Building the Foundation

Carleton’s Information Technology strategy
Last year, there was an alignment:

- Mandate Working Group report was issued
- Work had begun on Carleton’s strategic integrated plan
- As we approached our 75th anniversary in 2017, a growing recognition of Institutional maturity

The time was right for…
...the development of our first university-wide IT Strategy
Development of Strategy

I think our strategy needs to be a bit more explicit here in step 2.

Steering committee: Library, Teaching & Learning Services, Faculty, Research, Finance & Administration

Consultant selected: Gartner. Reviewed Carleton’s Strategic, Academic and Research Plans, research into IT in HigherEd, best practices

Interviews conducted: 70 stakeholders and groups
A COMMON MISSION

- Increase alignment & effectiveness of IT Services for teaching & learning, research, and administration.

A COMMON VISION

We have an opportunity to strengthen our ability to identify, prioritize, & deliver IT services, by:

- Shifting our perspective from “here is what IT can provide” to “here are the University’s IT requirements”
- Enhancing trust among all stakeholders
Emergent themes amongst IT Service Stakeholders

“I don’t understand how IT decisions are made @ Carleton”
"I don’t understand how IT decisions are made @ Carleton"
I don’t understand how IT decisions are made @ Carleton

I don’t know what IT services are available or how to get them.

Emergent themes amongst IT Service Stakeholders

Enhance Governance
“I don’t understand how IT decisions are made @ Carleton”

“I don’t know what IT services are available or how to get them.”

Emergent themes amongst IT Service Stakeholders

- Enhance Governance
- Simplify Service Access
Emergent themes amongst IT Service Stakeholders

“I don’t understand how IT decisions are made @ Carleton”

“I don’t know what IT services are available or how to get them.”

“How is our IT spend advancing the University’s goals?”

Enhance Governance

Simplify Service Access
Emergent themes amongst IT Service Stakeholders

- "I don’t understand how IT decisions are made @ Carleton"
- "I don’t know what IT services are available or how to get them."
- "How is our IT spend advancing the University’s goals?"

- Enhance Governance
- Simplify Service Access
- Understand our IT Spend
Enhance Governance

Simplify Service Access

Understand our IT Spend

Emergent IT Strategy
We will increase alignment and effectiveness of IT services for Teaching & Learning, Research, and Professional Services, by:

- Formalizing our Federated IT Model with its diversity of IT providers
- Establishing a university-wide perspective on IT
- Focusing on three areas:
  - **Enhanced** IT Governance
  - **Simplified** Service Access
  - **Understanding** our IT spend
**Implementation Overview**

<table>
<thead>
<tr>
<th>CORE</th>
<th>REFINEMENT</th>
<th>SUSTAINABILITY</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
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- Enhance Governance
- Simplify Service Access
- Understand our IT spend

**Multi-Year Roll-Out**

- **Advance Each Theme**
  - YR 1: Core Initiatives
  - YR 2: Refine
  - YR 3: Sustain
Implementation Details

**CORE**
- Year 1: Enhance Governance
  - Administrative, Research, Academic Computing Committees
- Year 2: Refinement
  - Evolve relationship to ISSC
- Year 3: Sustainability
  - Determine ongoing resources

**Simplify Service Access**
- Year 1: Understand our IT spend
  - Establish Budget Framework
- Year 2: Investigate synergies
- Year 3: Benchmarking options

**Campus-wide IT Service Catalog**
- Year 1: Administrative, Research, Academic Computing Committees
- Year 2: Investigate synergies
- Year 3: Benchmarking options
Next Steps from perspective of IT Service Providers

- **Engagement** with consultants selected by ITSP steering committee
  - An as-is, cataloguing and taxonomy initiative
  - Need your help to work through
    - what to include, exclude*
    - how to present & maintain
  - Deliverable:
    - a university-wide IT Services website

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*Teaching of IT subjects and conducting research in IT subjects are **not** IT Services.*
- Formation of Administrative Computing Committee
- Refine relationship of CCs with ISSC
- Communication between computing committees

Conceptual IT Governance Framework

**Supply-side**

- ISEC
- ISSC
- Enterprise IT (Library, Teaching & Learning Services, Faculty IT units, CCS)
- ISAG
- BRM

**Demand-side**

- Academic CC
- Research CC
- Administrative CC

**LEGEND**

- Existing
- IT Control
- IT Demand / Needs
- IT Facilitation / Delivery

For later consideration

For later consideration

Faculty/Dept IS Committees

Faculty IT Units
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- Establishing a university-wide perspective on IT
- Focusing on three areas:
  - Enhanced IT Governance
  - Simplified Service Access
  - Understanding our IT spend

This initiative is an important milestone for IT at Carleton.