The University of Melbourne

Information Plan Strategic Overview

(September 2007)

Context

In the rapidly changing and internationally competitive landscape that is higher education today, information has become a major asset, and effective information[1] management a critical capability. Many of our students have been born into a digital world, raising their expectations of information and communication technologies (ICT), whilst research across all disciplines increasingly relies upon advanced ICT.

The triple helix of knowledge creation (research), knowledge dissemination and synthesis (teaching and learning), and knowledge transfer is used to define the University of Melbourne's character as one of the finest universities in the world. Research relies increasingly on collaboration, shared datasets and shared results, often spanning national boundaries. At its foundation are the management, sharing and preservation of information using collaborative technologies.

The University will be a place where learning communities embrace evolving technologies. Our learning and library environments will become vibrant spaces where students can engage in collaboration, reflection and private study, use scholarly resources in all forms and seek professional advice and support. Student-centric online learning environments, services and administrative functions will be available to our students anytime and anywhere.

Knowledge transfer, the third strand in Melbourne's vision, is about enriching the community by making the University more accessible. The University's information and communication systems, cultural and library collections and exhibitions all make a significant contribution to this imperative.

The student experience at Melbourne will be characterised by information services, systems and infrastructure which blend the on-campus and the online to provide a rich learning environment and consistent student-centric services and administration.

The University's systems support each stream of academic work whilst also providing improved services and efficiency gains in administration through streamlined processes and provision of data to inform decision-making.

For world-class research, innovative teaching and learning, and twenty-first century management. the University of Melbourne needs to operate from a base of effective knowledge and information management, with quality ICT infrastructure. Consequently, the University's Information Policy Statement has a focus on enterprise-wide information management, information systems and ICT infrastructure planning. It encourages innovation and knowledge management through learning spaces, services and technologies that bring people together to collaborate, share ideas and create new knowledge. The University of Melbourne will be recognised not only as a leading university, but also as a leader in knowledge, information and ICT innovation and management.

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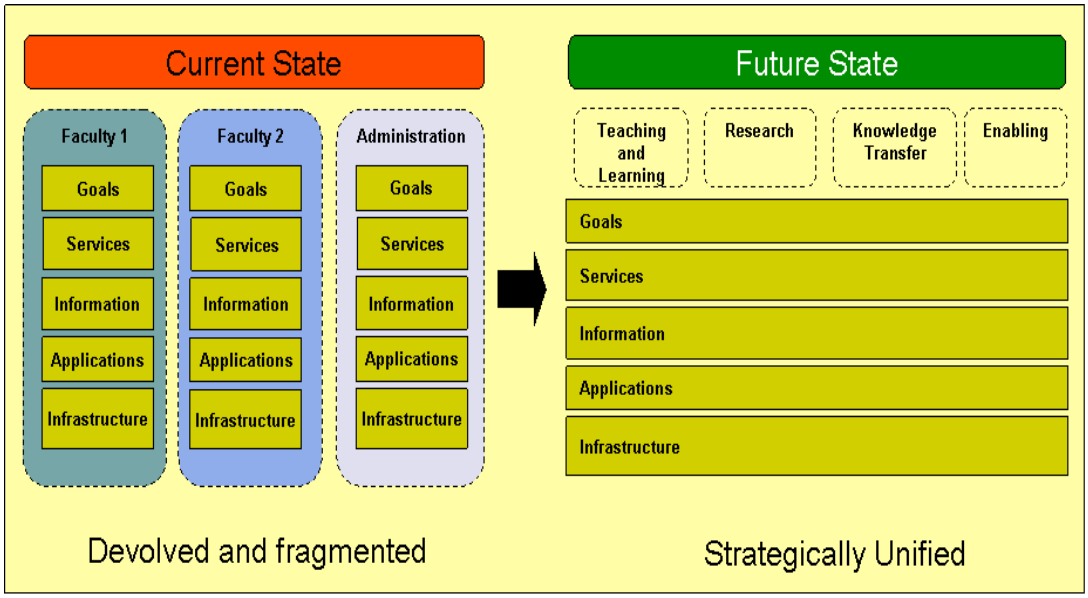
[1] Within this document the term 'information' is broadly defined and includes scholarly and corporate information and information and communication technologies.

Information Plan

The University's Information Plan is guided by the University of Melbourne Enterprise Architecture (UMEA), a 'town planning' framework which ensures close alignment of information services, information, applications and ICT to the business needs of the University (http:// url to be inserted). This framework seeks to move the University from a siloed approach to information services to a strategically unified future state by 2015.



The framework is supported by a detailed rolling five-year portfolio of projects, the Information Projects Portfolio (http://www.imp.unimelb.edu.au/ipp/) and a suite of information services, as defined in the Information Services Catalogue (http://services.infodiv.unimelb.edu.au/index.php).

Principles

The University of Melbourne understands that information is a strategic resource which must be well managed if we are to derive maximum value for the organisation.

In making decisions about investments in information and communication technologies the University seeks to:

- improve strategic agility
- enhance productivity
- cost-optimise and
- reduce risk.

A series of principles have been developed to guide information and IT management (see http://www.unimelb.edu.au/infostrategy/policies/ for more information).

Goals

By 2015 the University will:

1. use advanced information and communication technologies to underline the University's position as a leader in research and research training
2. enrich the research-led teaching and learning experience through provision of high quality physical and virtual learning environments
3. maximise access to the University's scholarly expertise and cultural collections through online technologies
4. enhance the quality of the Melbourne student experience through student-centric IT-enabled services and administration
5. improve the University's information management to better inform management decision-making and streamline administration
6. manage information and communication technologies from a whole of University perspective to maximize agility, increase productivity, minimize cost and reduce risk.

Research and research training

To use advanced information and communication technologies to underline the University's position as a leader in research and research training by:

- developing a world-class e-research environment with services, technologies and infrastructure that facilitate research collaboration locally, nationally and internationally;
- providing information and technologies which enable all students to participate in a research experience;
- implementing policies, processes and services to encourage the University's scholars to share primary research data and scholarly output;
- realising the benefits from the University's research management systems so that data is collected and presented in a manner that is most useful for research management and decision-making;
- promoting University research and research training internationally through a web-enabled expertise database and linked research data and publications.

By the end of 2015 we will know we are on the right track if

- Virtual high bandwidth networks and authentication systems provide collaborative opportunities for researchers to share information and support resource intensive experimentation nationally and internationally.
- Research data is appropriately accessible and preserved as needed to support research, teaching and knowledge transfer.
- Infrastructure is managed from an enterprise perspective: securely, cost effectively and in collaboration with national and international providers.

Learning and Teaching

To enrich the research-led teaching and learning experience through provision of high quality physical and virtual learning environments by:

- providing student-centric scholarly information services, systems and technologies to support anytime/anywhere learning;
- developing high quality learning hubs and learning spaces which foster the development of learning communities, providing space for collaboration, research and private study;
- using e-research developments to facilitate all students participating in a knowledge transfer and research experience;
- implementing policies, processes and services to encourage the University's scholars to share teaching and learning materials;
- supporting initiatives to reward and recognise creativity and innovation in technology-enriched learning and teaching.

By the end of 2015 we will know we are on the right track if

- Scholarly information services, systems and technologies allow seamless anytime, anywhere learning.

- Physical and virtual spaces are configured to support collaborative and individual endeavour and inductive discovery through ICT.

- Research and knowledge transfer experiences are facilitated through ICT embedded in the curriculum.

- Teachers and learners have the ability to use rich media and visual imagery, integrating the virtual and the physical

Knowledge Transfer

To maximise access to the University's scholarly expertise and cultural collections through online technologies by:

- introducing ICT services and systems that promote international collaboration and mobility with ease of access to information from anywhere, at anytime;
- increasing the quality and consistency of the University's web presence;
- improving the University's ability to engage with its alumni and the external community through appropriate information and communication systems and technologies;
- exploiting the University's cultural collections as an integral part of learning, teaching and research, and an enriching and differentiating factor of the Melbourne experience for staff, students, collaboration partners and alumni;
- developing Melbourne as a world-leading centre of excellence in the field of digital scholarly and research practice, providing the opportunity for our students and staff to be engaged in learning, research and knowledge transfer in an integrated way.

By the end of 2015 we will know we are on the right track if

- Systems are in place to actively support open access publishing
- There is seamless access to the University's rare and rich scholarly collections
- Improved outreach events such as tours, exhibitions and seminars are regularly occurring
- Strong partnerships have been forged with other cultural institutions and commercial organisations

Enablers

To enhance the quality of the Melbourne student experience through student-centric IT-enabled services and administration; improve the University's information management to better inform management decision-making and streamline administration and manage information and communication technologies from a whole of University perspective to maximize agility, increase productivity, minimize cost and reduce risk by:

- re-engineering key service and support processes for students to provide a consistent, seamless student-centred service across the University;
- developing university-wide IT shared services to maximise relevance, quality and sustainability whilst minimising cost and risk;
- providing timely and trustworthy information in forms that help managers make good decisions;
- defining and rationalizing the University's information infrastructure, guiding information infrastructure spending, and understanding the cost benefit of the that spending;
- developing and implementing business continuity arrangements for University systems.

By the end of 2015 we will know we are on the right track if

- Students experience an integrated IT-enabled service experience blending their learning, research, administrative and social needs.

- Online delivery of student transactional services and enrichment services as appropriate is provided.

- Support is provided 24x7, with strong self service through online mechanisms.

- Information and technology is deployed to link the strands of the triple helix.

- There is seamless access to accurate, timely and relevant information.

- There is a whole of University approach to ICT based on consolidation & agreed service standards, providing agility and value for money.

- Selective sourcing to provide the best solution to meet the University's needs is in place.