

Title

Simplify Business Processes and Improve University Services

University Themes Supported

- Enhance the Student Experience
- Practice Effective Enrolment Management
- Champion Faculty Recruitment
- Build a High-performance and Environmentally Sustainable Organization

Description of Initiative

Today, prospective students, students, instructors, researchers and staff expect that virtually all services be available online.

In collaboration with colleges and administrative units, ITS will provide leadership in the acquisition and implementation of software tools and applications that can be used to simplify and streamline business processes and to provide more online services thereby reducing the administrative burden on faculty and students and reducing service response times. ITS will also maintain these tools and applications and help colleges and administrative units use them. This overall initiative will consist of a number of projects, each targeted at making processes simpler and more efficient through the use of new or improved technology.

This initiative has two components.

The first component seeks to maintain existing service levels for core services (e.g., identity management), fulfills recently made service commitments (document management and workflow), and implements online access to more services. ITS intends to use contingency to continue to provide the services outlined below, this year and during the 4 –year planning cycle (within the constraints of total funding available and priorities in other IT service areas). This funding will be used for staff salaries and benefits (primarily to extend existing term positions) to:

- Continue to enhance the University's identity management, authorization and authentication system so it continues to meet campus needs.
- Partner with the College of Arts and Sciences to implement a document management and workflow system to replace the paper-based student files currently in place today. As of spring 2009 the document management system will be available for campus deployment.
- Partner with the Office of Communications, Student and Enrolment Services Division, Electronic Media Access and Production, Facilities Management Division, Edwards School of Business and the College of Arts and Sciences to select and implement a webpage content management service for the campus.
- Assist the College of Dentistry in implementing a new dental clinic system. This system will support teaching and research as well as administration of the clinic.
- Collaborate with Consumer Services to develop an online market place (store) for the University.
- Collaborate with the Campus Computer Store to provide online order and sales capability (if possible as part of the campus online store).
- Partner with University Advancement in their planned U-Friend enhancements.

- Implement an online system to sell (if there is a purchase cost associated with the software) and distribute software to students and staff of the University.
- Implement an incident and problem management system for ITS. This system would also be made available to college or departmental IT help desks.
- Offer more online services for students, including online payments for training courses, purchase of print pages online for the Campus Print Accounting System, online requests for network or phone services, and self-authentication for services without requiring an identity card.

Additional funds are requested to support the on-going operations of the campus portal (PAWS). While contingency funds will be used to select and implement a webpage content management system for the University, new budget will be required to support it during the 4 year planning cycle.

Objectives and Outcomes

Objectives:

- Support colleges and departments to use automated business processes wherever possible (e.g., electronic document management, electronic web-page content management and electronic workflow).
- Increase the number of online and self-directed services available for students, faculty and staff.

Outcomes:

- Improve services to students by increasing the number of automated processes. For example, student appeals can be automated so the process begins with a student entering an online form, which will automatically be directed to administration for processing.
- Reduce the time and effort invested by departments and units into web publishing by providing better electronic tools and support for creating and updating webpages.
- Keep web content accurate and up to date, and reduce dependency on IT support by providing easy-to-use automated publishing, versioning and archiving functionality.
- Reduce redundancy and confusion because one master document can be stored electronically, instead of multiple paper or electronic copies.
- Increase useable space because archives can be moved to less accessible locations
- Reduce paper use and paper flow for business processes at the University. Reduce time to complete a business process because paper flow is replaced with electronic processes.
- Reduce line-ups for services that require face-to-face sales (e.g. textbook sales).

Revenues and Costs

As outlined in the Initiative Description section above, ITS contingency will be used to fund the first component of this initiative. The funding requirements for this component are significant. The specific allocations from contingency for this and other initiatives will be finalized as the initiatives and priorities of the University's next 4-year plan are finalized. It should be noted that funding campus-wide ICT support services from contingency is not sustainable in the long-term.

Funding is required to ensure that PAWS operational costs are completely funded from base budget (rather than base budget and contingency). New funding is also required to operate and support a webpage content management system for the University.

	Annual Cost Estimate
Operate the campus portal (PAWS) See section 4.6 of the ICT plan for more information.	\$300,000
Support & Operate the Campus Webpage Content Management Estimated effort is 2 - 3 FTE: service management; communications support; server, application and database support; help desk support; and training.	Up to \$300,000

By providing effective IT tools, additional services will be available without accompanying staff increases in colleges and departments. Allowing functional staff to easily update web content will free up the time of both the functional staff and the technical staff. Functional staff will be able to update webpages themselves instead of taking time to explain what they want to a technical person, who then in turn would have to update the webpages.

Facilitated departmental management of content through a webpage content management system will also help increase the quality and consistency of information. Content will be managed through the content life cycle from creation (and capture) to archiving automatically. A single repository of information content will facilitate effective reuse of content—one source will be used in multiple locations. Users will be able to access and navigate to the information through a single consistent interface. Our current reliance on manual processes to flag out of date content will be resolved.

Since the business processes required for authoring, authorizing and publishing information are built into the webpage content management system, users will be automatically following approved processes. Automated publishing, versioning and archiving functionality will ensure that website content is kept up to date and is provided by the appropriate authorities. A webpage content management system will further provide opportunity to hold, extract data from, or synchronize data with other systems across campus. Duplication of effort in publishing content on the web will be minimized by information which is better organized, has greater ownership, and is easier to access.

Effective online document storage will release physical storage place required for paper storage. That space can be used for staffing and will reduce the cost required to find space for staff.

Consumer Services has indicated that bookstore sales have been dropping, and they attribute it to the lack of online sales. If we can regain \$250,000 in book sales by adding online sales, then we have regained revenue for the University. We also have the opportunity to increase sales of higher-margin items through joint online offers.

The implementation of an online incident/problem management system:

- Reduces the cost to resolve end-user support problems. The system facilitates the implementation of streamlined processes and workflow, allowing staff to increase time spent on incident and problem resolution and reduce manual communication and documentation overhead related to incidents and requests.

- Improves IT service delivery. The system will allow ITS to identify recurring incidents where training or self-help tools would be effective in improving the delivery of IT services, resulting in increased customer satisfaction and reduced support loads
- Improves performance management. The tracking system will transform ticket data into usable information for performance management and directly help desk staff professional development.

Performance Measures and Metrics

- Number of automated workflows implemented.
 - Average turnaround time of a process before and after automation
- Number of webpages being maintained via webpage content management (WCMS)
 - Estimated time to manage pages before and after WCMS
 - Estimate of cost savings from the departments that adopt a WCMS
- Positive feedback from students about online services; positive feedback about automated processes by staff
- Usable floor space reclaimed
- Total sales through the Campus MarketPlace.
- Percentage of total bookstore sales made online compared to that sold in the store.
 - Average wait time for in-store purchases vs. online purchases and pickup (for school text books).
- Total online sales for the campus computer store compared to in person sales.
- \$250,000 sales in textbooks online between July & September 2007.
- Average resolution time for ICT incidents and problems (will decrease)
- Customer satisfaction scores for Help Desk service

Responsibility

- Kirby McInnis, Manager, Administrative Information Services
- Monisha Shukla, Manager, Portal Services
- Mark Jagoe, Manager, Bookstore
- Scott Findlay, Acting Manager, Campus Computer Store
- Ed Pokraka, Director, Information Technology Services

Timelines

The timelines for projects that are underway or will be undertaken in the next year are listed below. It is difficult to plan or predict with high certainty, the projects that will be undertaken in years 2-4 of the planning cycle (will depend somewhat on college and administrative department interest and priorities).

- Automation of Student Files in College of Arts and Sciences: Spring 2008
- Selection and Initial Projects to Use Webpage Content Management System in SESD (course calendar), FMD (website) and ESB (website): Summer 2008
- Implementation of New Dental Clinic System: Spring 2008 or 2009
- Online Campus Market Place Developed to Include Bookstore: Spring 2008

- Online Orders and Sales for Campus Computer Store: Fall 2008
- Online Software Distribution: Fall 2008
- Incident/Problem Management System: Fall 2008 (ITS), Spring 2009 (other IT groups)
- Complete roll out of a campus wide webpage content management service: Summer 2009