IT Strategic Plan 2015-17

In this period we will build the foundations for our ‘Digital Campus’

CHALLENGES FOR IT IN 2015

- We don’t provide consistently excellent service for students that meets their expectations in the digital age.
- Users are sometimes unaware of services or not using them effectively diminishing the value they bring.
- We have poor visibility of activity at all stages of the research life cycle. Research management processes are labour intensive and researchers often feel poorly supported.
- Services for researchers are ill-defined. It is unclear which services should be provided from institutional overheads. There is a danger that our competitors are able to provide a more attractive and cost effective digital environment for research.
- We can’t keep up with expectations that are being set by Google, Amazon and the rest.
- We have multiple silos of information which are poorly signposted and frequently out of date.
- Staff computing services are less reliable and secure than those of other organisations because we have few standards and controls.
- We don’t have the data and analytic capability we need to take action and drive decision making in all our endeavours.
- We have a very complex landscape of business applications which are expensive to maintain, hard to change and not well integrated.

TOP PLANNED INITIATIVES

- Provide one suite of integrated student information systems which underpin globally consistent business processes for managing the student journey with online and mobile access.
- Provide integrated Research Management Services to underpin consistent business processes for managing the whole research lifecycle from grant application, through to publication of research outputs, collaborations, managing intellectual property and research outcomes, with an integrated set of systems.
- Define a set of core, generic IT services for all researchers which will be funded from institutional overheads.
- Take advantage of Microsoft's cloud service called Office 365. Use this to provide all staff and students with a core set of tools for communicating and collaborating – email, file sharing, web conferencing, messaging, internet telephony, social networking...
- Create one global intranet platform also based on Office 365.
- Standardise the way we provide and manage desktops, laptops
- Implement a ‘flexible desktop’ for BYOD access to software
- Establish one global directory and identity management approach
- Build a strategy for data analytics
- Build a roadmap for each key business system and address the most significant operational risks.

KEY PRINCIPLES

- All services will be designed for global operation with local support
- The user experience will be the same for users at any campus
- There is no such thing as an IT project
- We will be as inclusive as possible
- The total cost of IT across the University will be visible and managed
- We will focus IT resources on activities which differentiate us

TARGET METRICS

- Service Delivery: +3%, on IT elements A improving trend tending towards 100% very satisfied
- Project Delivery: Report on progress by time/cost/ quality. Consolidated view of benefits realised
- Financial Performance: Establish and maintain upper quartile performance. 10% reduction in running proportion of total IT costs.
- Organisational Capability Maturity : Average level 3

TARGET STATE OF IT - 2017

- We are delivering consistently excellent online and mobile services to students - anywhere, any time, from any device.
- Students are engaged as co-creators and change agents driving digital adoption across the University. We are using what we have already much more effectively to enrich the learning environment.
- We have a single, integrated research management system that enables transparency across the university.
- Researchers have a set of core services for digital research that are ‘free’ and constantly evolving. They can access help easily when defining and costing solutions to meet more specialist requirements.
- We are using Microsoft cloud services to support communication and collaboration across our whole community, allowing them to innovate for us so we feel the benefit with minimum investment.
- We are gradually rationalising and making it easier to find information. Everyone is clear on which repository to use for which purpose.
- We have a single laptop and desktop managed service that operates quickly, consistently and efficiently.
- We have a flexible desktop that delivers applications to users on devices of their choice.
- We understand the key questions that need to be answered by a new global data analytics service.
- Key HR, Finance and Estates business systems are running on robust platforms with agreed roadmaps.

CURRENT METRICS

- Service Delivery: 88% satisfied or very satisfied
- Measured in some areas but have not yet defined a consistent basket of measures with which to create a baseline.
- Project Delivery: 2020 implementation plan to be agreed.
- Financial Performance: Measured once for UK in 2012/13 when 5.6% of expense was spent on IT. (Average for benchmark group was 6.4%).
- Organisational Capability Maturity : Average level 1