TIMELINE OF THE PANDEMIC AT UBC IT

Pandemic planning begins with Senior Leadership

January

March 16

Pilot remote work plan for faculty, staff and students

March 16 - 18

March 12

March 13

Transition to online classes effective March 16

March 19

Curtailing of research activities on campus

April 1, 28

Update on Spring Graduation

May 6
THE COMMUNICATIONS PLAYBOOK

Campus Community
Tell me how to get online
to teach, work, learn

Internal IT staff
Tell me what we need to do and how to support our teams
CAMPUS COMMUNITY

Immediate concerns: exodus off campus

Short-term concerns: settling into remote environment, set-up, access to networks

Longer-term concerns: responding to institutional and faculty needs, implementing ad hoc guidelines
CAMPUS COMMUNICATION TACTICS

PUSH: How did we distribute information about IT quickly across campus?
Top Tier UBC relationships
Frontline-staff
Rapid creation of website content
CIO Community Update

PULL: How did we respond to/monitor feedback?
Engagement Services
Content performance: digital analytics + HelpDesk tickets
COMMUNITY UPDATE

June 10, 2020

UBC’s faculty, staff, and students have been working, teaching, and learning remotely for almost three months since the provincial government declared a state of emergency in mid-March due to COVID-19. While much of our time has been spent ensuring that the transition to a remote environment was successful, an equally substantive amount of time has been dedicated to increased cybersecurity. However, the reality is that there is increased risk due to the scale of the entire community operating remotely. Risk factors include home networks, home computers, and shared spaces.
**IT STAFF**

Immediate concerns: all-hands on deck – **client service #1**

Short-term concerns: adapting to managing remotely, business process rapid digitization

Longer-term concerns: team norms, mental and health well-being, caregiving priorities
IT STAFF/DEPARTMENTAL COMMUNICATIONS

How did we keep 600+ IT staff informed?

- All-staff emails
- All-staff monthly Zoom meeting (hosted by the CIO)
- COVID-19 Intranet space
- Pulse survey at end of April
How did the IT Communications team stay motivated?

• Daily huddles the first three weeks
• “Dynamic Duo” pairing
• Recreate social connections: Hallway Conversations, Friday Pop-up
• Resilience through self-care
HOW DID WE DO?
IT’S IMPACT AND BENEFIT TO UBC

• More than **82,000** Zoom meetings held for the month of May (29,000 in March)
• Deployed **400+** new fully configured and secured computers to faculty and staff and to students in need.
• Increase VPN capacity to accommodate **16,000** concurrent users for secure access to 145 critical UBC applications.
• **Cybersecurity controls** in place by late April to address increased information security risk
• Boost data download capacity for students in residence to accommodate their anticipated learning and social needs during the pandemic
• Moved our IT Service Centre and front-line staff to handle calls and emails remotely – a **33% increase** in the number of support tickets, maintaining a **95%** customer satisfaction rating.
IT STAFF PULSE SURVEY

Implemented in April at the request of the CIO. Survey questions from EDUCAUSE Survey Kit (modified).

Key findings:
• Highlight mental and physical health well-being resources.
• Re-connect with other IT teams within the department (social isolation).
• The need for expanded or hybrid telecommuting guidelines.
LESSONS LEARNED: REGRETS, INSIGHTS, AND THE ROAD AHEAD
LESSONS LEARNED: TOP 3 REGRETS

1. Not using more than one leadership voice.

2. Experiment faster to address constrained approval time.

3. Taking care of our IT family last.
LESSONS LEARNED: TOP 3 INSIGHTS

1. Communicators will need to adapt to new approaches.

2. Confidence in leaders will either rise or sink.

3. Self-check: don’t give in to being an alarmist.
LINKS AND ADDITIONAL RESOURCES

UBC IT produced content during COVID-19:
UBC CIO Community Update – https://cio.ubc.ca/about-ocio/community-update
UBC IT Guide to Telecommuting – https://it.ubc.ca/ubc-it-guide-working-campus
UBC Privacy Matters website – https://privacymatters.ubc.ca/

Institutional websites:
UBC Keep Teaching website - https://keepteaching.ubc.ca/
UBC Keep Learning website - https://keeplearning.ubc.ca/
COVID-19 HR website - http://www.hr.ubc.ca/covid-19/
Questions? Comments? Let's hear 'em!

Linda Ong - Director, Communications
UBC IT Office of the CIO
linda.ong@ubc.ca | @lindaong | 604.822.8989