

2010

Computing & Communications Services



CCS 2010-2014 Integrated Plan

Computing and Communications Services continues its strong commitment to the iCampus vision. Proud of our accomplishments throughout the Computing and Communications Services Integrated Plan: 2006-2010; we will now take it to the next level. For 2010-2014 we will focus on providing solid academic and business solutions that meet the strategic goals of the University and its communities.



Computing and Communications Services continues in its strong commitment to the iCampus vision. Proud of our accomplishments throughout the Computing and Communications Services Integrated Plan: 2006-2010; we will now take it to the next level. For 2010-2014 we will focus on providing solid academic and business solutions that meet the strategic goals of the University and its communities.

We are guided by our **CCS Purpose**:

Changing lives, improving life by enabling our community.

Our CCS Purpose reflects our commitment to the mission of the University and is further strengthened by our **CCS Vision**:

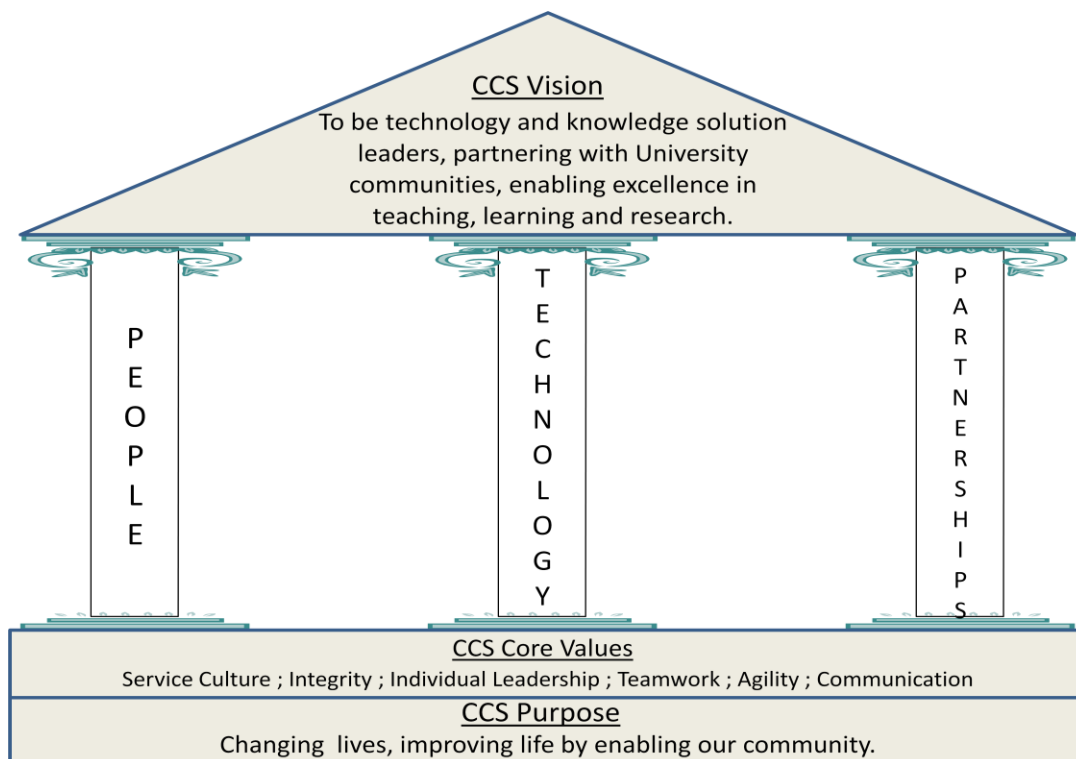
To be technology and knowledge solution leaders, partnering with University communities, enabling excellence in teaching, learning and research.

To achieve our CCS Vision we rely on the strength of three vital **pillars**:

People, Technology, Partnerships

Finally, everything that we do is grounded in our **CCS Core Values**:

*Service Culture ; Integrity ; Individual Leadership ;
Teamwork ; Agility ; Communication*



CCS Purpose and Vision

In order to define the strategic goals for CCS, we must first define who we are. This is accomplished through a “Purpose” and a “Vision”.

The “Purpose” of an organization should be valid now, in 5 years and in 100 years. It must be inspiring, authentic and allow one to think about the range of possibilities beyond the current state.

CCS is inspired by the University’s tag line of “Changing Lives, Improving Life.” We believe in it, we aspire to it and we are committed to it. Our CCS Purpose embodies the spirit of the University.

Changing lives, improving life by enabling our community.

CCS will ensure that the products and services that we provide enable the many University communities to achieve their goals and objectives.

The CCS Vision is focused on a five year horizon. It must be connected to our Purpose and provide a significant step forward in our capabilities. A Vision must impact a broad base of people throughout the organization and its success should be measurable.

For 2010-2014, we have developed a very focused Vision:

To be technology and knowledge solution leaders, partnering with University communities, enabling excellence in teaching, learning and research.

This Vision provides a mandate to not only offer solid technology solutions throughout the University, but to also provide knowledge solutions. We will focus this Strategic Plan on developing our offerings to enable the excellence in teaching, learning and research for which University of Guelph is renowned.

Technology Solutions

CCS will continue to enhance its technology offerings, including telephony and network architecture, data centres, virtual computing, server computing, administrative applications and IT support through our Help Centre and IT Help Desk service areas.

Knowledge Solutions

Knowledge is the use of information. CCS has traditionally focused on organizing data and information that is then provided to our clients. Our clients have traditionally been the group that has created knowledge from this information. Our vision is to encourage CCS to build more partnerships where we are active in helping guide the practical use of our data/information.

CCS Core Values

For several years now, CCS has embraced a set of Core Values. These values are front and centre to all activities that we undertake.

Service Culture: We take pride in understanding and meeting the needs of our community.

Feedback, follow-up, follow-through are all critical success factors.

Integrity: Integrity focuses on building trust and credibility with others. We demonstrate honesty and fairness to all.

Individual Leadership: We will take or share ownership of challenges. We will show initiative, remain open minded and find the best in others.

Teamwork: We will provide support to others by active participation, being open to listen and share ideas and provide feedback and encouragement.

Agility: We will be open minded and flexible to change. We will be future focused and participate in “big picture” thinking. We will look outside our role to find solutions.

Communication: We will actively seek and share information openly and consistently.

CCS Pillars

The success of our vision relies on three foundational pillars: People, Technology and Partnerships.

PEOPLE

Computing and Communications Services takes great pride in its Core Values of Service Culture, Integrity, Individual Leadership, Teamwork, Agility and Communication.

In the CCS Integrated Plan of 2006-2010, the development of our people was a well defined enabler to our success. Great focus was placed on moving CCS from “Good to Great” with an emphasis on the structure of CCS and the development of our people.

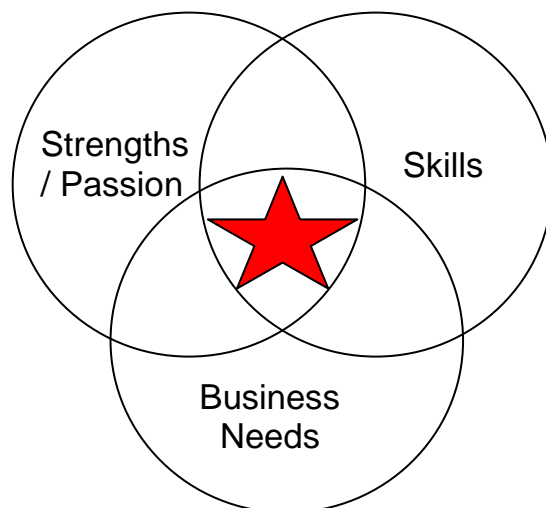
We are proud of our previous accomplishments, including the development of formalized Performance Development plans, extensive self-development training, team building and leadership skills, our reorganization into agile, focused teams, and much more.

The 2010-2014 Integrated Plan will build on these successes to ensure our staff will have the business acumen and analytical skills to engage with our partners in an effective and sustainable manner.

Our objective in the coming three years is to:

**Build a strength based organization and
develop and align core competencies to the vision of CCS.**

Along with continued skills development opportunities, a major focus in our 2010-2014 plan will be on talent development, enabling CCS to build a strength based organization. We define a strengths based organization as an organization where people have opportunities to work in the area that best utilizes their strength and passion. As shown by the red star below, this is the intersection where a person's strengths/passion, their skills and the University's business needs all converge.



Strength Based Organization

The 2010-2014 plan will provide opportunities for our people to discover and confirm their strengths – those roles and functions where they get particular job satisfaction and wish to make further contributions. This will enable us to align our strengths and skills with areas of opportunity.

TECHNOLOGY

Building on the success of the 2006 – 2010 Computing and Communications Services Integrated Plan, we will sustain and expand our technology leadership in support of our vision.

The University's existing technology portfolio includes enterprise systems like Gryph Mail Collaboration Suite, Desire2Learn and Colleague/Web Advisor. These systems are backed by robust network, server, storage and backup, and telephony infrastructure. This foundation of core technology will grow to deliver new knowledge solutions in support of the University's teaching, learning, and research endeavours.

New initiatives will include enhanced storage and backup infrastructure, a high performance virtualization environment, greater wireless coverage, increased development of our external providers and an ever increasing suite of knowledge and collaboration tools, many available via a single login.

As a technology leader, CCS will partner with the University communities to drive best practices including accessibility and environmental solutions. We will not only be solution providers, but also solution enablers, allowing our clients and partners to succeed in their own projects by utilizing recommended technologies. This collaborative environment will require continued progress toward clear policies and accountability, both internal and external to the University.

The focus of our 2010-2014 technology objectives will be to help our campus partners to better achieve their goals. The following are key areas:

- Harness new and existing technologies to develop commodity solutions and services based upon understanding of common challenges
- Streamline the user experience by integrating our technologies to work together seamlessly
- Provide collaborative toolsets that are general purpose for both University communities and individuals
- Use technology to improve support for our partners
- Enhance our IT infrastructure to enable services and resources for maximum availability and cost-effectiveness

Our objective in the coming 3 years is to:

Adopt, build and integrate technologies to provide infrastructure and toolsets that empower University communities to achieve their goals.

PARTNERSHIPS

CCS will continue to build on successful partnerships developed with various groups on campus (for example Ontario Veterinary College, Library, Office of Open Learning, Teaching Support Services, Physics, Colleges, and Administrative Units such as Student Housing Services and Hospitality Services) in support of the University's institutional priorities. As the various partner relationships mature and strengthen, CCS will utilize knowledge solutions and innovative technologies to maximize the effectiveness of resources deployed in pursuit of the University's goals. The congruent efforts are expected to leverage knowledge, high quality information resources, services and technologies resulting in successful teaching practices, enriched learning and innovative research.

Through partnerships, CCS can effectively assess clients' needs and offer recommendations, allowing clients to focus on their core competencies, thereby creating opportunities otherwise unattainable. In 2010-2014, CCS will not only seek to expand the number of partnerships that they maintain within the campus, but also expand the value of these partnerships. Through collaboration and engagement we will work together to provide innovative solutions that meet the goals of the institution.

Our objective in the coming 3 years is to:

Grow our partnerships and share ownership of challenges, opportunities and successes. Understand, translate and deliver effective solutions.

Collectively, our personnel reviewed the organization in 2009 by completing a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. This exercise provided a great foundation from which to develop our 2010-2014 CCS Strategic Plan. By capitalizing on our strengths, we see many opportunities to grow the value CCS provides to the University community.

Under the pillar of People, CCS will develop a “strengths based” CCS organization where we will be able to focus on our strengths to enhance our value to all clients within CCS. To develop our Partnership pillar, CCS will immediately focus on developing the skill sets required to ensure that our people possess the business acumen and analytical skills to actively engage with our partners. We will also develop a formalized framework for gathering client requirements, allowing us to efficiently engage in dialogue with our clients in order to quickly and effectively add value.

Utilizing a newly developed Requirements Framework, we will meet with our clients to clearly understand which clients require the traditional “transactional” model from CCS and which clients can benefit from a more developed partnership with CCS. This will allow us to target Service Level Agreements, communication plans and business process improvements where need is greatest.

By developing a clear understanding of the challenges and opportunities within the various University communities, we will be able to prioritize our efforts and assist in the delivery of enhanced research and learning offerings, shared resources, streamlined workflow, self service and economies of scale.

We will ensure that we develop the skill sets and framework to assist our clients. We will then proceed to develop a roadmap that shows where efficiencies can be made and how the development of CCS partnerships with Academic, Research and Administrative Units can be leveraged to allow the university as a whole to deliver and optimize its offerings.

We will focus on understanding the needs of select internal University communities in order to grow our partnerships. We will prioritize on proactive dialogue and effort in order to enhance the value that we provide in both the “transactional” and “business analysis” roles of CCS.

2010-2011 Initiatives

People – Strength Discovery

In year one of the 2010-2014 plan we will initiate the development of a strength based inventory. This will be used to provide opportunities for our people to discover and confirm their strengths – those roles and functions where they get particular job satisfaction and wish to make further contributions. The strengths inventory will enable us to begin to align our strengths and skills with areas of opportunity, as well as to identify gaps in our strengths to help direct our recruitment, engagement and development strategies.

People – Strength Building

In order to align our strengths to areas of opportunity, we must ensure that staff have the required skills. We will continue to provide robust training in self-development, team building, leadership skills, business analysis and technical acumen. For 2010-2011 special focus will be placed on the following:

- Self-Enhancement and Self-Assessment
 - Support and use of UG’s HR Learning and Development Opportunities
 - Continuation on our High Performing Teams training
 - Business Analysis improvement
 - Customer Service Best Practices
- Technology Learning in areas of Strategic Importance
 - CCS will continue to enhance the value of its offerings through well trained staff. Focus will be provided in areas of Virtualization, Operating Systems, Identity, Federation and Access Management, Enterprise Databases (Oracle, MS-SQL, MySQL), Enterprise Storage, and Enterprise Applications (Colleague, HR systems).
- Talent Development
 - CCS Management will continue its efforts to formalize the development paths for staff and the opportunities that exist. This will include plans on how to prepare our staff for succession planning.

People – Our Commitment to Accessibility

CCS strongly believes in its Core Values (Service Culture, Integrity, Individual Leadership, Teamwork, Agility and Communication). These Core Values are exemplified in our commitment to accessibility.

For 2010-2011, we will proactively review and begin to act on the new Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Under this landmark legislation, the government of Ontario will develop mandatory accessibility standards that will identify,

remove and prevent barriers for people with disabilities in key areas of daily living. The standards will apply to private and public sector organizations across Ontario. The first standard to come into effect is the Accessibility Standards for Customer Service. CCS will join other members of the University of Guelph in ensuring that they understand the law and fulfill our obligations.

Ontario is also developing AODA standards in the areas of:

- built environment (buildings and other structures)
- employment
- *information and communications*
- transportation

For 2010-2011, CCS will review the proposed legislation as it pertains to *information and communications*. We will begin to build a blueprint and provide community leadership for understanding the challenges and direction that we must take in the coming years.

People – Our Commitment to One Another

CCS understands the value of knowledge, and the sharing of knowledge. For 2010-2011, CCS will expand our “knowledge delivery” between teams and individuals, both internal and external to CCS. We will utilize existing technology (websites, Footprints, community forums, wikis and toolkits) in order for our CCS Clusters (teams) to disperse knowledge amongst ourselves (cross-training, enhanced support avenues) and throughout our community. We will utilize the strengths of all CCS employees and engage more deliberately across clusters to enhance our services (analysis, design, development, testing, documentation, quality assurance, training, etc).

An additional outcome of the talent development process will be a formal process to attract, retain, engage and develop individuals with the right skills, knowledge and abilities to meet the current and future needs of the University of Guelph. In 2010-2011, we will plan for and begin to initiate the implementation of standardized training, hiring and orientation processes.

Infrastructure – Self-Service

CCS will continue to enhance methods available to the University community for the consumption of our services. In many cases, providing a “self-service” mechanism meets those needs. In 2010-2011, CCS will augment its services by initiating self-service offerings for the following:

- CCS support – through a self-service framework such as our Footprints Self-Service portal and web accessible Knowledge Base Articles for many of our services and products
- Ability to obtain core CCS services via self-service and forms submission

- Mechanisms for the acquisition of Managed Servers
- Mechanisms for the acquisition of Storage and Backup offerings
- Creation of websites for those departments whose needs can be met by a standard set of core modules (UG theme, content management, blogs, file attachments, video integration, etc.)
- Ability to change limited identity information (eg. your display name, telephone number, department) and passwords
- Enhance our CCS website to provide an improved self-service framework, including "how to knowledge" for any of our services and products
- Community Forums – where we can all share successes and best practices

Infrastructure – Listening to our Partners

CCS understands that technology changes rapidly.

In year one of the 2010-2014 cycle, we will identify key infrastructure components that need to be added or improved. Based on conversations with our partners, we will gain insight into the challenges they face. From there we will identify strategic turnkey solutions and toolsets that we could deliver. Throughout this cycle, we will not only continue to build services, solutions, and technologies in-house, we will also leverage the efficiencies and flexibility of external solutions.

Based on industry trends and the discovery of university needs, CCS will investigate and in many cases implement new or upgraded technologies such as:

- Virtual Desktops
- Support for new versions of currently supported technologies such as Windows 7, Firefox and Internet Explorer
- Enhancing our current file, storage and backup offerings including email archiving, file archiving, tiered storage, capacity planning, improved recovery.
- Collaboration and productivity tools such as mobile integration, upgrade of Gryph Mail to Version 6, Zimlets, Enterprise blog, wiki, forum, targeted messaging, forms, survey and workflow solutions
- Make available the existing and proven CCS IT monitoring services to other departmental IT (such as BigBrother, Graphing, vFoglight).
- Provide Single Sign On/Web Access Management Services to D2L, Gryph Mail, Drupal and a growing list of internal and external partners
- Design and prototype an Identity Management System to assume provisioning of the Central Directory and Central Active Directory Service.
- Add MySQL and MS Access support to our offerings
- Evaluate and expand our private cloud services (such as our VMWare and Storage infrastructure) as needed to improve and enhance our services

- Continue the enhancement of our web environment by understanding our client's needs and delivering solutions in a cost effective manner
 - Feature rich Drupal modules
 - Expedient, low cost website delivery
 - Web Analytics

Infrastructure – Our Physical Space

CCS continues to expand its physical service areas. We will look at ways in which to optimize our space and increase the robustness of our secure environment. We will redevelop our procedures and policies around access to the data centre to permit better control and security in the environment and to enable our personnel and co-locates to access the data centre space when it is required without undue hindrance. This will entail the implementation of updated technology including security cameras for our data centre spaces.

Infrastructure – Continuing our Previous Strategies

CCS has recently delivered on many strategic offerings. This includes Gryph Mail, robust storage architecture, virtual server environment and much more. For 2010-2011 we will

- Continue required infrastructure renewals. This includes:
 - Our Enterprise Application environment (Colleague, Finance, HR).
 - Networking equipment
- Continue to virtualize our server environment to 70% of all our servers. We also offer this solution to the rest of the University. This offers the university great flexibility, cost effectiveness while also being a significant Green IT initiative.
- Where virtualization of servers cannot occur, develop/implement plans for renewal.
- Enhance our own database monitoring and management tools to ensuring a complete database offering to our clients.
- Improve performance and security through enhancements to our Internet monitoring and control.
- Continue to engage existing partners and develop new partnerships and opportunities to deploy and integrate Single Sign On and Web Access management within the University and to the external colleges. Bring this technology to new development and retrofitting legacy applications and service were needed.
- A thorough review of our Web Hosting environment in order to develop a new vision for the CCS Web Hosting service, setting direction for strategic technologies (e.g. ColdFusion, PHP, Drupal), architecture and service model.
- Elimination of older technologies will continue, including:

- Speedware – a legacy development package used extensively in our Human Resources Enterprise Applications. A movement to Oracle Apex will ensure better support and reliability of the HR applications.
- How about tape drive backups (HR)? Faxes lines? Old versions of Word, Old OS? Listservs?

Partnerships – Adding Extra Value

CCS values its partners and understands the needs of a campus community are varied. Some areas are adequately supported with “turnkey” or “transactional” services. Others desire greater input and a forum where all parties can work together to understand the business challenges and collectively design solutions.

Identified for 2010-2011, CCS will

- Improve our communication efforts. We will ensure that the campus is aware of CCS services, best practices, we will share our knowledge and provide feedback mechanisms.
- Enhance support for researchers using GIS technology by developing partnerships with departments across campus and providing a more extensive GIS service.
- Partner with TSS to investigate adding support for "clickers" to CEVAL to realize further efficiencies for courses that use in-class evaluations. Identify issues and opportunities, and bring forward recommendations to the Provost.
- Initiate a “Health Care Plan” for PC’s, by developing a partnership with Purchasing and/or local vendors that enables users to more quickly gain assistance in fixing a non-functioning PC.
- Expand our outreach to the campus (students, staff and faculty) to better understand the expectations of our Gryph Mail environment. This will include determining the priorities in which to focus our enhancement efforts (Zimlets).
- Meet with our existing clients who utilize our Database services, and determine their needs for self-service, extended support (Oracle RAC, MS Access, MySQL, Business Intelligence platforms).
- Work with advisory groups to address the policies/procedures required to govern our identity management systems. These advisory groups will include data focus groups such as a data advisory group who will provide guidance on the identity data items that are part of the Identity Record, SSO and Access management users group who will provide input and guidance on services provided to the community and its various service providers and, finally, policy development and governance committees formed under the guidance and authority of ITSC and ISC.

Summary

CCS is committed to providing the right solutions in order to develop solid academic and business solutions that meet the strategic goals of the University and its communities.

Our CCS Purpose embodies the spirit of the University.

Changing lives, improving life by enabling our community.

This long term purpose is further strengthened by our 2010-2014 CCS Vision:

To be technology and knowledge solution leaders, partnering with University communities, enabling excellence in teaching, learning and research.

To achieve our CCS Vision we rely on the strength of three vital **pillars**:

People, Technology, Partnerships

Everything that we do is grounded in our **CCS Core Values**:

*Service Culture ; Integrity ; Individual Leadership ;
Teamwork ; Agility ; Communication*

For the next several years CCS will take themselves to the next level by achieving very specific and bold objectives:

PEOPLE

Build a strength based organization and develop and align core competencies to the vision of CCS.

TECHNOLOGY

Technology: Adopt, build and integrate technologies to provide infrastructure and toolsets that empower University communities to achieve their goals.

PARTNERSHIPS

Grow our partnerships and share ownership of challenges, opportunities and successes. Understand, translate and deliver effective solutions.

We are committed to working with the University and its communities in order to realize the University of Guelph iCampus Vision and beyond.