

The Plan 2022 - 2024

Purpose

To guide CUCCIO's activities and engagements

Assure the Board and members that the resources and activities of CUCCIO are directed at

- 1) Maximizing benefit to members
- 2) Addressing priority issues

What CUCCIO does...

Leadership: Identify and support collective discussions and perspectives on current and emerging IT trends and issues impacting the sector

Collective Voice: Shape, articulate and communicate the collective perspective and consensus position of CIOs on current and emerging IT issues and trends in the sector

Community Building: Facilitate the sharing of information, experience and expertise; advance collaborative efforts and facilitate professional development opportunities for the community

What CUCCIO provides....

For the individual: Access to a trusted, broad based, inclusive, and contextually aware network of peers for advice, expertise, guidance and shared experiences

For the institution: Access to sector based expertise, advice and guidance to help inform, and if needed, validate institutional decisions and strategies or advance collective action

For the sector: Access to a collective perspective and unbiased advice to inform sector based approaches and strategies and as needed advance collective action.

What CUCCIO needs...

Leadership and meaningful engagement of member CIOs to inform, guide and support CUCCIO and its activities

Encouragement and support from CIOs for sustained and meaningful participation of their staff in CUCCIO and its activities

An **on-going awareness and knowledge** of the current issues and emerging trends impacting member institutions, the sector and the CUCCIO community overall

Current issues and trends

Increasing demand for and dependence on IT for most, if not all, aspects of university operations

Increasing recognition of the need for CIOs and IT to contribute to, lead, influence and shape broader institutional strategies, sector wide initiatives and national agendas

A persistent, everchanging and increasingly complex cybersecurity threat landscape

Continuing human resource challenges in the IT sector

The continuing pace of change in the IT sector

Directing CUCCIO's limited human
and financial resources to maximum
benefit for the members...

To what end?

Grow the influence of higher ed IT, the CIO and CUCCIO thru;

- A collective voice in current issues and emerging trends
- Impactful engagement in sector wide and national initiatives and discussions
- Effective partnerships with key stakeholders
- Effective and appropriate government relations

Enhance the role of IT at institutions and collectively by;

- Anticipating and responding to current issues and emerging trends
- Access to a timely and context specific body of knowledge
- Facilitating information, experience and expertise sharing across and within the community
- Building the capacity of the community to help themselves and each other

Sustainable and effective operations thru;

- Effective and appropriate governance
- Professionalized (but not bureaucratized) processes and policies
- Consistent and effective communications
- Continuity plans for current programs (Leadership Development, Awards, CANHEIT)

In what areas?

Identify

- Where can CUCCIO undertake activities to make a difference for CIOs, institutions, the high-ed IT community or the sector overall?
- Where do CIOs need to engage, where are CIOs expected to engage?

Assess

- What is the relationship to the role of the CIO/IT, and by extension CUCCIO?
- What is the value to the CIOs and their institutions, individually or collectively?
- What is the expectation of the impact of the collective voice and community perspective?
- Who are the other stakeholders, what is their role and how does it relate to CUCCIO and the community it serves?

Engage

- What is the appropriate engagement strategy for CUCCIO - lead, leverage, influence, inform or integrate?
- What is required in terms of time, talent and treasure?
- What are the implications of the engagement in terms of perception, reputation or impact - negative or positive.

2022 - 2024

Priority Areas of Interest

Defined as the areas where CIOs and IT need to be directly involved, have a significant impact on or are significantly impacted by (and therefore are where CUCCIO needs to engage).

- Cybersecurity
- Digital Strategies
- Workforce Challenges
- Data
- The Future of IT

Watching Brief Items

Defined as those areas where CIOs and IT may be implicated, or where IT may have implications for (and therefore where CUCCIO will need to maintain a watching brief and respond if/as needed)

- Climate Change & Sustainability
- Diversity, Equity and Inclusion
- Truth & Reconciliation, Indigeneity

With whom and how?

Engage

- CIOs at Member
- Institutions
- Central IT Staff/SIGs
- CANARIE
- CANSSOC
- NREN Community
- CAUBO

Involve

- CIOs at Member Institutions
- Central IT Staff/SIGs
- CANARIE
- CANSSOC
- NREN Community
- CAUBO

Consult

- CIOs at member institutions
- CUCCIO Special Interest Groups/Central IT Staff
- CANARIE
- CANSSOC
- NRENs
- Canadian Center for Cyber Security (CCCS)
- Universities Canada
- U15
- VP's Research (at large)
- CAUBO
- VPs Finance and Admins (At Large)
- VP's Academic/Provosts (at large)
- ISED
- International Counterparts - Educause, CAUDIT, Others

Inform

- CIOs at member institutions
- CUCCIO Special Interest Groups/Central IT Staff
- CANARIE
- CANSSOC
- NRENs
- Canadian Center for Cyber Security (CCCS)
- Universities Canada
- U15
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Watching Brief

- Provincial University CIO Associations
- Vendors: Services (e.g. Microsoft, Google, Amazon, ERP vendors, SIS vendors, Adobe)
- Vendors: Research (e.g., Gartner, InfoTech, EAB)
- CSIS
- Canadian University Reciprocal Insurance Exchange (CURIE)
- Colleges and Institutes Canada (CiCAN)

Note: This table represents CUCCIOs stakeholders and the engagement with each as an organization. Each initiative will also undertake a stakeholder mapping exercise to ensure the stakeholders are identified and engaged as needed based on the initiative.

Next Steps

Initiate Projects

- In focus areas

Define and Measure Outcomes

- For the organization
- By objective
- By initiative

Address Parking Lot Items

- Potential relationship to the college sector
- Document the role and expectations of CIOs when representing the collective