

# *Préparer l'université de demain* *Building the university of tomorrow*

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Digital Campus Transformation Plan 2020-2025

Date: November 2020



uOttawa

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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

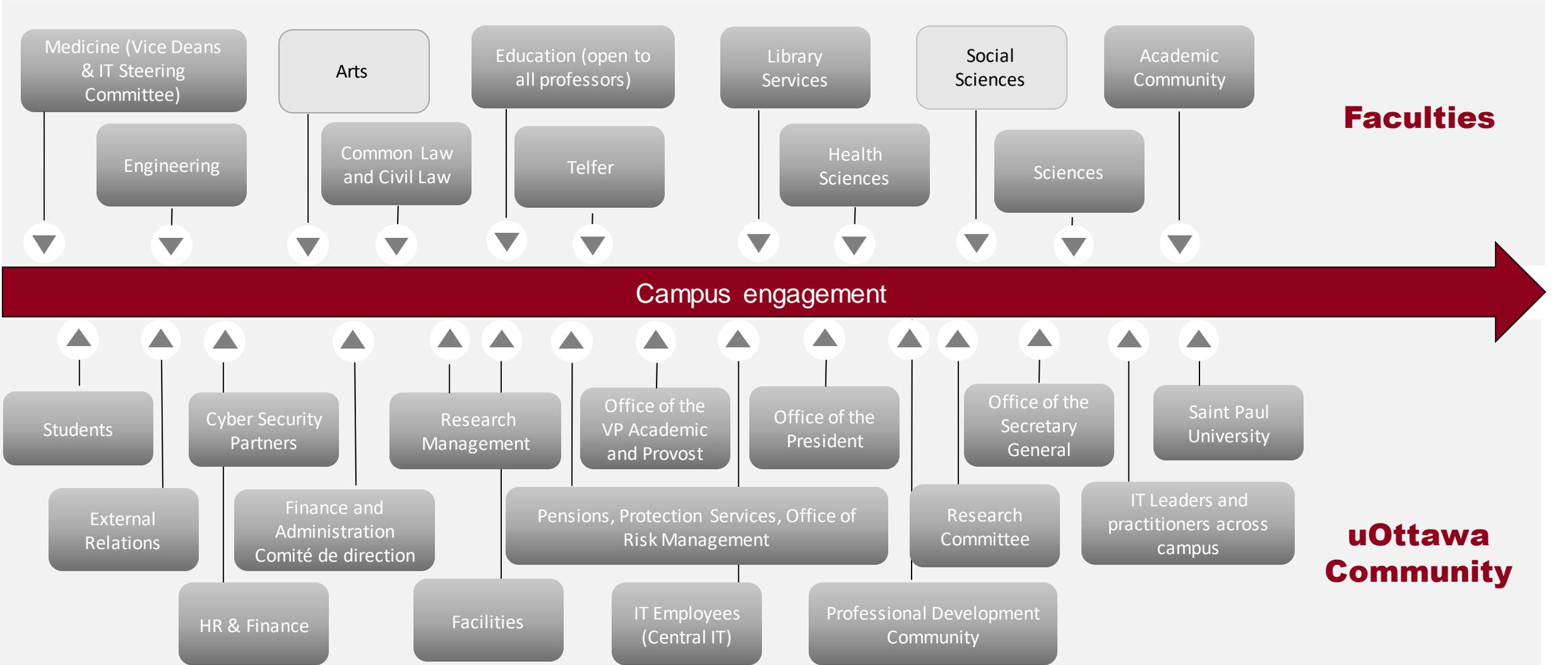
Learn and  
emerge stronger



Thrive

Prepare for the  
next normal

# Campus Consultations



## Transformation 2030

### TWO DECADES INTO THE 21<sup>st</sup> 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*

## Transformation 2030 Alignment: Example 1

MORE AGILE

### 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

MORE IMPACTFUL

### 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

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##### 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.

MORE  
**AGILE**

**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.

MORE

**CONNECTED**

**Becoming leaders  
with strong  
collaboration**

## 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.

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**IMPACTFUL**

**Working together to  
build great digital  
experiences**

## **GOALS**

- 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.

MORE

**SUSTAINABLE**

**Shaping  
tomorrow's  
technology**

## 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**

MORE

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## 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.

MORE

**AGILE**

## 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 by collaborating with experts from across campus.

MORE

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## 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.



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## 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.



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## GOAL 2

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

### PRIORITIES

- Leverage technology and engage with partners to organize, store, curate, preserve and facilitate access to research data.
- 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.
- Expand and improve the quality of our services and tools in support of our Francophone community.



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## 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.

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## **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.



MORE

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## 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.
- Partner with the Library to provide formal digital assets management.

MORE

**IMPACTFUL**

## GOAL 3

Leverage previous investments in new and meaningful ways.

### PRIORTIES

- 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.

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## 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.

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## 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.

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## **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.

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## **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.