THE UNIVERSITY OF BRITISH COLUMBIA
REVIEW OF INFORMATION TECHNOLOGY DELIVERY AND SUPPORT
February 2022

TERMS OF REFERENCE

Purpose of review

To ensure alignment with the academic mission of the university, the External Review will:

Review the governance, delivery and support of information technology at UBC, including systems and services provided by the Office of the CIO, UBC IT in Vancouver, UBC Okanagan, Faculty, and Research IT support units;

Gain a broad perspective of all IT activities at UBC, the degree to which IT services meet the capabilities required today and in the future for a University of UBC's size, research emphasis, and degree of ambition, and the quality of service to the community, to help envision the future direction of IT investments across the university;

Evaluate the appropriateness of the current IT funding model given planned IT investments and the goals and objectives of UBC's strategic plan.

Terms of reference

Without limiting its overall mandate, the Review Team should give consideration to the following:

1. **To evaluate whether current IT systems and delivery are meeting the needs of students, instructors, researchers, and administrators.**

   - Are the services meeting the needs and expectations of stakeholders including both central and distributed (i.e. department based), students, instructors, and researchers?

   - Are there areas where we need to provide enhanced service in order to meet the objectives of *Shaping UBC's Next Century*?

   - To what degree should the future UBC technology strategy be focused on continuous improvement, operational efficiency and stability vs future oriented digital innovation such as smart campus or digital identities? Does UBC have the right balance between operations, projects and innovation?

   - Recognizing there has been a recent cybersecurity maturity assessment conducted with a series of recommendations that are being addressed, are there any additional activities that should be undertaken?

   - Are data sharing and reporting solutions universally available, working well on all platforms, and appropriate for the needs of the institution?

2. **To review the IT governance and administrative structures with respect to IT provision across the system and to advise whether they are optimal in addressing the requirements of stakeholders and upholding the mandate of the university.**

   - Are the current structures, whether central or distributed in nature, effectively addressing strategic academic, research, and administrative priorities?

   - Are roles and responsibilities fully specified and identified, both within UBC IT and the Faculty and Research units?

   - How effective are the lines of communication between IT staff, central or local, and the various groups of stakeholders?

   - Are there changes that could or should be made to improve communication about how support groups prioritize and make decisions?

3. **To consider possibilities for the future funding of IT support including Teaching and Learning Technology and Research support.**

   - Does the total available funding support the necessary information technology activities including those for teaching and learning and research services?

   - Is the research, teaching and administrative IT funding formula between Faculties and the University's central administration appropriate to the institution's objectives?

   - Are we moving in the right direction with the integrated-distributed model of support where formal partnerships exist to share resources?

   - Are there other models of funding, support and partnership that should be considered?

4. **To assess the organizational structure, inclusivity, and operation of the office of the CIO.**
   - Does the current organizational structure meet the needs, goals and challenges of the members of staff working in IT services?
   - Does the office of the CIO and UBC IT operate on the basis of the University's stated mission to promote equity, diversity, and inclusion? Does it seek to support the well-being of its members?
   - Is it taking steps to ensure that it is sufficiently diverse in its hiring practices and staff training such that stakeholders feel that their issues are understood and handled with care?

5. **To provide any other advice deemed relevant by the reviewers.**