Redesign To Align – Reshaping ITS AT Victoria To Support Strategic Outcomes

Peter Borich and Jonny Flutey
Victoria University of Wellington
Redesign To Align - Reshaping ITS At Victoria To Support Strategic Outcomes

Peter Borich and Jonny Flutey
Starting with organisational change

2012 - change driven by strategy

- Vision and Strategy for Digital Learning and Teaching 2012 to 2017
- eResearch 'workshop' and strategic development

ITS were facing many challenges:

- Complexity of technology
- Consumerisation of expectations
- Platform as a service maturing
- Knowledge as important as service
<table>
<thead>
<tr>
<th>Where were we in 2012?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Stability</strong></td>
</tr>
<tr>
<td>Customer calls are managed within agreed expectations</td>
</tr>
<tr>
<td><strong>Staff Development</strong></td>
</tr>
<tr>
<td>Retain Staff</td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
</tr>
<tr>
<td>Projects deliver on agreed outcomes</td>
</tr>
<tr>
<td><strong>Customer Management</strong></td>
</tr>
<tr>
<td>Customers confident with ITS service delivery</td>
</tr>
</tbody>
</table>
A New Strategy Was Required

ITS needed to rethink its role and purpose at the University

A new vision and strategy was required:

• that was driven from the organisational strategy
• that recognised the "internet of everything"
• that would refocus ITS in the right direction
• that could operate within the financial constraints
• that could deliver flexibility with control
ITS Moving Forward 2014 - 2016

A New Strategy created to enable a shift in focus:

• New business strategy – not technology strategy
• proposal for change to meet challenges and solve problems
• IT Director and Assoc. Director worked with key influencers on why ITS need to change
• Met with huge approval
• Buy-in led to signoff by COO to proceed with fundamental change
2014 - Strategic Shift to Strategic Support

Shift support to being strategically relevant

Greater increase in the provision of strategic services
Developed a Managed Change Programme

- Provide additional dedicated resources within ITS to directly support academics and researchers
- Improve the technology capability of academics and staff
- Provide greater frontline support for staff and students
- Set-up a structure that will enable ITS to improve the efficiency of its core services
Outcomes – Operational Efficiencies

- Systems Automation
- Technology Efficiencies
- Cloud Utilisation
- Lifecycle Management
- Pragmatic Change
- Remove low value transactions

“IT specialists have to broaden their basic knowledge of the overall business picture to remain relevant.” Peter Hinssen, The New Normal: Explore the limits of the digital world.
Outcomes – Learning, Teaching, Research

- New team
  Created
- Developed new roles
- Staff in Faculty
- De-couple technology
- Develop academic skills
- Work strategically
- Outside of support model

Included in strategic groups and process
Use Cloud for chaos not efficiency
Embedded in research projects and process
Number of People Attending Training Sessions by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2.91</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td>3.61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>5.10</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td>18.94</td>
</tr>
</tbody>
</table>
Outcomes – Workplace Enablement

- Office 365
- Software Self Service
- Faculty Based Support
- Any Device Any Technology
- 24/7 Support
- Knowledge Extension
- People Centric Service

Broadened the definition of what a digital workplace means for ITS

Created new roles and career paths

Supporting the person not the technology

Support based on staff capability not traditional silos

Moved from ‘break-fix’ to ‘how-to’

Expanded the frontline knowledge
Outcomes – Student Experience

• BYOD Improvement
• Cloud first for LMS/Office 365
• Devolved student support
• Research student support
• Active Learning

Huge uptake on BYOD services – 22,000 concurrent
Application access anywhere anytime
Learning space design student centric
eResearch for students
Devolved support the best support?
Need for cohesive strategy
Learnings After Four Years

• You get ahead of the capability of the organisation to change
• Value is found in developing your own people
• It is a hard graft at the start, people take time to change
• Consistency of message is key
• Prepare to be a victim of your own success
• Some people won't move with the focus of change
• Be blatantly honest
What's Next? - Moving up the value chain

- 2012: IT Department
- 2017: Strategic Partner
- 2021: Strategic Leader
Victoria – Customer – IT Services, Toward 2020

Victoria Primary Strategies
1. Adopt a distinctive academic emphasis
2. Enhance research quality, quantity and impact
3. Provide a holistic learning, teaching and student experience that is second to none
4. Secure the intellectual potential put at risk through experience of disadvantage
5. Deepen engagement with alumni, benefactors and communities
6. Deepen Victoria University’s intellectual influence in the Asia-Pacific region

Spearhead the Digital Future
- Improve the digital literacy of staff and students
- Enable and support a “digital first” philosophy
- Develop a model for leading innovation and strategic projects
- Architect and design for digital transformation

Develop Teaching, Learning and Research
- Enable the strategic shift from traditional to blended learning
- Expand the reach of teaching to new locations and methods
- Embed digital research throughout the research lifecycle
- Provide students tools for learning, research and employability

Optimise and Grow the Organisation
- Streamline and improve administration processes
- Support decision making through improved quality of data
- Enable collaboration to improve productivity
- Support growth strategies with technology

Enhance the Customer Experience
- Create and support the digital workplace
- Deliver personalised services and support for customers
- Anywhere, anytime, any device
- Put the customer before the technology

Teaching, Learning and Research
- Transform use of our learning environments
- New collaborative models for digital innovation projects
- Develop holistic digital research lifecycle support
- Digitally enhance the students learning experience

Infrastructure and Services
- Enterprise Service Management
- Client driven technology
- Hybrid Technology Delivery
- Smart Network

Enterprise Applications Software
- Cloud – value based
- Business Focus – efficient processes
- Core baseline – generic efficiency
- Development – value add
- Application integration – enterprise wide
- Interfaces

Programme Management
- Supporting Strategy - Aligning
- Ensuring Agility – Value delivered Faster
- Centre of Excellence – Project execution
- Enterprise change – Cross organisation
- Process & delivery innovation

Security/Risk/Architecture
- Accessible
- Governed
- Engagement and Delivery
- Risk Reduction
- Secure
<table>
<thead>
<tr>
<th>What's Next? - New Strategic Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spearhead the Digital Future</strong></td>
</tr>
<tr>
<td>• Improve the digital literacy of staff and students</td>
</tr>
<tr>
<td>• Enable and support a “digital first” philosophy</td>
</tr>
<tr>
<td>• Develop a model for leading innovation and strategic projects</td>
</tr>
<tr>
<td>• Architect and design for digital transformation</td>
</tr>
<tr>
<td><strong>Develop Teaching, Learning &amp; Research</strong></td>
</tr>
<tr>
<td>• Enable the strategic shift from traditional to blended learning</td>
</tr>
<tr>
<td>• Expand the reach of teaching to new locations and methods</td>
</tr>
<tr>
<td>• Embed digital research throughout the research lifecycle</td>
</tr>
<tr>
<td>• Provide students tools for learning, research and employability</td>
</tr>
<tr>
<td><strong>Optimise and Grow the Organisation</strong></td>
</tr>
<tr>
<td>• Streamline and improve administration processes</td>
</tr>
<tr>
<td>• Support decision making through improved quality and accessibility of data</td>
</tr>
<tr>
<td>• Enable collaboration to improve productivity</td>
</tr>
<tr>
<td>• Support growth strategies through the use of technology</td>
</tr>
<tr>
<td><strong>Enhance the Customer Experience</strong></td>
</tr>
<tr>
<td>• Create and support the digital workplace</td>
</tr>
<tr>
<td>• Deliver personalised services and support for customers</td>
</tr>
<tr>
<td>• Provide support anywhere, anytime for any device</td>
</tr>
<tr>
<td>• Put the customer before the technology</td>
</tr>
<tr>
<td>Whats Next? - New Focused KPI's</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td><strong>Spearhead Digital Futures</strong></td>
</tr>
<tr>
<td>Improve digital literacy</td>
</tr>
<tr>
<td><strong>Develop Teaching, Learning &amp; Research</strong></td>
</tr>
<tr>
<td>Contribute to course and programme design</td>
</tr>
<tr>
<td><strong>Optimise &amp; Grow the Organisation</strong></td>
</tr>
<tr>
<td>Streamline &amp; improve administration processes</td>
</tr>
<tr>
<td><strong>Enhance the Customer Experience</strong></td>
</tr>
<tr>
<td>Provision a digital workspace</td>
</tr>
</tbody>
</table>
ANY QUESTIONS?