# ITS STRATEGY AND OPERATION PLAN

## 2023-2024

OLD DOMINION
UNIVERSITY

# 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

Values are fundamental beliefs         Principles are guides to behavior

### Core Values

Honesty

Integrity

Humility

Respect

### Guiding Principles

Accountable

Adaptable

Transparent

Collaborative

Innovative

# 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

**#3. 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

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

## The Ultra-Intelligent Institution

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

**#4. 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