

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

ITA: Supporting inspirational teaching and learning	ITB: Enhancing research, innovation & enterprise	ITC: Delivering business Improvement	ITD: Providing a first class IT environment
Student recruitment	Supporting research excellence	Delivering highly integrated information systems	Professional Support and advice
Student retention and attainment	Fostering innovation and creativity	Improving efficiency and effectiveness	Highly available systems and applications
Enhancing learning spaces and technologies	Supporting enterprise	Technology strategy development	Investment in a robust Infrastructure

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
- Provide highly available, reliable, robust and resilient IT systems
- 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