

UBC IT Strategic Plan 2011

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contents

2	Introduction
2	Preamble
3	Background
4	Purpose
4	Approach
6	Vision
6	Commitment & Goals
9	Scope
12	Roadmaps
14	Major Initiatives
15	Major Initiatives Timeline
16	Enterprise Transformation
19	IT Transformation



INFORMATION
TECHNOLOGY

Introduction

Preamble

This document defines the rolling three-year strategic plan of UBC's central IT department. It is meant to inform all customers and other departmental stakeholders of our strategic intent for the coming three years, and invite participation in the annual process of reviewing and revising the plan.



Background

In 2008, the UBC Provost commissioned an external review of IT at UBC in general and the UBC IT department in particular. This review resulted in a number of recommendations and led to a change in IT governance at UBC and a re-focusing of the UBC IT department on providing services and technical solutions required by a wide range of customers within our community.

In the summer of 2009 UBC IT launched a series of Executive-sponsored IT Transformation initiatives aimed at creating the tools needed to provide such services and solutions.

Following an amalgamation of several major administrative IT groups under UBC IT in early 2010, the department updated its Vision, Commitment and Goals statements in close alignment with the university's overall strategy. During the summer of 2010, the department developed a series of Technology Roadmaps to define and develop the major services offered to the community.

This Strategic Plan is built on these Technology Roadmaps. It sets out UBC IT's vision and scope, summarizes the Roadmaps and describes the resources required to implement them, in terms of people capacity, skills, facilities and funding.

Purpose

The objective of UBC IT's Strategic Plan is to:

- Define a baseline of intentions and initiatives to improve services and technologies offered by UBC IT over a three-year period
- Invite comments and contributions to the evolution of our services and technologies
- Be a platform for the annual review and refresh of our strategic direction
- Communicate the planned direction to our stakeholders in the community

This document will be reviewed and updated each year in order to ensure its relevance to the goals of the University.

Approach

The UBC IT statement of Vision, Commitments and Goals was developed by UBC IT and validated with selected stakeholders. From the Vision, Commitments and Goals, the UBC IT Management Team developed Technology Roadmaps which define the major services offered on campus, and how they will develop over the next three to five years.



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TECHNOLOGY

Vision

We are a service organization that continually engages with our community to provide technology which enables an exceptional learning and research environment at UBC.

Commitments & Goals

In conjunction with its vision, UBC IT has made specific commitments, each paired with goals designed to see them through.

UBC IT's core commitments are to Community Service, Operational Stability, Technology Leadership, and People Development. Our commitments have been chosen to support UBC IT's mission, capitalize on our strengths and focus on the needs of our community including our faculty, staff, and students. (The table on the following page outlines our four commitments and eight associated goals.)

Commitment

Operational Stability

UBC IT provides an efficient, secure and reliable operating environment that is transparent and adaptable.

Goal

Reliable

We use current and stable technologies, project management and improved procedures to enhance quality, throughput, and performance to enable the University to achieve goals and execute strategies. Our policies and practices provide mitigating actions and minimize risk for any unexpected service degradations or outages.

Secure

We ensure the privacy, security and integrity of information entrusted to us, while making authorized access to information easy. We use sound audit, change management, testing procedures and quality control to provide security and integrity of the data within our purview.

Cost-Effective

Our technology solutions effectively address UBC's challenges and opportunities. We seek to promote financial sustainability and deliver transparency with respect to the associated costs. We engage all units of the University to reduce redundancies and fully leverage our shared IT resources.

Commitment

Community Service

UBC IT engages with the UBC community to identify their needs and is accountable for delivering effective technology solutions.

Goal

Accountable

Be responsible for the actions and decisions we make and accountable for resulting outcomes. Using appropriate metrics and benchmarks, we measure the performance, cost effectiveness and reliability of the services we provide, and make this information available to the university community.

Collaborative

Together, we work with the UBC community to achieve UBC's vision. By coordinating mutual activities and leveraging pooled resources, we deliver IT solutions that are the best for UBC.

Technology Leadership

UBC IT provides vision and leadership in the planning, delivery and sustainment of technology solutions.

Sustainable

We consider all aspects of economic, environmental and social sustainability in our utilization of information technology endeavours.

Innovative

UBC IT values and encourages creativity, innovation and the open exchange of ideas to address the systems, informational and process needs of the University community now and into the future.

People Development

UBC IT provides a safe and respectful environment that attracts and retains exceptional people.

Supportive

We strive to develop a sustainable, healthy workplace within a culture of positive values and good relationships. We are dedicated to providing an environment of mutual respect where employees can thrive and build their careers at UBC.

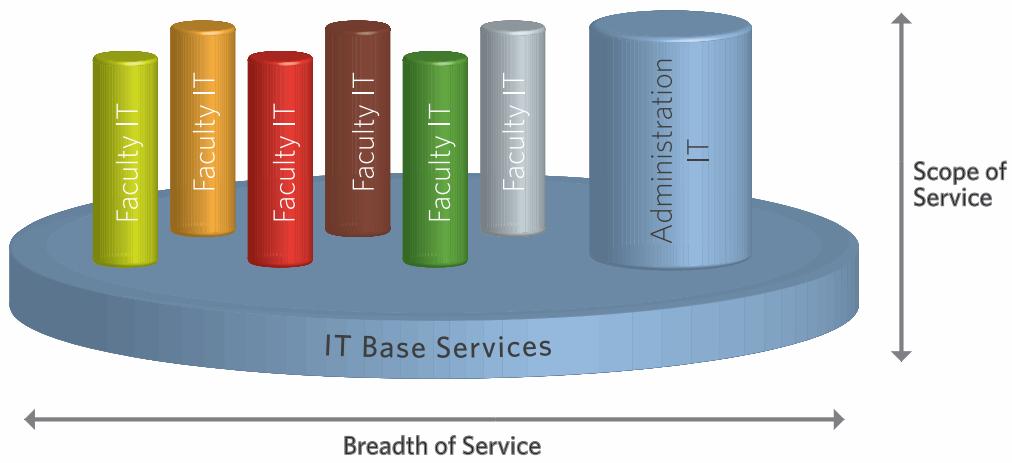


Scope

UBC IT is the university's department for centrally provided IT services to our community. Our intention is to offer optional services in the most cost efficient and effective manner in order to make it an easy choice for Departments, Faculties, Schools, and Institutes to participate. Some services are centrally funded by the university and free of charge to the end-user (e.g., email) while others are cost-recovered from departments and end-users based on consumption. UBC IT is a cost-centre within UBC and does not generate a profit.

In the long-term, UBC IT views its scope as providing all IT services to the administration of the university as well as being the sole provider of certain base IT services to the entire community. The following picture illustrates this principle.

UBC IT delivers IT services through full life-cycle stages of innovation, incubation, and operation, to decommissioning. Innovative ideas and services from the UBC community will be reviewed and entered into a formal gated process before a potential full deployment to operations.





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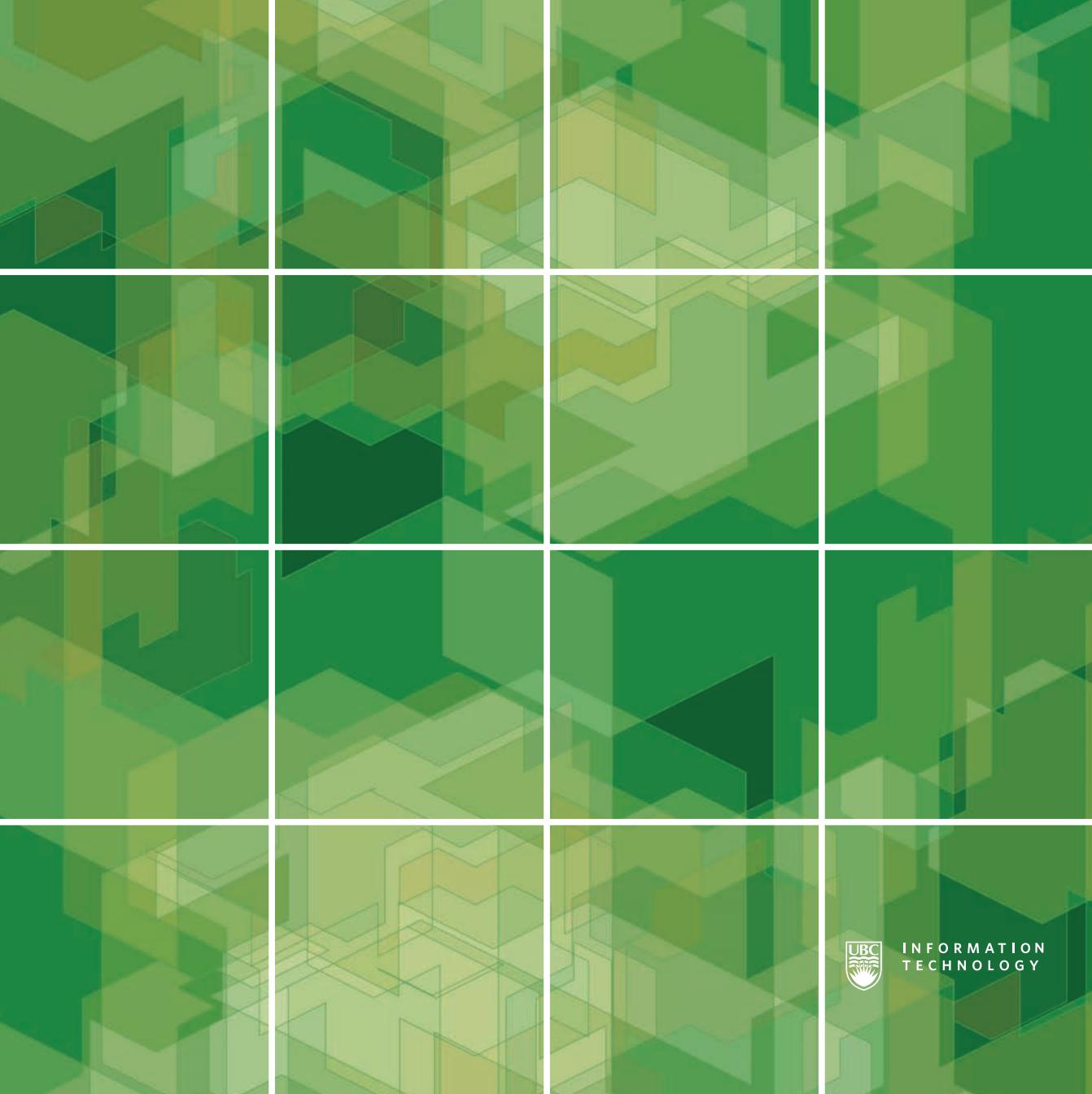
Roadmaps

UBC IT has defined a set of technology roadmaps that lay out the expected direction of our product and service offerings for the next three to five years.

In 2011, the Roadmaps call for a focus on enhancing and optimizing services, while beginning to deliver new technologies and services offerings that help transform both UBC IT and the broader campus. By 2012 and 2013, the Roadmaps call for balancing the need to optimize and life-cycle manage existing services with the flexible delivery of transformative new services that help meet the ever changing business requirements of the institution.

Roadmaps have been defined for:

Business Information Systems	Payroll / HR Systems
Digital Signage	Project Management Office
Data Centre	Portal
Database Management	Reporting / Business Intelligence
Directory Services	Research Systems
Desktop Services	Security
Electronic Payment Gateway	Service Provisioning System
Email	Software Licensing
Enterprise SAN	Student Systems
Financial Systems	UBC Directory
Identity and Access Management	UBC Network
Internal Business Applications	UBC Events
IT Service Centre	Virtual Server
IT Service Management Program	Voice and Unified Communications
Learning Systems	Web Presence Support



Major Initiatives

UBC IT is engaged in a number of major initiatives that are driven by customer requirements as well as by the internal needs of the department. This section summarizes these initiatives, outlines our key areas of focus and investment, and details some of the specific projects that support each initiative.

Over the next three years, there are a number of key milestones across a range of major initiatives. Most of these initiatives have individual timelines that include a range of phased deliverables over a period of months or years. The table on the following page summarizes the timing of the major initiatives that, as of March 2011, have been funded.

Major Initiatives Timeline

Enterprise Transformation		2011 - 2012	2012 - 2013	2013 - 2014
Student Interaction Transformation	SIS Renewal			
	Learning Management Upgrade			
Integrated Communication Services	Digital Channel Intergration			
	Unified Communications			
Administrative System Enhancements	Campus-Wide Email Services			
	Integrated Reporting			
	Administrative Streamlining			
	FME / Utility Billing			
Absence Management				

IT Transformation		2011 - 2012	2012 - 2013	2013 - 2014
IT Transformation Program	IT Career Framework			
	IT Service Management			
	Identity and Access Management			
	Unified Data Centre Strategy			
	Virtual Desktop Pilot			
	Faculty IT Onboarding			
Core Infrastructure Lifecycle Management	Enhanced Infrastructure			
	Operational Monitoring Tools			



Enterprise Transformation

In support of the commitments made in *Place and Promise: The UBC Plan* to create an outstanding learning and research environment, UBC IT is working in partnership with other units to enable the transformation of the academic and administrative landscape at UBC.

Student Interaction Transformation

As part of the Place and Promise commitment to Student Learning, UBC has outlined goals to enhance the quality and impact of teaching for all students, expand educational enrichment activities, and support student well being through service excellence. A number of overlapping initiatives in this area require enhanced capabilities in IT supported systems and services.



Student Information System (SIS) Renewal

A number of enhancements to the SIS are required to meet the needs of a range of programs including Go Global, Broader Based Admission, and Student Advising, in addition to modernizing the core SIS.



Research Information System (RISe)

RISe will be migrated to our virtual infrastructure to ensure ongoing support and stability. In addition, a new Internal Awards module will be implemented, and reporting functions will be enhanced as part of our Integrated Reporting deployment.



Learning Management System (LMS) Upgrade

WebCT Vista is nearing the end of its lifecycle, and Blackboard will cease support by 2013. UBC has begun selecting the next generation implementation of our LMS, including increased support for blended learning.

Integrated Communication Services

Communication services are currently fractured across a wide range of platforms and departments. This leads to significant challenges when Student Development, Public Affairs, or other groups need to send targeted messages to a subset of the campus population, and fails to provide choices for end users to manage their messaging preferences.



Digital Channel Integration

Integration of mobile devices, broadcast messaging, digital signage, notification, and campus portal.



Unified Communications

Integration of Voice over IP (VoIP), voicemail, and presence with email services.



Funded



Funding Pending



Campus-Wide Email Services

Migration from two central email services and a number of distributed email services to a single centrally supported Exchange email and calendaring service for all faculty and staff, with the potential of cloud-based email services for students.

Administrative System Enhancements

Administrative and academic units across campus are supported by a wide range of administrative software and services. A number of UBC units have requested enhancements to centrally-provided IT services in support of their Mid Level and Unit Plans.



Integrated Reporting

Currently institutional data is spread across a range of administrative systems, leading to challenges in supporting data-driven decision-making. Over the next five years we will deliver a fully integrated reporting solution backed by a full data warehouse.



Administrative Streamlining

Implement systems to support the Administrative Streamlining Initiative, including Travel and Expense processing, Inventory Management, and e-Procurement.



Facilities Management Enterprise (FME)/Utility Billing Replacement

A complete overhaul of our facilities management system is required by Business Operations to support property management across the Vancouver campus.



Absence Management

There are currently a number of shadow systems that implement absence management. A campus wide system will be implemented based on our enterprise PeopleSoft deployment.



IT Transformation

In addition to the wide range of initiatives driven by UBC's overall strategic plan and the needs of our key stakeholders, a number of internal initiatives are focused on transforming our internal capabilities in order to better provide outstanding technology solutions to the campus.

IT Transformation Program

The IT Transformation Program is intended to identify, develop and deploy new ways of delivering information services to the university community that reduce costs, improve IT for learning and teaching, reduce operational risks, and improve environmental sustainability.

The Program will define and implement strategic transformational changes that will help transition the university's information technology landscape from being highly decentralized into an integrated IT service function that is balanced between central and distributed, uses common standards, follows common processes and shares resources.

The following projects enable UBC IT to better support departments and faculties in their IT needs, by strengthening our own processes and tools, increasing our risk awareness and enhancing our professional development abilities.

IT Career Framework

The IT Career Framework Project will develop a series of IT career ladders based on standardized Management and Professional (M&P) position descriptions and a set of common competencies shared across five pilot IT groups. The framework developed in this pilot will serve as a model which can be extended and adapted to all IT professionals at UBC.

IT Service Management

The IT Service Management Program at UBC is a series of projects and activities to implement select ITIL principles and processes. The projects will develop new operational and management processes based on the ITIL framework as well as implementing new supporting tools.

Identity and Access Management

Identity and Access Management (IAM) is the set of business policies, processes, and a supporting infrastructure for managing the creation, maintenance and use of digital identities. The IAM program is a multi-year initiative to develop an Identity and Access management system that will enable users to securely and efficiently access electronic resources

Unified Data Centre Strategy

In conjunction with the construction of the new Research Data Centre, UBC will define and implement a Data Center Strategy to address the current data center space shortage and to consolidate existing IT assets. This will provide researchers with predictable infrastructure costs, as well as leveraging energy efficient design to reduce UBC's power utilization and carbon footprint.

Virtual Desktop Pilot

The Virtual Desktop pilot will deliver managed desktops (or thin clients) running on UBC IT servers at a reduced cost and greatly reduced environmental footprint.



Faculty IT Onboarding

As UBC IT begins to offer full service desktop and server support, it is expected that a number of Faculties and Departments will require assistance in transitioning to those core services.

Core Infrastructure Lifecycle Management

The majority of central services provided by UBC IT leverage a common set of core infrastructure. Upgrades that provide enhancements to the capacity and reliability of that infrastructure benefit a wide range of academic and administrative services, including an increasing number of departmental services that leverage the central infrastructure.



Enhanced Infrastructure

A wide range of enhancements are planned for the central core storage and server infrastructure including consolidation and virtualization, as well as increased redundancy, High Availability, and fault tolerance.



Enhanced Management

Process improvements and increased automation will provide more effective management and scalability of storage and servers, as well as rapid provisioning.



Operational Monitoring Tools

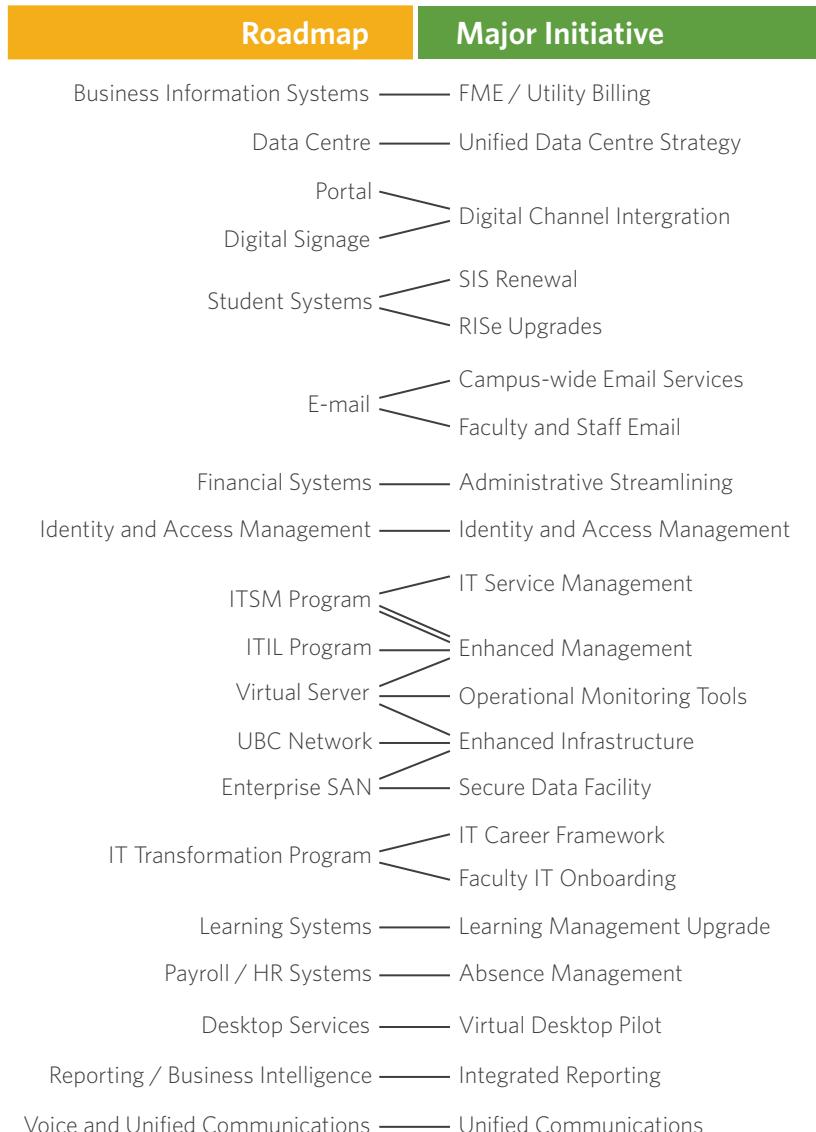
Deploy component and service level monitoring to provide greater reliability for core infrastructure and services.

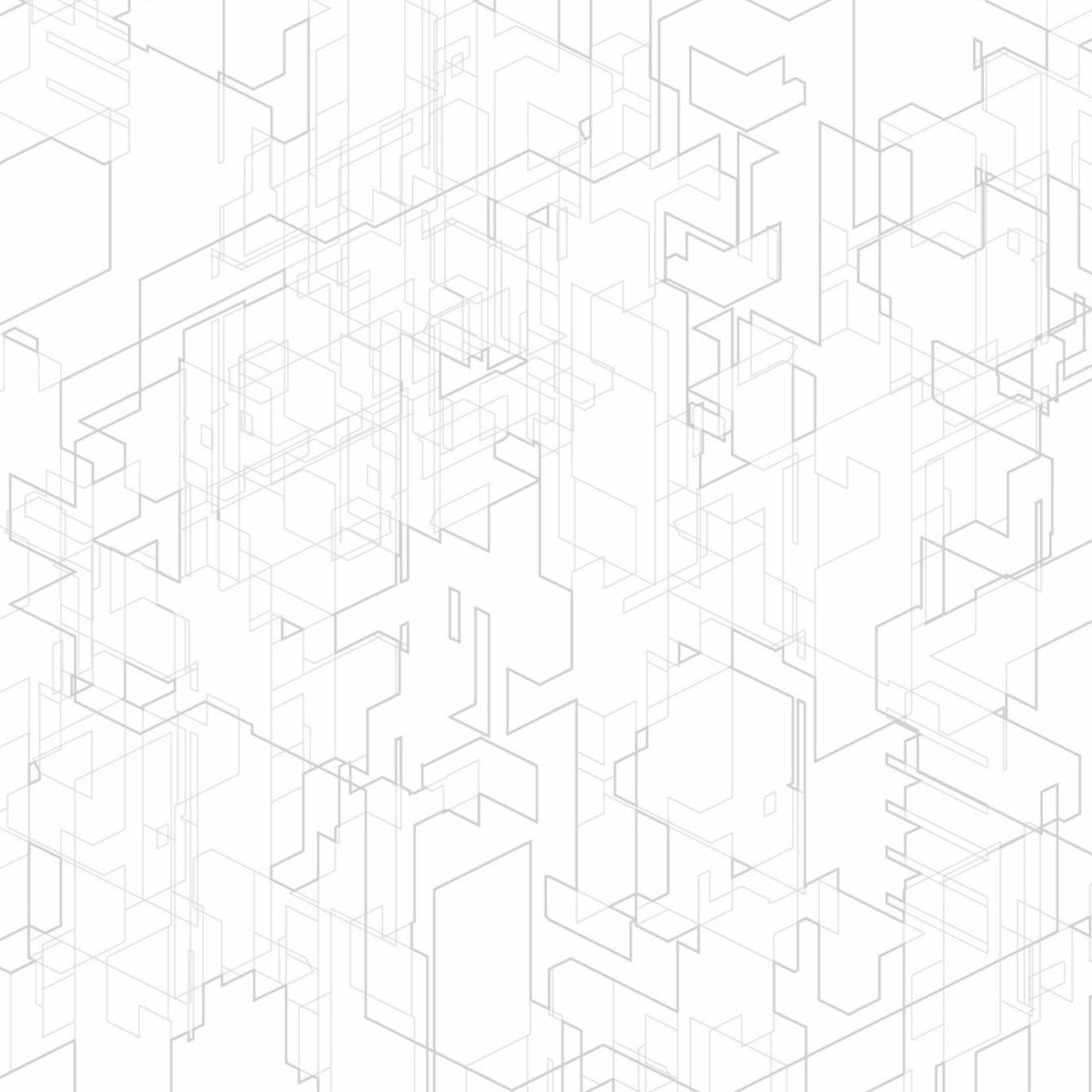


Secure Data Facility

Researchers and other faculty and staff members increasingly rely on highly available, secure, and backed-up storage for their daily needs. UBC IT will seek the required funding to build out the infrastructure needed to provide this service.

The following figure illustrates how each project relates to the the Technology Roadmaps.







Community reliable support easy sustainable capitalize focus innovative current environment cost-effective entrusted **solutions** learning **UBC** together **commitments** engage ideas build change mutual **leadership** secure actions future **people** research deliver now ensure **technology** effective resources safe exceptional available **service** adaptable stability endeavours leverage shared **provide** transparency quality needs mission **information** improve university respect achieve best practices **management** economic collaborative exchange **enable**

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