Strategic Priorities
2016-18

Office of the Chief Information Officer (CIO)
December 2016
This document outlines the high-level strategic priorities of the Office of the Chief Information Officer (CIO). The office is comprised of three units: IT Services, Information Access and Privacy, and Information Management and Protection.

In the fall of 2016, a series of eight planning sessions were held with staff at all levels from the units within the portfolio. The sessions focused on the following topics: application support; content and collaboration; data centre and storage; information management, access and privacy; information protection and security; unified communications; web, mobile and portal; and wireless and networking.

Planning session participants were asked to discuss the following four questions in the context of the topic:

- What is currently going well?
- What should be the priorities?
- What are we currently doing that we should stop?
- How can we improve client service?

This planning document is a result of the valuable discussions during these sessions.

Most of the work identified will be completed in the 2015-16 and 2016-17 fiscal years, but some work will extend into 2017-18. It does not include a list of all projects and operational work that will be undertaken during this time; it focuses on priorities in key areas, with performance targets identified as a way to measure success. Progress on this plan will be reported semi-annually and it will be reviewed on an annual basis to ensure alignment with university strategy.
VISION
The Office of the CIO will enable the success of Memorial University by providing top-notch advice, leadership and support in information services.

MISSION
The Office of the CIO will provide innovative, reliable, collaborative, cost-effective and secure information services to support institutional strategy and accountability and enable the success of students, faculty and staff within Memorial’s teaching and learning, research, and public engagement frameworks.

GUIDING PRINCIPLES

Enable the success of Memorial University
Deliver Exceptional service and expert advice
Communicate clearly within the Memorial University community
Align with Organizational strategic priorities
Provide secure, Reliable and sustainable solutions
Collaborate, Innovate and build strong relationships
Be Accountable and transparent
Integrate and promote the Student Lifecycle across all functions
Understand the business of the University
## STRATEGIC OBJECTIVE 1

Promote and support innovation and the use of technology and best practice to advance the mission and priorities of Memorial University.

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<tr>
<th>Key objectives</th>
<th>Activities</th>
<th>Performance targets</th>
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<tr>
<td>1.1 Implement OnBase as an enterprise document management system</td>
<td>• Work with key stakeholders to implement new paperless admissions process and model office pilot</td>
<td>• OnBase solution is deployed in production to support paperless admissions process by March 2017&lt;br&gt; • Key documents, as decided by client used in the Office of the VP (Finance and Administration), managed using OnBase by June 2017</td>
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<td>1.2 Implement Microsoft Office 365 as an enterprise suite of collaboration and productivity tools</td>
<td>• Develop a strategy and roadmap for Microsoft Office 365&lt;br&gt; • Make available Skype for Business to faculty and staff&lt;br&gt; • Make available OneDrive and Office Online to students, faculty and staff&lt;br&gt; • Make available SharePoint as a service to departments and committees</td>
<td>• Strategy and roadmap developed by January 2017&lt;br&gt; • The following services will be available for users in Memorial Active Directory on SJ campus:&lt;br&gt; o Skype for Business by February 2017&lt;br&gt; o OneDrive and Office Online by June 2017&lt;br&gt; o SharePoint by June 2017</td>
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<td>1.3 Develop a strategy and plan for enterprise email</td>
<td>• Update Single E-mail for Students and Employees Policy&lt;br&gt; • Design and implement a single enterprise email environment using Exchange Server and/or Online&lt;br&gt; • Decommission legacy IMAP email service&lt;br&gt; • Evaluate SPAM filtering technology and develop an RFP&lt;br&gt; • Evaluate secure file transfer technology for the sharing of sensitive and highly sensitive files</td>
<td>• Policy is drafted and submitted by June 2017&lt;br&gt; • 100% of staff in Memorial Active Directory on St. John’s campus will be using new Exchange environment by June 2017&lt;br&gt; • 100% of faculty in Memorial AD on St. John’s campus will be using new Exchange environment by Dec 2017&lt;br&gt; • IMAP service will be discontinued by April 2017&lt;br&gt; • RFP for SPAM technology is available by June 2017&lt;br&gt; • RFP for secure file transfer system is available by Dec 2018</td>
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<td>1.4 Continue the work to implement the Identity and Access Management Program</td>
<td>• Migrate domains to Memorial Active Directory&lt;br&gt; • Establish a standard for core identity data&lt;br&gt; • Implement processes for managing identity and access for guests and associates</td>
<td>• At a minimum, five Memorial Active Directory domains from St. John’s Campus migrated and the one domain on the Grenfell Campus by December 2017&lt;br&gt; • Identity core data standard for enterprise directories implemented by June 2017&lt;br&gt; • Processes implemented for managing identities and access for guests and associates by December 2017</td>
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<td>1.5 Develop and begin to implement a comprehensive plan for upgrading to Banner XE</td>
<td>• Develop a plan and roadmap for migrating Banner solutions to Banner XE</td>
<td>• Plan and roadmap developed by June 2017</td>
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| **1.6 Develop and implement an overall approach for business continuity (BC) and disaster recovery (DR)** | • Create BC plan for the Office of the CIO portfolio in accordance with Office of the Chief Risk Officer (CRO) requirements  
• Create DR plans for critical systems                                           | • Create BC plan for the Office of the CIO portfolio by March 2017  
• At a minimum, three DR plans tested by Dec 2017                                |
| **1.7 Support the Website Rejuvenation Project and related web initiatives**   | • Implement the Design 2016 brand to mun.ca  
• Implement the enterprise web content management system (TERMINALFOUR) and migrate mun.ca  
• Develop guidelines for determining whether content should be available internally or externally  
• Articulate the strategy and develop governance processes for mun.ca, my.mun.ca and MUNmobile | • At a minimum, 250 websites under mun.ca migrated to Design 2016  
• At a minimum, 60% of mun.ca migrated to the new enterprise content management system by December 2018  
• Guidelines for content availability developed by June 2017  
• Strategy and governance for my.mun.ca and MUNmobile developed by June 2017  
• Strategy and governance for mun.ca developed by September 2017               |
| **1.8 Develop a comprehensive plan for improvements to data centre services, and establish a program to deliver the plan** | • Develop a plan and roadmap for data centre services  
• Re-architect and upgrade the Domain Name System (DNS)  
• Upgrade all RHEL 4 and 5 environments  
• Develop and implement a plan for improved SSL certificate management         | • Plan and roadmap developed by June 2017  
• DNS upgraded by June 2017  
• 100% of all RHEL 4 servers upgraded by June 2017  
• 100% of all RHEL 5 servers upgraded by February 2018  
• Certificate management solution implemented by December 2017                  |
| **1.9 Understand research data requirements and provide appropriate services** | • Participate in the development and launch of the Research Data Survey  
• Establish a research IT committee with appropriate representation from all units involved in the research data management lifecycle  
• Develop a plan based on survey results to provide appropriate research data management services to researchers | • Survey is launched by February 2017 and initial data are collected by April 2017  
• Research IT committee is established and meeting regularly by April 2017  
• A plan and roadmap are developed for improved research data management services by December 2017 |
| **1.10 Implement the Client Services Transformation Project**                  | • Implement a new client service delivery model, include the establishment of satellite service locations  
• Implement remote assistance tools for the Service Desk  
• Update ITS website and implement “chat” feature for the Service Desk  
• Develop mission and mandate for and identify new services to be delivered by the new IT Procurement Office | • Open two satellite service locations by September 2017  
• First call resolution by ITS Service Desk is improved by at least 50% by December 2017  
• At a minimum, 25% of contact made to the ITS Service Desk is occurring online  
• The IT Procurement Office is established and offering new services by June 2017 |
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| 1.11 Continue the work to implement the MUNet Program (improvements to network technology and infrastructure) | • Seek financial support to implement the plan for continuous improvements to network edge technology on St. John’s campus  
• Upgrade all ACORN-NL (Canadian university research network) switching infrastructure  
• Install additional access points to improve wireless everywhere  
• Work with cellular providers to enhance wireless cellular throughput on the south side of St. John’s campus  
• Investigate options for implementing an intrusion prevention system (IPS)  
• Investigate options for implementing a security information and event management (SIEM) system  
• Find a service provider for the management of ResNet  
• Implement a redundant internet connection for the main university network  
• Implement a redundant firewall for the main university network | • 100% of network edge technology requiring upgrade is upgraded on St. John’s campus by December 2018  
• ACORN-NL switching infrastructure upgraded by September 2017  
• At a minimum, 100 additional access points are introduced to the St. John’s campus network by December 2017  
• Five small cell units to increase cellular throughput installed by June 2017  
• Plan to implement IPS is developed by June 2017  
• Plan to implement SIEM is developed by December 2017  
• Service provider is managing ResNet by September 2017  
• Redundant internet connection is implemented by January 2017  
• Redundant firewall is implemented by January 2017 |
| 1.12 Implement a structure for the Student Lifecycle Model to continue to grow and develop | • Identify a team of stakeholders and support them in developing a framework within which the Student Lifecycle Model will continue to grow  
• Operationalize the Student Lifecycle Model in work involving students within the Office of the CIO portfolio  
• Seek opportunities for other student Commons locations on St. John’s campus | • The team of stakeholders is in place and a framework established by March 2017  
• The model is reviewed and discussed in 100% of all new initiatives involving students within the Office of the CIO portfolio by June 2017  
• Representation on The Commons Committee will be expanded and a plan will be developed to expand student Commons locations by September 2017 |
**STRATEGIC OBJECTIVE 2**

Establish and sustain an IT governance model for Memorial University that supports effective collaboration and transparency, and enables efficiency and effectiveness across all units and campuses.

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| **2.1 Design and implement an enterprise IT Governance Framework** | • Chair a committee of Vice-Presidents’ Council (VPC) to develop an enterprise IT Governance Framework, including the development of appropriate organizational structures and processes  
• Lead the effective implementation of the framework and its components | • IT Governance Framework submitted to VPC for approval by March 2017  
• The governing bodies for the IT Governance Framework are implemented by June 2017  
• The IT Governance Framework will be fully operational by December 2017 |
| **2.2 Establish an IT Student Services Advisory Committee to advise on priorities and areas for improvements to student IT services** | • Develop a terms of reference for the committee, including its role, agenda-setting process, and meeting frequency  
• Establish the first IT Student Services Advisory Committee | • IT Student Services Advisory Committee is selected and meeting regularly by February 2017 |
| **2.3 Update and enhance the IT project management methodology to improve resource management, risk management, and overall project portfolio management** | • Update the ITS project management methodology to include different approaches for different types of projects  
• Ensure methodology aligns with the IT Governance Framework  
• Develop a resource management framework  
• Refine the risk management approach so that the identification, analysis and evaluation of risks and issues are improved | • Project management methodology is updated by March 2017  
• At a minimum, 85% of projects are completed on schedule by December 2017 |
| **2.4 Host the 2017 IT Conference for all Memorial IT staff** | • Establish a team to plan and deliver the conference | • At a minimum, 200 IT staff from across the university attend the conference on May 4-5th, 2017 |
### STRATEGIC OBJECTIVE 3
Develop policies, procedures, standards, education and awareness for managing and protecting information and making it accessible, as appropriate.

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<th>Activities</th>
<th>Performance targets</th>
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<tr>
<td>3.1 Develop and implement a university-wide Information Management Program</td>
<td>• Develop a standard classification and retention plan for university records (MUNCLASS)</td>
<td>• At a minimum, 10 MUNCLASS information sessions are delivered by March 2017</td>
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<td>• Approval process for retention and disposal schedules is defined by March 2017</td>
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<td>• At a minimum, 10 retention and disposal schedules will be submitted to the</td>
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<td>Government Records Committee for approval by December 2017</td>
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<td>3.2 Improve Information Management &amp; Protection (IM&amp;P) awareness and promote IM&amp;P as everyone’s responsibility</td>
<td>• Conduct IM&amp;P training sessions and events</td>
<td>• At a minimum, 10 IM&amp;P awareness sessions are conducted by March 2017</td>
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<td>• Update website with IM&amp;P awareness tools and resources</td>
<td>• New resource material is developed and added to the IM&amp;P website every three months</td>
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<td>• Deliver an IT security track of sessions at the 2017 IT Conference</td>
<td>• At a minimum, three security related sessions are delivered during the 2017 IT Conference</td>
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<td>3.3 Continue to ensure a high level of awareness among faculty, students and staff regarding ATIPPA</td>
<td>• Update the privacy training materials</td>
<td>• Privacy training materials are updated by June 2017</td>
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<td>• Develop a standardized access awareness session</td>
<td>• Standardized access awareness sessions delivered at least six times throughout the fiscal year</td>
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<td>• Update the Privacy Policy, Information Request Policy and related procedures</td>
<td>• Privacy Policy, Information Request Policy, and related procedures are updated by March 2017</td>
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<td>• Update the Privacy Compliance Checklist</td>
<td>• Privacy Compliance Checklist updated by December 2016</td>
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<td>• Update the IAP Office website</td>
<td>• IAP website updated by June 2017</td>
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<td>3.4 Offer integrated, streamlined risk-based assessment processes for security, privacy and information management to deliver a risk-based approach to managing, accessing, and protecting university information</td>
<td>• Develop standard cloud contract language to support the assessment process and resulting contracts</td>
<td>• Standard cloud contract language developed by March 2017</td>
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<td>• Develop the Information Security Classification and applicable processes and security standards</td>
<td>• 100% of projects that run through the ITS Project Management Office are using the Information Security Classification by June 2017</td>
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<td>• Update the Office of the CIO Risk Register to reflect improvements made to mitigate risk</td>
<td>• Risk Register updated by June 2017</td>
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<td>3.5 Increase transparency for accessing information</td>
<td>• Develop an approach and implement a pilot project for publishing Memorial’s access to information activities/statistics under the ATIPPA 2015</td>
<td>• Publish Memorial’s access to information activities/statistics under the ATIPPA 2015 on IAP website by March 2017</td>
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<td>3.6 Streamline information management practices within the university</td>
<td>• Identify areas to improve the flow and overall management of information within the university (e.g. increased use of online forms)</td>
<td>• At a minimum, five information management processes will be streamlined by June 2017</td>
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