

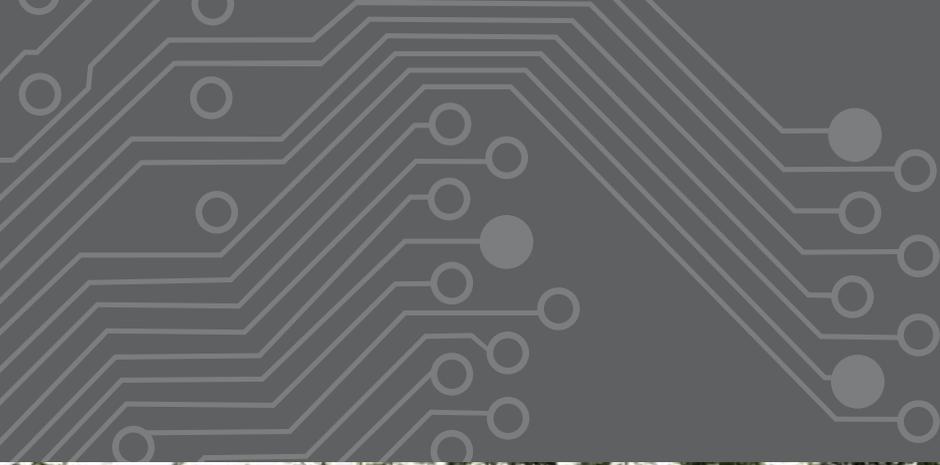
**It's all about the connections.**

**University Systems Strategic Plan 2010**

People, process, organization, and technology



University  
of Victoria



## University Systems Strategic Plan 2010

Produced by University Systems - January 2010

We will be the best information system organization in the entire Canadian university system.

This document was initiated by University Systems and was developed collaboratively with significant contributions from people throughout the UVic community.

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# INTRODUCTION

## Background

Over the past several years we have witnessed continuous growth in the use of information systems in higher education. These systems permeate every aspect of university life. Research, learning, teaching, and administration all expect and demand technology support. Every member of the campus community, from potential student applicants to tenured faculty to operating staff, is impacted in a multitude of ways. There are continuous changes to these systems and the value we derive from them is only limited by the scope of our imagination.

Because there is such broad opportunity with deep impact we need to identify our planned direction for use of information systems. As we embark on an increasingly technology-dependent future, our success depends on planning for the changes. We are fortunate at UVic to have a history of successful planning for information systems. In 1998-1999 a five year I.T. Strategic Plan was written for the University. This plan has served us well and it is time to build upon this vision and develop an updated strategic plan for centralized information systems at UVic.

The framework for this document begins in the Vision for the Future where information systems support is identified in several places throughout the plan. The University Systems plan intends to align information systems priorities with the priorities of the University. Ultimately we hope to ensure students, faculty, staff, and alumni have the systems they need to thrive in a technology-rich future.

## Preamble

This document defines the future direction of the University Systems department over the next three to five years. As a strategic plan, it includes overarching vision, mission, and values statements for the department. To set the context and scope for the plan we define an organization mandate that outlines strategic choices for investing financial assets and human resources. Within that mandate we define 7 goals for information systems as well as supporting objectives for each of these goals. The final section of the document links this plan to the Vision for the Future.

## Purpose

The University of Victoria information systems strategic plan exists for the following reasons:

- To share with the University community the long terms plans for information systems,
- To create a common understanding of the future of information systems across campus,
- To create a dialog across campus about the relative merits of these choices, and
- To provide a forum for continuously updating our directions to meet the changing needs of the University.

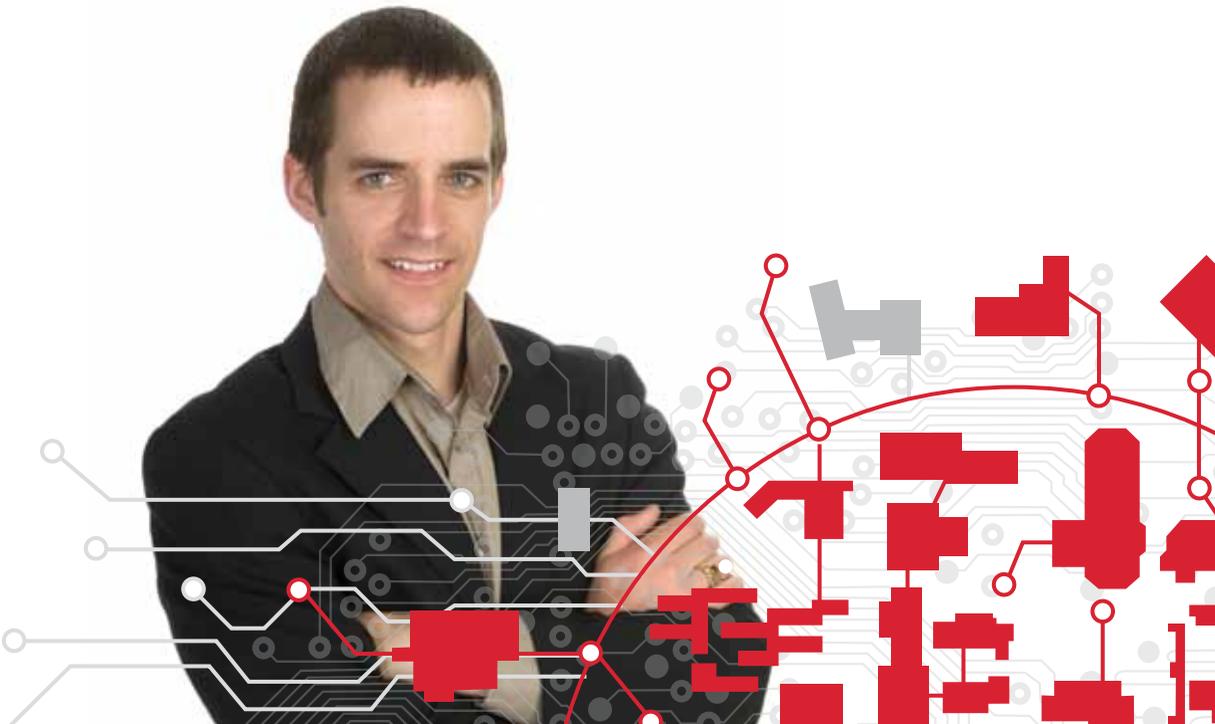
This document will be formally reviewed each year by the Information Systems Steering Council (ISSC) and University Systems leadership to ensure continuing relevance to the mission of the University.



## Scope

There are unique opportunities with central information systems organizations in a university environment. The most interesting opportunity is how to define the scope of the group. For many different reasons, organizations across campus are not compelled to use the services provided by University Systems. Some groups use University Systems services exclusively, other groups use these services on a selective basis, and others use none of these services. Because of this variety, defining the role of a centralized information systems provider is challenging.

University Systems views this situation as an open-market competitive environment. With many clients free to choose from external and internal information systems providers we must be the best possible service provider available in this marketplace. In areas where we believe it would be to our clients' advantage to use a centralized system we will strive to provide the best products and service possible. Our approach to attracting new customers is to use a pull rather than a push strategy. With new information systems implementations we encourage clients across campus to use our services because they want to, not because they have to.



## Vision

We will be the best university information systems organization in Canada.

## Mission

- The university's core missions of teaching, learning, and research are supported by dynamic, agile, and dependable information systems.
- People, process, organization, and technology are blended together to deliver information systems and services.
- Quantitative and qualitative benefits are compared against costs and risks to make strategic choices for new information systems.
- Strategic integration of information systems will deliver products and services in understandable ways.



## Values

These values guide University Systems decision-making on all levels. They shape our behavior towards our clients and to ourselves.

- **Collaborative** We value collaboration and work closely with all of our stakeholders.
- **Green** We enthusiastically embrace sustainability as a means of improving our planet.
- **Listen** University Systems listens carefully to its clients and responds to their needs.
- **Reliable** Everything University Systems does is 100% reliable.
- **Respected** We have a deep respect for our clients; and reciprocally, we are respected by everyone across campus for our service and expertise.
- **Integral** University Systems is part of everything at the University and we are a unified team of people dedicated to UVic's mission and strategic plan.
- **Innovative** Leadership in information systems innovation is driven by creativity in University Systems.
- **Productive** We keep our promises for all services and every project and provide exceptional value to our clients.
- **Improve** We value continuous development and improvement of our staff.



## Mandate

The table below represents the desired scope of service delivery for all stakeholders.

<b>FOR THESE FUNCTIONS</b>	<b>UNIVERSITY SYSTEMS WILL</b>
Operational support	Provide help, technical support, and infrastructure operations for any information system product or service delivered by University Systems.
New systems development	Implement and manage information systems where data is shared beyond functional unit boundaries. Implement and manage information systems where data is not shared beyond functional unit boundaries and centralized services can add value.
Architecture	Develop a comprehensive information systems architecture to help the University understand how all our systems work together and how they will evolve over time.
Project management	Provide project management support that ensures governance needs for fit, utility, and balance are met for all projects we participate in. Provide project management support for priority projects across campus that request help.
Security, privacy, & identity	Create and implement policies and procedures for information systems security, privacy, and identity management for systems owned by University Systems and any systems connected with centralized systems.
Standard services	Deliver information system services in a consistent and understandable manner to our clients.
Process improvement	Support the continuous improvement of operational processes across campus.
Leadership	Lead information systems initiatives through facilitation and collaboration with all stakeholders
Open market	Attract clients to our information systems by delivering the best possible products and services to UVic stakeholders.
“Information Systems” not “Information Technology”	Deliver information systems that are complete solutions managed through a successful merging of people, process, organization, and technology.
Best & brightest people	Recruit and retain the best information systems staff and continuously grow them to be the best and brightest in the industry.
Systems governance	Manage the governance process for all information systems we participate in, no matter what our level of involvement.
Strategic planning	Guide the development of strategic planning for campus information systems.

# GOALS AND OBJECTIVES

This section of the document identifies the strategic intent of UVic Information Systems. Each goal is achievable through a series of objectives. The goals reflect our long term strategic choices and the objectives articulate how we expect to implement the goals. The time frame for these goals and objectives is the next three to five years.

Our core goals reflect our primary service points to the University of Victoria. These areas include:

- 1 Client service
- 2 Support Services
- 3 Web services
- 4 Research systems
- 5 Learning and Teaching systems
- 6 Infrastructure
- 7 Organization

# CLIENT SERVICE

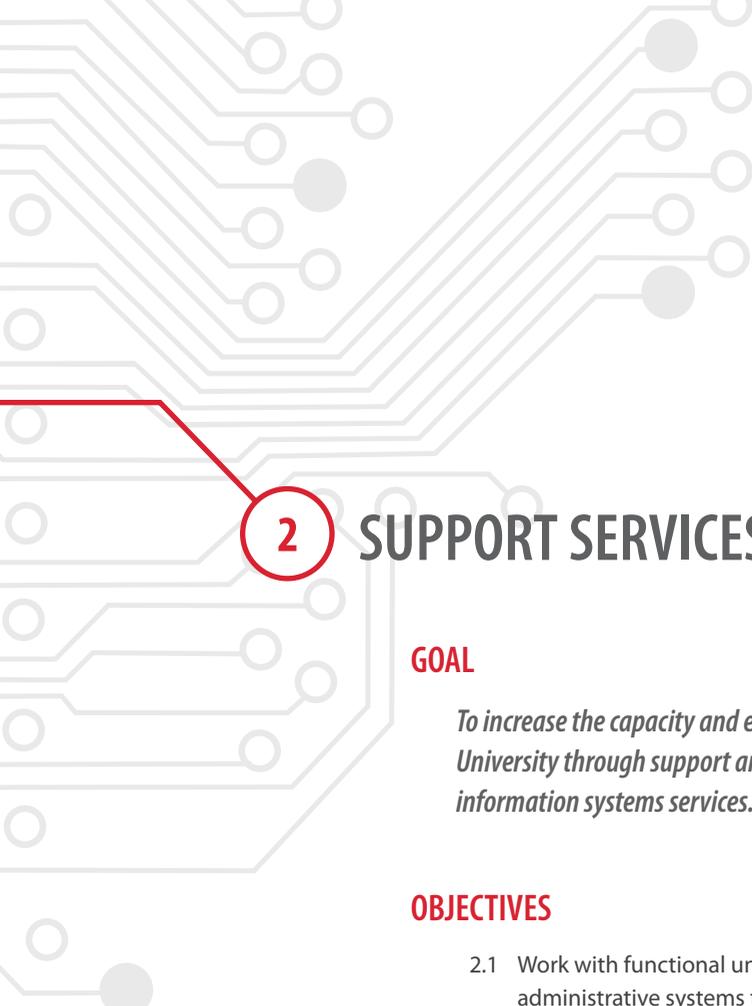
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## Goal

*To continuously improve client services delivered by University Systems.*

## Objectives

- 1.1 Use the client account management role to collaboratively work with our clients to be innovative in the creation of new processes.
- 1.2 Leverage the help desk as a single point of initial contact, where feasible, for University Systems services.
- 1.3 Build and nurture relationships with administrative, academic, and research units across campus.
- 1.4 Measure our progress through client-focused metrics and build processes to analyze and respond to issues.
- 1.5 Develop improved reporting to campus that provides greater breadth and insight into our performance.
- 1.6 Enhance the service catalog that articulates the services we provide to our clients and how these services can be accessed.
- 1.7 Create more consistent, supportable, and sustainable information systems across campus.



## 2

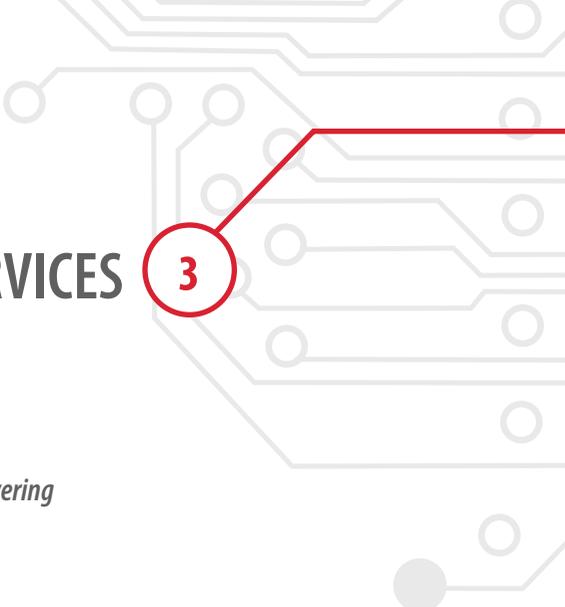
# SUPPORT SERVICES

### GOAL

*To increase the capacity and efficiency of the University through support and administrative information systems services.*

### OBJECTIVES

- 2.1 Work with functional units to set priorities and to deliver administrative systems that realize cost savings, expand capability and capacity, and improve efficiency.
- 2.2 Recommend standard personal computing tools and provide institution-wide processes to simplify their acquisition, deployment, and support.
- 2.3 Rationalize information systems service offerings in consultation with clients to lower costs and eliminate redundancy.
- 2.4 Pursue institution-wide software licensing models to lower costs for the University.
- 2.5 Encourage the University community to leverage central information services to increase sustainability.



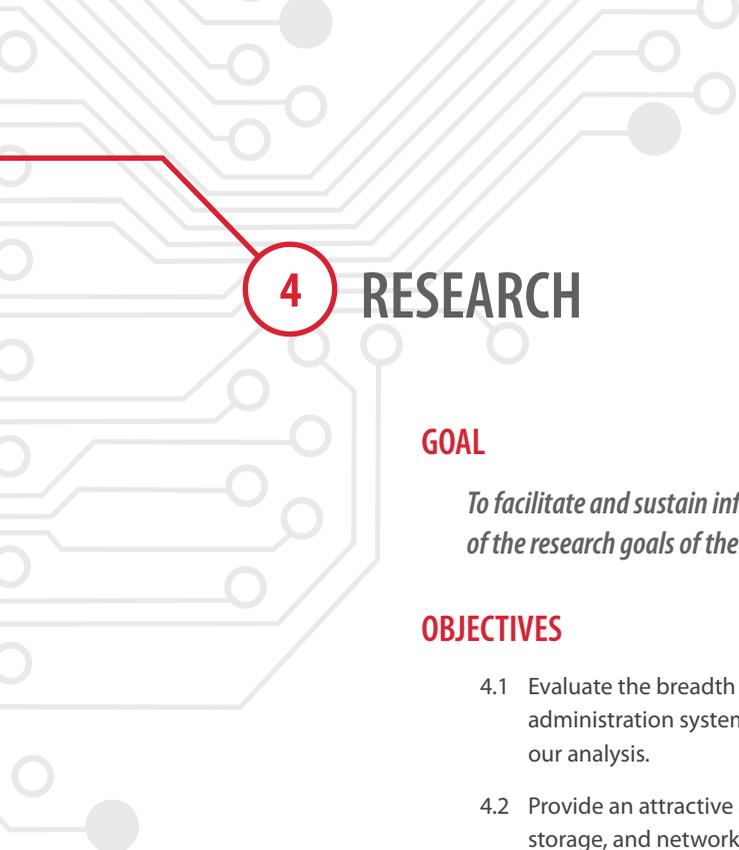
# WEB SERVICES 3

## GOAL

*To work collaboratively across campus in delivering a seamless online experience.*

## OBJECTIVES

- 3.1 Provide the context and platforms to deliver client developed web content.
- 3.2 Effectively integrate enterprise web-based applications delivered by University Systems in a consistent manner for all clients.
- 3.3 Achieve access to personal content through a single login service.
- 3.4 Implement a centralized web content management tool set throughout the University.
- 3.5 Continually improve the University portal service for all clients.
- 3.6 Re-design and upgrade our web architecture and tools in co-operation with partners across campus.
- 3.7 Provide central web development services to create and upgrade web sites.
- 3.8 Develop and enhance the understanding of shared web services to clients across campus.



## 4

# RESEARCH

### GOAL

*To facilitate and sustain information systems in support of the research goals of the University.*

### OBJECTIVES

- 4.1 Evaluate the breadth and depth of a research administration system and implement based on our analysis.
- 4.2 Provide an attractive and energy-efficient computing, storage, and networking environment for client researchers.
- 4.3 Refine and improve University Systems' staff knowledge, skills, and competencies in research computing.
- 4.4 Strengthen and extend relationships with a growing number of UVic investigators.
- 4.5 Seek new ways to serve and improve services for researchers.
- 4.6 Continue to extend and upgrade our high speed networks to support research on campus and around the world.
- 4.7 Investigate the potential of systems to support electronic CV and Faculty profile information.
- 4.8 Pursue sustainable costing for research projects supported by Systems.

# LEARNING & TEACHING

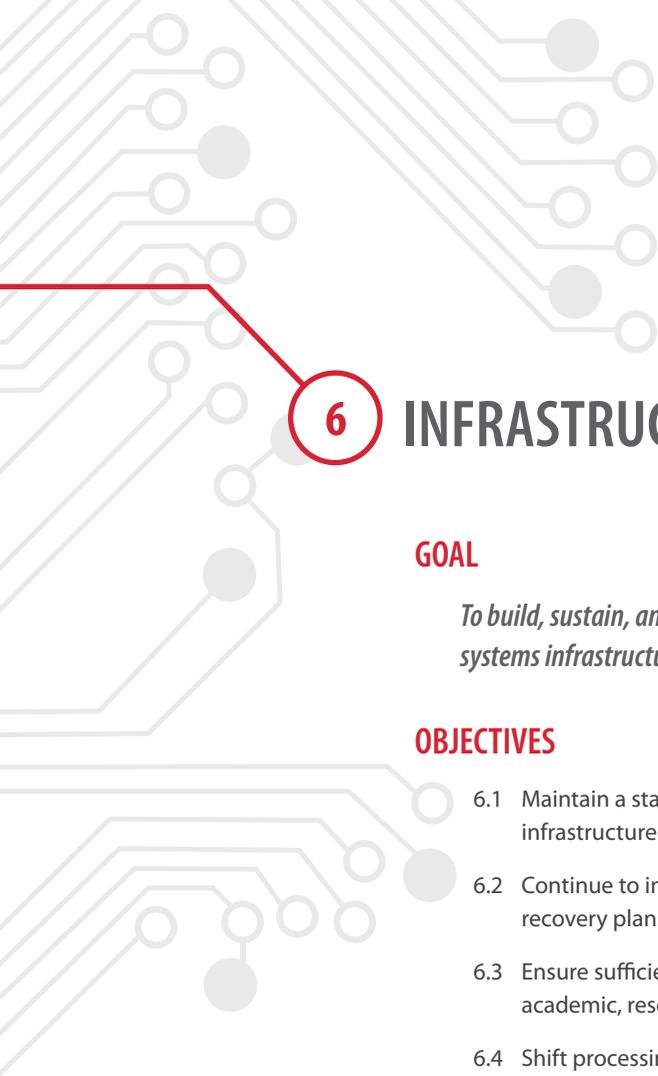
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## GOAL

*To facilitate improved learning outcomes and increase administrative efficiency through the innovative application of information systems.*

## OBJECTIVES

- 5.1 Support the information systems components of learning and teaching initiatives created by academic units across campus.
- 5.2 Provide a flexible and seamless online learning experience for our students and teaching staff.
- 5.3 Collaborate with ETAC in the exploration, evaluation, and implementation of sustainable educational technologies.
- 5.4 Provide a robust, centralized learning management system service to the academic community.
- 5.5 Assess how 3rd party learning and teaching technologies work with our enterprise services.
- 5.6 Rationalize the number of learning management systems supporting learning and teaching.



## 6

# INFRASTRUCTURE

## GOAL

*To build, sustain, and evolve UVic's information systems infrastructure.*

## OBJECTIVES

- 6.1 Maintain a state of the art messaging and collaboration infrastructure across campus.
- 6.2 Continue to improve our business continuity and disaster recovery plans, while balancing cost with risk mitigation.
- 6.3 Ensure sufficient data centre capacity for future growth in academic, research, and administrative processing.
- 6.4 Shift processing emphasis from desktops to servers to facilitate lower support costs, more flexible solutions, and reduced power consumption.
- 6.5 Continue to improve all aspects of the University's network environment.
- 6.6 Improve processes for the University that coordinate identity, access, security, and privacy.
- 6.7 Continually focus on implementing increasingly cost effective server and storage solutions that are innovative, reliable and energy efficient.

# ORGANIZATION **7**

## GOAL

*To ensure University Systems processes and organization are congruent with the strategic directions of the University.*

## OBJECTIVES

- 7.1 Continually evolve the I.S. governance model as the University changes.
- 7.2 Constantly look for opportunities to improve internal processes to make them easier for our clients to understand and more efficient for our service delivery.
- 7.3 Broaden service offerings of the Project Management Office and continue to expand project management expertise.
- 7.4 Develop an innovation agenda where we balance an acceptable pace of change with the need to compete with other institutions and organizations.
- 7.5 Facilitate opportunities for University Systems staff through training, performance planning, and professional development to help them reach their highest potential.
- 7.6 Improve cost recovery mechanisms to accurately match costs with charge-backs.
- 7.7 Provide improved power consumption measurement for systems and reduce power utilization.
- 7.8 Continually improve the University Systems strategic plan and the process used to develop it.
- 7.9 Establish a plan and define service offerings and processes for the Information Security Office.

# SUPPORT FOR THE VISION FOR THE FUTURE

## Vision for the Future

## University Systems Goals

### OBJECTIVES

1. Client Service

2. Administration

3. Web Services

4. Research

5. Learning & Teaching

6. Infrastructure

7. Organization

11d: Position the Learning and Teaching Centre as a key support to academic units undertaking significant curriculum and program review, and pedagogical improvement.

14a: Support the development of flexible distributed and distance learning programs in national and international locations, when those initiatives support both student need and the academic priorities of the unit.

14b: Integrate support for distributed and distance learning across the whole institution and provide professional development for faculty and staff in this area.

15a: Through the Provost's Advisory Council, develop and implement an integrated array of responsive student services, both for on-campus and distance students.

23d: Strengthen the collaboration between the library and Computing and Systems Services in the development of the library and information commons to facilitate the integration of information technology into learning, teaching and research.

23e: Support the needs of distance learners in accessing information.

24a: Develop an updated information technology plan to support our teaching and research mission and addressing the services essential to that mission.

24b: Implement Project Nova and successfully complete the upgrading of the administrative systems.

24c: Work with partner institutions and government agencies to enhance the high performance computing and communications infrastructure required for our campus and for regional, national and international research and teaching collaborations.

30c: Improve technology that supports a rigorous fundraising program and necessary accountability measures.

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