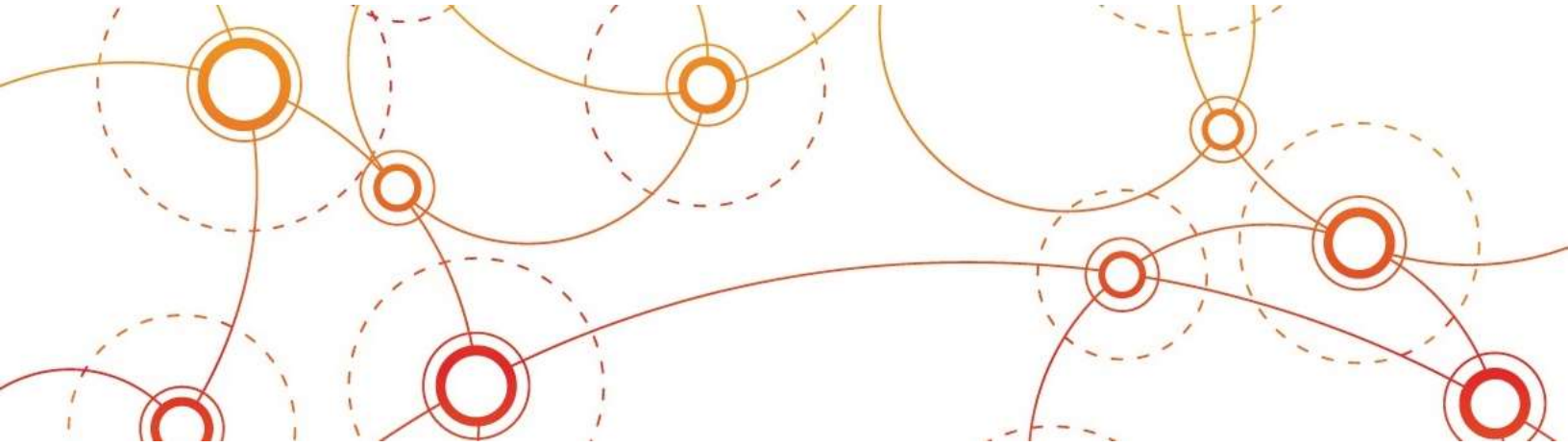


Information Technologies

Strategic Plan

December, 2018





Executive Summary

The IT Strategic Plan (Plan) has been developed with the bold vision of UCalgary's Strategic Plan – *Eyes High* supported by the priorities and commitments stated in the Academic and Research Plans as its foundation. The Plan defines the vision and strategic initiatives the University community needs in order to achieve its objectives. It envisions a technology-enabled campus that supports UCalgary's ability to deliver and excel in teaching, learning, scholarship and research by providing the digital foundation upon which global engagement, sharing of information and the evolution of teaching technologies is possible. The purpose of the Plan is the support and enablement of the larger UCalgary vision through the assurance that the required technology is readily available, current and fully adopted to support and enable our students, faculty and staff in all their respective endeavors.

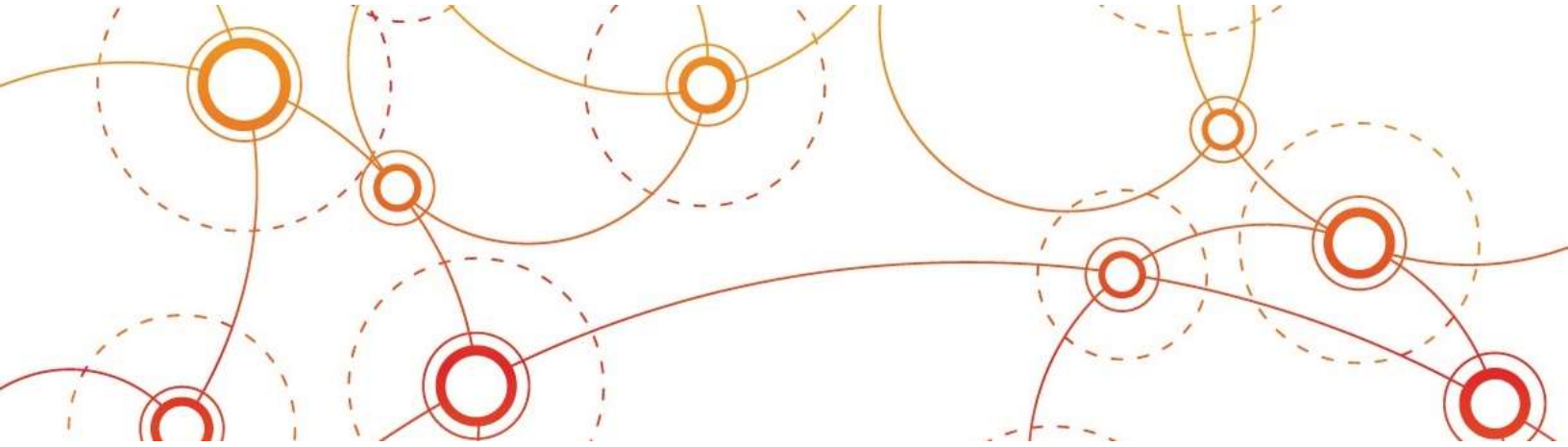
The Plan reflects the high level IT direction for the next five years. It is our commitment to support the University's vision and our accountabilities to achieve those ambitious goals.

Guiding Framework

Our university community needs clarity and understanding of our overall direction and how we set our priorities. To be included in our IT Strategic Plan, a strategic focus, initiative or priority needs to:

- Have a direct line in supporting the institution's foundational strategies;
- Address an emerging opportunity and/or existing pain points; and/or,
- Have an impact across the institution.

This simple framework will assist in communications with our stakeholders and guide our investment and resource allocation decisions.



UCalgary Context

In order to ensure the Plan is aligned with UCalgary's institutional priorities, input has been gathered from a diverse number of stakeholder groups across the institution, including interviews with the Executive Leadership Team members, Senior Leadership Team members, and students groups. These conversations focused on organizational priorities and how IT could enable, support and potentially drive them. A number of themes emerged. These themes provided context for the Plan.

Focus on Foundational Strategies

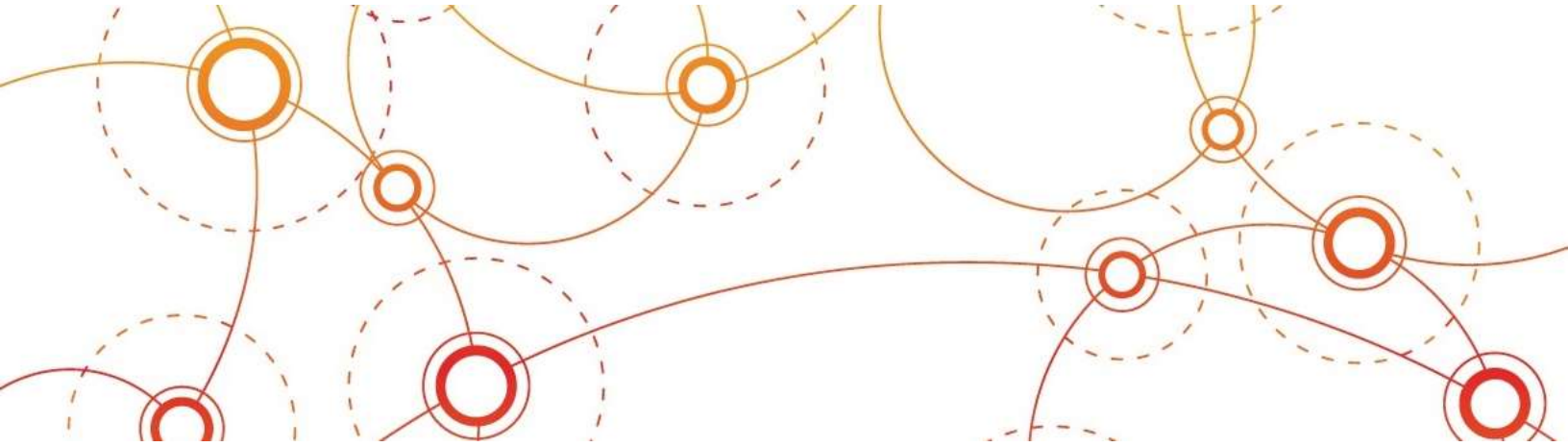
Support and accelerate the delivery of the commitments of UCalgary's foundational strategy – *Eyes High*, and the Academic and Research Plans. IT has been focused foundational capabilities over the past few years. Going forward our focus will be on supporting and accelerating the objectives and goals described within *Eyes High* and the Academic and Research plans.

Focus on Impactful Change

Enable UCalgary's global reach in the pursuit of collaborative partnerships, distance learning and cross discipline research including removing barriers to communication, knowledge sharing and innovation.

Focus on People and Platforms

Lessen the complexity of our environment and improve the quality of our information by reducing the number systems and software in favour of foundational platforms that meet the common needs. Implement systems required to meet the diverse and unique needs of our community. Empower our people with access to quality information and improved client experience including the introduction of emerging technologies to our community.



Strategic Goals

The IT Strategic Plan objectives are broad based and have a three to five year horizon. They will be reviewed on an annual basis to ensure they continue to meet our community's needs. The objectives will be supported by a strategic road map which will guide our five-year capability plan and support our annual planning process. Key outcomes of the strategy include delivery and support of a rich set of technology-based solutions and services that support our foundational strategies and contribute to our shared vision.

Goal
#1

Accelerate Global Engagement

Enable-collaboration through seamless access to infrastructure, tools, services and support that facilitate the engagement of all stakeholders, enrich the student experience, allow for easy collaboration by students, faculty and staff and promote external partnerships.

Goal
#2

Provide Current, Advanced and Available Technology

Define and invest in a leading edge integrated environment that supports, protects, leverages, and archives the vast amounts of data being generated from of our research, learning and administrative environments. Ensure capacity is available ahead of demand for all forms of computing power and storage.

Goal
#3

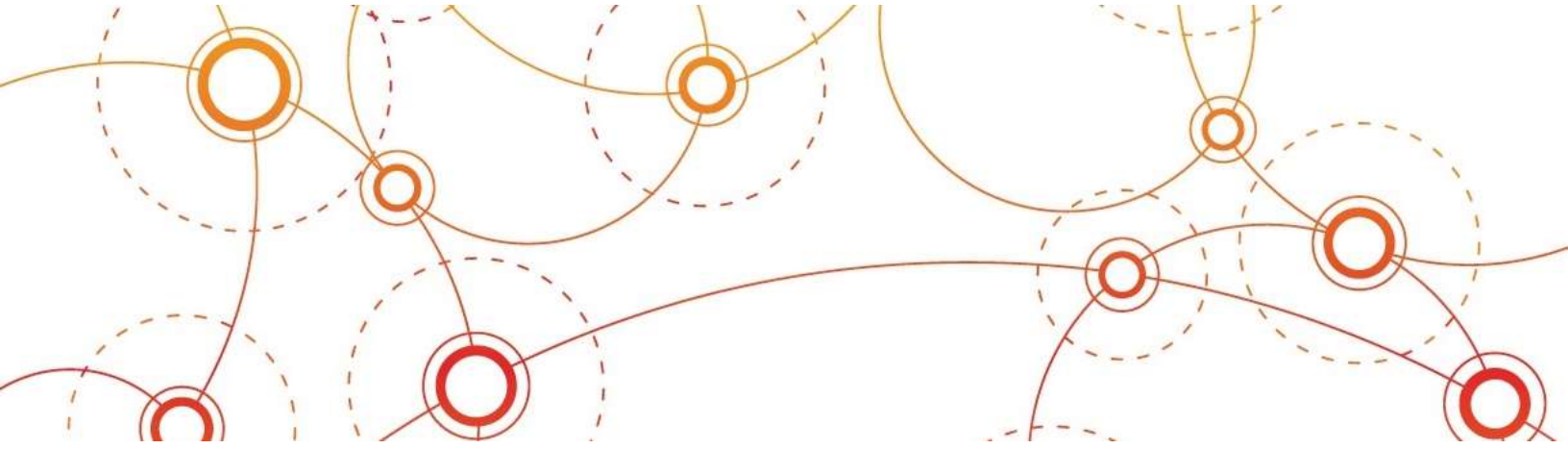
Enable and Advance Predictive Analytics

Expand UCalgary's predictive analytic capabilities to accelerate the use of sophisticated information in our research, scholarly pursuits, teaching and learning and shape our decision-making abilities. Predictive analytic capability is a competitive advantage for attracting and retaining top talent and enabling data driven decision-making.

Goal
#4

Migrate Common Capabilities to Foundational Platforms

Identify common capability requirements and strive to deliver solutions via centralized foundational platforms. This will result in better access and enhanced user experience, reduced complexity and improved quality of information.



Consultation Process

In March 2018, UCalgary began to address the growing need for an IT Strategy that aligned with *Eyes High*, and the Academic and Research Plans. The consultation focused on a diverse group of stakeholders with a variety of expertise and perspectives and sought to build upon lessons learned from past experiences.

UCalgary has a vibrant community and the consultation process reached out to many groups, including:

- Board of Governors
- Finance and Property Committee, Board of Governors
- Executive Leadership Team
- Senior Leadership Representatives
- General Faculties Council
- Students' Union Representatives
- Graduate Students Association Representatives

A special thank you to the University of Calgary Information Technologies staff for their knowledge, dedication and continued commitment.