

University of Regina

**Information Services
Strategic Plan
2010-2015**

Introduction:

The University's approved strategic plan for 2009-14 is entitled "*mâmahohkamâtowin: Our Work, Our People, Our Communities*". The Cree word *mâmahohkamâtowin* means "co-operation; working together towards common goals". The University's strategic plan documents the University's Vision, Values, Mission, and Overarching Strategic Themes that all members of this University must come to understand, embrace, and working together achieve.

Information Services (IS) has developed a strategic plan that includes a Vision, Principles, Strategic Focus and Management Philosophy. We believe the IS strategic plan supports the achievement of the University's strategic plan. This document demonstrates the alignment of the IS plan with that of the University and as well places the IS plan in context with the University strategic plan. This document also outlines in detail the activities planned by IS over the 5 fiscal years 2010-2011 to 2014-2015.

The purpose of this document is to provide the University community the information necessary to understand and assess the future course IS has planned. The community can then comment on and take action to ensure the focus of IS remains on the University's strategic objectives.

Information Services Strategic Alignment with the University's Strategic Plan:

Using the appreciative inquiry method Information Services (IS) has developed a Vision and Mission statement as follows:

As a recognized Centre of Excellence for information technology, infrastructure, and service delivery, Information Services is committed to the success of our people, the University, and the community.

The IS vision and mission is consistent with the University's aspiration to be "one of Canada's best comprehensive universities". Without IS delivering world class information technology, infrastructure, and supporting services the University of Regina will be hard pressed to achieve its vision of being one of the leading universities in the country.

Achievement of the IS vision and mission also supports achievement of the following mission statements of the University:

- Provides high quality, accessible education...
- Produces innovative and relevant research and scholarship...
- Responds to the needs of Saskatchewan peoples...
- Strives for and promotes sustainability and efficiency...
- Offers a welcoming and rewarding study and work environment...

IS has developed a set of guiding principles that all members of IS are expected to adhere to in the conduct of their daily work:

- Treat people with respect, consideration, and kindness.
- Participate in and support the career development, education, and training of staff and managers.
- Remain open, honest and prompt in all communications and conduct.
- Create a safe environment for the presentation of new ideas and opposing points of view.
- Remain a prudent steward of the University resources entrusted to us.
- Accept responsibility for our conduct and holding ourselves accountable.

The IS vision and principles echo these specific University values:

- Our treatment of each other is principled and respectful.
- We are a learning community.
- We employ our expertise to serve each other and society.
- We are legitimately concerned with all aspects of our world.
- We are accountable for our performance to each other, our students, our alumni, and the public.

Finally, the IS strategic plan leads IS towards achievement of the University's vision by focusing on the following four strategic areas:

- Service Excellence – provide a set of services that meet the expectations and needs of the university community.
- Stewardship – manage the resources entrusted to us resourcefully, with honesty and competence.
- People – assist people to learn, engage, communicate, motivate, and lead.
- Make a Difference – proactively and collaboratively empower our university community so together we may achieve the University's vision.

These four strategic areas of focus as developed by IS align very well with the University's strategic themes of "Our Work, Our People, Our Communities". The IS strategic focus on service excellence and stewardship speak to what IS perceives as significant aspects of "Our Work" and what IS must deliver for the University to be effective in achieving its vision. The IS focus on people speaks to how IS must engage staff and help "Our People" achieve excellence in terms that benefit both themselves and the University. Finally, by making a difference IS speaks directly to how IS must, through innovation and creativity, support work within our University and empower "Our Communities" in the achievement of our vision for our University.

Achievement of excellence within IS as described by the IS Strategic Plan best supports the following specific University strategic themes:

A. Our Work:

- A1- Make the University widely known for excellence in all its activities.
- A4- Enhance the University's distinctive programming and research profile.
- A5- Make the University a leader in environmental responsibility.

B. Our People:

- B4- Increase our administrative efficiency and enhance productivity.
- B5- On a foundation of positive and open employee relations, provide an opportunity for faculty and staff to excel, be esteemed, and be recognized.
- B6- Build a campus that respects work-life balance and pays particular attention to the marginalized, the vulnerable, people with disabilities, and the disadvantaged.

C. Our Communities:

- C1- Redouble our efforts to showcase the pursuit of excellence in teaching, research, and administration.
- C3- Foster educational, research, and human resource development partnerships with other educational entities, businesses, professions and communities.

Given the clear alignment of the IS vision, guiding principles, and strategic focus with that of the University's vision, values, and strategic themes, the following sections outline the strategic plan of IS over the next 5 years as it pursues the University's vision through the achievement of the IS vision.

Information Services Overarching Strategy

Information Services (IS) has established as its' vision becoming a recognized centre of excellence in technology, infrastructure, and service delivery. IS believes that by becoming a recognized centre of excellence we will best support the success of our people, University, and community.

Stating the IS wish to become a centre of excellence means IS acknowledges it is not yet meeting the standard of performance in technology, infrastructure, and service delivery expected of a recognized centre of excellence.

IS management firmly believes that in making the honest attempt to fully achieve its vision IS will improve the University's technology, infrastructure, and IS delivered services. IS management believes that through this process all IS management and staff will evolve and improve as individuals, enhancing the intellect and abilities of the University community. In doing so IS can best contribute to the achievement of the University's vision.

To achieve the status of a centre of excellence IS management has identified four areas in which they believe IS must excel and a set of words or phrases that indicate success in each area. These are:

- Stewardship- resourceful, prudent, honest, and expert
- Service Excellence- customer focus, anticipate, deliver, assess and adjust
- People- assist, educate, train, engage, communicate, motivate, and develop
- Make a Difference- visionary, proactive, collaborate, empower, and achieve

These four strategic areas then become the strategic balanced scorecard and framework for measurement of IS achievement and success.

Information Services Strategy Map¹

The four strategic areas underpin the Information Services (IS) strategy map for achieving its vision.

First, for IS to achieve its vision it must prove itself an exceptional steward of its University entrusted resources. It is imperative to IS that we be fully transparent in our use and allocation of resources, honest with the University community about resource utilization and allocation, and prudent and skilful experts in the management and use of resources.

IS must build and maintain an environment of observed expertise and trustworthiness within the University community and University leadership especially with respect to its stewardship of resources. Creating such an environment requires consistency and timeliness in service delivery. IS believes that once that service delivery environment exists the University can with full confidence allocate the resources to IS that will be needed to achieve this strategic plan.

As capital and operating resources are allocated to IS there are seven technology and infrastructure sectors in which substantial sustainable investment is required. Those sectors of investment are:

- Data, voice, and video transmission networks
- Servers, cloud computing, mass storage, backup capabilities and data centres
- Mobile computing, desktop computing, and peripheral utilization
- Software solutions (which include web service solutions) in support of effective instruction, research, and administration
- Security, disaster recovery, and business continuance capabilities
- Audio visual services for students, faculty, researchers, and administrators
- Print services for students, faculty, researchers, and administrators

Together the above investment areas must provide authorized, secure, ubiquitous, and uninterrupted access by students, academics, researchers, administrators and other

¹ See Appendix A Strategy Map 2010-15.

stakeholders to infrastructure and services for software, web, communication, data, and information.

Second, for IS to achieve its vision it must leverage the investments that are made in the technology and infrastructure sectors by improving its delivery of customer support services. IS must move to proactively meet or exceed the service delivery needs of students, faculty, staff, and management. IS will create the necessary environment for exceptional service delivery by investing time and money into process improvement and staff development.

Process improvement will focus on the following:

- Development of IS management area guidelines, policy, and process
- Consolidation of support to customers across all IS lines of service
- Internal audit, risk assessment, and quality improvement programs

Staff development will focus on the following:

- Staff education, training, and skill development
- Succession planning, career path planning, and leadership development
- Knowledge management and elimination of single points of knowledge
- Team and individual performance goal setting, assessment, and recognition

Third, for IS to achieve its vision it must focus on people and the relationships that must be built and maintained between IS and the University community. IS must first and foremost demonstrate competence and trustworthiness in all aspects of its stewardship and service delivery. When IS successfully achieves its objectives in the areas of stewardship and service excellence it will be providing to the University community “Our People” operational excellence, world class technologies and services, and a highly qualified and motivated IS staff. As those qualities of excellence are consistently demonstrated IS can then position itself to shift from provider of services to the University community to that of a partner of the University community. It is with this transformation in perception and then in reality that we begin to develop mutually empowering relationships between IS and the rest of the University.

Fourth, for IS to achieve its vision it must make a discernable difference in the minds of the University community with respect to the achievement of the University’s vision and in the success of our University. IS must continue to engage the various stakeholders of the University and clearly facilitate their achievement of success. IS will strive to understand our partners issues, anticipate their needs, and proactively respond with delivered value such that our partners openly attribute to IS the status of a “Center of Excellence in the delivery of technology, infrastructure, and support services and is clearly committed in word and action to the success of our people, the University, and the community”.

Appendix A

**Information Services
Strategy Map
Fiscal 2009-10 to 2014-15**

As a recognized Centre of Excellence for information technology, infrastructure, and service delivery, Information Services is committed to the success of our people, the University, and the Community.						
D I F F E R E N C E	Teaching	Engage VP Academic	Engage Deans and Academic Directors	Engage Directors Faculty & Staff	Alignment with University	
	Admin	Engage VP's Admin & External Relations	Engage AVP'S and Administrative Heads	Engage Directors, Managers & Staff	Alignment with University	
	Research	Engage VP Research	Engage Deans and Centres of Research	Engage Directors Researchers & Staff	Alignment with University	
P E O P L E	Faculty Executive Community	Empowered Relationships	World Class Technology and Services	Operational Excellence		
	I/S Staff	Highly Qualified, Career Supported, Motivated, and Customer Focused I/S Staff				
S E R V I C E	I/S Process	Training and Development	Succession Plan	Operations Knowledge Sharing		
	I/S Process	Management Area Process Improvement	Customer Support Consolidation	Internal Audit and Quality Improvement		
S T E W A R D	Technology & Infrastructure	Enhance Data, Voice and Video	Enhance Servers, PCs and Storage	Enhance Software	Enhance Printing	Enhance Audio Visual
	Financial	Future Focused, Risk & Opportunity Oriented Ops Plans, Funded & Prudently Managed		Future Focused, Risk & Opportunity Oriented Capital Plans Funded & Prudently Managed		

Appendix B

**University Strategic Plan Report
For Fiscal 2009-10 to 2014-15
Unit: Information Services
Date: December 1, 2009**

Section One: Contribution to the University Strategic Plan

Goal	Objective	Information Services Actions	Exist / In Progress / Planned
A1 - Excellence	A1.1 Promote & Reward	Service Excellence - Develop a departmental performance framework and data collection process founded on our vision, areas of strategic focus, and outcome objectives	Planned
	A1.2 Recruit & Retain Staff	Stewardship - Develop and effective organizational structure, job descriptions and selection process for staff and management recruitment and selection. Selection to focus equally on attitude, skill set, and experience.	Exists
		Stewardship - Develop a recruitment and retention plan for Information Services.	In progress
		People - Implement a new hire mentorship program.	Planned
		People - Develop and implement a job training program for each position within IS.	Planned
		People - Continue to enhance the use of our career path planning program for staff and managers.	In progress
		People - Implement a team improvement program and team recognition program.	In Progress
	A1.3 Publicize Success	Stewardship – Provide Quarterly Reports to the University Community detailing all activities and projects being carried out by Information Services.	Exists
		Stewardship – Provide a web site for the publication of information to the University for the University Information Technology Steering Committee, GASP, ACRIC and UWGC.	Exists
		Stewardship – Working with External Relations develop a communications plan that highlights the ongoing work of IS within the University.	Planned
		Making a Difference – Work with External Relations and the University community to redesign and retool the University Website.	In Progress
A3 - Program	A3.2 Review	Making a Difference – Meet with student organizations and	Planned

Alignment	Program Needs	engage in an assessment of student service needs from Information Services.	
	A3.3 Promote Experiential Learning	Making a Difference – Provide opportunities for students to work within the Information Services environment in a structured approach to meeting the service delivery needs of researchers and academics.	Planned
	A.3.4 International opportunities	Making a Difference - Assess, design, and implement infrastructure changes to the University’s communications capabilities to facilitate international, national, and provincial distance learning and teaching opportunities.	Planned
A4 - Research	A4.1 Support	Making a Difference – Provide opportunities for students to work within the Information Services environment in a structured approach to meeting the service delivery needs of researchers and academics.	Planned
A5-Sustainment	A5.1 Promote Sustainability	Stewardship - Complete an environmental print assessment for the University on a voluntary inclusion basis.	Exists
	A5.3 Implement Initiatives to Reduce, Reuse, Recycle	Stewardship - Implement a rationalized print delivery process for the University in order to reduce our environmental impact.	In Progress
		Stewardship - Review and reorganize the Information Services paper based records and shift to more electronic management of images and documents.	In Progress
A6 - Distributed Teaching and Learning	A6.1 Work with SIAST, U of S to Coordinate Distributed Courses	Making a Difference - Adjust the existing technical and business process infrastructures for IS to facilitate the development and delivery of a joint University SIAST nursing degree program.	In Progress
	A6.2 Consider technologies for on campus courses	Making a Difference - Design and implement a streaming video solution for administrative, academic, and research use within the University.	In Progress
		Making a Difference - Design and implement a film editing suite.	Exists
B1 - First Nations & Metis	B1.1 Working Collaboratively Understanding Need	People - Work with Human Resources to provide staff cultural sensitivity courses. To raise understanding and awareness of First Nations history and needs.	Exists

		People - Promote cultural diversity in Information Services staff and management hiring.	Exists
B2 - Transition & Accessibility	B2.3 Streamline University Transition Processes	Service Excellence - Work with the Registrar's Office and Student Affairs to complete a review and redesign of the recruitment process for the University and the positive and negative impact Banner has on the process.	Exists
B3 - University Experience	B3.4 Hours of Operation	Service Excellence- Review all areas of IS operation to ensure adequate availability of services exists from 0700 hours to 2200 hours seven days a week.	Planned
B4 - Efficiency & Productivity	B4.1 Promote Administrative Excellence	People - Continue investment in professional development, succession plans, and career path development for managers and staff.	Exists
		People - Develop and implement a job training program for each staff position within IS.	Planned
		People - Continue the review of Banner functionality and level of staff knowledge with respect to Banner functionality.	In Progress
		Service Excellence - Provide all staff with formal customer service training	In Progress
		Service Excellence - Implement IS Management Area Guidelines, Policies, Processes, Procedures, Work Instructions, and Standard Operation Manuals.	In Progress
		Service Excellence - Continue to enhance our process of customer meetings, reviews, and partnership building exercises.	Exists
		Service Excellence - Complete client surveys with respect to the quality and value of the services delivered by Information Services.	In Progress
		Service Excellence - Complete process review to improve the process of identification, prioritization and implementation of University Projects involving IS resources.	Planned
		Stewardship - Develop, review, update, and continuously share an IS vision, strategic focus, strategic plan, strategy map, management philosophy, and guiding principles with managers, staff, and the University community.	In Progress
		Stewardship - Implement a program of internal quality assurance and compliance.	In Progress
		Stewardship - Continue to enhance our risk management review and mitigation program.	Exists
	B4.2 Invest in Appropriate Technology	Making a Difference - Develop and deliver a University Intranet and Portal solution for workflow management and rationalization of the presentation of internal services.	Planned
		Making a Difference - Design and implement a video conference room for use by the University Community.	In progress

		Making a Difference - Design and implement a streaming video solution for administrative, academic, and research use within the University.	In Progress
		Making a Difference - Design and implement a video conference room for use by the University Community.	Exists
		Making a Difference - Decouple the academic, research, and administrative network and application infrastructures.	Planned
		Stewardship - Design and implement a secondary computer facility for mitigating the risk of catastrophic loss of computer services, and provide business continuance capabilities in the event of a disaster.	In Progress
		Stewardship - Establish a sustainable capital fund for the replacement of the current infrastructure on industry accepted replacement schedules.	In Progress
		Stewardship - Establish capital equipment and application configuration management inventories for planning, design and control.	In Progress
		Stewardship - Implement version control software for application change control.	Exists
		Stewardship - Develop a storage management model for allocation and funding of increases in data storage capacity.	Planned
		Stewardship - Develop and implement a technology and infrastructure architectural plan for the University.	Planned
		Stewardship - Identify, design and implement alternative internet routing solutions.	Planned
		Stewardship - Identify, secure necessary funding, and implement a replacement for the current voicemail system.	Planned
		Stewardship - Continue the refresh of existing infrastructure hardware and software on industry accepted replacement cycles.	Exists
		Stewardship - Complete a security assessment of the technology infrastructure and update as necessary to meet existing industry standards.	Planned
		Stewardship - Place telecommunications infrastructure on emergency power.	Planned
		Service Excellence - Implement incident management, problem management, and escalation control software.	Exists
		Service Excellence - Implement network, server and application test environments.	Exists
	B4.3 Review Organizational Structures	Stewardship - Update the IS organizational structure and job descriptions based on any necessary changes from the 2009-2015 strategic plan.	Planned
		Stewardship - Rationalize the delivery of Printing Services within the University.	In Progress
		Stewardship - Design, develop, implement and communicate a disaster recovery and business continuance plan for Information	In Progress

		Services.	
		Making a Difference - Develop and deliver a University Intranet and Portal solution for workflow management and rationalization of the presentation of internal services.	Planned
		Making a Difference - Decouple the academic, research, and administrative network and application infrastructures.	Planned
		Service Excellence - Develop a departmental performance framework and data collection process founded on our vision, areas of strategic focus, and outcome objectives	Planned
		Service Excellence - Develop a single point of contact for the University community with IS for all service offerings.	In Progress
		Service Excellence - Develop service agreements for the delivery of critical IS services to specific customers or customer groups.	In Progress
		Service Excellence - Update the Information Services Service Description and circulate the updated version to the University Community.	In Progress
B5 - Employee Relations	B5.1 Work Collectively	Service Excellence - Continue to enhance our process of customer meetings, reviews, and partnership building exercises.	Exists
		People - Continue the review of Banner functionality and level of staff knowledge with respect to Banner functionality.	In Progress
		People - Implement a team improvement program and team recognition program.	In Progress
	B5.2 Build Openness & Opportunity	People - Continue investment in professional development, succession plans, and career path development for managers and staff.	Exists
		People - Develop and implement a job training program for each staff position within IS.	Planned
		People - Continue manager meetings and staff general meetings, for information sharing.	Exists
		People - Implement a process of both formal and informal staff meetings within work units.	Planned
		Stewardship - Develop, review, update, and continuously share an IS vision, strategic focus, strategic plan, strategy map, management philosophy, and guiding principles with managers, staff, and the University community.	In Progress
B6 - Diversity	B6.1 Building Diversity, Tolerance, and Respect	People - Working with Human Resources provide staff cultural sensitivity courses. To raise understanding and awareness of First Nations history and needs.	Exists
	B6.2 Balanced Work-life	People - Ensure a continuation of vacation and earned time off usage, management, and follow up.	Exists

		People – Promote and support education and training opportunities within and outside the University for IS managers and Staff.	Exists
	B6.5 Build a Representative Workforce	People - Promote cultural diversity in Information Services staff and management hiring.	Exists
C1 - Profile and Presence	C1.3 Student Recruitment	Making a Difference – Work with External Relations and the University community to redesign and retool the University Website.	In Progress
	C1.4 Profile Successes	Stewardship – Provide Quarterly Reports to the University Community detailing all activities and projects being carried out by Information Services.	Exists
		Stewardship – Provide a web site for the publication of information to the University for the University Information Technology Steering Committee (UITSC), GASP, ACRIC and UWGC.	Exists
C3 - Partnership	C3.1 Partnerships in Education	Making a Difference - Adjust the existing technical and business process infrastructures for IS to facilitate the development and delivery of a joint University SIAST nursing degree program.	In Progress

Section Two: Resources and Supports Required, Other Comments

Each strategic initiative has its own set of capital and operational resource needs. As initiatives are prioritized by the University the resource needs will then be addressed within the annual cycle of operational planning and budget allocation thus allowing the University to convert its prioritized strategic initiatives into reality.

Appendix C

Information Services Departmental Strategic Objectives for 2010-15:

Stewardship:

University Objective	Description	Rationale
B 4.1 B 5.2	Develop, review, update, and continuously share an IS vision, strategic focus, strategic plan, strategy map, management philosophy, guiding principles with manager staff and the University community.	To ensure there is an agreed to common understanding of the activities that Information Services will undertake in aiding the University achieve its strategic objectives.
B 4.2	Develop and implement a technology and infrastructure architectural plan for the University.	Architecting the design and standards for technology and infrastructure are proven methodologies that provide service delivery and support efficiencies.
B 4.1	Implement a program of internal quality assurance and compliance.	To ensure that policy and process and procedure are being followed and the quality objectives for IS are established and being achieved.
B 4.1	Continue to enhance our risk management review and mitigation program.	Allows for the continued assessment and mitigation of significant risk to the services delivered by IS.
A 5.3 B 4.3	Rationalize the delivery of Printing Services within the University.	Improve the pricing, quality and performance of the printing services provided to the University.
A 5.3	Review and reorganize the Information Services paper based and electronic administrative records.	In line with our knowledge management guidelines we need to ensure we retain administrative documentation in a fashion that allows ease of retrieval and use.
B 4.3	Design, develop, implement, and communicate a disaster recovery and business continuance plan for Information Services.	To ensure the University is fully aware of and prepared for the service levels and recovery times that can be expected from Information

		Services during a major disaster and subsequently as Information Services tries to recover to normal business.
A 1.2	Develop a recruitment and retention plan for Information Services	To ensure the University locates, hires and retains IS staff to meet current and future strategic objectives of IS and the University.
B 4.2	Design and implement a secondary computer facility for mitigating the risk of catastrophic loss of computer services, and provide business continuance capabilities in the event of a disaster.	To ensure that the Information Services has reasonable disaster recovery and business continuance capabilities for University computer systems.
B 4.2	Identify, design and implement alternative internet routing solutions.	To ensure redundant, responsive, reliable, and economic internet communications for the University.
B 4.2	Identify, secure necessary funding, and implement a replacement for the current voicemail system.	The current voicemail system has reached its end of life is no longer being upgraded. A viable replacement is required to ensure continued service.
B 4.2	Continue the refresh of existing infrastructure hardware and software on industry accepted replacement cycles.	To ensure the maintenance of reliable service to customers of the existing technology infrastructure.
B 4.2	Complete a security assessment of the technology infrastructure and update as necessary to meet existing industry standards.	To ensure the University is meeting industry standards with the existing security framework currently in place.
B 4.2	Place telecommunications infrastructure on emergency power.	To ensure University telecommunications capabilities continue should the commercial power supply be interrupted.
B 4.2	Develop a storage management model for allocation and funding of increases in data storage capacity.	To ensure adequate funding is available to sustain the data storage infrastructure. To ensure equitable allocation to the University community of a limited resource
B 4.2	Establish a sustainable capital fund for the replacement of the current infrastructure on industry accepted replacement	To ensure there is adequate funding to sustain the existing infrastructure and maintain

	schedules.	currency on the latest technological innovations.
B 4.2	Establish capital equipment and application configuration management inventories for planning, design and control.	To improve planning, design, control, and support of the entire information technology infrastructure.
B4.3	Update the IS organizational structure and job descriptions based on any necessary changes from the 2009-2015 strategic plan.	To ensure appropriate responsibilities and accountabilities exist to facilitate the accomplishment of the strategic objectives of the University and IS.
A 1.3	Working with External Relations develop a communications plan that highlights the ongoing work of IS within the University.	To ensure the University is aware of and can then fairly assess the efforts and value of IS to the University.

Service Excellence:

University Objective	Description	Rationale
B 4.1	Implement IS Management Area Guidelines, Policies, Processes, Procedures, Work Instructions, and Standard Operation Manuals.	To provide the foundation for delivery of service excellence in technology, infrastructure, and service delivery based on industry best practice
A 1.1 B 4.3	Develop a departmental performance framework and data collection process founded on our vision, areas of strategic focus, and outcome objectives	So we and the University community can objectively assess our progress towards and contribution to the achievement of the University and IS vision.
B 4.1	Provide all staff with formal customer service training.	Provide staff with e concepts, understanding and skills to effectively communicate with and serve the University community
B 4.3	Develop a single point of contact for the University community with IS for all service offerings.	This approach will simplify the service delivery process for the client and improve the allocation of work and utilization of resources within IS.
B 4.1	Continue to enhance our process of customer meetings, reviews, and	This ensures Information Services is aware of concerns

B 5.1	partnership building exercises	early on and that we are immediately addressing those issues identified by customers.
B 4.1	Complete process review to improve the process of identification, prioritization and implementation of University Projects involving IS resources.	To as efficiently as possible ensure the projects undertaken and supported by IS are those activities the University considers of greatest priority.
B 4.1	Complete client surveys with respect to the quality and value of the services delivered by Information Services.	To ensure IS has a reasonably objective assessment of client satisfaction with the quality and value of service provided. It will also identify what clients feel IS needs to focus on and improve.
B 4.3	Develop service agreements for the delivery of critical IS services to specific customers or customer groups.	To ensure the responsibilities and accountabilities for the delivery of critical services by IS are from the outset understood and agreed to by the customer(s) and IS.
B 4.3	Update the Information Services Service Description and circulate the updated version to the University Community.	To ensure the University Community is appropriately informed of the services provided by IS.
B 3.4	Review all areas of IS operation to ensure adequate availability of services exists from 0700 hours to 2200 hours seven days a week.	To ensure the adequate availability of IS services given the constraint of available funding.

People:

University Objective	Description	Rationale
A 1.2	Implementation of a new hire mentorship program.	To better assist staff to accustom themselves to the IS office environment.
A 1.2 B 4.1 B 5.2	Develop and implement a job training program for each position within IS.	This will ensure staff members maintain the qualifications required to successfully complete their current duties.
A 1.2	Continue to enhance the use of our career path planning program for staff and managers.	This is core to our succession planning program and commitment to promoting

		from within when the appropriate attitude and qualifications exist.
B 4.1 B 5.2	Continue the review of Banner functionality and level of staff knowledge with respect to Banner functionality.	This will ensure an appropriate assessment of the long term viability of Banner is completed and that the University is and will continue to take full advantage of all existing a future enhancements to Banner
B 5.1	Implement a team improvement program and team recognition program.	This will encourage staff and managers to take a proactive role in the improvement of their work environment and service delivery.
B 5.2	Implement a process of both formal and informal staff meetings within work units.	To ensure managers of IS are getting out and seeing staff at work and meeting with them in the work environment. This will provide managers with a perspective of what staff are doing and facing when completing their work activities. A simple form of management by walking around.

Making a Difference:

University Objective	Description	Rationale
A 1.3 C 1.3	Working with External Relations and the University community redesign and retool the University Website.	The existing web site is disjointed and ineffective. It negatively impacts the reputation and recruitment initiatives of the University.
A 6.1 C 3.1	Adjust the existing technical and business process infrastructures for IS to facilitate the development and delivery of a joint University SIAST nursing degree program.	To meet its mandate the University must implement a joint Nursing Degree program with SIAST. IS must develop the needed supporting infrastructure for this to happen.

B 4.2 B 4.3	Develop and deliver a University Intranet and Portal solutions for workflow management and rationalization of the presentation of internal services.	This will provide improved internal communication and workflow with the intention of delivering process efficiencies across functional boundaries.
B 4.2 B 4.3	Decouple the academic, research, and administrative network and application infrastructures.	This will allow the application of different standards for access, security, and performance with each unique service delivery infrastructure.
A 6.1 C 3.1	Adjust the existing technical and business process infrastructures for IS to facilitate the development and delivery of a joint University SIAST nursing degree program.	This will establish a needed partnership to increase the number of nurses in Saskatchewan. It also has the potential to set the groundwork for future collaboration in other faculty areas with SIAST.
A 6.2 B 4.2	Design and implement a streaming video solution for administrative, academic, and research use within the University.	Streaming video is becoming a well used methodology for communication of information in a time line convenient for both the sender and receiver. IS needs to create the necessary infrastructure to support this type delivery method for education, research, and administration.
B 4.2	Design and implement a video conference room for use by the University Community.	A clear need was expressed for a video conferencing shared service within the University.
B 4.2	Design and implement a film editing suite.	A need was expressed for on site film editing capabilities to meet the classroom demands of educators and academics.
A 3.2	Meet with student organizations and engage in an assessment of student service needs from Information Services.	Where possible Information Services should be identifying and meeting the stated service needs of U of R students.
A 3.3 A 4.1	Provide opportunities for students to work within the Information Services environment in a structured approach to meeting the service delivery needs of researchers and academics.	Information Services needs to address the support needs of researchers. At the same time this provides our students real life work experience in support of the U of R

		Guarantee program.
A 3.4	Assess, design, and implement infrastructure changes to the University's communications capabilities to facilitate international, national, and provincial distance learning and teaching opportunities.	To remain current in providing access to learning and teaching opportunities the University must have enhanced distance learning and teaching capabilities.

Appendix D

Customer Service Objectives Director – Ray Konecsni

Stewardship:

- Build employee accountability by engaging employees in process reviews within their respective areas.
- Build awareness of environmental stewardship opportunities by promoting best practices in the effective use of equipment (printers, workstations, projectors) and energy.
- Investigate ways to properly align services to leverage the University's investment in property, people and assets.
- Develop a service delivery model that positions the University to take advantage of a more centralized approach.

Service Excellence:

- Continue to adapt to changing customer needs by listening to the voice of the customer.
- Review, revise, expand, add or discontinue service offerings to eliminate redundancy and duplication, and to better align the departmental service offerings with customer needs (quality, cost, sustainability).
- Implement a metrics program to measure service delivery quality (rework, service failures, timeliness, and response).
- Continue to identify, test, and adopt industry best of class and best practise solutions in all aspects of service delivery (classroom technology both onsite and distance learning) and student support (printing, scanning, and communication).
- Seek customer feedback on performance and satisfaction at time of service delivery (mini surveys, mini survey cards).
- We will continue to understand our customer needs and challenges through our practise of listening to their needs, understanding how their world is changing, and hearing their concerns and ideas.

People:

- Develop a mentorship program in respective areas to promote succession planning
- Improve staff morale and motivation by supporting a program to recognize and promote from within (where possible)
- Encourage and involve employees in exploring new technology solutions and service improvements.
- Encourage continuous learning through the implementation of a staff development process (regular meetings, development plans).

Making a Difference:

- Finalize the process for opportunity and idea sharing among IS. Encourage collaboration, input from frontline workers who understand their work and the challenges they face
- Recognize good ideas that benefit IS, the customer and the University.
- Encourage staff involvement with customer groups to become more immersed in the customer's perspective on a system, application or problem.
- Encourage employees to “think like a customer” to develop greater empathy for our customers

Appendix E

Customer Application Objectives Director – Shannon England

Stewardship:

- The development of a Split Hosting model for the web infrastructure will aid in the efficient use of server allocation and provide better understanding of the web sites supported at the University.
- The planned elimination and conversion of Oracle Forms based in-house developed applications with a more current technology will reduce the risk of supporting and maintaining these legacy applications.
- The cross training of I/S Application Maintenance staff on all supported applications will eliminate single source knowledge silos that currently exist. More I/S resources that are able to support a given application means better support to our clients.
- The planned upgrade to Oracle Grid Control Version 5 will allow our Database Administration and Security team to provide efficiencies in managing our ever growing Oracle database.

Service Excellence:

- The development of a formal software design and development methodology will aid in the delivery of superior in-house development applications in a consistent manner. Industry leading iterative models such as Agile and Scrum will be evaluated.
- The development of quality assurance tools and procedures will provide our clients with a common template for the identification of test scenarios along with expected and actual test results that will help improve project acceptance testing tasks.
- The establishment of client training for I/S project management and business analysis frameworks and the initiation of project requests will help reduce client confusion with these frameworks and procedures.
- The implementation of data masking and encryption technologies in our Oracle environment will help reduce the risk of breaching sensitive/private information when copying production data into non-production environments for the purpose of application training, development and testing.

People:

- The annual evaluation of software development tools will help our staff keep abreast of current technologies that may be adopted for use with the goal of improving application delivery.

Making a Difference:

- The development of an Intranet and associated portal will be the infrastructure by which cross-functional business process collaboration can be achieved. A portal solution will benefit our students by offering a service where the grouping of meaningful applications tailored for each student can be achieved.
- Web Services is committed to providing a solution to the increased demand for a rich audio and video media environment for faculty, staff and students.
- Our Business Solutions Centre team will plan to increase their functional knowledge of Banner to better assist our clients in evaluating Banner capabilities during project feasibility studies.
- We believe there is value for our Banner clients by implementing Banner's Workflow product that the University currently licenses. I/S Customer Applications will provide leadership in the evaluation of Banner Workflow.

Appendix F

Infrastructure & Communication Objectives Director – Art Exner

Stewardship:

- Determine and implement best practises for IT security on IS managed services and infrastructure.
- Implement a system of software and firmware management to ensure appropriate and supported revisions of infrastructure related software are implemented in a timely fashion.
- Put into practice a sustainable Disaster Recovery Plan consistent with the needs and abilities of the University.

Service Excellence:

- Develop systems to measure and track the effects of unscheduled service outages.
- Improve the performance of our e-mail support processes by creating an easy to use tool to provide visibility into the handling of individual e-mail messages by the central mail transfer agents.
- Develop a robust management capability for the campus wireless network such that our management capacity rivals the current wired data network.
- Create and publish a directory for video conferencing facilities at the University to enhance the use and utility of video conferencing.

People:

- Encourage a departmental culture of continuous learning and professional development.
- Provide opportunities for staff members to develop and practise ‘next level’ professional and management skills.

Making a Difference:

- With the participation of the Advisory Committee on Research and Instructional Computing, articulate a vision for a Smart Classroom program to guide future development.
- Institute a culture of environmental performance measurement and improvement for IT services.