Foreword

In 2014, The University of Western Australia adopted the UWA2020 Vision: Strategic Plan 2014-2020 as a guide to achieving our goal of being recognised as a Top 50 University by 2050. An important component of that Plan and of our strategic direction over the next five years is that we are

“technologically-innovative, to maintain our currency and maximise our flexibility!”

Technological innovation, alongside our key principles for information technology (IT) and information management (IM) outlined below, must underpin all aspects of activity at UWA and be guided by high-level and unifying strategic goals and direction.

This Strategic IT/IM Plan therefore takes a ‘whole of institution’ approach to information technology and information management. This Plan refers not only to centralised IT and IM and the organisations responsible for leading them. It refers to the IT/IM infrastructure, systems, processes and projects operating and managed throughout UWA that allow us to pursue excellence in our activities as a world-leading University.

We have a responsibility to ensure IT/IM spending is aligned with UWA Strategic IT/IM goals and to ensure that those goals are clearly communicated to stakeholders at a
This Strategic IT/IM Plan is therefore organised around these areas:

1. Core UWA IT and IM Strategies
2. Education (including the UWA student experience)
3. Research
4. Community Engagement
5. Operational Excellence

The strategic priorities listed in this document have been drafted via consultation through members of the University Executive, SITIMC members and key business owners responsible for relevant areas of University activity. This Plan will be used by the University to guide decision-making, planning and priority setting for information technology and information management through to the year 2020. This Plan will be used to guide the strategic-level decision making around the University’s IT and IM future and it should be used to develop operational and other priority documents relating to areas of information technology and information management.

Alec Cameron
Deputy Vice Chancellor (Education)
Chair, UWA Strategic Information Technology and Information Management Committee
UWA Mission and Information Technology and Information Management Vision

The mission of UWA is:
To provide world-class education, research and community engagement for the advancement of the prosperity and welfare of our communities.

The mission of UWA is that:
We aspire to be recognised as one of the world’s top 50 global universities by 2050.

The Strategic Information Technology and Information Management Vision for UWA is:
To provide an IT/IM environment at UWA that underpins and transforms our key areas of Education, Research and Community Engagement, and provides a high-quality, integrated and responsive IT/IM experience for our students, staff and community users.
Definitions

Throughout this Plan, the following definitions of information management, information technology and IT/IM environment² are applied:

➤ Information Management (IM) defines the organisation’s broad information requirements and how information can be fully utilised to support the organisation’s business. The governance and framework of IM includes ensuring that information is created, captured, accessed, secured, authentic and reliable as well as determining how long information must be retained.

➤ Information Technology (IT) provides the means to support Information Management through the provision of software, hardware and other delivery mechanisms. It includes systems architecture, data storage and security protocols.

➤ The IT/IM Environment within UWA encompasses the information collected, produced and condensed by our organisation and the entire spectrum of technologies for information processing including software, hardware, communications technologies and related services employed by us. Crucially, in this context, it also incorporates the individuals, teams and relationships that drive, use and rely on the information and technology that underpin the key activity areas of the University.

²Definitions sourced and adapted from Gartner’s IT glossary and Keyword AAA thesaurus
Given the IT/IM environment is fundamental to the success of all business activity areas of the University, it is appropriate to indicate a set of key principles that support all our Strategic IT/IM goals. These key principles will form the basis of the University’s decision making around our future IT/IM direction.

Information Management at UWA
The key principles for Information Management at UWA are:

- Information is to be viewed as an institutional asset
- Information assets have a ‘single source of truth’ and a clearly defined custodian of that source
- Information will be managed throughout its lifecycle using consistent and legally compliant policies and standards

- Information quality, accuracy and availability is fundamental to efficient and effective decision making
- Information will be appropriately accessible commensurate with relevant business, security, privacy and legal requirements
- Information management strategies will be applied using a whole of University and end-to-end process perspective

Information Technology at UWA
The key principles for Information Technology at UWA are:

- Technology architecture and standards will be designed and leveraged to support our UWA2020 Vision, while minimising risk and maximising efficiency;
Technology will support, sustain and transform the key activity areas of the University and be responsive to the changing operational needs of the University community;

Technology will be utilised in a user-centric framework that is cognisant of the requirements of staff, student and community users of our IT/IM environment;

Technology will be implemented in a way that allows us to prepare for and respond to global trends in higher education technology and in a way that supports business processes and meets legislative compliance; and

Technology will be utilised in a way that the University can participate in and maintain currency with global best practice in areas of security, sustainability, ‘green IT’, accessibility, risk management and the use of monitoring and analytics.

Core UWA IT and IM Priorities 2014-2020

The strategic priorities listed in this section provide a set of universally-applicable enabling strategies that represent and underpin all IT/IM efforts at UWA. These strategic priorities are core to the advancement of our goals to be ‘technologically-innovative, to maintain our currency and maximise our flexibility’.

Information Management: core priorities

The core strategies for Information Management at UWA are that:

- We will develop and implement an Information Management Framework in order to increase effective stewardship of information, articulate roles and responsibilities and promote single source of truth culture
- We will develop and implement a University-wide Information Governance strategy in order to meet the statutory and business obligations and requirements of the University efficiently and cost effectively
- We will evaluate University systems against a Digital Compliance checklist and develop a strategy to manage information that is at a high risk of loss, corruption or inappropriate access
We will establish compliant University-wide authentication processes including a method of Identity Access Management as well as electronic workflows to remove the requirement for hardcopy ‘wet’ signatures.

We will ensure that all relevant project proposals accord with the IM Principles and these principles are included as measures of success.

We will actively promulgate relevant Information Management policies and standards in order to ensure that the right information is being created, captured, accessed and preserved for as long as it is legally required to improve decision making and response times.

We will implement a University-wide Electronic Document Management System (EDRMS) for the management of unstructured information.

We will efficiently respond to the increasing demand for information by developing an appropriate self-service functionality for all stakeholders.

Information Technology: core priorities

The core strategies for Information Technology at UWA are that:

- We will build a fast, flexible, collaborative and innovative IT environment as strategic enabler of our Education, Research, Community Engagement and Operational Excellence priorities.
- We will critically review our current systems architecture, develop a systems integration architecture blueprint and identify common core enabling solutions to guide the future development of our IT/IM environment.
- We will strengthen and streamline the University’s IT operating model and organisational structure to maximise service excellence.
- We will build capacity to enable 24/7 availability and authorised access to networks (wired and wireless), business systems and data repositories.
- We will implement an IT security strategy, a set of defined standards and provide appropriate staff training to ensure the confidentiality, integrity and availability of systems and data to authorised users.
- We will develop and implement strategies that enable all areas of the University to maximise the potential benefits of digital, mobile, social, cloud-based and analytics infrastructure and services.
- We will build our institution-wide capacity and appropriate models for IT project management and delivery, policy development, vendor management, service delivery and continuous improvement.
Strategic IT/IM Priorities for UWA business areas

Innovation and innovative thinking to support Education, Research, Community Engagement and Operational Excellence will be encouraged and supported. Areas for prioritisation will be educational technologies, collaborative research and digitisation of communications and processes to deliver efficiencies across all business areas.

The priorities listed below outline the IT and IM priorities specific to four areas of University business. They are listed here in addition to the Core IT and IM priorities above.

**Education**

The UWA2020 Vision for Leadership in Education states that ‘UWA will be recognised as a global leader in university education’. This IT/IM Plan aims to support the UWA2020 Vision as well as the UWA Education Futures vision statement that includes IT/IM as a high-level goal by stating that ‘UWA teaching and learning activities are supported with an extended range of quality resources, facilities and technologies’ (Optimised Resources – vision 5).

The Strategic IT/IM goals relating to Education at UWA are that:

- We will increase utilisation and support the consistently effective use of educational technologies to support the integration of online elements in all UWA courses and units
- We will further develop support for the growing Bring Your Own Device (BYOD) philosophy in supporting student and educator IT equipment usage
- We will further develop the UWA presence in Massive Open Online Course (MOOC) offerings
- We will provide support to academic staff for the development of modes of delivery encompassing new technologies and existing platforms to create blended educational experiences

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4UWA Education Futures Vision Statement, p4
We will implement frameworks and services that enable the collection and analysis of UWA data relating to student transition, progression and retention and the delivery of contextual based services and information to students.

**Student Experience**

The UWA2020 Vision references a “…broad and vibrant student experience” as a key part of our University’s Education strategy. This IT/IM Strategic Plan furthers and supports this goal by placing the student IT/IM experience as a discrete and important area of the Strategy. Information technology and information management uphold the delivery of an excellent educational experience by our staff and participation in that experience by our students.

It is recognised here that the UWA Student Experience refers to our entire student body encompassing our coursework and research student cohorts and the experiences they have entering, engaging with and transitioning beyond UWA.

The Strategic IT/IM goals relating to the
UWA Student Experience are that:

- We will integrate systems relating to the individual student experience by developing continuity of appearance and experience and so that students can seamlessly move between and access the required systems.
- We will proliferate a student-centred and intuitive model of online service provision to deliver, administer, support, communicate and evaluate those services.
- We will operate a suite of online channels including existing web and other digital/social channels for current students that combine broadcast, interaction, peer-connection and analytics capabilities to enable a vibrant student community experience and support University strategic goals.
- We will develop and offer a cohesive digital skill-development program for coursework and research students and review the availability of support and access to tools that will give students the knowledge and aptitudes in IT/IM required of UWA graduates.
- We will develop a scalable process of student consultation and conversation in relation to their IT experience that recognises the varying needs of coursework and research students and can be used to feed back progress, changes and opportunities to those cohorts.

Research

The UWA2020 Vision for internationally renowned research “…strives for an international research agenda of relevance to the communities we serve”. The IT/IM strategy for Research at UWA aims to support this agenda by using advanced computing and data management techniques that meet modern research challenges.

UWA2020 Vision: Strategic Plan 2014-2020, p6
The Strategic IT/IM goals relating to UWA Research are that:

- We will provide information on, access to and support for high performance computing and visualisation via iVEC, high speed networks, data analytics and collaboration platforms to enhance the quality of research.
- We will provide appropriate infrastructure, tools and training to underpin the full cycle of research data, including discovery, computation, storage, access, curation, sharing and disposal.
- We will provide advice and support for the open agenda, including publishing of research outputs, data and tools and the licensing of open source software.
- We will develop and support collaborative tools that enhance global and interdisciplinary research and research training.

Community and Global Engagement

The UWA2020 Vision for Community and Global Engagement states that the University ‘will be recognised for the strong and mutually-beneficial relationships we have forged with our stakeholders’7’. This IT/IM Plan aims to prioritise the use of innovative technologies to deliver our online presence, community activities and engagement with the extended University community including alumni and industry partners.
The Strategic IT/IM goals relating to UWA Community and Global Engagement are:

- We will develop and deliver a world-leading online presence for UWA that targets key internal and external audience groups.
- We will use innovative technological solutions to facilitate and increase community engagement with the University’s Cultural Precinct and associated artistic collections and endeavours.
- We will ensure that IT/IM programs and services related to external audiences facilitate the increased promotion and reach of our research outputs, expertise and educational initiatives.
- We will develop a Corporate Relationship Management (CRM) system to cultivate and enhance key external relationships with corporate partners, government, alumni, donors, and individuals.

**Operational Excellence**

The UWA2020 Vision’s goal of operational excellence states that ‘UWA will be acknowledged for strong governance, leadership, management and a commitment to continuous improvement referenced to international standards’. This IT/IM Plan recognises the key role played by our staff and systems that scaffold and shape the collaboration, communication, governance, administration and management processes of our University.

7UWA2020 Vision: Strategic Plan 2014-2020, p8
8UWA2020 Vision: A Strategic Plan 2014-2020, p10
The Strategic IT/IM goals relating to the Operational Excellence at UWA are that:

- We will utilise, operate and maintain university-wide systems that deliver robust outcomes for all areas of University operations including planning and financial management, strategic procurement and event management practices.

- We will acquire, operate and maintain university-wide systems that underpin the UWA staff experience including recruitment, staff movement between buildings, occupational health and safety and access to physical spaces.

- We will deliver capital/minor projects that are inclusive of funded IT infrastructure and services to meet education, research and community engagement requirements.

- We will build further capability to manage critical incidents including managing access to physical spaces and providing notifications to students and staff during such events.

- We will develop and implement a strategy to capture and analyse UWA data for reporting on issues relating to Operational Excellence and UWA Strategic Plans.

- We will offer and support staff training in tools and platforms that improve the UWA staff experience and reduce the burden of administration relating to research, delivery of teaching and learning, course structures and curriculum management.