



University
of Windsor

**Information Technology Services
IT Strategic Plan**

Updated: March 2022

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Purpose

The Information Technology (IT) Services Department maintains an important role in supporting the University of Windsor in the achievement of its mission and strategic priorities. Given this role, it is critical that objectives related to the technologies and services supported by IT Services are aligned with institutional objectives and that resources are being optimized to ensure full value to the University.

In order to focus efforts and deliver on this value, IT Services has developed an IT Strategic Plan that will not only serve as the foundation for supporting the creative use, application and provisioning of technologies and services to the campus but will also provide direction on how this process will be accomplished.

Review and Consultation Process

As part of efforts to further inform and develop this Plan, IT Services intends to continually review this document and consult with key University stakeholders, including faculty, staff and students in order to ensure this Plan generally meets the needs of campus from technology and supporting services perspective.

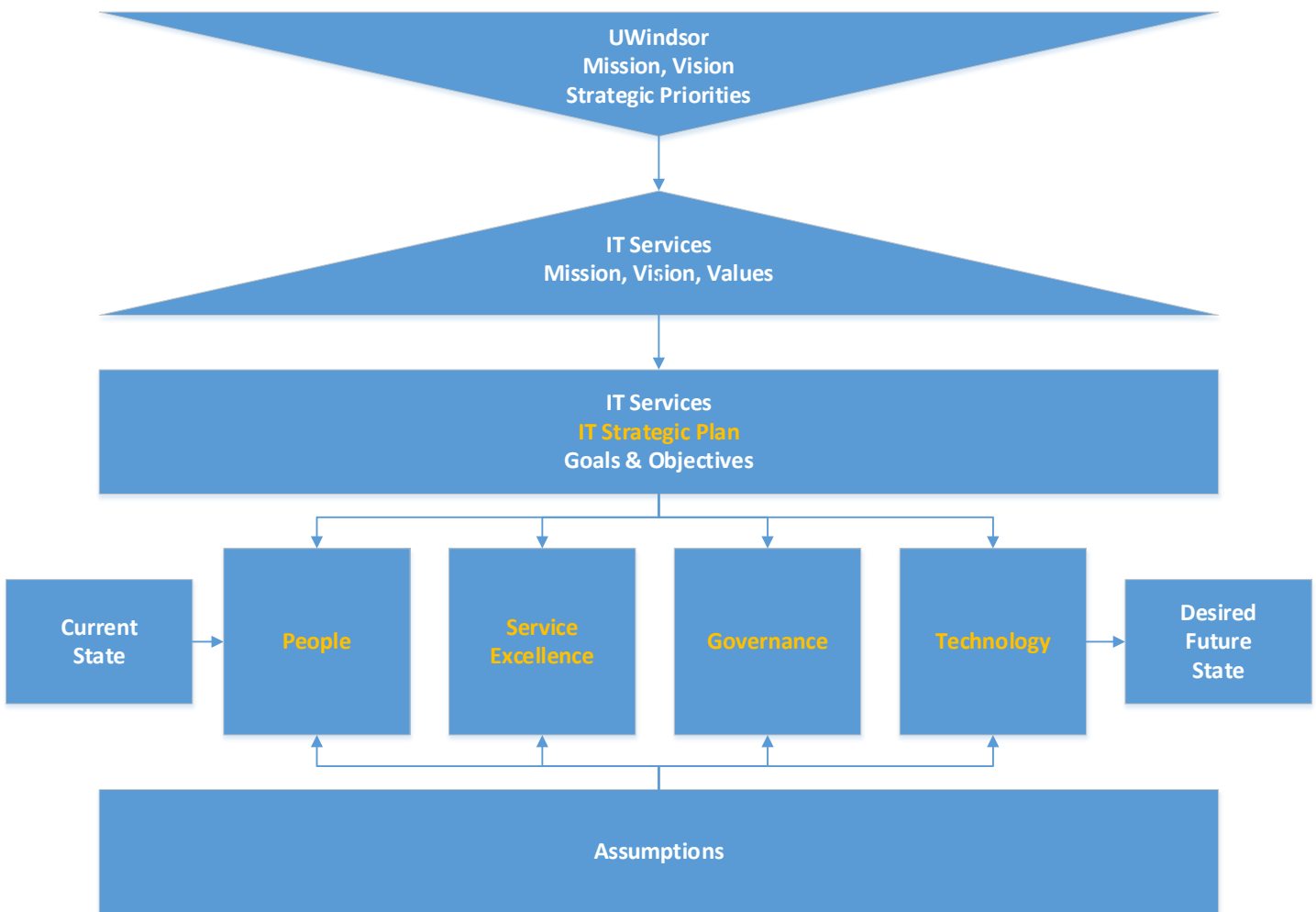
IT Services will continue to solicit feedback from key University stakeholders in a number of ways including:

- Committee meetings
- Faculty, staff and student meetings and / or forums
- Focus groups
- Surveys

Recognizing the dynamic environment in which the University operates, IT Services will strive to regularly review and refine this Plan in consultation with key University stakeholders and as may be necessary in order to ensure that resources maintain alignment with changing priorities of the campus, as well as continue to support key teaching, learning, service and research initiatives.

Overview

The below model provides a framework for the IT Strategic Plan that has been developed for IT Services, more specifically how it is aligned to and supports the University's identified Mission, Values and Strategic Priorities.



Strategic Alignment

- Ensure IT activities are strategically aligned to University mission, values and priorities
- Work with IT Services team members to further define supporting values and priorities
- Collaborate with stakeholders to identify key IT priorities to support strategic initiatives
- Determine metrics and key performance indicators to monitor progress
- Actively seek and use feedback from stakeholders to continuously improve services and support

	University	IT Services
Mission	Enable people to make a better world through education, scholarship, research and engagement	Provide information resources, technologies, services and support to enable achievement of the University's mission
Vision	Progressive student-centred University, where the challenges of communities and of a world in transition inform the education we provide, the research we do, and the creative endeavours we pursue	Be a recognized leader and trusted partner to support achievement of the University's mission through excellence in service delivery and innovative use of learning and enterprise technologies
Values	<ul style="list-style-type: none"> • Highest intellectual standards • Highest standards of human rights and freedoms • Have the student experience be a central consideration in decision-making • Civility and respect for others • Applying teaching, research, and creative activity to issues of importance to the world 	<ul style="list-style-type: none"> • Integrity and Transparency • Reliability and Service Excellence • Adaptability and Efficiency • Collaboration and Teamwork • Innovation and Continuous Improvement

	<ul style="list-style-type: none"> • Be a responsible steward of people, culture, resources and the environment 	<ul style="list-style-type: none"> • Accountability and Responsibility
Priorities	<ul style="list-style-type: none"> • UWindsor Strategic Priorities 	<ul style="list-style-type: none"> • IT Services Goals & Objectives

Foundational Components

To support the achievement of this mission, vision, and priorities and in keeping within the spirit of the values that guide this process, the strategy for IT Services will focus on four foundational components:

1. People
2. Service Excellence
3. Governance
4. Technology

1. People

IT Services will strive to promote a culture that fosters greater collaboration, teamwork, communication, engagement and professional growth for each team member:

- **Collaboration**
 - Foster a work environment that encourages and supports collaborative work by IT Services team members, both internally and externally with key campus stakeholders while completing required tasks, projects and initiatives.
 - To further support this environment:
 - Establish a mobile workspace culture for team members and others within the campus community
 - Build and maintain strong, collaborative relationships with campus stakeholders in order to provide effective delivery of information and technology resources (i.e. infrastructure, services, etc.) to support the strategic activities of the University:

Stakeholder	IT Support
Faculty	<ul style="list-style-type: none"> • Teaching and Learning • Student Success and Advising
Staff	<ul style="list-style-type: none"> • Service Delivery • Business Process (Continuous) Improvement
Researchers	<ul style="list-style-type: none"> • Analytics and Data Driven Decision Making • High Performance Computing (HPC)
Students	<ul style="list-style-type: none"> • Mobility • Student Success
Alumni / Campus Partners	<ul style="list-style-type: none"> • Engagement • Endowment

- Continuously work with key campus stakeholders to assess service and ensure departmental objectives are being appropriately satisfied
 - Accomplish through surveys, focus groups and other forums
 - Utilize KPI's and reporting to communicate results back to campus
- Actively collaborate with vendors, peer institutions and community partners to identify best practices and potential solutions
- Develop strategic vendor relationships to leverage consolidated buy opportunities, where possible, in order to optimize value for money and enhance services
- **Teamwork**
 - Facilitate team building activities:
 - Department events, both established and new
 - IT Services Departmental Awards to recognize individual / team contributions to the Department, University and community
 - Cross-functional departmental initiatives and other projects
- **Equity, Diversity and Inclusion**
 - Provide IT team members with equitable, diverse and inclusive environment that supports and enhances service and operational excellence and innovation

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- **Communication**
 - Strive to provide regular communications regarding key IT Services related activities and initiatives to all IT team members, as well as the broader campus community through an array of channels:
 - IT Services
 - IT Services website
 - Systems (e.g. Knowledge Base articles, Hotnews, Change Notices, etc.)
 - University
 - Daily News
 - Directed messaging (e.g. e-mail, Twitter, etc.)
 - Reports (e.g. Annual Reports, newsletters, etc.)
 - Meetings and other campus forums

 - **Engagement**
 - Promote engagement of IT team members by providing regular opportunities to participate in departmental and related campus activities
 - Projects
 - Initiatives
 - IT Services Working Groups
 - Departmental events
 - Campus committees, events and other forums
 - To the extent possible, consult with and involve IT team members in key departmental decisions

 - **Professional Growth**
 - Strive to have IT team members fully engaged and appropriately skilled to support operations, projects and other related initiatives
 - Continual re-investment in IT team members through training and other developmental opportunities to increase competencies and ability to support growing, changing technology needs
 - Training, conferences and other PD related events
 - Seek developmental opportunities that will have broad applicability and impact on the Department in order to ensure optimal utilization of budget
 - Provide support resources and training opportunities for campus faculty and staff (via IT Services) to foster greater digital literacy and IT competencies

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- Primary Areas of Focus
 - Technical
 - Work / System related
 - Project Management
 - IT Service Management (ITSM)
 - New Technologies / Methodologies
 - Professional
 - Communication
 - Collaboration
 - Organization
 - Prioritization
 - Personal
 - Workplace Wellness
 - Work-Life Balance
 - Personal Health / Well-Being
 - ***Career Development***
 - Provide professional growth opportunities from a career perspective, wherever possible, for IT team members
 - Work with IT team members to identify potential career paths that span University organizational units
 - As is possible, work with IT team members to create professional development roadmaps and plans

2. Service Excellence

IT Services will strive for service excellence in all areas, including those related to technologies, services and support for the campus. IT team members will strive to build and promote a culture that will:

- Be service-oriented and client-focused
- Resonate in all IT activities
- Be visible to the campus community

As the foundation of this service excellence model, IT Services will strive to:

- Develop a common IT service delivery strategy to enable improved delivery of services
- Create and follow best practices to assess needs and implement optimal technologies
- Leverage business cases, processes, and product and project management
- Support business process reengineering for operations and projects

This model will be formalized as part of the IT Services Service Excellence Initiative, which will clarify expectations on the level and quality of service that the Department provides to the campus community. More specifically, this Initiative will provide guidance to IT team members by translating the UWindsor Service Standards into specific service standards for the department. To ensure alignment with other service enhancement initiatives being undertaken by the Department, this Program and will focus on the service interaction aspect of service excellence.

As part of this model, there are several key elements that will support service excellence within IT Services. These elements will include:

- ***“One Stop Shop”***
 - Maintain a single entity that supports all IT / AV technologies and services and encompasses all key functions (i.e. ServiceDesk, OnSite, etc.) and relevant team members in order to facilitate effective delivery of client services via a single point of contact model
 - Continue to build resources (service catalogue) to support campus users
 - Employ defined service level standards (SLA's)
 - Availability, Response Times, Throughput
 - Utilize a Balanced Scorecard approach (KPI's, Metrics) to measure performance
 - Financial, Customer Satisfaction, SLA Compliance Internal Processes, Organizational Capacity / Learning & Growth
 - Leverage industry standards and best practices
 - IT Service Management – ITIL
 - Project Management - PMP, Agile
 - Continuous Improvement - Lean Six-Sigma

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- **Teaching & Learning Excellence**
 - Promote and support technologies and services that facilitate campus student success initiatives, including those focused on retention and course completion
 - Actively seek opportunities to collaborate with faculty and academic leadership to apply technology to enable innovations in pedagogy
 - Analytics, Adaptive Learning, Collaboration Tools, Virtual Reality (VR) and Augmented Reality (AR)
 - Support establishment of student-centric, technology-rich learning environments
 - Hybrid / Digital Classrooms, Learning Commons
 - Strive to achieve transformative learning excellence, better student engagement and digital competence

 - **Continuous Improvement**
 - Promote an environment that enables team members to continuously investigate and benchmark industry standards in order to grow technical and service delivery knowledge and competencies
 - Create and monitor a lifecycle for each production system (hardware and software) to handle patches, updates and upgrades to ensure that end-users have access to the latest improvements

 - **Innovation**
 - Establish a cross-functional Innovation Team / Cluster responsible for investigating, piloting and potentially adopting new technologies and solutions
 - Engage the campus community (researchers, students, faculty, staff) to bring potential technology and service solutions forward for consideration
 - Utilize Campus Technology Day, open calls and other competitions as a means to solicit new ideas
 - Seek opportunities to leverage partners (i.e. vendors and other organizations) for potential technology and service solutions to enhance the campus, as well as resources to implement and sustain them
 - Through IT governance, ensure alignment of activities associated with innovation and that necessary funding is appropriately secured

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- **Sustainability**
 - Develop and / or adopt IT funding models that provide improved transparency and allow for the sustainment of common services, support innovation and facilitate growth
 - Capture and analyze IT spend to better understand and manage costs
 - Improve IT spend management via strategic procurement techniques and through leveraged use of strategic partners
 - Hardware (e.g. Classroom / Desktop Technologies, Network, Storage)
 - Software
 - IT Professional Services
 - Promote adoption of EPEAT, Energy Star, TCO Certified as standards in procurement of new devices
 - Change Management
 - Develop a communication and change management strategy that becomes a foundation for service delivery model
 - Secure resources to develop a training program for staff and reference materials to support deployment of strategy
 - Strive to become campus change leaders that enable successful delivery of new solutions while minimizing impact to finite resources

3. Governance

The objective of IT governance will be to establish a structure and processes to:

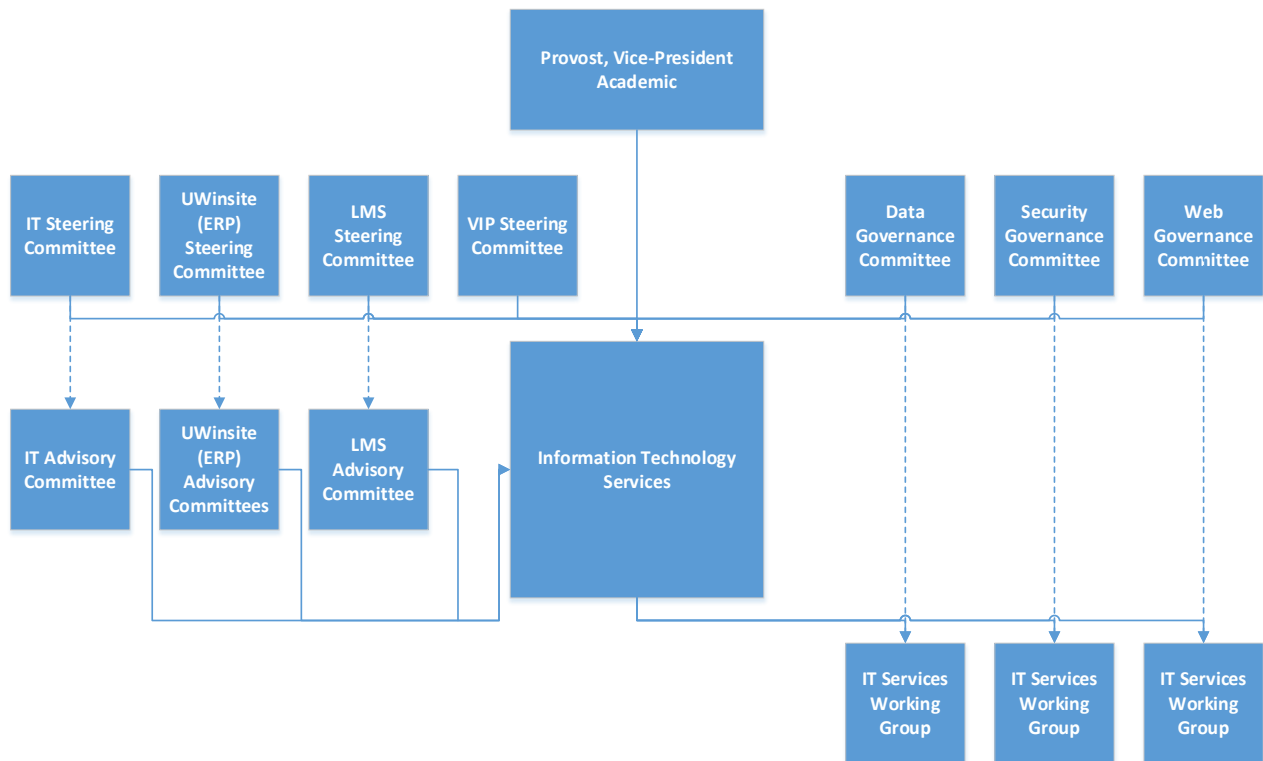
- Support a disciplined, transparent decision-making process for the University
- Inform the development of a technology strategy that is affordable, secure, sustainable and aligned with University goals

In accomplishing this objective, IT Services will strive to:

- Improve alignment and leverage synergies between IT Services and technical resources within University faculties and departments
- Implement IT projects that provide the necessary technology and infrastructure to support University faculties and departments in servicing their constituents
- Build business cases that are based on a total cost of ownership for all projects
- Make informed, data-driven decisions for the common good of the greater University community

To support this objective, IT Services will seek to align IT governance frameworks with sound financial and service management practices in order to ensure that IT Services is providing effective and efficient service to the University community.

To help maintain focus, IT Services will strive to lead and / or actively support seven campus governance steering committees related to campus information technology, as well as the sub-committees and working groups that have been established to support them:



Governance Committees

- ***IT Steering Committee***
 - IT Services will continue to co-lead this Committee and support the mandate to develop, update, communicate and oversee the implementation of the strategic vision and objectives for the University’s information and communications technology
 - To support the work of this Committee, an Advisory Committee will continue to be maintained

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- ***UWinsite (ERP) Steering Committee***
 - IT Services will continue to support a post-go-live UWinsite (ERP) Committee that will be responsible to make strategic decisions regarding potential future system enhancements
 - To support the work of this Committee, Advisory Committees for each of the core UWinsite systems (Student Admin (SIS), Finance (FIS) and Student Engagement (CRM)) will be established

 - ***LMS Steering Committee***
 - IT Services will continue to co-lead this Committee responsible to make decisions regarding potential system enhancements to the Learning Management System in order to support campus teaching and learning initiatives
 - To support the work of this Committee, an Advisory Committees for the LMS will continue to support key activities

 - ***VIP Steering Committee***
 - IT Services will continue to support this Committee that is responsible for providing decisions regarding strategic use and optimization of the Human Resource Information System

 - ***Data Governance Committee***
 - IT Services will continue to lead this Committee and support the mandate to work with respective functional areas to determine data governance / management policies and procedures, as well as to propose new solutions, tools, processes and / or changes to tools / processes in order to enable and support related initiatives on campus
 - To support the work of this Committee, an IT Services Working Group will continue to be maintained

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- ***Security Governance Committee***
 - IT Services will continue to lead this Committee and support the mandate to work collaboratively with respective functional areas to determine cybersecurity governance / management policies and procedures, as well as to propose new solutions, best practices, tools, processes and / or changes to tools / processes in order to enable and support related initiatives on campus
 - To support the work of this Committee, an IT Services Working Group will continue to be maintained

 - ***Web Governance Committee***
 - IT Services will continue to co-lead this Committee and support the mandate to provide oversight to the development, implementation and management of the University website
 - To support the work of this Committee, an IT Services Working Group will continue to be maintained

As part of the IT Strategic Plan, IT Services will regularly review all IT related governance frameworks and work collaboratively with University leadership and other key stakeholders to revise committee activities as necessary in order to ensure that they are generally aligned, achieving mandates and delivering value to the campus.

IT Services will also continue to review and refine its current Project Management (PMO) process in order to ensure clarity and transparency on intake process for technology and related service projects for the Department. This refined process will seek to provide a framework where IT Services can appropriately balance the need for technologies and services against available resources, prioritize competing requests and ensure that principles of stewardship and sustainability are adequately addressed as part of all project related decisions.

4. Technology

- **Infrastructure**
 - Key Principles
 - Define common services and associated performance / availability expectations
 - Identify and implement best practices for delivering robust and reliable services
 - Create and institute defined standards for network, storage, data and applications
 - Key Programs
 - Classroom Modernization – update, standardize, enhance
 - Network – improved bandwidth, reliability, availability
 - Microsoft – Windows / Office 365
 - Device Management
 - Virtual Desktop Infrastructure
 - CyberSecurity
 - Disaster Recovery / Business Continuity
 - Cloud Strategy
 - Key Technologies, Platforms, Foundational Strategies
 - Network
 - Servers / Storage
 - Hyperconverged Clusters
 - Data Centre Management Tools
 - Security
 - Technology Roadmap
 - IT Services will continue to maintain multiple, program-based Technology Roadmaps that will highlight plans for implementation of key, foundational technologies
 - Roadmaps will continue to be shared with the campus to ensure transparency and to solicit feedback from key stakeholders that can be used to adjust program plans as may be required

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- **Applications**
 - Key Principles
 - Establish a transparent process to align and evaluate future investments informed by business cases, data and application standards
 - Employ best practices to manage applications for full lifecycle
 - Improve data quality management through standards, integration, protection in order to support institutional decision making and analytics for student success, teaching and learning
 - Develop effective methods for business intelligence, reporting and analytics
 - Provide support to integrate enterprise applications and services to deliver systems, services, processes and analytics that are scalable, and constituent centered
 - Key Projects
 - UWinsite ERP (reduced bolt-ons, improved integration with other core systems)
 - Blackboard (Analytics, Outcomes, SET)
 - HRIS VIP (Time & Attendance, Talent Management)
 - Portal / Mobile App (enhancement)
 - Microsoft Office365 (strategic deployment of new / available tools)
 - Analytics (implementation of enterprise tool)
 - Enable implementation of solutions (Analytics, Forecasting, Reporting) to provide information and tools to support achievement of strategic priorities
 - Deliver an enterprise class solution (analytics) that provides ready access to real time, quality data to enhance campus decision making and reporting
 - Classroom (standardization, enhancement via integration of tools)
 - Documentation system (standardization, adoption, access)
 - Storage practice (standardization, encryption)
 - Web
 - Partner with PAC to establish a delivery model to enable enhancement of University websites
 - Finalize implementation, training and support plan for new framework

- Key Technologies, Platforms, Foundational Strategies
 - UWinsite ERP (Student Admin, Finance, Student Engagement)
 - LMS
 - Programming Languages (i.e. Java, Python, PHP, etc.)

- Application Roadmap
 - IT Services will continue to maintain an Applications Roadmap that provides a plan for implementation of technologies / services
 - Roadmap will continue to be shared with the campus to ensure transparency and to solicit feedback from key stakeholders that can be used to adjust plans as may be required

Assumptions

1. Technology is strategic to the mission and essential in supporting long-term sustainability of the University
2. Fully vetted and approved enterprise IT initiatives will be adequately funded and resourced for implementation and ongoing maintenance
3. University Leadership, along with other key campus stakeholders will continue to work collaboratively with IT Services to make enterprise IT decisions based on the common good of the University and will support the process of adopting enterprise solutions
4. All campus stakeholders will work collaboratively with IT Services to provide efficient, secure and reliable access to quality information resources

Appendix A – Environmental Overview

	Prior / Current State	Future State
Governance	<ul style="list-style-type: none"> Lack of an integrated campus IT strategic plan that aligns with the University mission and goals Lack of a campus technical strategy and standards for network, security, storage, data and applications Common IT services are not well- defined and the delivery to faculty, staff and students varies depending on campus locations Funding for common IT services is inadequate. Multiple sources and one-year planning horizon make it difficult to plan and finance future growth. IT spending is not managed well enough for the community to understand campus-wide IT costs 	<ul style="list-style-type: none"> Campus-wide IT strategic plan approved (by IT governance) Campus-wide technical strategy approved (by IT governance); standards and secure practices for network, storage, data and applications are accepted and implemented Common services are well defined and delivered efficiently and effectively in a uniform manner, with SLAs and MOUs that clearly identify expectations A funding model is established to support defined common services, with transparent costs captured and available to the community

	<ul style="list-style-type: none"> • Organizational reporting lines and operating models create confusion over responsibilities and execution • Lack of campus-wide standards for enterprise data and analytics management • Many enterprise technologies are researched, selected and purchased without vetting through an enterprise perspective 	<ul style="list-style-type: none"> • A clear framework of the overall IT governance structure and how respective committees will interoperate • Institutional data management strategy is implemented and approved where sensitive data is identified and handled in a manner consistent with University policies • Business cases for enterprise IT implementations are reviewed by IT governance; approved projects are funded and managed from implementation to retirement
Security	<ul style="list-style-type: none"> • Higher education institutions, by their nature, more prone to potential attacks • Growing requirement to support and protect a complex technology portfolio despite multiple: <ul style="list-style-type: none"> ○ Users ○ Platforms / devices ○ Transactions ○ Threat attempts 	<ul style="list-style-type: none"> • Invest in required resources and increase maintenance, logging and surveillance activities • Establish governance model, policies and procedures utilizing best practices <ul style="list-style-type: none"> ○ Devices, networks, social network sites, passwords, encryption

	<ul style="list-style-type: none"> • Limited technical resources to maintain infrastructure and supporting processes • Lack of general campus awareness of cybersecurity issues and potential threat risk 	<ul style="list-style-type: none"> • Establish a sufficient pool of available infrastructure, human and financial resources that is both stable and sustainable • Improve campus vigilance through increased awareness, communication and training <ul style="list-style-type: none"> ○ Web / Online ○ Workshops
Cloud	<ul style="list-style-type: none"> • Strong push from vendor community, combined with internal cost pressures • Change Management <ul style="list-style-type: none"> ○ IT - Shifting skill sets to support cloud applications ○ Campus - More active role in system updates and enhancements • Data Privacy and Residency <ul style="list-style-type: none"> ○ Need to have clear University position / policies 	<ul style="list-style-type: none"> • Strive to have an appropriately balanced mix of cloud and on-premise hosted solutions that best fit application portfolio, along a with corresponding management strategy to ensure optimization • Develop and implement plans to address: <ul style="list-style-type: none"> ○ Skill set development, training ○ Changing work practices • Utilize Data Management and Governance initiative to establish formalized data privacy and residency policies and procedures to support migration strategy

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<p>Client Service / Support</p>	<ul style="list-style-type: none"> • Client expectation of one-stop, 24x7x365 support coverage • Overall service quality is satisfactory, but not ideal, with limited visibility as to effectiveness of current services • Service request resolution process takes too long and touches too many hands • Existing processes to enter and track service requests not clear and onerous 	<ul style="list-style-type: none"> • Through IT governance, establish and clearly articulate a formal, agreed upon client support model (coverage) and corresponding policies • Incorporation of ITIL service best practices, as well as establishment of defined SLA's, metrics and reporting • Leverage and expand use of Team Dynamix to enhance service speed and quality • Provide increased communication, training and support for IT staff and campus users to make service process easier and more efficient
<p>Resources</p>	<ul style="list-style-type: none"> • Finite and insufficient to appropriately support existing multiple platforms and related initiatives • Solution support efforts not well coordinated, and in some cases redundant 	<ul style="list-style-type: none"> • Collaboratively prioritize limited resources to ensure required levels of support for all solutions and initiatives • Identify opportunities to consolidate enterprise architecture to deliver more integrated, less resource intensive solutions

	<ul style="list-style-type: none"> • Current funding model for on-going operations and approval process for new projects not well defined • Process to introduce new technologies and services to campus is not clear or efficient • Staff not appropriately skilled to support new, emerging technologies • Overall IT talent drain, through retirement and attrition • Career paths for IT staff are not well-established 	<ul style="list-style-type: none"> • Review and revise existing IT funding model to fit current requirements and enforce utilization of a TCO based approach to ensure that sufficient funding for technology renewal is secured • Establish more formal processes to continuously seek and implement new, innovative and more efficient ways of doing business • Establish training programs to enhance competencies of IT and Non-IT staff • Provide professional development opportunities to IT team members and look to recruit and retain new staff in order to maintain required levels of talent to sustain operations • IT career paths are better aligned across the organization; training opportunities are available for all IT professionals
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