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Background

• Information Technology's previous 2018-2021 strategic plan was developed before the University’s Transformation 2030 plan was developed.

• Our plan aligns with Transformation 2030 and enables the community to achieve its shared TRANSFORMATION 2030 objectives.

The COVID-19 global crisis is redefined higher education. The crisis challenged our status quo and forced us to quickly articulate a plan to:

- **Respond**
  - Manage continuity

- **Recover**
  - Learn and emerge stronger

- **Thrive**
  - Prepare for the next normal
Transformation 2030

TWO DECADES INTO THE 21st CENTURY,

having taken stock of our extraordinary growth, uOttawa looks to the future with confidence, ambition and vision, poised to complete our metamorphosis into an illustrious internationally-engaged university.
Our Vision

Innovate to enrich our community’s user experience and partner to build the university of tomorrow
Our Core Values

Innovate Boldly & Sustainably
- Through learning and bold actions
- Challenge the status quo
- Grow and sustain ourselves for the future

Build Trust & Connections
- Engage with empathy and respect
- Connect across teams
- Commit to our community and partners

Collaborate with Transparency
- Openly and inclusively
- Enhance the student and employee experience
- Strive for excellence together

Building a culture to support Transformation 2030
Transformation 2030 Alignment: Example 1

TRANSFORMATION 2030

OBJECTIVE 3
Be innovative and comprehensive in our approaches to teaching and learning

STRATEGY
Continually renew and revitalize our pedagogy to take full advantage of ongoing methodological, experiential and technological innovations

DIGITAL CAMPUS TRANSFORMATION PLAN

IT GOAL
Provide campus-wide solutions to facilitate collaboration, innovation, and discovery in support of learning, teaching and research.

IT PRIORITIES
- Partner with faculties and TLSS on key initiatives to support the academic experience.
- Enable collaborative solutions using our Microsoft 365 vision and strategy roadmap.
Transformation 2030 Alignment: Example 2

MORE CONNECTED

TRANSFORMATION 2030

OBJECTIVE 5
Connect with technology: Develop a holistic digital vision and roadmap that will enable the transformation of higher education capabilities

STRATEGY
Ensure technology investments are institutionally driven and strategically aligned to reduce administrative burden

DIGITAL CAMPUS TRANSFORMATION PLAN

IT GOAL
Technology: Ensure IT investments are strategically aligned through rigorous planning and governance.

IT PRIORITIES
Further develop the enterprise architecture practice and optimize the IT and information governance structure and processes.

Provide a campus-wide card solution for accessing all services
Transformation 2030 Alignment: Example 3

TRANSFORMATION 2030

OBJECTIVE 1
Give ourselves the means to make a difference: Achieve a level of philanthropic success consistent with our ambition to distinguish ourselves as a top-tier research university in Canada.

STRATEGY
Increase fundraising and endowment revenue and improve U15 benchmarking.

DIGITAL CAMPUS TRANSFORMATION PLAN

IT GOAL
Support high impact research and partnership initiatives.

IT PRIORITIES
Support increased awareness and recognition of Research activities within and beyond the University.

Streamline the research management process and minimize its costs for researchers.
## Transformation 2030 Alignment: Example 4

### MORE SUSTAINABLE

### TRANSFORMATION 2030

**OBJECTIVE 3**

Ensure responsible and sustainable growth of our infrastructure

**STRATEGY**

Ensure the safety, sustainability, and growth of campus physical infrastructure with a comprehensive medium- to long-term campus infrastructure renewal plan

**ACTIONS**

- Implement multi-year research infrastructure plan for state-of-the art research facilities and services to support internationally competitive research

### DIGITAL CAMPUS TRANSFORMATION PLAN

**IT GOAL**

Lower complexities and costs by transitioning operations to automated processes driven by intelligent cloud computing resources.

**IT PRIORITIES**

- Increase visibility on the status of solutions and infrastructure.
- Provide computing services to meet research needs for AI and machine learning.
Succeeding in a world where technology rapidly changes

GOALS

➢ Provide campus-wide solutions to facilitate collaboration, innovation, and discovery in support of learning, teaching and research.

➢ Partner to support cutting-edge research through an integrated research infrastructure.

➢ Modernize and streamline our institutional systems and processes to improve user experience and administrative effectiveness.
GOALS

- **World**: Increase our reach to prospective students by transforming the University's web presence into a best in class engagement and personalized platform.

- **Partners**: Strengthen and expand partnerships with our faculties, services, public and private sectors.

- **Technology**: Ensure IT investments are strategically aligned through rigorous planning and governance.
Contribute to outstanding leadership and management by enabling and supporting the tools required for evidence-based decision-making.

Support high impact research and partnership initiatives.

Leverage previous investments in new and meaningful ways.
GOALS

- Implement best and finest practices of service, solutions and support delivery.
- Strengthen IT security and data privacy policies, standards, risk management processes and technical capabilities to secure university assets, data and operations.
- Lower complexities and costs by transitioning operations to automated processes driven by intelligent cloud computing resources.
- Harmonize, simplify, consolidate, and scale our infrastructure ecosystem.
Priorities for each goal
GOAL 1
Provide campus-wide solutions to facilitate collaboration, innovation, and discovery in support of learning, teaching and research.

PRIORITIES
- Promote an inclusive and open-minded environment where we foster trust and empower our employees to challenge what's possible.
- Enable collaborative solutions using our Microsoft 365 vision and strategy roadmap.
- Support the University's drive to provide an exceptional experiential, competency-based, and collaborative learning environment to our students.
- Implement a unified communications platform.
- Partner with faculties and TLSS on key initiatives to support the academic experience.
- Support the growth and development of continuing professional and executive development programs and services across the University.
GOAL 2
Partner to support cutting-edge research through an integrated research infrastructure.

PRIORITIES

- Provide solutions for better management and oversight of advanced research facilities.
- Increase research data centre investments to support the research of tomorrow.
- Foster strategic partnerships to further develop our digital research ecosystem.
- Assist the University in meeting regulatory and other requirements regarding research management.
- Continue to grow our scientific computing services and support offerings.
GOAL 3

Modernize and streamline our institutional systems and processes to improve user experience and administrative effectiveness.

PRIORITIES

 Support the modernization of HR/finance processes via the institutional Enterprise Resource Planning (ERP) system.

 Align with and support institutional information, data governance and related initiatives.

 Partner with Facilities to implement and integrate an infrastructure for asset and inventory management to maximise business performance and service delivery, manage risks and realize strategic outcomes.

 Introduce enterprise-wide case management at the University.

 Mature the campus standards and processes for sustainable, collaborative IT Portfolio and project management.
GOAL 1

**World:** Increase our reach to prospective students by transforming the University's web presence into a best in class engagement and personalized platform.

**PRIORITIES**

- Collaborate with other services to transform the University's online engagement, personalization platforms and search capabilities to enhance user experience.
- Streamline non-public web content based on relevancy and analytics to enhance overall digital performance.
- Leverage artificial intelligence and other emerging technologies in our services, as well as solutions to encourage self-service.
GOAL 2

Partners: Strengthen and expand partnerships with our faculties, services, public and private sectors.

PRIORITIES

- Leverage technology to organize, store, and preserve research data to facilitate access and sharing with partners.
- Federate our collaborative solutions with Canadian universities, key academic and research partners.
- Support Alumni Relations fundraising efforts.
- Partner with the International Office on partnerships and data publishing.
GOAL 3

Technology: Ensure IT investments are strategically aligned through rigorous planning and governance.

PRIORITIES

➢ Further develop the enterprise architecture practice and optimize the IT and information governance structure and processes.

➢ Define and implement a digital foundations architecture aligned with Transformation 2030.

➢ Deliver a secure, flexible and unified mobile student experience.

➢ Provide a campus-wide card solution for accessing all services.

➢ Optimize the IT ecosystem and digital student learning experience.

➢ Increase our engagement with students, professors and employees when delivering business-led technology projects.
GOAL 1

Contribute to outstanding leadership and management by enabling and supporting the tools required for evidence-based decision-making

PRIORITIES

- Develop a framework and platform for the integration of data from across the institution for operational and strategic decision-making.

- Develop a data hub and use analytical capabilities to simplify and optimize institutional data-driven decision-making.

- Invest in and support a business intelligence platform for access to advanced analytics in all campus services and programs: administrative, academic and research.
GOAL 2

Support high impact research and partnership initiatives.

PRIORTIES

- Support increased awareness and recognition of research activities within and beyond the University.
- Streamline the research management process and minimize its costs for researchers.
- Provide formal digital assets management.
GOAL 3

Leverage previous investments in new and meaningful ways.

PRIORITIES

- Adopt a product-oriented approach to solution management.
- Develop multi-year visionary solution roadmaps.
- Develop multi-year evolutionary maintenance and optimization schedules for applications and systems.
GOAL 1

Implement best and finest practices of service, solutions and support delivery

PRIORITIES

- Invest in our employees and talent growth to ensure adaptable and sustainable skills for the future.
- Build an IT service-view to align with IT Operation Management (ITOM).
- Consolidate and federate knowledge bases to meet business needs.
- Automate, standardize and simplify service delivery processes (ITSM).
- Enhance our call centre solution to offer integration with the ITSM tool.
- Modernize campus printing to enable mobility, reduce carbon footprint and simplify print management.
- Implement modern mobile device (e.g. tablets, smartphones) management.
GOAL 2
Strengthen IT security and data privacy policies, standards, risk management processes and technical capabilities to secure university assets, data and operations.

PRIORITIES
- Enhance our security capabilities related to network, infrastructure and applications
- Leverage modern, secure, and cloud-hosted solutions.
- Promote and enforce leading secure SDLC standards and processes.
- Comply with Payment Card Industry Data Security Standard (PCI DSS).
- Develop and focus on increasing our cybersecurity skills and talent to meet ever-growing threats.
GOAL 3

Lower complexities and costs by transitioning operations to automated processes driven by intelligent cloud computing and resources.

PRIORITIES

- Increase visibility on the status of solutions and infrastructure.
- Provide compute services to meet research needs for AI and machine learning.
- Leverage the cloud to provide high-availability and resiliency to our core applications.
GOAL 4

Harmonize, simplify, consolidate, and scale our infrastructure ecosystem.

PRIORITIES

- Build a highly automated, fast, scalable and reliable IT infrastructure.
- Decommission legacy components and replace outdated assets.