IT Strategy 2020
5 Year Service Plan

5 Year IT Service Plan to support IT@UCD: IT Strategy 2020

Introduction

This UCD IT Services, 5 year service plan outlines a set of goals and supporting actions that will ensure the successful delivery of information technology solutions and services across the UCD Community in the coming years. Goals and actions are broad-based and have a 3 to 5 year horizon. They will be reviewed on an annual basis so as to ensure they continue to meet the needs of the UCD Community and we will also assess the progress of each one.

The actions described are indicative and agile and will form a key input into our annual planning process and development of our annual work programme. The key outcome of the 5 year service plan is to support the implementation of the IT@ UCD: IT Strategy 2020 so as to deliver a rich set of information technology solutions and services that are customer focused and which will contribute to our vision:

"Empower people by transforming University life with new and emerging digital technologies".

The goals and actions are divided across the following thematic areas:

UCD IT thematic areas of:
- Supporting Research
- Enhancing Education technology services
- Contributing to the Student Experience
- Enabling Global Engagement

IT Services thematic areas of:
- Facilitating transformation and strategic information delivery
- Enhancing IT Service Excellence
- Delivering IT Platform Excellence

Supporting Research

Goal: Enabling easy access by researchers in all disciplines to infrastructure, tools, services and support.

Actions
1. Help raise awareness of the entire IT Services' offering to the research community.
2. Support IT requirements / actions / scaling of Major Research themes across the research community.
3. Support Domain Specific support services in Research Institutes.
4. Support other units within UCD to deliver IT solutions and services for the research community e.g. UCD Library Research repositories.
5. Continue to support National Research Support Services which provide added value services to our customers e.g ICHEC.

Goal: In partnership with key stakeholders, designing and implementing a Research Data Management policy and plan.

Actions
6. In partnership with key stakeholders, support the development of a UCD Research Data Management policy and plan.
7. Enhance the current data storage services we deliver to the Research community.
8. Explore new and emerging data storage and management solutions and services that are delivered off campus and in many cases through a Cloud type model.

Goal: Enhancing the UCD High Performance Compute service.

Actions
9. Maintain support for various Tiers of HPC services: Tier 1 - National, provided by ICHEC, Tier 2 - UCD ICHEC Condominium, Tier 3 - Local UCD cluster.
10. Review Cloud offerings to see are they fit for purpose for the UCD Research Community.

Goal: In partnership with key stakeholders implementing a new research information management system.

Actions
11. In partnership with the Research Office implement a new research information management system.

Enhancing Educational Technology Services

Goal: Facilitating the exploration, development, and adoption of new teaching tools and technologies. Focusing on supporting Colleges, Schools and education technologists through this process.

Actions
1. Develop a program to encourage and support faculty in adopting current and new learning technologies in partnership with key stakeholders.

Goal: Establishing a Learning Hub platform that incorporates a virtual learning technology environment with forward-looking learning systems and tools to support educational excellence across the UCD community.

Actions
1. Establish the governance / sponsorship structure required to review the existing virtual learning technology environment.
2. Engage the UCD community in the decision making process.
3. Ascertain the current and potential future requirements for all teaching and learning activities.
4. Benchmark requirements against current UCD solution(s) and other market leading solutions.
5. Implement and support a new Learning Hub service.

Goal: Supporting the development and use of high quality instructional content across a range of formats, technologies and teaching and learning approaches.

Actions
1. Support the development of digital content by providing advice, training, support and the relevant tools.
2. Establish media content development and training facilities and empower all faculty and staff in the use of them.
3. Enable the sharing and distribution of digital course materials across the UCD community.
4. Leverage UCD's strength in research to develop a collaborative environment for the sharing of digital learning materials.
5. Explore current practices and processes to archive and preserve course content and instructional materials. Identify service gaps with other key stakeholders, implement IT archiving, management and support services.

Enhancing Educational Technology Services

Goal: Supporting the delivery of a personalised learning experience to students who are highly mobile learners.

Actions
1. Design and implement a framework that supports the development of a personalised learning experience to students who are highly mobile learners.
2. Enhance educational technology services provided to students in partnership with key stakeholders so as to enhance their learning experience.

Goal: Designing and implementing a set of technology solutions that will support formative and summative assessment methods in UCD.

Actions
1. Design and implement a set of technology solutions that will support formative and summative assessment methods in UCD.

Contributing to the Student Experience

Goal: Providing the essential information technology solutions and services across the UCD Community to achieve best practices for interacting with students.

Actions
1. Review the current service offerings to assess if they are fit for purpose. Identify gaps and create a plan to address them.
2. Increase awareness of, and access to, the rich set of information technology solutions and services available to students.
3. Streamline the IT Services' Service Catalogue to ensure that students are fully aware of the information technology solutions and services available to them.
4. Enhance the services that support a BYOD (Bring Your Own Device) culture in conjunction with reviewing software catalogue/delivery and student computing needs (labs, SUAS, laptop loans etc.).

Goal: Engaging with our students, prospective students and alumni regularly to understand their needs and identify opportunities for collaboration on enhancing and delivering new services.

Actions
1. Design and implement a model for actively and frequently engaging with students about their information technology solutions and service needs.
2. Partner closely with Alumni services to explore ways that the IT environment can more seamlessly transition students to alumni.
3. Assess prospect, registration, student and alumni systems to determine opportunities for integration and improvement of navigation and usability.
4. Develop an environment where student focused IT systems and applications can be developed in collaboration with our students.
5. Explore the enhancing of IT training currently offered to students for the purpose of increasing their knowledge of digital skills such as word processing, spreadsheet functionality, presentation software and digital content creation.
6. Provide an infrastructure to support emerging technologies and activities such as blended learning, and others.

Contributing to the Student Experience

Goal: Supporting the delivery of a personalised learning experience to students who are highly mobile learners (linked to the same goal under Enhancing Education Technology services).

Actions
1. Design and implement a framework that supports access to a personalised learning experience to students who are highly mobile learners.
2. Enhance educational technology services provided to students in partnership with key stakeholders in order to enhance their learning experience.

Goal: Deploying new and enhanced online processes to help drive change and increase the efficiency and effectiveness of how the University operates (with a student focus under this goal).

Actions
1. We will work with UCD Registry and other stakeholders in the University to rollout UniShare to all student-facing areas of the University.
2. In partnership with our customers in business areas and with UCD Agile, we will identify and deliver on an ongoing programme of business process streamlining.
3. We will work with appropriate stakeholders to simplify the process of registration and in parallel redevelop our Student Registration application to make registration as easy as possible for our students.
4. We will assess the tools being used to deliver online processes, and seek to migrate where appropriate to a different tool.

Enabling Global Engagement

Goal: Enabling easy access to infrastructure, tools, services and support which will contribute to the successful implementation of the Global Engagement Strategy.

Actions

1. Help raise awareness of the entire IT Services' offering to the Global Engagement community (Global Centres and campuses).
2. Support IT requirements / actions / scaling of major global engagement activities across the UCD community.
3. Support Domain Specific support services in targeted markets.
4. Support other units within UCD to deliver IT Solutions and Services for the Global Engagement community e.g. UCD International Office.

Goal: Further develop the integrated systems that support the full lifecycle of student recruitment from enquiry through to offer and acceptance (linked to the same goal under Facilitating transformation and strategic information delivery).

Actions

1. We will partner with key stakeholders in both UCD International and UCD Registry to build on the existing structure and to continuously improve the systems and information delivered to support the student recruitment process.

Enabling Global Engagement

Goal: Delivering analytics to support the implementation of the Global Engagement Strategy and enable data driven decision-making.

Actions

1. We will engage with UMT Global Engagement Group to define information requirements and will implement projects to deliver information that meet these requirements.
2. We will provide an analytics portal through which we will deliver integrated management information to support decision making.

Goal: Designing and implementing a new IT platform to support the Global Partnerships initiative.

Actions

1. Work with the Global Partnerships Working Group to implement an IT platform which facilitates the integration of information about partners of the university - in support of the Global Partnership initiative.

Facilitating transformation and strategic information delivery

Goal: Further develop the integrated systems that support the full lifecycle of student recruitment from enquiry through to offer and acceptance across the UCD Community.

Actions

1. We will partner with key stakeholders in both UCD International and UCD Registry to build on the existing structure and to continuously improve the systems and information delivered to support the student recruitment process.
2. We will engage with other recruitment functions in the university (including Graduate School of Business and Undergraduate recruitment office) to drive the rollout of the common recruitment solutions across all areas of the university.

Goal: Ensure that our portfolio of enterprise applications meets the needs of our users in the University and offers the highest standards of usability

Actions

1. We review all business systems to ensure that they are fit for purpose over the next five years in partnership with the system owners (e.g. Registry, HR, Finance, and Research).
2. We will review cloud or external hosting options for both existing systems and when a new system is being procured, in line with our guiding principles.
3. We will continuously review new and emerging technologies in the areas of databases, web development, system design and usability to ensure that our systems remain at the forefront of best practice.
4. We will develop a deeper level of expertise in system usability, perhaps including the creation of a Usability Lab.
5. We will source and publish product roadmaps for each enterprise application to appropriate audiences.
6. We will review current methods of integration to ensure that they continue represent best practice into the future and in particular, take into account the impact of changing delivery models such as cloud.
7. We will work with areas of the University that independently manage information systems to ensure that these systems are integrated as far as is possible with the University level systems to optimise benefits for our users.
8. We will ensure that existing and new systems are fully accessible on a variety of mobile platforms.

Facilitating transformation and strategic information delivery

Goal: Deliver analytics to support UCD senior leadership in the implementation of the UCD Strategy 2015 – 2020 and enable data driven decision-making.

Actions

1. We will engage with the University Management Team to make Key Performance Indicators systematically available to appropriate audiences in UCD
2. We will engage with the subgroups of UMT (including the Global Engagement steering group) to define information requirements and will implement projects to deliver information that meets these requirements.
3. We will replace our current Business Objects (InfoView) platform with a newer generation tool which better meets the needs of our users over the lifetime of this strategy.
4. We will provide an analytics portal through which we will deliver integrated management information to support decision making in the university
5. We will identify and seek to fill information gaps, and will integrate new datasets with the existing suite of reports as they come on stream.
6. We will initiate an pilot open data project to publish a dataset of appropriate data for research or general use.

Goal: Deploy new and enhanced online processes to help drive change and increase efficiency and effectiveness across the UCD Community.

Actions

1. We will work with UCD Registry and other stakeholders in the university to rollout UniShare to all student-facing areas of the university.
2. In partnership with our customers in business areas and with UCD Agile, we will identify and deliver on an ongoing programme of business process streamlining.
3. We will work with appropriate stakeholders to simplify the process of registration and in parallel redevelop our Student Registration application to make registration as easy as possible for our students.
4. We will assess the tools being used to deliver online processes, and seek to migrate where appropriate to a different tool.

Facilitating transformation and strategic information delivery

Goal: Enhance the portals (InfoHub, SISWeb, Alumni Network, Agent) we use to communicate with and deliver online services and information to staff, students, alumni and external audiences.

Actions

1. We will work with UCD HR to transform our existing portals into a single comprehensive Employee Portal which will provide a clear single point of access to all HR information and services.
2. We will continue to work with the Alumni Relations Office to enhance the current Alumni Portal so that we develop meaningful ways of communicating with and delivering services to our alumni.
3. We will work with UCD Registry to develop SISWeb as the key location of services and information for students – with the ability to target services more accurately to specific segments of students.
4. We will partner with the relevant stakeholders to enhance our existing portals to standardise look and feel with www.ucd.ie and continue to adopt the latest technologies in the areas of HTML and CSS.
5. As needs arise, we will develop and deploy new portals to support new areas, including external partners of the University.

Enhancing IT Service Excellence

Goal: Designing and implementing internal and UCD wide governance structures.

Actions
1. Establish formal IT governance structure to guide IT strategic planning and decision making both internal and external to IT Services.

Goal: Promoting and developing excellence in our IT Relationship Management model across the University, enable the IT function to further empower and inspire our customers.

Actions
1. Engage with our customers to further understand their needs and become the 'Partner of Choice'.
2. Expedite the roll out of the ITRM model to all Colleges, Schools and administrative units.
3. Streamline the IT Services we provide.
4. Raise awareness of our service offerings through various marketing channels including PR campaigns, events, service videos etc. Complete review of our internal and external communications.

Goal: Enhancing our existing IT support model in line with recognised best practice to ensure all customers – faculty, staff, students – receive a consistent premium service in every contact with IT@UCD.

Actions
1. Continue to develop our IT Support Model (based on ITIL) including reviews of IT Centre model, the Mobile IT Desk and the Helpdesk.
2. Review of student open access PC lab services, staff desktop services, and IT Access.

Enhancing IT Service Excellence

Goal: Empowering our staff through a talent management initiative.

Actions

1. Build a culture in IT Services that is professional and friendly, recognises leadership, cultivates collaboration, fosters continuous training and development, and promotes innovation.
2. Continue to focus on recruitment, development and retention of high-calibre staff.
3. Foster and develop management and leadership capacity within IT Services through training, mentoring and Development Opportunities (known as I-DO and U-DO).
4. Develop staff to enhance their effectiveness and contribution in line with UCD's Goal 5 'attract and retain an excellent and diverse cohort of students, faculty and staff'.
5. Take a proactive approach to collegiate University IT staff development and the support and development of existing IT Services staff.
6. Develop and strengthen our most valuable asset – our staff – which will enable us to meet UCD's demand for IT services.

Goal: Managing change. Providing leadership to those affected by technology and organisational change (internal and external).

Actions

1. Foster and develop management and leadership capacity within IT Services through training, mentoring and coaching so we can navigate the ever-changing technology landscape.

Goal: Designing and implementing a service quality management function which includes measurement, into IT processes for service development and management.

Actions

1. Design and implement a service quality management function into IT processes for service development and management.

Enhancing IT Service Excellence

Goal: Enhance our internal and external communication channels, which clearly outlines the information technology solutions and services we deliver and support.

Actions

1. Provide an intranet for communication of material to internal audiences.
2. Design, enhance and implement a simple interface and mobile app platform for access to online services.
3. Design and implement new innovative collaboration platforms that will enhance our existing offerings in this space.

Goal: Managing the lifecycle of IT services and projects so as to ensure there is a focus on quality improvement and value for money.

Actions

1. Assess the need to establish a Service Excellence programme or Programme Management Office methodology which will address a full project/service life cycle to provide clarity on our service offerings.
2. Review our IT Services Catalogue.

Delivering IT Platform Excellence

Goal: Providing world-class platforms to support the information technology solutions and services we deliver.

Actions
1. Design and implement a "service brokering" approach so information technology solutions and services are delivered through the best available model and assess the need for data 2 data centres long term.
2. Consider "Cloud 1st and mobile centric" models in all new and existing services.
3. Implement an architecture encompassing authentication, identity management, mobile digital identity, directory services, and access control for all service delivery models.

Goal: Providing platforms and services to support a vibrant and dynamic web and mobile presence that enables easy management of content and are secure, reliable, flexible, sustainable and accessible.

Actions
1. Ensure current infrastructure is maintained within manufacturer recommendations.
2. Develop awareness of the potential impact of Internet Of Things on the underlying infrastructure and work with the relevant departments and industry to ensure best practice is followed.
3. Develop awareness of the potential impact of Unified Communications on the underlying infrastructure and work with the relevant departments and industry to ensure best practice is followed.
4. Continue to develop and maintain security systems and processes to prevent and detect cyber security threats.
5. Define and advise on easy exchanges of content.
6. Advise on relevant security and operational standards to ensure reliability.
7. Coordinate with the relevant experts to ensure published information is accessible to all.

Goal: Designing and implementing a Strategic Information Security Plan that includes adherence to EU General Data Protection Regulations.

Actions
1. Design and implement a Strategic Information Security Plan that includes adherence to EU General Data Protection Regulations.