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INFO TECH

Information Technology Services

Strategic Plan 2015–2016

INSPIRING INNOVATION: A Roadmap for the Future

Camosun College Information Technology Services Strategic Plan 2015-2016*

**The Information Technology Services Strategic Plan is the result of cross-college consultations that took place between June 2013 and March 2015, and it will serve as a guide for setting priorities and making key decisions. The timeframe for the plan was set at one year to align with Camosun's established strategic planning cycle. Future ITS plans will be timed to flow from and support the college's over-arching strategic plans.*



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TERRITORIAL ACKNOWLEDGEMENT

Camosun College serves the communities of southern Vancouver Island and the south Gulf Islands that are located in the traditional territories of the Lkwungen (Esquimalt and Songhees), Malahat, Pacheedaht, Scia'new, T'Sou-ke and W SÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) peoples.

We acknowledge our traditional hosts and honour their welcome and graciousness to the students who seek knowledge here.

PLAN ACCOUNTABILITY

With appreciation to all members of the college community who contributed to this plan, including those who participated in the initial consultation session in June 2013, as well as the theme group and steering committee members.

INTRODUCTION

BY LAURA-LEA BERNA, CHIEF INFORMATION OFFICER

I'm delighted to present the 2015-2016 Information Technology Services Strategic Plan. I'm proud to have had a part in bringing it to fruition however, the plan is not mine alone, nor is it the plan for just the Information Technology Services department. This plan is a result of the collaborative effort and hard work of many from the college community, and it reflects the direction of information technology services at Camosun College.

The initial work on a college-wide Information Technology Services Strategic Plan began in June 2013. Throughout the engagement with the strategic planning community, certain aspects and themes remained clear and form the Information Technology Services Strategic Plan 2015-2016:

- The plan ties to and supports the Education Plan and the larger Camosun College Strategic Plan
- Providing client-centred service is foremost
- Building for the future is a partnership with the college community

Technology is pervasive in everyday life, and Camosun's campuses are no different. Students and employees expect and deserve technology services that are flexible, robust and enabling. The Information Technology Services Strategic Plan endeavors to support, elevate and address how our students, employees and community use, create and interact, with technology at Camosun, regardless of their starting point.

The plan also provides the broader college community guidance on the direction information technology is taking at Camosun and aligns the operational goals of the Information Technology Services department for fiscal year 2016.

I would like to extend my thanks to those who participated in the development of this plan.



COLLEGE VISION, MISSION & VALUES

VISION

Inspiring lives.

Canada's college of life-changing learning.

MISSION

We build a better tomorrow by providing outstanding and relevant learning experiences, valued credentials, and life-long student success.

VALUES

Our Learning Values

- We value life-long learning.
- We value self-directed and collaborative learning experiences.
- We value the practitioner of knowledge.
- We value flexible and accessible learning.

Our Service Values

- We value excellence in our service to students and communities.
- We value the continuous improvement of our services and programs.
- We value collaboration across the college.

Our Leadership Values

- We value the development of leaders.
- We value intelligent risk taking.
- We value creativity, innovation and imagination.
- We value the courage of the change agent.

INFORMATION TECHNOLOGY SERVICES VISION & MISSION

Inspiring Innovation. Supporting the Camosun community.

We meet you where you are and take you where you want to go.

INFORMATION TECHNOLOGY SERVICES PRINCIPLES

Information Technology Services principles are grounded in Camosun's vision, mission and values. They reflect our commitment to being Canada's college of life changing learning.

AT CAMOSUN WE:

- Focus on the information and technology needs of our community and clients
- Facilitate change through socialization processes
- Partner and collaborate across the college and our constituencies
- Embrace learning
- Demonstrate responsibility, transparency and accountability in all that we do
- Aspire to be brave and innovative leaders

BUILDING OUR FUTURE

Five core themes for the Information Technology Services Strategic Plan emerged through the consultative process.



SERVICE INTEGRATION

GOAL: Provide seamless and consistent access to technology services.

Strategies:

1. Ensure resiliency of core services that address reliability, availability, capacity and security
 - a. Core services are designed to ensure business continuity
 - b. Core services are monitored and audited systematically
2. Provide services that connect seamlessly to our community
 - a. Use an integrated authentication system
 - b. Build formal processes to manage account lifecycles
3. Maintain security policies and ensure compliance through regular audits
4. Develop guidelines and governance to inform purchasing decisions that ensure compatibility with existing services
5. Review core services to ensure they interact seamlessly through connectivity and shared practices

TEACHING & LEARNING

GOAL: Partner with the Education Division to provide technology rich learning experiences.

Strategies:

1. Engage in the Education Division renewal process to ensure ITS' alignment with future directions
2. Participate in the evaluation and piloting of new products that meet the pedagogical needs of the college
 - a. Engage with the Education Division to support their goal of expanding distributed learning
 - b. Develop practices to ensure compliance with copyright, accessibility standards, privacy and other commonly held standards
3. Support and facilitate training opportunities for instructors and staff in the best use of technology that supports their work

GOAL: Provide learner-centred services and supports.

Strategies:

1. Enhance technology support for students and employees through a single point of contact
 - a. Utilize best practices, such as IT Service Management (ITIL), to realign support to serve students and employees
2. Optimize use of technology through education and support
 - a. Provide a full suite of help—in person, online, and mobile, that responds to students at time and place of need
 - b. Provide learner-centred orientations and assistance for labs, computing and printing devices, software applications and audio visual equipment

COLLABORATIVE CULTURE

GOAL: Facilitate and accelerate collaboration through technology.

Strategies:

1. Utilize socialization to share knowledge and support change
 - a. Facilitate a face-to-face community-based system for collaboration
 - b. Develop a suite of on-line socialization tools for information dissemination including change management processes
 - c. In alignment with the People Plan, utilize technology to support college communication
2. Support teambuilding, communities of practice and projects
 - a. Engage external partners in projects and teams
 - b. Engage vendors as appropriate to enhance training and information sharing
 - c. Foster and support technology champions
 - d. Develop technology on-boarding services

OPTIMIZE RESOURCES

GOAL: Optimize resources to sustain a rich technology environment.

Strategies:

1. Build processes to simplify, create consistency and visibility on projects
 - a. Have a formal process for innovation management
 - b. Utilize project management processes to guide service development
 - c. Provide life cycle management of services
 - d. Have a formal process for prioritizing projects

2. Leverage technology, expertise and funds to ensure financial sustainability
 - a. Collaborate externally to maximize resources
 - b. Explore non-traditional funding sources
 - c. Provide appropriate technology to maximize benefit for all users
 - d. Take advantage of relationships and initiatives developed under shared services
3. Focus our resources on core services
 - a. Develop a service catalogue with champions of individual technology identified
 - b. Ensure we have the expertise to maximize our core services
 - c. Create and publish service level agreements to promote transparency and increase accountability

CLIENT CENTRED

GOAL: Set service directions based on community needs.

Strategies:

1. Engage client groups to research and identify the needs of our community
 - a. Align our core services with the needs of the college
 - b. Identify a product roadmap for our core services
 - c. Work with client to fill gaps where service is not available
2. Implement a continuous improvement process to anticipate and respond to the service needs of the community
 - a. Ensure appropriate tools and training are in place
 - b. Strike advisory committees to support and promote continuous improvement

APPENDICES

APPENDIX A – SERVICE CATALOGUE & CORE SERVICES

Using the Educause IT Service Catalogue Model for Higher Education as a model, we are working with our service champions to identify our services and related service offerings (products). This work continues in 2015-2016. In alignment with the Educause structure our services fall into eight categories:

- Teaching & learning
- Administrative & business
- End point computing
- Research
- Communication & collaboration
- Security
- Infrastructure
- IT Professional services

Source:

Educause: www.educause.edu/about

APPENDIX B – SERVICE PRIORITIES

Operational Plan fiscal year 2016: based on the Information Technology Services Strategic Plan, IT project prioritization and operational priorities for Information Technology Services.

PROJECTS:

- Payment Card Industry Data Security Standards compliance
- Domain consolidation
- Co-op Education and Student Employment system
- Office 2013 deployment
- Graphic Services ticketing system
- Virtual desktop infrastructure proof of concept
- Data visualization
- FRX financial system replacement
- Process flow automation for HR, Payroll and Finance
- Trades Education and Innovation Complex IT implementation
- Continuing Education content management system
- Investigation of EduCloud services (cloud services provided by UBC for PSE)

INITIATIVES:

- Service catalogue and service level agreement development
- Disaster recovery plan
- Key performance indicators development
- Product roadmap for core services
- IT Project Management Office
- Continuous service improvement (Lean)

APPENDIX C – SUPPORTING DOCUMENTS AND REFERENCES

- [Camosun College Inspiring Lives Strategic Plan 2011-2014](#)
- [Inspiring Learning - Education Plan 2012-2014](#)
- [Inspiring Relationships - Camosun's Indigenization Plan](#)
- People Plan & Supporting Initiatives September 2014
- Educause Working Group for IT Service Management
- Information Technology Infrastructure Library (ITIL)





INSPIRING INNOVATION: A ROADMAP FOR THE FUTURE

