

# Information Systems Strategy

2017-2021



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Our University is a great, modern university, in a global city, here to make an impact on Manchester, our nation and beyond, with a driving ambition to discover and disseminate knowledge, and make higher education accessible and beneficial to all those with the passion and ability to succeed. This Information Systems Strategy directly supports the objectives and vision of our University and sets out how we will embrace our digital opportunities.

To support the vision and direction of the University, Information Systems and Digital Services (ISDS) will focus on highly usable, flexible and personalised digital channels that offer deep integration with our business processes. This move towards increasingly mobile and integrated capabilities will enable us to provide a seamless experience to our University staff, students and visitors regardless of device or physical location, directly supporting the teaching, learning and research goals of the University while safeguarding the integrity of University information assets.

We will take advantage of the increasing adoption of cloud-based computing services, continuing to develop our relationship with external partners. We will move from being a manufacturer of IT services to an expert partner and service orchestrator, providing IT to our staff and students through both internal and third party capabilities.

The scope of this strategy is information systems, technology and digital capabilities at Manchester Metropolitan University, regardless of the specific department that delivers these capabilities.

This strategy shows how we will support the University's mission through clear strategic planning and alignment, transforming our capabilities to meet the changing needs of the University and delivering quality services.

Future investments in information systems and digital capabilities at Manchester Metropolitan University will support the strategic objectives of the University: creating an excellent student environment, enhancing research output and impact, international growth, promoting sustainability and increasing collaborative partnerships. Specific goals of the Information Systems Strategy to help achieve these University outcomes include:

1

**Ensure business and IT alignment.**

This strategy will ensure that there is strategic alignment between IT investments and wider University strategy.

2

**Deliver an integrated organisational approach.**

This strategy seeks to ensure that all IS investment and operational activities are aligned in support of the University strategy regardless of the specific organisational unit in which the capabilities reside. It also aims to eliminate and avoid unnecessary redundancy through centralised, shared IT capabilities, consolidated applications, and infrastructure.

3

**Make informed strategic IT investment decisions.**

This strategy provides a clear picture of how each proposed investment supports University objectives by addressing identified gaps between the current and target states.



## THE STRATEGIC ENVIRONMENT

We are operating in a world of rapid technological and cultural change, key aspects of our strategic environment have been factored into this strategy

### **The student as customer:**

Meet increasing student expectations

### **The digital revolution:**

Necessity of cross platform integration

### **Changing research landscape:**

Broadening researcher requirements

### **Financial environment:**

Need to deliver value and efficiencies

### **Information security:**

Ensure adoption of information security provision

### **The rise of cloud computing:**

Move towards cloud based infrastructure

### **Big data and analytics:**

Take advantage of insights from big data

### **International environment:**

Harness opportunities from globalisation

### **Remote learning:**

Supporting off-campus student learning

Aligning our departmental priorities with those of the wider University is core to the successful implementation of this Information Systems Strategy.

*“We will prioritise ease of use and accessibility of our systems”*

## EXCELLENT STUDENT EXPERIENCE:

*Creating an environment that places students and their success at the heart of the University*

An understanding that the digital presence and capabilities of the University are a key driver of student satisfaction and learning outcomes is central to this strategy. As such, we will prioritise ease of use and accessibility of our systems as well as providing comprehensive support, including self-service and personal support.

## RESEARCH:

*Increasing the profile and impact of research conducted by the University*

We will aim to provide appropriately funded and supported central platforms that enable the research outcomes of the University, and an environment that supports and facilitates the highly specialised nature of research technology. Our strategic focus is on highly usable and robust platforms which will support our researchers, including grant application and management, secure data storage and long term dynamic archival facilities.

## INTERNATIONAL:

*Matching the international research aspirations of the city and building global partnerships through research collaborations*

This strategy supports the University's focus on creating international partnerships – ensuring our services are accessible and supported 24/7. We support technologies which cross cultural and geographical barriers, facilitate the University's teaching and research activities and encourage global collaboration.

## **BUSINESS FACING:**

*Creating opportunities for our students, driving business productivity and promoting research and knowledge transfer*

Our strategic priorities will encourage the delivery of learning outcomes which improve the employability of our graduates and help them positively impact their employers and the wider society. We will provide the technological capabilities to support open collaboration between the University and external organisations while ensuring the security of University data.

## **SUSTAINABILITY:**

*Ensuring financial and environmental sustainability*

By providing integrated and flexible systems, and ensuring investments in technology are appropriately prioritised, ISDS will promote efficiency in the University. This approach will support the University's diversification of income into new areas such as Postgraduate courses, work based programmes and distance learning. We will mitigate the environmental impact of our technology and work closely with colleagues across campus to deliver a sustainable physical estate.

*“We support technologies which cross cultural and geographical barriers”*



Despite good levels of capabilities in some areas, Information Systems at Manchester Metropolitan University has been unable to fully align itself with University priorities. Inconsistent investment practices have also led to variable levels of capability and some key University functions receiving little or no investment.

Our current state is characterised by the following:

- Complex and outdated technology
- Variable levels of capability and support
- Focus on infrastructure rather than delivering new capability
- Fragmented organisational structure
- Investments not properly prioritised
- Fragmented information landscape
- Limited alignment between digital and physical estate
- Inadequate information security



## OUR VALUE STATEMENT

*“We work in partnership with our academic and professional colleagues to deliver digital and IT services that help the University achieve its strategic objectives in teaching and research, nationally and globally. We help to create the University of the future by co-designing new ways of working, enhancing productivity, reducing complexity, supporting innovation and providing the insights to drive continuous improvement.”*

In order to support the University’s vision and our own value statement we will be working towards the following critical success factors, which together with additional principles, will be used to develop the strategic roadmaps and operating plans that drive this strategy forward.

## CRITICAL SUCCESS FACTORS

1. Develop and support highly reliable, available and usable digitally-enabled services that deliver an excellent and personalised user experience.
2. Adopt a flexible and accessible approach to organisational change, leveraging a bi-modal approach to deliver projects on time, on budget and on value.
3. Attract, retain, develop and engage high performing staff.
4. Develop bi-directional understanding of business and IT needs through effective stakeholder engagement.
5. Deliver responsive, effective and efficient operational support.



## GOVERNANCE

It is essential that key aspects of governance are consistently applied across the organisation, regardless of where these capabilities may reside. The four key IS governance elements which support the delivery of this strategy are:

### ENTERPRISE ARCHITECTURE

Effective enterprise architecture will help ensure that all major IS investments fit within the overall master plan for the digital landscape, avoid duplication and can be readily integrated to allow sharing of business information.

### PRIORITISATION

All IS investments will be prioritised in accordance with the business value they will deliver and how they align with this strategy. Prioritisation must be undertaken by the Information Systems Strategy and Prioritisation (ISSP) Board and the Portfolio Boards to ensure that prioritisation decisions are taken by broadly representative groups of non-IT staff who can properly determine organisational value.

### PORTFOLIO BOARDS:

Learning and Teaching

Research

Student management

Business systems

Enabling technologies

## PROJECT MANAGEMENT AND DELIVERY

IS projects should be delivered in accordance with a clearly defined and centrally coordinated project management methodology, with dedicated project management resources assigned on the basis of organisational and project risk. Project reporting should also be centrally managed to ensure a clear organisational understanding of the status of key initiatives.

## CHANGE MANAGEMENT

System testing, service acceptance, and approval for release and deployment should take place on a centrally managed basis, with a single organisational Change Advisory Board authorising the release of new systems into production.



Key to the successful delivery of this IS strategy is the tracking, reporting and monitoring of our critical success factors. These metrics will be used to assess and measure our progress.

Schedules and specific targets for these metrics and key performance indicators will be developed in conjunction with our detailed IS roadmap, including a detailed Service Level Agreement document which will set out the commitment to defined performance levels for each of these metrics. This will be developed and approved by the Information Systems Strategy Prioritisation Committee and communicated widely.

*In broad terms, the measures we will look at for each of our Critical Success Factors include:*

1

**Develop and support highly reliable, available and usable services that deliver an excellent and personalised user experience**

- Availability and reliability of our services
- Customer satisfaction around the usability and overall experience of using our services

2

**Adopt a flexible and accessible approach to organisational change, leveraging a bi-modal approach to deliver projects on time, on budget and on value**

- Percentage of projects completed on time, budget and to specification
- Benefits realisation completed for all projects

3

**Attract, retain, develop and engage high performing staff**

- Staff development against their Professional Development Review (PRD) targets
- Staff engagement survey results

4

**Develop bi-directional understanding of business and IT needs through effective stakeholder engagement**

- Approved IS strategy and funded strategic roadmap
- National Student Survey and International Student Survey scores

5

**Deliver responsive, effective and efficient operational support**

- Incident resolution rates by priority within target time
- Average Helpline wait time

These priority initiatives and subsequent activities will deliver the Information Systems Strategy and the future state for IS and digital capabilities at Manchester Metropolitan University. They relate directly to the critical success factors and key principles identified in order to reach our target state. The priorities are made up of both organisational change initiatives impacting ISDS, as well as major organisational projects to support strategic University objectives.

## 1

### **Deliver strategic investment in support of University objectives**

Deliver a strategic programme of investment to support University objectives in teaching and learning, research, internationalisation and sustainability by strengthening project and programme delivery, enhancing ROI and benefits realisation, and improving strategic alignment, prioritisation and risk management.

## 2

### **Transform capability to support changing University needs**

Transform the organisational IS capability to enable us to fully support the rapidly evolving University needs and exploit the digital future, encompassing major changes to process, people and technology.

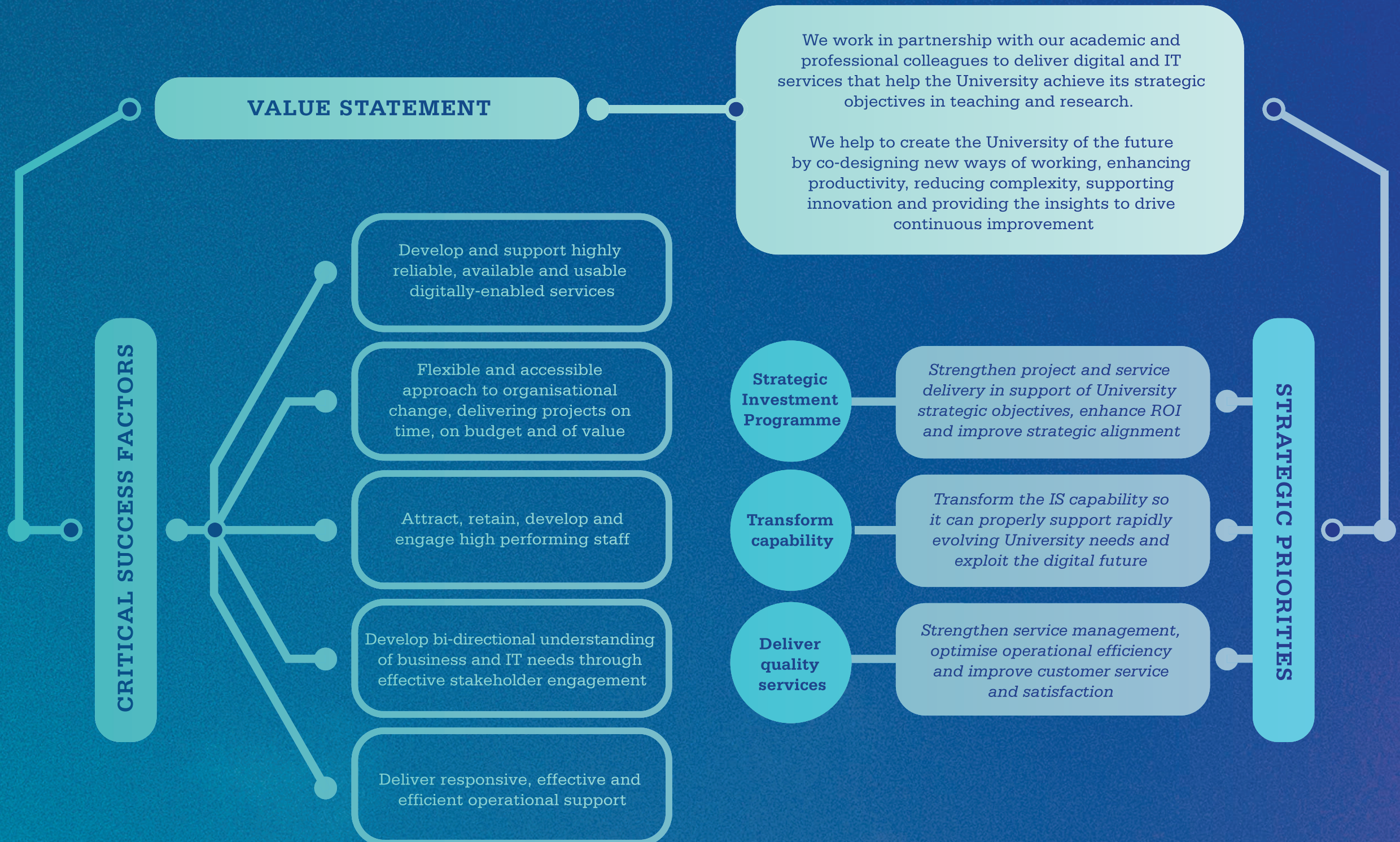
## 3

### **Deliver quality services**

Strengthen service management, optimise operational efficiency and improve customer service and satisfaction for our students, staff and visitors.



# INFORMATION SYSTEMS STRATEGY



# OUR STRATEGIC INVESTMENT PROGRAMME

In order to successfully deliver this strategy, the University is planning a series of strategic investments in key systems and technology-based capabilities, including the following areas:

