ITS STRATEGY AND OPERATION PLAN
2023-2024
DEVELOPING THE STRATEGY

- University Strategy
- Values and Principles
- IT Trends and Foundations
- Mission and Vision
- Goals
- Initiatives
UNIVERSITY STRATEGY – DRAFT 2020-2025

- Exceptional Research, Scholarship, and Teaching
- Support student success and social mobility
- Diversity, Inclusion, and Quality of Life
- Entrepreneurship, Innovation, and Talent Development
# ITS VALUES AND PRINCIPLES

<table>
<thead>
<tr>
<th>Core Values</th>
<th>Guiding Principles</th>
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<tbody>
<tr>
<td>Honesty</td>
<td>Accountable</td>
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<tr>
<td>Integrity</td>
<td>Adaptable</td>
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<td>Humility</td>
<td>Transparent</td>
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<td>Respect</td>
<td>Collaborative</td>
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<td>Innovative</td>
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Values are fundamental beliefs

Principles are guides to behavior
KEY DRIVERS (TRENDS AND FOUNDATIONS)

• Foundational Practices
  • Support and enable University strategic goals and priorities
  • Provide service excellence and impact-oriented experiences
  • Produce innovative customer-friendly IT services
  • Commit to partnerships, collaboration, continual improvement, and accountability

• Digital Transformation
  • The use of data and technology in all areas of our institution, fundamentally changing how we operate and deliver value
  • Develop agility and flexibility to meet changing demands, accelerating the automation of operations, then transformation and continuous improvement
  • Focused on digitally enhanced strategic initiatives, accelerating innovation and responsive to new business opportunities and models

• IT Modernization
  • Accelerating the evolution of IT Services at ODU – earning the roles of trusted advisor and strategic campus partner, in addition to the roles of technology and service providers
  • Go fast and innovate, increase agility, simplify operations, manage services for improved value
  • Modernize and optimize secure platforms, systems, applications, integrations, and processes
  • Model workplace practices that support robust recruitment and retention of talent
KEY DRIVERS – EDUCAUSE 2023 TOP IT ISSUES

**Leading with Wisdom**

1. **A Seat at the Table**
   Ensuring IT leadership is a full partner in institutional strategic planning

2. **Evolve, Adapt, or Lose Talent**
   Creating a workplace that allows for and supports movement up, down, and sideways to accommodate shifts in personal and professional goals and to foster healthier work/life balance

3. **Enriching the Leadership Playbook**
   Leading with humility and candor to engage, empower, and retain the IT workforce

**The Ultra-Intelligent Institution**

4. **Privacy and Cybersecurity 101**
   Embedding privacy and cybersecurity education and awareness in the curriculum and in the workplace

5. **Smooth Sailing for the Student Experience**
   Using technology, data, insight, and agility to create a frictionless student experience

6. **Expanding Enrollments and the Bottom Line**
   Focusing data and analytics initiatives on identifying academic programs with high potential for recruitment ROI

7. **Moving from Data Insight to Data Action**
   Converting data analytics into action plans to power institutional performance, enhance operational efficiency, and improve student success

**Everything Is Anywhere**

8. **A New Era of IT Support**
   Updating IT services to support remote/hybrid work

9. **Online, In Person, or Hybrid? Yes.**
   Developing a learning-first, technology-enabled learning strategy

10. **SaaS, ERP, and CRM: An Alphabet Soup of Opportunity**
    Managing cost, risk, and value of investments in new ERP solutions
THEMES

- Strategic
- Transformative
- Innovative
- Modern
- Agile
- Customer experience
- Talent management
- Compliance and privacy
ITS MISSION AND VISION

• Mission
  • Engage as a trusted and enabling partner to deliver innovative, modern, and customer-focused solutions, services and support aligned with the University strategy, goals, and priorities.

• Vision
  • Be transformative to advance the University’s mission as a top-tier research institution providing affordable access to high-quality academic and research programs cultivating economic growth and social mobility
GOALS

• Goal 1: Support innovative instruction, student engagement, and student success
• Goal 2: Advance the University’s research excellence and be the one-stop provider of choice for research computing and data services at ODU
• Goal 3: Enable administrative and business excellence and agility across the University through technology solutions and services to support effective and efficient business processes
• Goal 4: Improve the digital experience for faculty, staff, students, affiliates, prospective students, alumni, and visitors
• Goal 5: Increase innovation and transformation through IT modernization
• Goal 6: Provide a comprehensive, agile IT infrastructure and mature security and assurance programs
• Goal 7: Support the ODU-EVMS merger
GOAL 1

• Support innovative instruction, student engagement, and student success
  • Provide a learning platform supporting interoperability and integration of teaching and learning tools, personalization of learning activities, and tools to measure learning outcomes
  • Support Integrated Advising and Student Support Services
  • Develop a learning analytics strategy for data-informed teaching and learning practices and student support services
  • Provide modern classroom technologies and tools for flexible and innovative delivery of instruction
  • Enable and support academic colleges to transition and automate management of programs (processes)
  • Collaborate with CLT and CFD on faculty development for standard practices in the use instructional technologies
GOAL 2

• Advance the University’s research excellence and be the one-stop provider of choice for research computing and data services
  • Develop appropriate levels of Governance, Collaboration, and Community
  • Perform outreach to broaden participation
  • Offer training for researcher development and computational support
  • Establish data management strategy
  • Provide technology leadership to maintain cyberinfrastructure to support research scholarship and discovery
GOAL 3

• Enable administrative and business excellence and agility across the University through technology solutions and services to support effective and efficient business processes
  • Conduct a review and assessment of ERP systems and services
  • Develop roadmap and plan to transition the ERP to a cloud-based Software-as-a-Service
  • Identify and recommend opportunities for consolidating systems and improving interoperability between systems
  • Provide tools and process management support for business workflow and automation
  • Develop a comprehensive data governance, management, and integration program utilizing modern architecture and tools
  • Advance a holistic approach to data and data analytics to enable data-informed decisions and services
  • Collaborate with ODUGlobal and provide active support to meet their mission objective
GOAL 4

• Increase innovation and transformation through IT modernization
  • Invest in and enable our workforce for the digital transformation
  • Engage HR to develop organizational practices and management for a modern workforce
  • Establish a BRM practice with key units for strategic alignment
  • Develop an ITSM program
  • Develop agile practices to move fast and support continuous and process improvement
  • Create depth of staff, capability and capacity
  • Leverage IT services and infrastructure to minimize one-off, shadow IT systems and support
GOAL 5

• Improve the digital experience for faculty, staff, students, affiliates, prospective students, alumni, and visitors
  • Provide digital, personalized experience for faculty, staff, and students across all systems
  • Implement a comprehensive web accessibility program
  • Support the website redesign project
GOAL 6

• Provide a comprehensive, agile IT infrastructure and mature security and assurance program
  • Support a smart and safe campus
  • Utilize automation, mobility and intelligence to simplify operations and delivery of services
  • Develop private-cloud, infrastructure-as-a-service, minimize redundancy and cost of department systems
  • Develop strategy for securing and accessing secure resources independent of location with continued expansion of cloud services and hybrid work environments
  • Expand ability to provide assurance and key controls for infrastructure and systems with regulated data
  • Cloud strategy
GOAL 7

- Support the ODU-EVMS integration
  - Discover and align systems, technologies, and services
  - Participate in the multi-phase plan to integrate systems, technologies and services to support functional and policy-based decisions
  - Develop and implement a plan to support day-one operation and services
  - Develop the long-term plan to support the complete integration