IT@TRENT

Strategic Plan 2023

TRENT UNIVERSITY

LAND ACKNOWLEDGEMENT

Trent University, in Peterborough and Durham, is located on the treaty and traditional territory of the Mississauga (Michi Saagiig) Anishnaabeg, which includes Curve Lake First Nation, Alderville First Nation, Hiawatha First Nation, and the Mississaugas of Scugog Island First Nation. Specific to this region, Treaty 20 was signed in 1818, followed by the Williams Treaties in 1923.

We respectfully acknowledge that we are on the treaty and traditional territory of the Mississauga Anishnaabeg. We offer our gratitude to the First Nations for their care for, and teachings about, our earth and our relations. May we honour those teachings.

THE FUTURE IS HERE, AND IT'S ENROLLED AT TRENT

As we're all keenly aware, technology has advanced by decades over the course of just a few years. Today, IT finds itself playing catch-up in a reality that demands a much more integrated and prominent role than ever before. At Trent, we have seen this need grow with the demand to deliver seamless remote, hybrid, and in-person access to hundreds of services across dozens of types of devices, to thousands of people studying, working, and innovating at Trent from all around the world.

To meet this challenge, IT has spent the last six months undertaking a comprehensive community-led strategy planning initiative. And we've heard your feedback loud and clear: Trent needs IT's help to simplify decades-old processes and deliver seamless technology and services that scale to our needs, while also being safe and easy to use.

We must build partnerships and collaborate on identifying and developing technology solutions that respond to our community's needs. As we look forward, we will consolidate our integrated systems, provide more data to support decision-making, and establish strong governance practices that ensure IT investments align with Trent's strategic objectives and deliver value back to our community.

Crucial to this success is empowering the IT team to deliver the technology, innovation, and service to support these objectives, as well as all members of our community. Our IT team has always been central to technology change at Trent and will be the catalyst for bringing this plan to you.

We invite you to explore this report to learn more about our direction and goals for the next five years. Special thanks to the students, staff, and faculty who helped to shape this plan with their input and feedback. We look forward to diving in with you and sharing results as we go. Let's do IT together!

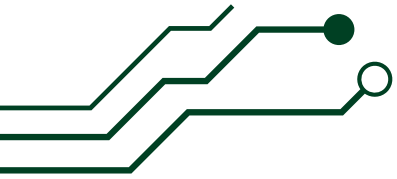**The IT Leadership Team**

OUR VISION

**Empowered.**

Seamless.

Engaged.

Let's do it together!

STRATEGIC DRIVERS

Empowered IT Team
An empowered IT team is the map that helps Trent navigate the constantly changing and evolving world of technology. This driver ensures that our IT team has the skills, knowledge, resources, and tools to manage the technology landscape effectively. When we're at our best, we're pulling together in the right places to help everyone at Trent do their best.
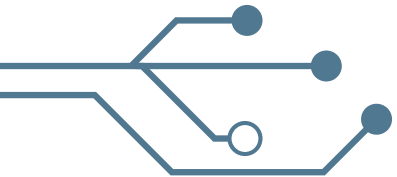
Seamless Technology and Process
Universities are complex places with many diverse needs. As Trent has grown, our processes have become more complex. This driver is focused on making systems more integrated and simpler with data at the core. We aim to improve the way Trent accesses, uses, and safeguards data and tools so we can make better decisions and improve efficiency.
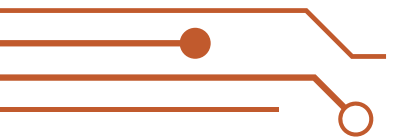
Engaged Trent Community
Technology is meaningless unless it serves the community's needs. This driver encompasses how we deliver excellent services, the right tools, and enable processes through the use of technology to meet Trent's needs. From partnerships to service and governance, we want to be there for our community as a partner every step of the way.

CORE VALUES

Teamwork
Teamwork is the foundation of everything we do. We value each team member's unique strengths and perspective. We remain positive in the face of adversity, act with integrity, and foster a sense of community in all our interactions.

A Culture of Care
We prioritize the care and wellbeing of every member of our team. We care for and respect each other and find ways to bring joy into our work.

Service Excellence
We strive for excellence every day. We pride ourselves on being dependable, competent, and responsive to the needs of our community. We put the community first in our work.

Resourceful
We enable the mission of the University by being agile, flexible, and adaptable in our approach to our work.

Curiosity
We are curious and open-minded, allowing us to find innovative solutions to the most complex issues.

STRATEGIC PLAN TIMELINE

1 **PHASE 1**
Project Design

2 **PHASE 2**
Strategy Exploration: December 2022-January 2023
- Community-led identification of IT strengths, opportunities, and future vision
  - 160+ members of the Trent community participated in 20+ focus group meetings and a number of 1:1 interviews
  - CIOs from five Ontario universities were interviewed to capture current trends within the university sector

3 **PHASE 3**
Strategy Development: February-May 2023
- Developed strategic drivers, themes and core values based on Phase 2 and the strategic direction of Trent
- Tested strategy with the Trent community through interviews and focus groups
- Developed strategic objectives and the one- year strategic operating plan
- Approval of the IT @ Trent Strategic Plan
- Official Launch of IT @ Trent Strategic Plan

EMPOWERED IT TEAM

Engaged IT Culture

Objectives

- Evaluate, align, and develop the skills, competencies, and structure required to support the operational and strategic needs at Trent.
- Create and implement a flexible workplace model that meets the needs of the Trent Community by promoting well-being, and which attracts skilled recruits to the IT Team.
- Develop and implement a comprehensive development program for IT team to support in fostering a culture focused on life long learning.

Equity, Diversity, Inclusion, and Indigeneity

Objectives

- Embed EDI and Indigeneity into processes and practices.

Knowledge Management

Objectives

- Renew focus on creating, capturing, storing, sharing, and using knowledge within our department and promoting its use across the Trent Community.
- Develop process to expand and improve the resources available through the IT Customer Service Knowledge Centre.

Operational, Financial and Environmental Sustainability

Objectives

- Identify ways to reduce the impact of IT on the environment to contribute to a sustainable future.
- Build a short- and long-term capital plan to determine the IT investments and resources required into the future to support the growth at Trent.
- Implement and embed strategic planning and operational metrics into IT culture and practices to support long term operational sustainability.

SEAMLESS TECHNOLOGY & PROCESSES

Integrated Systems and Infrastructure

Objectives

- Develop and implement a comprehensive plan for integrating existing systems across Trent operations to ensure seamless communication and improved data availability.
- Develop a future vision for the desktop, network and cloud infrastructure to improve accessibility and financial sustainability.

Innovative Technologies and Processes

Objectives

- Modernize and streamline core administrative and research systems to reduce complexity, increase functionality, and empower the Trent Community.
- Explore and implement innovative and sustainable solutions for classroom technology to enable and support learning.

Information Security

Objectives

- Support in the development and implementation of a research data management program in partnership with Trent Library and Office of Research.
- Strengthen Trent's security practices and culture based on National Cybersecurity Assessment recommendations.

ENGAGED TRENT COMMUNITY

Trusted Partner

Objectives

- Develop meaningful partnerships across campuses to support change management, reduce risks and ensure thoughtful investments in information technology solutions.
- Identify opportunities for supporting and promoting research, teaching and learning at Trent to build stronger partnerships across the university.

Service Excellence

Objectives

- Implement a service management strategy to ensure efficient and responsive IT support for the Trent Community.
- Develop and implement IT training resources for the Trent Community in partnership with Human Resources.
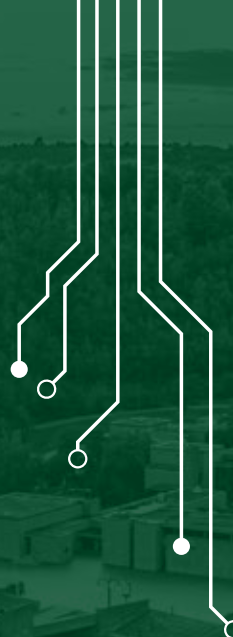
IT Governance

Objectives

- Evaluate and optimize the IT Governance Framework at Trent to support data governance, stewardship, alignment, and the transparent investment of IT resources.

The process of developing this Strategic Plan has included many voices and perspectives from across the Trent Community.

THANK YOU

FROM IT@TRENT

For more visit:

TRENTU.CA/ITSTRATPLAN