University of Huddersfield

University IT Strategy 2013-18

Mission: To deliver an IT environment which supports inspirational teaching, learning and research, to improve business efficiency through innovation and to provide reliable and effective systems

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Key performance indicators

- NSS scores in IT areas at 90% or better
- 100% of reading lists available on-line
- All content within the VLE meeting required standards as set by VLESG
- IT/AV kit in learning spaces replaced at least every four years
- All corporate systems capable of being presented on mainstream mobile devices
- Continue to offer student placement opportunities within the university

- Researchers to be provided with network and data storage capacity appropriate to their needs
- Research data management system in place and adopted by researchers
- Research data is secure and accessible by those who need it
- IT staff to provide input into research grant applications where appropriate
- IT systems take advantage of the latest technologies available
- Evidence of working in partnership with staff and external bodies to create innovative solutions
- Provide new systems to contribute to the 20% reduction in academic time spent on admin duties
- Effective financial management ensuring IT expenditure reflects business value
- Streamline the integration of systems that carry out similar functions
- Effective progression of individual technology strategies via measurement of specific KPIs
- System availability at least 99.9%
- At least 70% of all support calls fixed at first point of contact
- Award and retention of customer service excellence accreditation
- Evidence of success of CLS and School technical staff working in partnership
- Regular review of business systems by IT system owners group
- Increase the provision of data storage capacity available to staff, students and business systems
### ITA: Supporting inspirational teaching and learning

#### ITA1: Student recruitment
- Investment in a leading CRM system for monitoring of potential new students
- Extensive use of web, social media and mobile technologies to promote services to potential students
- Continuous development of international and applicant portals to help potential students to feel valued and welcome as part of the community

#### ITA2: Student retention and attainment
- Create a fully ‘online University’ by providing secure access to key systems at any time from a range of devices in alignment with the mobile strategy
- Further development of systems to target support appropriate for particular student needs in the most efficient way
- Using a variety of data sources to develop dashboards to help identify those students who are in need of most support
- Continuous investment in developing student facing systems to provide pertinent information at the point of need
- High quality IT inductions and continued IT training for students in gaining maximum value from teaching and learning systems
- High quality advice and training for staff in the use of technology
- Widen access to software applications
- Support for Bring Your Own Device (BYOD)

#### ITA3: Enhancing learning spaces and technologies
- Continue to invest in high quality IT/AV equipment in all learning spaces
- Professional management and monitoring of kit in learning spaces
- Single unified desktop experience for all students
- Flexible software delivery to teaching room desktops at point of need
- Clearly visible, plain English digital signage system which allows both corporate and personalised delivery of messages
- Ensure system content is welcoming, easy to follow and suitable for different audiences, particularly International groups and students with disabilities
- Champion the population of rich sources of information and innovative content within the VLE
- Support the digital literacy programme by providing learning technologies advice, support and training for academic colleagues
- Identify and evaluate trending technologies in teaching and learning and provide appropriate service offerings

### ITB: Enhancing research, innovation and enterprise

#### ITB1: Supporting research excellence
- Increase our understanding of IT facilities required for research
- Provision of top class IT facilities for research
- Provide and maintain an appropriate high performance computing (HPC) environment
- Investigate the requirements for big data
- Development of a highly effective research information system
- Develop a research data storage and management strategy including provision for sharing of data and classification of data types
- Participate in putting together research bids which include an IT component
- Develop an understanding of visualisation technologies

#### ITB2: Fostering innovation and creativity
- Continued development of innovative IT solutions for staff, students and researchers
- Continue to liaise and support activities within 3MBIC
- Work in partnership with external organisations to provide creative and innovative solutions to improve the business
- Adopt a proactive, open-minded ‘future watch’ culture
- Development of a suitable research and development IT facility
- Increase collaboration with other HEIs
- Greater engagement in regional and national bodies, e.g. YHMAN, UCISA
- Greater opportunities to attend technology based events, conferences, etc

#### ITB3: Supporting enterprise
- Seek out opportunities, where viable for creating systems and applications which can be shared or sold to the sector
- Continue to support and develop the corporate enterprise CRM system
- Continue to develop and support systems which attract income e.g. GEMS
- Provide initial support and advice for business start-ups of new students
- Flexible engagement with external partners to create joint venture opportunities
ITC: Delivering business improvement

ITC1: Delivering highly integrated information systems
- Tight integration of core business systems to provide pertinent management information to improve business intelligence and systems interoperability
- Consistent high levels of data quality within core business systems
- All systems contain reliable and relevant information
- Introduction of an identity management system to facilitate automated links to key systems for account creation and deletion
- Co-ordinated IT systems developments to evidence appropriate deployment of resources and VFM
- Increase access to systems from mobile devices and off-campus
- Implementation of the SharePoint strategy, utilising workflows to reduce time spent on operational tasks
- Portal developments – further personalisation of content for all customers

ITC2: Improving efficiency and effectiveness
- Development of an enterprise architecture to align technology data, applications and business processes to the corporate strategy
- Positioning of the IT systems owners group as a mechanism of creating business efficiently through the development and use of IT
- Provision of self-service facilities where possible
- Business process reviews to identify improvements and eliminate duplication
- Further development of collective purchasing utilising framework agreements to reduce costs and time spent on procurement
- Commitment to shared services where these yield genuine value
- Accurate costing of IT services and systems
- Regular review of systems to ensure fit for purpose and value for money
- Greater emphasis on marketing new IT services – understanding the customer, demonstrating the value of new developments

ITC3: Technology strategy development
- Development of a joint network and telecoms strategy to take advantage of developments in these areas, particularly in regard to telecoms infrastructure
- Understand the requirements of our customers in terms of data storage, backup and archive and devise a strategy to fulfil these needs
- Introduction of a security and access strategy to ensure university data is protected from unauthorised access
- Improving system effectiveness by devising corporate applications integration and resilience strategies

ITD: Providing a first class IT environment

ITD1: Professional support and advice
- High quality IT support and training for all customers
- Gain Customer Service Excellence accreditation
- Provide a framework for the professional recognition of technical staff
- Development of a robust partnership between central and School/Service based IT resources
- Deliver concise, easy to follow web pages and information sheets
- Ensure IT developments use a standards based framework
- Provide expert advice and guidance regarding the purchase of new systems
- Full adoption of the Service Management (ITIL) framework
- Refresh service catalogue and associated SLAs
- Full visibility of IT estate to aid problem diagnosis, purchasing decisions and software compliance

ITD2: Highly available systems and applications
- Ensure business level resilience of key applications
- Improve application security for key business applications
- Consider the use of cloud services for new systems and system upgrades
- Ensure via key steering and development groups that appropriate level IT systems governance is in place for all corporate systems
- Provide a consistent desktop experience for all customers
- Invest in and maintain systems for the encryption of mobile devices and removable media
- Ensure the targets set in the desktop strategy are monitored on a regular basis

ITD3: Investment in a robust infrastructure
- Develop sector leading datacentre facilities to including the build of a new primary data centre on campus and evaluation of cloud services for the secondary data centre
- Continue to invest in the campus network to ensure we have the capacity, resilience and speed to support our activities
- Work with colleagues in Estates & facilities to ensure that IT requirements are factored into new building projects
- Continue to invest via the IT capital budget in leading edge IT and telephony infrastructure
- Continue to invest in the skills development of IT staff
- Professional management and monitoring of infrastructure systems
- Secure new investments to increase key systems resilience
- All infrastructure systems to ensure high levels of security
- Agree and publish currently supported operating systems
### The IT strategy is guided by the following principles

#### People

All University of Huddersfield IT staff will:

- Demonstrate a highly developed level of customer service fully understanding the types of customers and how to provide high quality services to them
- Conduct themselves in a professional manner
- Possess first class IT skills aligned to the requirements in the university strategy
- Work in partnership across the organisation to deliver outstanding value
- Possess a forward thinking mentality – always keeping an eye on future developments and trends
- Provide a highly responsive, first class IT service
- Invest in best of breed applications, and a leading edge infrastructure
- Provide safe, secure and resilient IT facilities
- Constantly seek out methods of improving business processes
- Develop high levels of system integration and automation

#### Systems

Our IT systems will:

- Be aligned to University Strategy
- Demonstrate fitness for purpose
- Provide excellent value for money
- Hold high quality data
- Provide interoperability (or capability for interoperability) with other systems through data sharing and development of work flows
- Comply with appropriate legislation (including Data Protection) and standards (including data security)
- Adopt a culture of continuous improvement
- Demonstrate best practice in the HE sector
- Promote best practice within the organisation
- Provide transparency in procurement and development
- Adhere to supported technologies for development and support
- Have the ability to scale beyond the initial development