



EduCampus Services Strategic Plan 2020-2024

Empowering higher education
through quality IT shared services

**EduCampus provides
quality IT shared services
to the higher education
sector**

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Chairperson's Foreword



It is a pleasure to introduce to you the EduCampus strategic plan for 2020-2024. It emerges in a time of unparalleled challenge when, as a society, we rely on our education community to act as a cohesive social agent and as a catalyst for economic recovery.

That in turn is supported by a robust digital infrastructure and this plan sets out the contribution that EduCampus proposes to make to an ambitious and critical sector.

The plan identifies five strategic priorities to further its vision to empower higher education through quality IT shared services.

We remain committed to quality and innovation in the design, implementation, and operation of the environments and shared services that we provide. We will work closely with the relevant government agencies. Cost-efficiency and value for money are at the heart of all of EduCampus activities as the organisation commits

to providing appropriate modern platforms, software, and applications to support the ongoing and emerging needs of its expanding client community.

Given the importance of this agenda, the creation and development of the strategic plan is vital to ensure that progress is made in delivering these outcomes. This has been an inclusive process; it has involved several months of discussion and reflection and we have engaged with stakeholders and members of our team to identify key themes and strategies that are a priority for the growth of those we serve.

We recently reported on 2019 as a transformative year in Higher Education, particularly in the creation of the Technological Universities. Notwithstanding the challenges of a global pandemic, 2020 has also provided us with many additional opportunities for growth and innovation.

As our client community grows outside the higher education sector, and as we begin our relationship with a new dedicated Department of Further & Higher Education, Research, Innovation, & Science, we are confident this plan will enable us to focus further on our core values and inform progressive change and evolution.

In conclusion, I acknowledge the contribution of my fellow directors, the dedication of the CEO, executive, and committed staff of EduCampus, and the support of our colleagues in HEAnet with whom we are working collaboratively to fashion synergies that can best support the strategic ambitions of both entities while better serving our client communities.

I thank you for your interest and commend this plan to you.

Dr Joseph Ryan
Chairman,
EduCampus Services

A Message from the CEO



This Strategic Plan for the period 2020-2024 sets out our ambition to realise our vision to empower higher education through quality IT Shared Services.

As EduCampus moves into its fifth year of operations, this plan sets out our strategic direction and priorities for the next five years with the mission to continue to fulfil our role of providing leadership to the higher education and research sectors by delivering a range of innovative systems and services to meet the needs of the digital age. This plan sets out the overall strategic direction for the organisation over the next five years and identifies 5 key strategic themes that are critical to the successful delivery of our mission.

It also sets out our continued commitment to our core values and reflects our goal to achieve further growth, and technological advancement over the period.

During 2019, EduCampus undertook an extensive engagement process with all of its clients and with a wide range of stakeholders, across the sector, to ensure a broad range of inputs into the plan. I would like to express my gratitude to all stakeholders who engaged in the preparation of this plan, and I look forward to continuing to work collaboratively to achieve our shared objectives over the next five years.

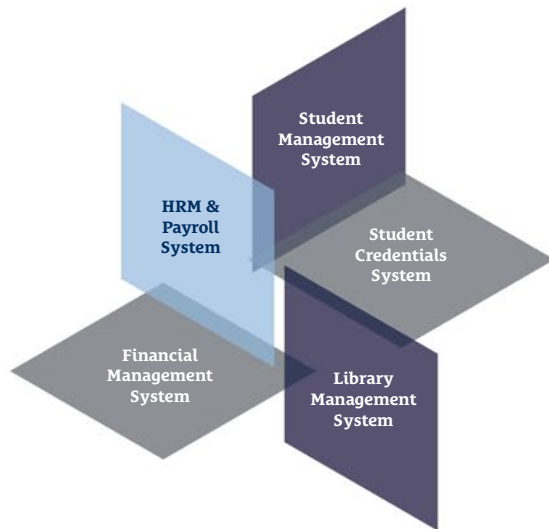
In particular, I would like to acknowledge the support of the Higher Education Authority, the Department of Education and Skills, our client base including the Technological Universities, the Institutes of Technology and their representative body, THEA. We are grateful for the support we continue to receive from all of these.

EduCampus can only be successful through the hard work and dedication of our staff, whose ongoing commitment to innovation shows their willingness to embrace an ever-changing sector and ensures that the EduCampus' core values are at the heart of its operations at all times.

Finally, I wish to take this opportunity to thank the Board of EduCampus for their continued support and dedication to achieving EduCampus' strategic goals.

Mr Patrick Naughton
Chief Executive,
EduCampus Services

About EduCampus



EduCampus' vision is to "Empower higher education through quality IT shared services". It is an education sector, shared services initiative that provides business critical ICT application services and Management Information Systems (MIS) to the Higher Education and Research sectors in Ireland.

It acts as a broker for its clients by engaging with relevant service providers and suppliers in negotiating software licensing and subscription agreements as well as application hosting and support agreements.

It also provides the implementation services and operations support for the systems on a shared services basis thereby safeguarding the quality of the systems while ensuring that value for money to the sector is maintained.

It is committed to quality and innovation in the design, implementation and operation of the environments and shared services that it provides. Cost-efficiency and value for money are at the heart of all of EduCampus' activities and the organisation is committed to providing appropriate modern platforms, software and applications to support the ongoing and emerging needs of its client community.

Client engagement is a key area of focus for the organisation. It is committed to working in collaboration with clients and stakeholders to deliver services that are responsive to and reflective of clients' needs. Its engagement model is designed to build relationships with clients, to earn the trust of the user community and to facilitate the changes required for the client institutions to evolve their operations in meeting the needs of their students.

EduCampus' Vision



**Empowering higher
education through
quality IT shared
services**

EduCampus' Mission



To provide leadership to the higher education sector by delivering a range of innovative systems and services to meet the needs of the client community

EduCampus' Values

ACCOUNTABILITY

Provide clear accountability for overall delivery on agreed outcomes



INNOVATION

Leveraging the innovation and creativity of staff and clients



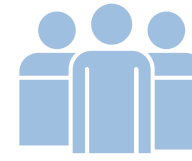
EXCELLENCE

Continue to deliver service excellence, efficiency and effectiveness



COLLABORATION

Client collaboration and advocacy at the core of everything we do



Strategic Themes 2020-2024



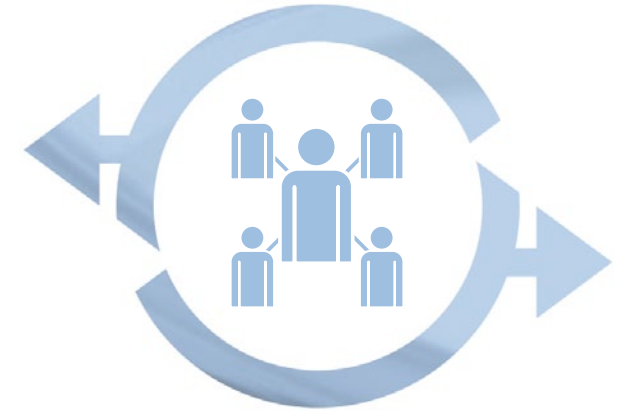
Leadership

EduCampus will provide transformational leadership in the implementation of shared services and lead the adoption of enabling technologies across the higher education sector.

It will continue to lead in the delivery of the MIS Refresh programme and, in collaboration with HEAnet and stakeholders, provide leadership to the sector in shaping the National Digital Strategy. EduCampus will continue to provide leadership in the provision of a range of services that deliver value to clients. Working with the community, it identifies appropriate solutions and then provides leadership in the areas of procurement, implementation, supplier management and client advocacy to deliver those solutions.

EduCampus will lead in the transition from Procurement to Project to Steady State Operations, and will liaise with the clients and manage the supplier, while maintaining a robust scrutiny of the Service Level Agreements.

EduCampus will continue to build leadership capacity and actively support its professional workforce. It recognises the dedication, skill and innovation of its people and it works to enhance the staff skillsets to continue the service excellence that has characterised the procurement, the projects and the services delivered to date.



Growth

In October 2015, EduCampus retained the 13 Institutes of Technology as its clients. In addition to these, in 2020, EduCampus will provide services to Technological University Dublin, University of Limerick, the Houses of the Oireachtas, and through ESBS to Trinity College Dublin.

During the strategy period, EduCampus will further evolve and expand its services and systems through client collaboration in order to provide new applications to an ever-expanding client base within the education and research community.

The EduCampus service portfolio will evolve and expand over the course of this strategy period and it will continue to refresh the existing services as contracts mature. The expected focus for expansion of services will be on applications to support integration, analytics and reporting, CRM, timetabling, VLE, research and curriculum management.



3 Culture of Collaboration

The EduCampus Engagement Model is based on continuous collaboration with our client community. We work to understand the requirements of new and existing clients and then deliver the solutions required.

EduCampus is committed to enhancing its stakeholder engagement model during the strategy period, by continuing to engage with the client community on:

- Defining requirements for new and existing systems
- Driving the tender procurement process to establish further framework agreements
- Delivering innovative higher education commercial and service level agreements
- Managing the system implementations through the use of cloud technology
- Managing the clients' relationship with the vendors through all stages of project and service delivery

We engage closely with both THEA and the IUA who are the representative associations for the majority of our clients.

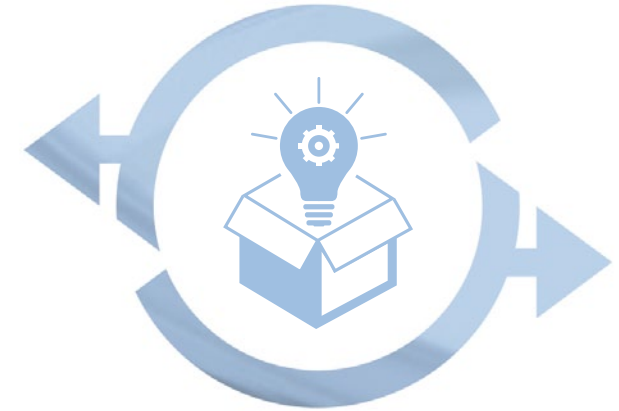


4 Enabling Innovation

EduCampus enables innovation by meeting the changing needs of all its clients and adapting its governance model and implementation approach to accommodate the changed higher education landscape.

It will continue to support its clients in achieving digital transformation objectives by providing innovative approaches to the delivery of enterprise applications.

It will leverage the advances in cloud technologies, harnessing new and emerging concepts to meet the needs of the higher education sector. In addition, EduCampus will develop processes and structures to enable it to 'scan the horizon' and identify new opportunities within the ever-changing technological landscape of the higher education sector.

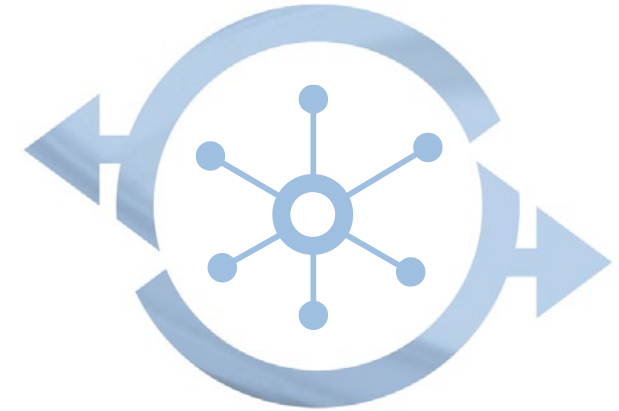


Enhanced Shared Services

By collaborating with our client base, we aim to recognise the culture and strategic goals of these individual organisations.

By providing strategic leadership, EduCampus will enable our clients to meet their objectives by utilising their skills and extensive experience. EduCampus will continue to leverage our team's expertise and embrace new and innovative approaches and solutions.

EduCampus also works to align its shared services approach with Government strategy and with clients culture and organisational objectives.



EduCampus Strategy

MISSION

To provide leadership to the higher education sector by delivering a range of innovative systems and services to meet the needs of the digital age

CLIENT PARTNERS

EXTERNAL ENABLERS

INTERNAL ENABLERS

VALUES

Commitment of
our Board and
Stakeholders

The co-operation and
expertise of our
clients

Funding to enable
EduCampus to
achieve its potential

Dedication, skill
and innovation of the
EduCampus staff

Internal Enablers

EduCampus depends on the dedication, skill and innovation of all staff

GOALS	TARGETS	ACTIONS
Grow and develop organisational competencies and skillsets to ensure continued excellence in the delivery of shared services	Execute an annual skills and capability assessment	Ensure that the annual performance review process for all staff includes skills development Ensure recruitment process reflects targeted skillset requirements
Continue to build on our synergies with HEAnet to provide value-for-money services to the sector	Develop an assessment process to identify where synergies exist as sectoral demands evolve	Create a joint assessment committee with HEAnet to review opportunities for future synergies
Develop processes and structures to 'scan the horizon' and identify demands and opportunities	Report annually to stakeholders identifying new requirements and demands in the sector	Establish a Client Advisory Group to identify new requirements Engage with clients on new technological opportunities to assess their interest
Leverage the advances in cloud technology to deliver increased flexibility and agility, harnessing new and emerging concepts and approaches	Report annually to stakeholders identifying opportunities and trends in cloud technology	Partner with suppliers to deepen our understanding of, and influence, their product roadmap
Embrace new and innovative approaches to maximise the effectiveness of the services	Report annually to stakeholders identifying opportunities to increase the effectiveness of the services	Join appropriate international bodies to increase exposure to industry best practice
Ensure services are delivered in line with Government sustainability objectives	Report annually on adherence to the Irish Government sustainability criteria	Establish company-wide targets for sustainability and monitor performance in alignment with Government guidelines

External Enablers

EduCampus relies on the commitment of its Board and Stakeholders

GOALS	TARGETS	ACTIONS
Secure a robust funding framework to enable delivery of strategic objectives	Establish an agreed funding model that ensures added value to the sector	Engage with funders to ensure their understanding of the strategic opportunities of investment in digital technology for the sector
Provide leadership in shaping Government digital strategies	Become a reference point for the Education Sector in developing the National Digital Strategy	Increase engagement with the relevant government departments and agencies
Evolve and expand the Service portfolio to achieve clients' ambitions through strategic partnerships with suppliers	Engage with suppliers to identify new services available	Evaluate market offerings available from existing and new suppliers
Expand the implementation and governance models to support clients in achieving their Digital Transformation objectives	Collaboratively support our clients in achieving their strategic goals	Engage with clients through the Client Advisory Group to deepen the relationship between EduCampus and its clients to include strategic initiatives Broaden the representation on the project governance groups to include new clients

3 Client Partnerships

**The co-operation and
expertise of our clients
is critical to EduCampus**

GOALS	TARGETS	ACTIONS
Drive the adoption of enabling technologies across the higher education sector	Establish a process to communicate opportunities and benefits of new technologies to our client community	Engage with the client community to agree the appropriate process to provide this level of support Provide feedback from the annual 'scanning the horizon' exercise to the clients
Provide leadership as the technology partner of choice for the higher education sector	Become the trusted technology advisor for the sector and provide guidance to the clients regarding the best options to meet their needs	Develop an engagement model to encourage interaction between EduCampus and its clients on new sectoral requirements
Build a deeper understanding of clients' culture and requirements from EduCampus	Develop appropriate fora to encourage open engagement between EduCampus and its clients on new sectoral requirements	Engage proactively with the client community to ensure the integration of new client requirements into the EduCampus roadmap and direction
Deliver enhanced shared services that enable clients to maximise their strategic potential	Become a key partner in the delivery of enhanced shared services	Continue to lead collaborative engagement with clients and stakeholders to agree the future roadmap for the enhanced shared services provided by EduCampus Continue to work as a trusted advisor to our client community



EduCampus Services DAC

5 Exchange Place

IFSC

Dublin D01 EK83

Ireland

T: +353 1 531 2040

E: info@educampus.ie

www.educampus.ie