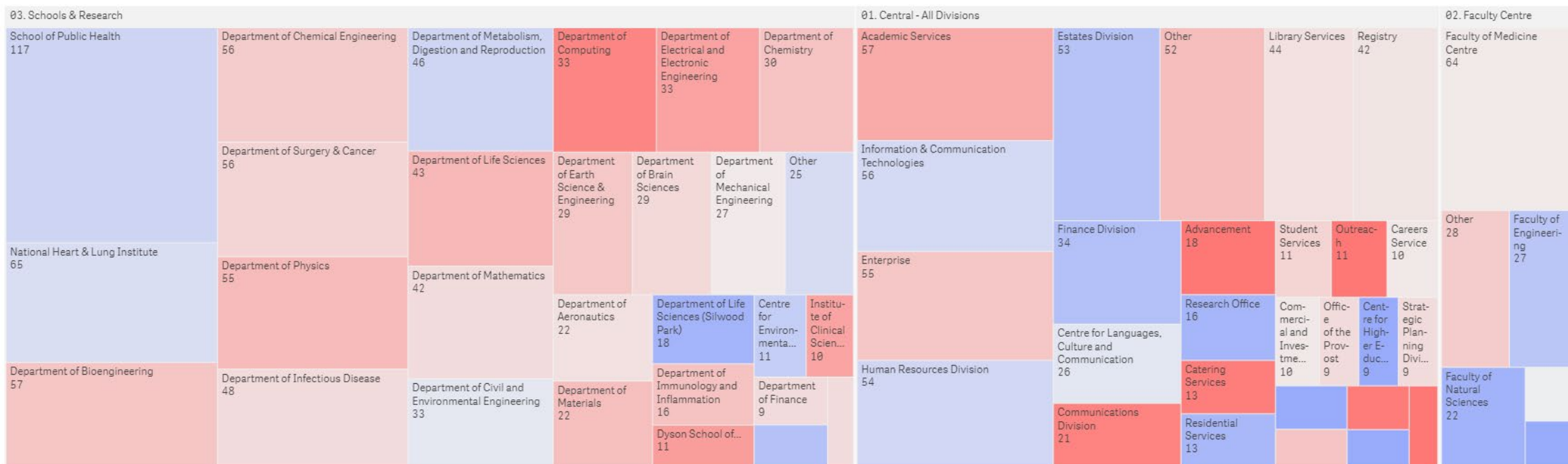


Why is the experience in the National Heart & Lung Institute so different to within the Departments of Physics and Mechanical Engineering?

Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
 *Where respondents are <5 the org level is aggregated

IT09 WiFi and internet service summary

Staff satisfaction with the WiFi and internet service varies across departments, both centrally and in academic departments. Within central departments particularly there are polar opposite dis/satisfaction ratings.



Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
 *Where respondents are <5 the org level is aggregated

IT16 Workspace computing service summary

Staff satisfaction is higher across central departments, however there are pockets of high satisfaction within academic departments, such as the Centre for Environmental Policy and the School of Public Health.



Are there any insights we can take from the areas with higher satisfaction levels to help improve the lower satisfaction level areas?

Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
*Where respondents are <5 the org level is aggregated

IT18 Authentication services summary

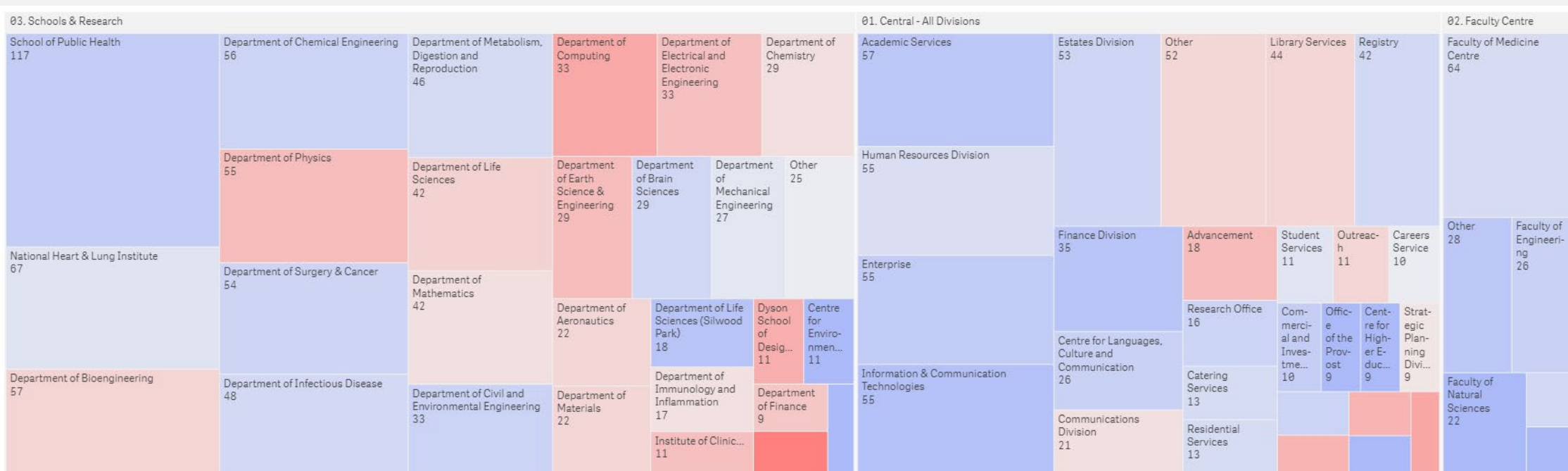
Staff show dis-satisfaction levels across both central and academic departments with the authentication service. There are, however, pockets of satisfaction, such as in the School of Public Health, the Finance Division and the Research Office.



Net Satisfaction (blue = group max, Red = group min, White = group median) and response count by organisational unit
 *Where respondents are <5 the org level is aggregated

IT25 Email, calendar and staff contacts service summary

Staff across central departments and faculty administrations are satisfied with the email, calendar and staff contacts service. There is mixed dis/satisfaction across academic departments.



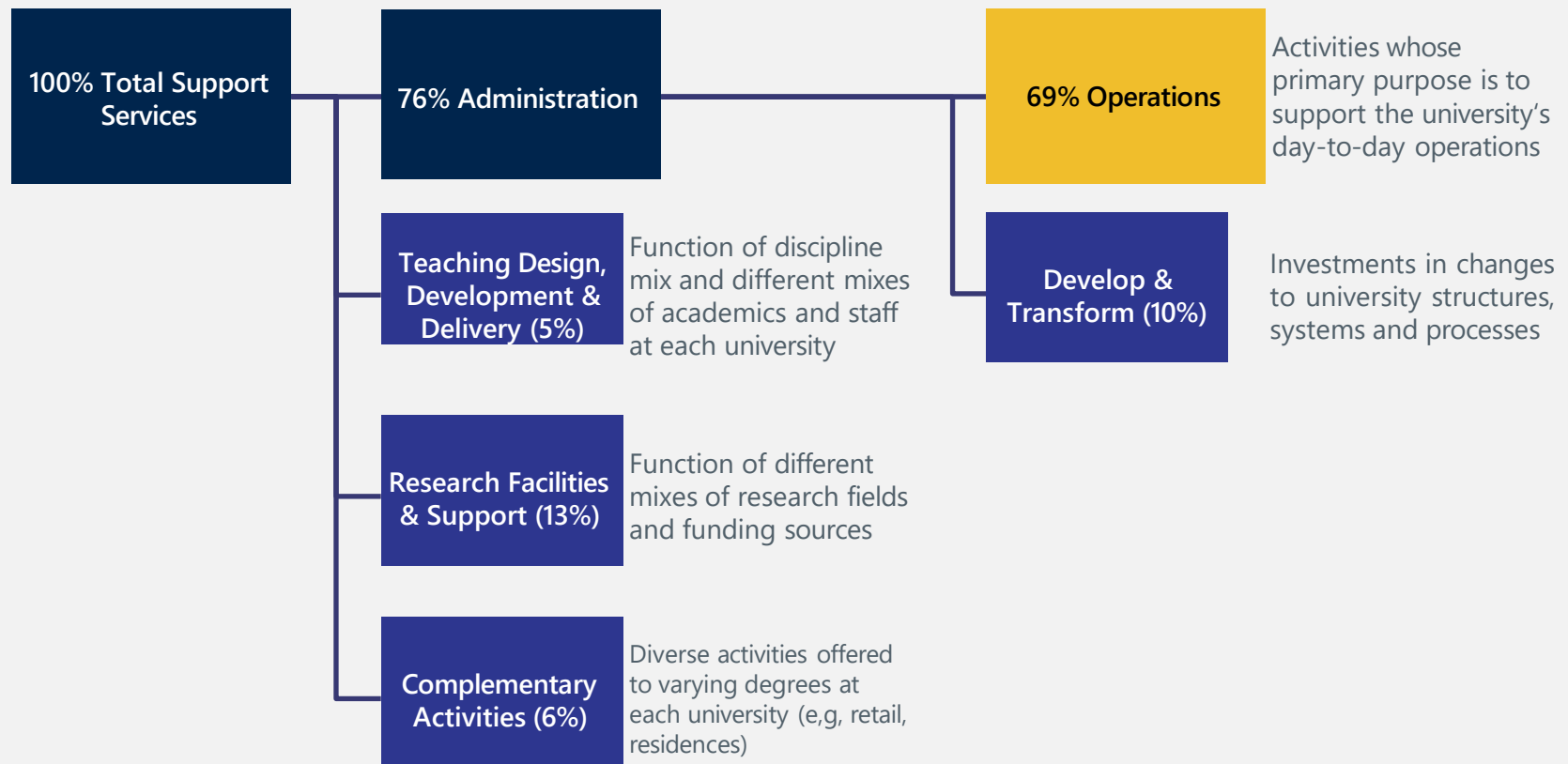
What can we learn from those areas with high satisfaction levels to help improve the areas with lower satisfaction levels?



Appendices

- Professional services hierarchy
- Glossary
- Full service descriptions
- Normalisation process
- Responsible internal use

Professional services hierarchy



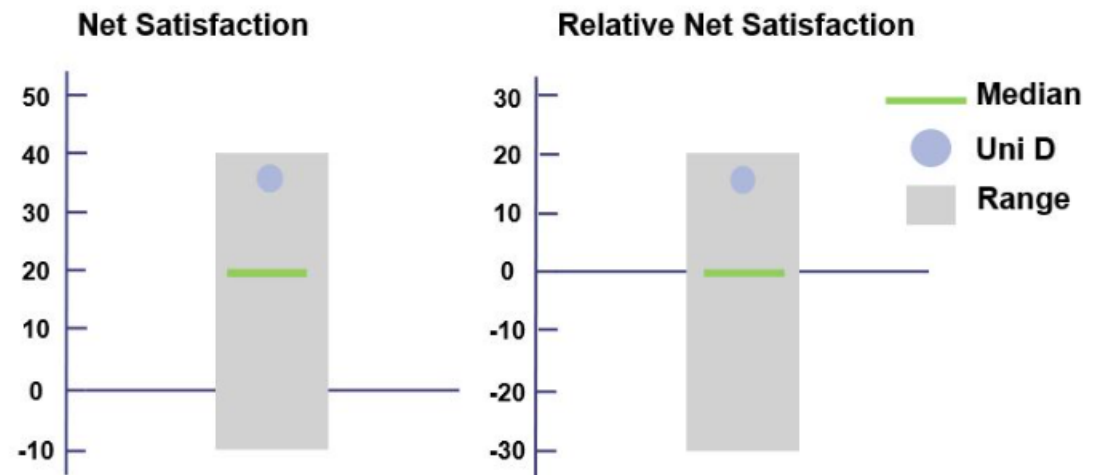
Glossary – Net satisfaction

Description	Indicates to what extent users of a service are satisfied with the level of service they are receiving. Also referred to as an Effectiveness Score in briefings																			
Survey Question	How satisfied are you with the performance of this service? <i>Possible answers: Very Satisfied, Satisfied, Neither Satisfied nor Dissatisfied, Dissatisfied, Very Dissatisfied</i>																			
Calculation	Net Satisfaction = $\frac{\text{Count of 'Satisfied' + 'Very Satisfied'}}{\text{Total responses}} - \frac{\text{Count of 'Dissatisfied' + 'Very Dissatisfied'}}{\text{Total responses}} \times 100$																			
Example	<table><tr><td></td><td>Very Dissatisfied</td><td>Dissatisfied</td><td>Neither Satisfied nor Dissatisfied</td><td>Satisfied</td><td>Very Satisfied</td><td>Total Responses</td></tr><tr><td>Service A</td><td>21</td><td>74</td><td>76</td><td>84</td><td>25</td><td>280</td></tr></table>							Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total Responses	Service A	21	74	76	84	25	280
		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total Responses													
	Service A	21	74	76	84	25	280													
Net Satisfaction = $\frac{(84 + 25)}{280} - \frac{(74 + 21)}{280} \times 100 = +5$																				

Glossary – Absolute and relative measures

- The Absolute measure is the actual score the university received for a measure of effectiveness, without adjustment. Absolute scores are useful when looking at the same selection of services across different institutions. Absolute scores range from -100 to 100 for Net Satisfaction and Net Experience, and from 0-100 for Awareness and Importance
- The Relative measure is the absolute score minus the median score for the group. Relative scores are useful when comparing the effectiveness of different services to each other and to the median.
- Because some services perform better than others across the entire group, there will be services that have high Net Satisfaction or Experience scores on an absolute basis, but are in fact low compared to the group
- In the following example:
 - Median result (Uni C) = 20
 - Using Uni D as an 'own university' example:
 - Net Satisfaction = 35
 - Relative Net Satisfaction = $35 - 20 = +15$

	Uni A	Uni B	Uni C	Uni D	Uni E
Net Satisfaction	-10	5	20	35	40
Relative Net Satisfaction	-30	-15	0	+15	+20



Full service descriptions

Function	Survey Part	Service Name	Service Description
010. Governance & Institutional Management	Part 2 (current)	GO03 Staff performance mgmt	Support for managing the performance and development of my staff - GO03
		GO07 Workplace health & safety	Support for managing my workplace health and safety responsibilities - GO07
		GO09 Management Reporting	Management data and reports relevant to my role - GO09
020. Human Resources	Part 1	HR01 Payroll and Benefits	Support to manage pay, super and other benefits arrangements for me and/or my staff - HR01
		HR06 Staff recruiting	Support for recruiting, reappointing and/or redeploying staff - HR06
		HR07 Staff advice	The process and systems to manage staff non-performance and grievance claims are well defined and effective - HR07
	Part 2 (current)	HR03 Staff Professional Development	Training and professional development needs for me or my staff - HR03
		HR05 IR Management	support in dealing with industrial relations / labour relations matters and / or staff employment issues - HR05
030. Finance	Part 1	FI02 Financial accounts	Support to manage financial accounts, including monthly and annual financial reports (excl. research project accounts) - FI02
		FI03 Research accounts	Support to manage research project accounts, including monthly and annual financial reports - FI03
		FI04 Preferred supplier access	Access to university-preferred suppliers for my purchases (including support for tendering for major equipment or services, but excluding raising and approving purchase orders and making payments to suppliers) - FI04
		FI05 Payments to suppliers	The ability to pay for my purchases - FI05
		FI06 Billing	Billing to clients and grant providers - FI06
		FI08/11 Budgeting	Support to prepare and use financial budgets - FI08, FI11
040. General Administration	Part 1	GA02 The means to buy	The means to purchase materials and services needed for my day-to-day work (including raising and / or approving purchase orders but excluding support for tendering processes and payments to suppliers) - GA02
		GA03 Travel Administration	Travel management including planning, booking, approval and payment for hotels, flights and other transport - GA03
		GA04 Credit card & expenses	The means to manage my university-issued credit card and/or get reimbursed for expenses I have incurred - GA04
050. Information Technology	Part 1	IT05 Network services	Services on the network including data storage, printing and backups - IT05
		IT17 IT help desk	Help on IT problems via service desks, site visits from technical staff and phone support - IT17
		IT20 AV & multi media	Audio-visual and multi-media technology in meeting and learning spaces (meeting rooms / lecture theatres) - IT20
		IT21 Self-serve print & copy	Self-service printing and copying machines - IT21
	Part 2 (current)	IT09 Wifi & Internet	Access to WiFi and internet on campus - IT09
		IT16 Workspace Computing	Workspace computing (including provision of laptops, desktops and printers) - IT16
		IT18 Authentication Services	Secure logins to the university's on-line services ('university authentication services') - IT18
		IT25 Email, Calendar and Staff Contacts	Access to email, calendar and university staff contact details - IT25
060. Facilities Management	Part 1	FM01 Cleaning	Clean offices, facilities (labs, sports, etc.), buildings and grounds - FM01
		FM03 Facilities mgmt	Access to removalists, ID cards, security passes; raising requests for maintenance work to be done - FM03
	Part 2 (current)	FM15 Fully functional building spaces	A fully functional workplace (furnishings, plumbing, electrical, aircon, lifts and other building services) - FM15

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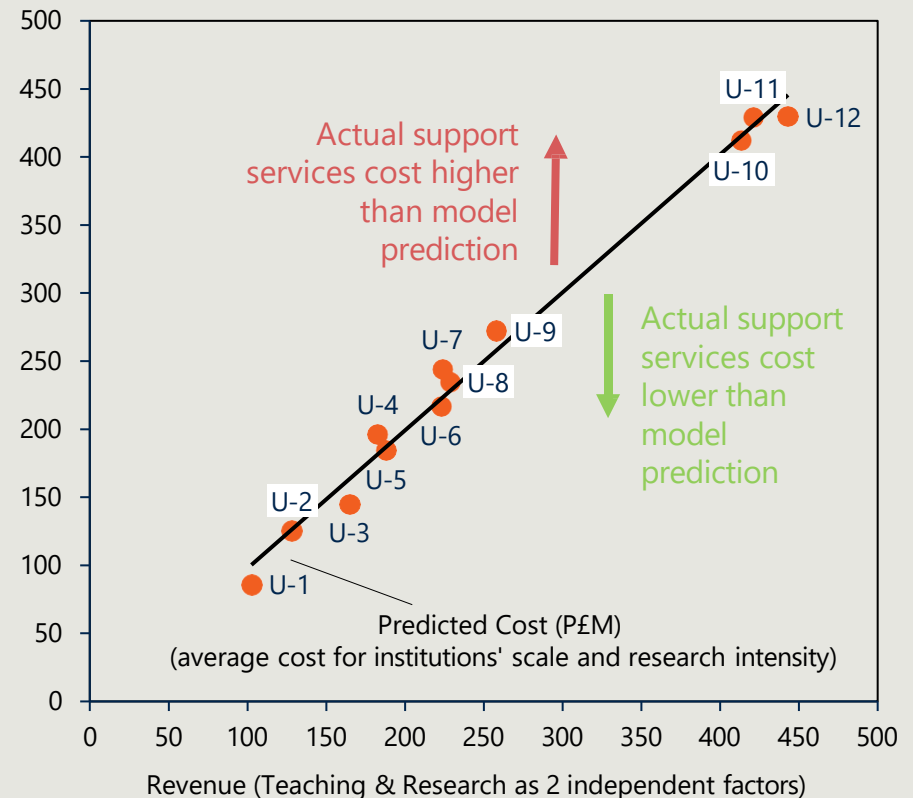
Function	Survey Part	Service Name	Service Description
070. External Engagement	Part 1	EE06 Mkting material & media access	Support for developing and managing marketing material and accessing media coverage for my unit - EE06
		EE13 Public-facing websites	Support for establishing and maintaining my unit's public-facing websites - EE13
		EE18/24/25 Dom Stu Recruiting	Support for recruiting domestic undergraduate and postgraduate students (including organising recruitment events) - EE18, EE24, EE25 (Previous: EE19)
		EE20 Dom Stu Mkting	Support for marketing to all domestic students - EE20
		EE21/23/26/27 International Stu Mkting & Recruiting	Support for marketing to, and for recruiting, all international students - EE21, EE23, EE26, EE27 (Previous: EE22)
	Part 2 (current)	EE05 Conducting Mkt Research	Market research in support of my or my unit's marketing projects - EE05
		EE07 Content & copy for publications	Content and copy for publications - EE07
		EE11 Alumni relationship mgmt	Development and maintenance of relationships with student groups or associations, alumni and former employees - EE11
080. Student Support & Services	Part 1	SS03 PGR/GRP admissions & enrolments	Support for admitting & enrolling postgraduate research students, monitoring enrolments and processing variations - SS03
		SS05 Assessments & exams	Support for the management of exams and assessments and special considerations processes - SS05
		SS06 PGR/GRP Stu progress	Support for monitoring postgraduate research candidature, including research progress, thesis submission and examination - SS06
		SS07 Stu Discipline	Support for managing student discipline and grievances - SS07
	Part 2 (current)	SS13 Student Counselling	Counselling for students - SS13
		SS14 Student Career support	Career support for students - SS14
		SS17 Student Experience Programs	Student support programs aimed at improving the student experience at university - SS17A
		SS20 UG Admissions	Admissions planning support for undergraduate students - SS20
		SS21 PGT/GCP Admissions	Admissions planning support for postgraduate taught students - SS21
		SS22 UG Enrolment & Credit Transfers	Advice and support for unit enrolment and credit transfers for undergraduate students - SS22
		SS23 PGT/GCP Enrolment & Credit Transfers	Advice and support for unit enrolment and credit transfers for postgraduate taught students - SS23
		SS28 International Stu. & Exchange Programs	Support for programs specifically for international or exchange students - SS28
		SSEM Student Enquiry mgmt	Support for answering student enquiries - SSEM
100. Teaching Administration	Part 1	TA07 Acad. Programs	Support to develop and maintain academic program support materials (includes calendar, academic rules documentation, handbooks etc) - TA07
	Part 2 (current)	TA01 Timetabling	Support for timetabling and room allocation for teaching commitments - TA01
		TA06 Internships, Plcemnts & Field trips	Support for organising and administering student internships, placements and field trips - TA06
110. Teaching Design, Development & Delivery	Part 1	TD08 Course Development	Support to develop new academic proposals and review existing courses / units - TD08
		TD17 Teach. Capability Enhance.	Support to enhance teaching capabilities (including use of teaching technologies) - TD17 (Previous: TD05)
	Part 2 (current)	TD09 Learning Design & Development	Access to learning designers and developers to support my course development needs - TD09
		TD15 Learning environments	The means to setup and manage learning environments for my courses - TD15
		TD16A Course Evaluation	Support for collecting and reporting on course evaluation data - TD16A
		TD16B Learning analytics	Support and analytics for monitoring student progress - TD16B
120. Research Administration	Part 1	RA01/02 Pre-award Res. grant support	Support to apply for and secure grants from competitive granting bodies and for contract research - RA01&RA02
		RA03 Research integrity & ethics	Support to comply with research integrity and ethics requirements - RA03
		RA04/11 Post-awd res. grant reporting & compliance	Support to manage my research grant commitments (including reporting/compliance) - RA04, RA11
		RA10/12 Research Commercial.	Support for the commercialisation of research and legal support for research agreements - RA10/12
	Part 2 (current)	RA08/13 Research portfolio information	Support for managing my or my unit's research portfolio information (e.g. publications, non-financial information relating to grants, research impact measures, etc) - RA08/13
130. Research Facilities & Support	Part 1	RF11 Shared Res. tech facil	Access to shared major equipment and facilities to support my research - RF11
	Part 2 (current)	RF12 Research workshop facilities	Access to technical services (e.g. glassblowing, electronics, machine shops) to support my research needs - RF12

NousCubane's proprietary benchmarking models enable universities of different scales and research intensities to be compared

- UniForum's normalisation methodology compares each university's level of resource (operations, function, sub-function, and activity) to what the 'Reference Model' predicts using the university's teaching and research revenues
- Reference models are multiple linear regression models that predict support services costs or capacity using teaching and research revenues as the independent variables
- By using Teaching and Research revenue as independent measures of activity, the normalised value takes into account each university's scale and research intensity (i.e. scale of research relative to the aggregate teaching and research scale of the university)
- A normalised cost (or capacity) of 110 means cost (or capacity) is 10% higher than the 'average' for the group at that teaching and research scale
- **High values are not necessarily bad** – this can be intentional investment and simply indicates the university is spending relatively more than is typical

Model Fit: Operations Cost Global UniForum Group

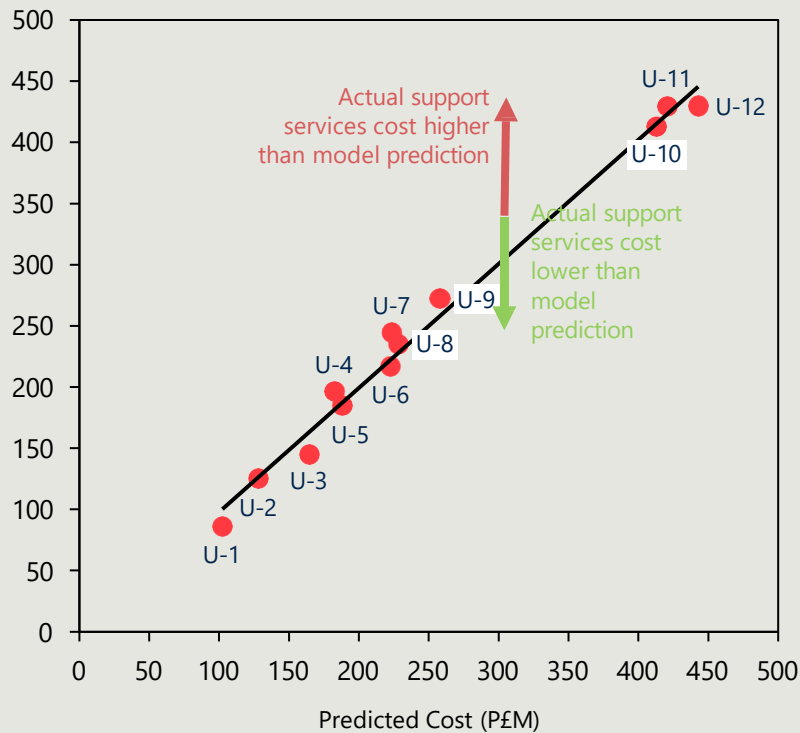
Actual Operations cost (P\$M)



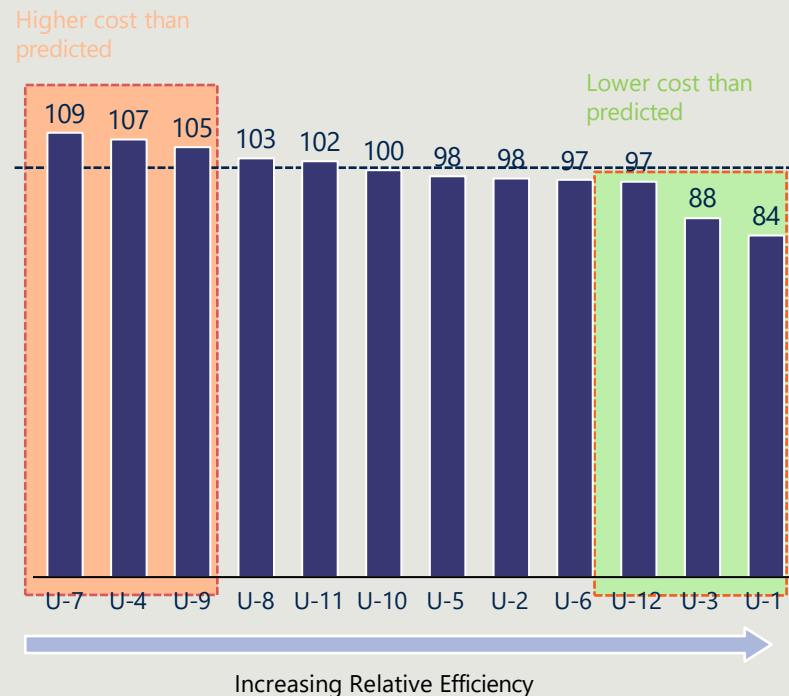
UniForum reports will present results as Actual Costs as a % of Predicted Costs (chart on the right) as Normalised Cost

NORMALISED RESULTS OUTPUT

Support Services Cost Model Fit
Actual Cost (P£M)



Normalised Cost Results
Actual Cost as % of Predicted Cost



HYPOTHETICAL
EXAMPLE

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Third parties for external projects

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Third parties for internal projects

External parties beyond NousCubane may only be given UniForum Reports and NousCubane intellectual property, or access to the same, where this is to support the Institution with specific services for internal projects subject to explicit, advance written consent from NousCubane and where the external party acknowledges and agrees that the UniForum Reports will be used in accordance with these Responsible Internal Use conditions and all UniForum data and reports will be deleted from the external party's systems at the conclusion of the initiative for which NousCubane consent was sought. Comparative data for other Institutions should be provided only where essential to the project and only if provided in a way that ensures that other Institutions cannot be identified. For example, replace UniForum university codes with deidentified labels or use group metrics only.

UNIVERSITY-ONLY DATA SHARING

University-only data sharing

The Institution can use the information and data it has provided to UniForum (University collected data) for any purposes it sees fit. This does not include UniForum transformed data obtained by the Institution from the UniForum Data Reports which the Institution acknowledges is the intellectual property of NousCubane.

GENERAL CONDITIONS

Freedom of Information restrictions

For the avoidance of doubt, the Institution agrees that UniForum Reports, including UniForum Presentation Reports, UniForum Data Reports, Institution Presentation Reports and Institution Data Reports contain confidential information from other Institutions and may be subject to protection under the freedom of information legislation or regulations (FOIA or similar) applicable in the Institution's legal jurisdiction.