McGill ITS
Strategic Plan
Context: Our 5 Year ITS Roadmap

Approved in April 2015

Focuses on improvements to the following areas
- Teaching and Learning
- Research
- Student systems
- Campus
- Administration

Requires us to
- Be flexible and creative
- Focus on the right scope, timeline and budget
- Account for any necessary IT and government regulations

Must be cyclically reviewed to accommodate new priorities and opportunities
ITS Strategic Planning Framework

McGill’s Future State

McGill’s Current State

ITS Future State

ITS Current State

Principal’s Five Priorities

Strategic Research Plan

McGill University Strategic Academic Plan

ITS strategic objectives, mission/vision and ITS roadmap
Analysis of our current state

ITS Current State

Our challenges:

- Governance and prioritization processes within IT and the McGill community
- Technology vision for the IT Project Roadmap and for sustaining the projects already deployed
- Fast-paced trends, evolution in user behaviors, user expectations, and management constraints
- Deeper focus required on services critical to the University’s core mission
- Adoption of faster and fit-to-size-delivery models
- Employee engagement and empowerment
- Effectively communicating the ITS mission/vision, strategies and services both with the McGill community and within IT Services
Strategic planning for our future state

- Align IT priorities and investments to McGill’s needs
- Demonstrate a clear technology vision enabling delivery of our 5 year IT roadmap
- Implement a cyclical strategic planning model addressing user needs, environmental factors, ever-greening of IT assets and project portfolios
- Strengthen partnerships with faculties, students, and research to find innovative and cost-effective ways to meet their needs
- Deliver faster and fit-to-size-solutions
- Engage and empower IT staff to make timely decisions aligned with our strategic goals
- Execute an IT Communications strategy to promote transparency within ITS and with the McGill community
New Mission and Vision

**ITS Mission**
With our diverse and talented team of IT professionals, we:
- Deliver value-driven services
- Provide the best user experience
- Meet McGill’s evolving technology needs

**ITS Vision**
- Provide innovative solutions to advance teaching, learning and research
- Facilitate administrative functions to help McGill achieve its mission
- Act as trusted advisor, partner and leader in emerging technologies to the McGill community
Foundational strategic pillars

5 Strategic Pillars enabling the delivery of the ITS Roadmap

- IT Foundation
- Focus on Core
- Velocity and Efficiency
- Employee Engagement
- Communication
Pillar strategies 2017-2019

3 year strategic direction

1. Define, communicate, and implement an enterprise architecture vision for Business Service and IT domains

2. Develop and share a global roadmap for ever-greening and a long-term technology roadmap addressing McGill’s evolving requirements and the regular reassessment of IT Services and assets

3. Structure IT governance with clearly defined decision paths for prioritization of initiatives, IT security and cloud services

4. Define and prioritize solutions for core IT capabilities to provide a more agile and efficient delivery of IT resources

2017 Priorities*

Define an enterprise architecture vision for Business Intelligence, Identify & Access Management, Integration Architecture, and Document Management & Collaboration, Customer Relationship Management

Prioritize activities for next year’s ever-greening plan of existing IT services. Identify global ever-greening approach and process

Define decision paths for prioritization of IT initiatives, IT security and cloud services

Define and prioritize solutions for these core IT capabilities: integration layers, testing tools, automation and orchestration

*Calendar year
### Pillar strategies 2017-2019

**3 year strategic direction**

1. Effectively prioritize initiatives for faculties, students, research and administrative units with demand and capacity management.


3. Develop a Business Relationship Management (BRM) capability to build strong partnerships with faculties and administrative units.

4. Develop the capability to better capture and incorporate the technology needs of students and researchers into our service offerings.

5. Implement a cyclical strategic planning model linked to continuous service improvement, ever-greening of IT assets, improved communication with users, and compliance with Bill 133.

**2017 Priorities***

<table>
<thead>
<tr>
<th>2017 Priorities*</th>
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<tbody>
<tr>
<td>Review current capacity management process, recommend improvements, and implement quick-wins</td>
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<tr>
<td>Revise and communicate IT risk assessment and treatment processes</td>
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<tr>
<td>Assess various BRM models, propose recommendations for roles, responsibilities, and rollout strategy</td>
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<tr>
<td>Create a portfolio team dedicated to Teaching, Research, and Student Life. Partner with McGill community, leverage subcommittees, etc. to gather needs and validate concerns</td>
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<tr>
<td>Revise the cyclical strategic planning model and timeline</td>
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*Calendar year
## Pillar strategies 2017-2019

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<tr>
<th>3 year strategic direction</th>
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<tr>
<td>Integrate innovation in the delivery of high-quality solutions</td>
<td>Define the concepts of innovation and start capturing and sharing situations where innovation is being used</td>
</tr>
<tr>
<td>Foster a culture of fit-to-size solutions and joint application design</td>
<td>Define and pilot McGill Agile delivery and framework, empowering teams to select the best approach based on project context</td>
</tr>
<tr>
<td>Introduce ITS Staff and the McGill community to new concepts, including disposable applications and shorter application lifespans</td>
<td>Review our methods for requirements gathering and solution design, and define parameters and approaches to prototyping, pilots and disposable applications</td>
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*Calendar year
Pillar strategies 2017-2019

3 year strategic direction

1. Ensure that all staff are working in concert by connecting their day to day work to the vision & mission through ongoing coaching, staff development, recognition, and employee feedback mechanisms.

2. Empower staff at all levels to make timely, appropriate, fact-based decisions that align with the strategic goals of the organization.

3. Develop employee skills internally to be ready for change and innovation.

4. Find opportunities to express our commitment to the vision / mission outside of our unit so that we may be seen as a trusted and effective partner.

5. Foster a culture where achievements are recognized, good and bad stories are shared, analyzed and turned into lessons learned.

6. Implement employee feedback mechanisms to capture, analyze, and address new improvement opportunities as they arise.

2017 Priorities*

- Improved on-boarding for IT staff (more standard and structured approach)

- Accelerate skill and competency development for all staff and increased focus on team management practices

*Calendar year
Engage and partner with faculty, students, researchers and staff through forums enabling the exchange of IT-related information; Improve practices throughout the IT organization, based on IT user preferences and feedback

Increase information sharing and transparency within ITS by establishing and promoting channels to collaborate, discuss and distribute information regarding our people, services and strategies

Create effective, efficient strategic communication capabilities, change management guidelines and standards, tools, templates and processes; Ensure coherent and harmonized communication internally and externally

Build a McGill-wide communications strategy & plan for communicating and exchanging
Implement Information-providing and Information-exchanging channels

Create and share communications guidelines, tools, templates for use by ITS

Build an internal ITS communication strategy & plan for communicating within ITS

*Calendar year
## ITS strategy on a page

<table>
<thead>
<tr>
<th>Current state - Our Challenges</th>
<th>Initiatives</th>
<th>Future state</th>
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<tbody>
<tr>
<td>Governance and prioritization processes within IT and the McGill community</td>
<td>Collaborate with University leadership to define IT priorities. Structure IT governance with clearly defined decision paths</td>
<td>Align IT priorities and investments to the needs of the University, review and adjust through time</td>
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<td>Technology vision for the IT Project Roadmap and for sustaining the projects already deployed</td>
<td>Define and prioritize architectural strategies to enable delivery of the IT project roadmap</td>
<td>Demonstrate a clear technology vision for enabling the delivery of our 5-year IT roadmap</td>
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<td>Fast-paced trends, evolution in user behaviors, user expectations, and management constraints</td>
<td>Implement a cyclical strategic planning model, and an annual review and prioritization of user-needs</td>
<td>Review project portfolios, environmental factors, ever-greening, and user-needs via a new cyclical strategic planning model.</td>
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<td>Deeper focus required on services critical to the University’s core mission</td>
<td>Strengthen partnerships with faculties, students, and research to gather needs and validate concerns</td>
<td>Deliver innovative and cost-effective ways to meet the IT needs of faculties, students, and research</td>
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<td>Adoption of faster and fit-to-size delivery models</td>
<td>Promote fit-to-size solutions and define fit-to-size delivery approaches adapted to project-type</td>
<td>Deliver faster and have a fit-to-size delivery process</td>
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<td>Employee engagement and empowerment</td>
<td>Provide skill and competency development for staff via coaching, training, and recognition</td>
<td>Invest in team management practices that empower staff to make timely, appropriate decisions aligned with our strategic goals</td>
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<td>Effectively communicating with the McGill community and within IT Services</td>
<td>Deliver IT external and internal communications targeting the right message to the right person, at the right time</td>
<td>Execute a communication strategy that promotes a culture of transparency within ITS and with the McGill community</td>
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## Dependencies: ITS strategy on a page

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### Future state

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### OVERVIEW

**Focus on Core**

- **IT Foundation**
  - **Focus on Core**
  - **Velocity and Efficiency**
  - **Employee Engagement**
  - **Communication**

**PILLARS**

- **IT needs are defined with University leadership**
- **Opportunities to share different delivery models with our stakeholders. And, our stakeholders adopt and embark on these new delivery models.**
- **Deliver faster and have a fit-to-size delivery process**
- **Invest in team management practices that empower staff to make timely, appropriate decisions aligned with our strategic goals**
- **Execute a communication strategy that promotes a culture of transparency within ITS and with the McGill community**

**Overview**

- **IT needs are defined with University leadership**
- **Opportunities to share different delivery models with our stakeholders. And, our stakeholders adopt and embark on these new delivery models.**
- **Deliver faster and have a fit-to-size delivery process**
- **Invest in team management practices that empower staff to make timely, appropriate decisions aligned with our strategic goals**
- **Execute a communication strategy that promotes a culture of transparency within ITS and with the McGill community**
Annex: ITS roadmap highlights

Students, Teaching and Learning
- Student Information System Evolution
- myCourses Evolution
- Graduate Studies Milestone Management
- Customer Relationship Management (CRM) Systems
- Business Intelligence (BI) for Strategic Enrollment

Research
- Pre and Post Award Management System
- Human Subject Management Protocol System
- Asset Management System for Research
- Business Intelligence for Research

Campus and Administration
- Network & Telephone System Update
- New HR System – Recruitment to Retirement (R2R)
- Finance Information System Evolution
- IT Service Management System (ITSM)
- Identity & Access Management System
- McGill Web Portal replacement (myMcGill)
- Ever-greening (PCs, laptops, classrooms, labs)
Annex: Descriptions for ITS roadmap highlights

Students, Teaching and Learning

Student Information System Evolution
Multiple projects encompassing the implementation, replacement or enhancement of solutions used by students or for the management of student information.

myCourses Evolution
myCourses is McGill’s learning management system for online teaching and learning and is used in over 1500 courses per term by thousands of students. Additional functionalities targeted in the upcoming months include: Final grade submission and the OneDrive document integration.

Graduate Studies Milestone Management
A tool to support graduate students completing thesis-based graduate level program requirements. It will provide enhanced monitoring, tracking, and proactive communication.

Customer Relationship Management (CRM Systems)
A broad solution supporting all phases of the student life cycle — recruitment, enrollment, engagement, retention, alumni, career services and continuing education. CRM solutions will help the University and its various departments automate and improve student-centric business processes, and gather data to produce analytics to improve our overall decision making. The alignment of departmental needs and the definition of common data requirements are cornerstones for success.

Business Intelligence (BI) for Strategic Enrollment
A set of solutions (tools and applications) that will implement a Student Master File, and a Student Data Mart, with the reports, cubes and BI solutions needed to support decision-making in strategic enrollment.

Research

Pre and Post Award Management System
A solution that will support identifying research funding opportunities, McGill expertise matching, pre/post-award management and reporting, as well as help researchers seeking/applying for funding requiring McGill institutional approval.

Human Subject Management Protocol System
A solution to support the submission and review process for human ethics approvals when using humans as subjects for research.

Asset Management System for Research
A system that will support the Asset management process for research assets across the university allowing for improved accuracy in capturing and monitoring assets; including location, condition, and enabling holistic management of asset disposal.

Business Intelligence for Research
A set of solutions (tools and applications) that will implement a Research Master File, and a Research Data Mart, with the reports, cubes and BI solutions needed to support decision-making in research.

Campus and Administration

Network & Telephone System Update
Replacement of the network and telephone system, including renovation of all campus telecom rooms, installation of new telephone systems, new fiber cabling, and data network access equipment.

New HR System – Recruitment to Retirement (R2R)
A system that will improve the efficiency of human resources administrative tasks for all faculties, departments and administrative units. The system will facilitate the elimination of manual processing and duplication, and provide online management of personnel files for all employees.

Finance Information System Evolution
Multiple projects encompassing the implementation, replacement or enhancement of solutions used for the management of financial information, including procurement-related information.

IT Service Management System (ITSM)
The implementation of a single, integrated toolset capable of supporting various IT Service Management processes with the objective of improving reliability, effectiveness, quality, and governance capabilities of IT Services.

Identity & Access Management System
Improved management of digital identities by refining solutions for access provisioning, management and security while facilitating accessibility through self-service. By improving multiple areas of access management, it will consequently improve protection and privacy of information.

McGill Web Portal replacement (myMcGill)
A new portal for students and staff providing improved user experience features, access to multiple applications; as well as the capability to access integrated, up-to-date data and content directly through the portal.

Ever-greening (PCs, laptops, classrooms, labs)
Multiple projects encompassing the replacement or upgrade of existing software/applications and office equipment.