*Digital Transformation and Technology*
# Technology Innovation

# STRATEGIC PLAN
# 2025-2026

**OLD DOMINION UNIVERSITY**

Division of Digital Transformation & Technology

# VISION AND MISSION

**Our Vision** is to Support the technological innovation and administrative efficiency, enhancing academic and operational excellence.

**Our Mission** is to engage as a trusted and enabling partner to deliver innovative, modern, and customer-focused solutions, services and support, aligned with the University and Division strategy, goals, and priorities.

# GOVERNANCE

Governance establishes clear roles and responsibilities, including how decisions are made, who is accountable, and how stakeholders are involved.

The Technology Innovation strategy was developed by the Technology Cabinet (the leaders in the pillar), who along with our Interim CIO and VP, review, prioritize and provide strategic insight into technology initiatives throughout the division and the university. They collectively ensure strategic and resource alignment that support the university's success as well as the sustainability and scalability of the initiatives proposed. The Cabinet will also ensure the strategy is communicated throughout the division, reinforced outside the division and provide regular updates so adjustments can be made to maintain agility and adherence.

# OUR PEOPLE

Our people are our greatest asset. We promote a culture of learning, autonomy, accountability, and recognition as well as create an environment where employees can grow, innovate, and achieve their fullest potential. Investing in our team's development will ensure that we attract and retain the most skilled IT talent.  Technology Innovation includes:

## Client Services

plans, manages, and delivers high quality, timely and effective customer support for IT services for the campus. This includes the areas of Desktop Support, Project Management and Marketing & Communications, facilitated by our centralized IT Service Desk and backed by our Service Management practices and tool.

## Customer Relationship Management

provides a centralized, user-friendly platform that streamlines the management of all interactions between ODU and its constituents. Our mission is to empower university departments to maximize recruitment, enrollment, and cultivate stronger relationships through data-driven insights and personalized outreach.

## Enterprise Systems

develop, support and provide leadership and governance of the University's Administrative Systems, consisting of the Ellucian product suite and associated systems that seek to meet the financial, human resources, e-commerce, student, and financial aid needs of the campus.

## Infrastructure Server Engineering

administers the majority of ODU's IT servers, storage equipment, and enterprise cloud; maintaining secure physical and virtual servers, storage, operating systems, and applications that enable various administrative and academic services to be delivered to Students, Faculty and Staff across campus.

## Network Infrastructure and Services

provide high speed, redundant and resilient wired and wireless Internet connectivity for devices across all of ODU's campuses while also maintaining IP Cameras, Multi-function Printers, Electronic Access Control, Point-of-Sales systems, structured cabling plant and 24/7 systems monitoring for the campus.

## Unified Communication and Collaboration

maintains unified messaging, voice and video services that integrates email, calendaring, instant messaging, web conferencing, document sharing, Telephony, video services and other enterprise-wide collaboration solutions.

## EVMS Technology Services

supports most legacy EVMS servers, storage, and network equipment ensuring that any legacy EVMS services continue to be available to Students, Faculty, and Staff at the EVMC campus.

# GUIDING PRINCIPLES

**Strategy Alignment:** Align digital initiatives with the organization's overall strategy and objectives to ensure relevance and value.

**User Experience Focus:** Prioritize user experience in the design and implementation of digital solutions to enhance usability and adoption.

**Data-Driven Decision Making:** Leverage data analytics and insights to inform decision-making and drive continuous improvement.

**Flexibility and Scalability:** Build digital capabilities that are flexible, secure, and scalable to accommodate future growth and changes in technology.

**Ecosystem Integration:** Integrate digital systems and platforms with IT infrastructure and external ecosystems to maximize interoperability, efficiency, and security.

**Continuous Learning:** Foster a culture of continuous learning and development to keep pace with technological advancements and industry best practices.

**Risk Management:** Identify and mitigate risks associated with digital transformation initiatives, including cybersecurity threats, regulatory compliance, and operational challenges.

**Sustainability:** Consider the environmental and social impact of digital initiatives and strive to adopt sustainable practices and technologies.

# CORE VALUES

**Customer-centric:** Focus on understanding and meeting the needs of internal and external customers/stakeholders through IT solutions and services.

**Innovation:** Embrace continuous innovation to drive efficiency, productivity, and competitive advantage within the organization.

**Reliability:** Ensure the reliability, availability, and performance of IT systems and services to support business operations.

**Security:** Prioritize the protection of sensitive data and IT assets through robust cybersecurity measures and compliance with regulations.

**Collaboration:** Foster collaboration and communication among IT teams, stakeholders, and business units to achieve common goals.

**Agility:** Adapt quickly to changing business requirements, technologies, and market dynamics to stay ahead of the curve.

**Quality:** Maintain high standards of quality in IT solutions, services, and processes to deliver value and achieve customer satisfaction.

**Transparency:** Provide clear and transparent communication about IT initiatives, projects, and performance to build trust and accountability.

# FOUNDATIONAL PILLARS

## Our IT foundational pillars...

### Data
Deliver unified, governed, and accessible data for decision-making (e.g., enrollment, advising, academic performance). Leverage AI for predictive analytics, especially in student success and operations.

### People
Build digital fluency and capacity among faculty, staff, and students through training, innovation labs, and accessible support. Partner to simplify tools and reduce burden.

### Processes
Streamline cross-functional workflows (finance, admissions, advising, financial aid) through integrated platforms and automation. Champion human-centered design in service delivery.

### Technology
Deploy scalable, secure, and modern cloud-first solutions that are mobile-ready and accessible. Prioritize systems that support personalized learning, student success, and agile research.

## ...support and drive the strategic pillars of ODU'S **Forward-Focused Vision**

### Academic Excellence
- Deliver high-impact programs aligned to workforce needs and foster innovation in teaching and learning.
- Embrace modern pedagogy, experiential learning, and cutting-edge academic programs to serve traditional and nontraditional learners. As CIO, enable digital classrooms, AI-assisted advising, and technology-enhanced learning to support these goals.

### Student Engagement & Success
- Empower students through personalized pathways, digital support systems, and holistic engagement.
- Use data integration and AI to improve retention, advising, and student journey mapping. Invest in tools like Salesforce and mobile-first platforms to meet students where they are—on campus and online.

### Research Growth
- Advance ODU's position as a leading R1 institution by supporting emerging and interdisciplinary research areas.
- Ensure infrastructure (e.g., high-performance computing, secure research environments, streamlined grant systems) enables faculty innovation. Promote integrated platforms for collaboration and scalable cloud research.

### Strategic Enrollment Growth
- Expand access and attract diverse learners through flexible, affordable, and scalable programs.
- Drive process automation, online program optimization, and data-informed recruitment strategies. Integrate systems to deliver seamless enrollment, financial aid, and advising experiences for all learners.

### Corporate/Community Partnerships & Economic Development
- Leverage partnerships to drive innovation, entrepreneurship, and regional transformation.
- Use CRM systems like Salesforce to manage partner engagement, track experiential learning, and align digital services with corporate needs. Build dashboards to demonstrate economic impact and ROI.

### Branding, Marketing, & Communication
- Tell ODU's story powerfully through unified branding and digital engagement.
- Enable robust web and mobile experiences, empower user-generated content pipelines, and support campus-wide analytics and content workflows to highlight academic excellence and community impact.

### Philanthropic Giving & Alumni Engagement
- Grow support through digital advancement infrastructure and alumni engagement.
- Modernize donor systems, connect alumni to lifelong learning via online platforms, and build personalized journeys using analytics and campaign automation tools.

# GOALS AND OBJECTIVES

Specific, measurable goals that IT aims to achieve over a defined period, typically 2 years. These goals should be aligned with institutional priorities such as academic excellence, research, student success, and operational efficiency.

If we pare down the core values and guiding principles into components that the goals and objectives should include, we would have these criteria:

- User Experience, Continuous Assessment, Planning and Improvement
- Collaboration and Partnerships
- Risk, Compliance and Security
- Transformative Opportunities and Roadmap
- Measurable, customer centric, specific, and action oriented

## Goal 1: Lead the way in technology innovation within higher education by pioneering technology solutions and practices that set new standards for excellence.

Objective 1: Implement agile and modern solutions to support new and existing technologies including cloud software, services, and platforms. Focusing specifically on technologies supporting the strategic plan of the university, including artificial intelligence, enrollment, student success, academic excellence, and research.

Objective 2: Be the pioneering example of project management by assessing the current landscape and developing and implementing a comprehensive set of IT project management standards to ensure world-class, consistent, efficient, and successful delivery of IT projects across the division.

## Goal 2: Establish a unified technology ecosystem that seamlessly integrates all stakeholders, providing a cohesive and user-centric digital experience across the University community.

Objective 1: Establish a project governance framework composed of representatives from all divisions with clear roles and responsibilities who will help establish priorities that adhere to university objectives and ensure resources are appropriately allocated.

Objective 2: Standardize on best of breed IT platforms that support a modern working, learning, and research environment. Supported platforms should provide flexible, innovative, highly integrated, and secure tools to the university community.

*Goal 3: Empower administrative and operational excellence throughout the University by leveraging technology solutions and services to streamline business processes and enhance agility.*

Objective 1: Partner with business units to successfully create opportunities to provide feedback on processes, needed tools and services. Examine feedback, incorporating it into system/service roadmaps, to provide tools and expertise to streamline and innovate.

Objective 2: Improve efficiency, reduce costs, and ensure consistency by consolidating endpoint (primarily desktops and laptops) replacement processes across the institution, centralizing, streamlining and standardizing the approach to replacing outdated or malfunctioning computers. Assess current practices, obtain input from stakeholders on current challenges, and collaboratively design a consolidated process.

Objective 3: Partner with business units re-engineering processes to make the most of the advances in our modernized ERP and supporting applications. This includes standardizing, documenting and streamlining processes which will also lessen the impact of personnel changes.

*Goal 4: Enhance the digital experience for all stakeholders, including faculty, staff, students, affiliates, prospective students, alumni, and visitors, by providing intuitive and seamless digital interfaces and interactions.*

Objective 1: Partner with university business units to evaluate new communications platforms with a goal of promoting better customer experience, increasing efficiency, and providing flexible and adaptable tools.

Objective 2: Partner with campus stakeholders to provide support and improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success by expanding the use of existing tools or introducing new solutions to better meet the changing needs of the diverse student population.

Objective 3: Establish and formalize a 4-tier IT support structure from frontline to backend developer to ensure problem resolution that optimizes resource allocation while enhancing user satisfaction. This structure helps ensure that issues are addressed efficiently and effectively based on their complexity and severity. Structure will include tier definitions, agreed to processes and procedures, training and documentation, and monitoring of metrics to ensure success.

## Goal 5: Drive innovation through comprehensive IT modernization efforts, ensuring that technology infrastructure and systems are continually updated and optimized to meet evolving needs.

Objective 1: Create a staff development program that promotes excellence in our people by providing them opportunities to upgrade their skills and grow professionally. We will promote a culture of learning, autonomy, accountability, and recognition.

Objective 2: Modernize our use of our Enterprise Resource Planning tool, Ellucian Banner, to facilitate easier integration with Salesforce (our CRM) and other modern data tools as well as including automations where possible while working with business units to overhaul current processes.

Objective 3: Develop a Major Incident Management and Response procedure that aligns with modern disaster recovery and business impact analysis methodologies to ensure quick and comprehensive processes are in place and can easily be followed in the event of a crisis.

Objective 4: Implement and optimize Salesforce Education Cloud and Marketing Cloud to create a unified and personalized experience that seamlessly supports the entire student lifecycle, from prospect to graduation.

Objective 5: Leverage Salesforce Marketing Cloud's data-driven insights and automation capabilities to deliver targeted and personalized communication campaigns that enhance recruitment, increate engagement, and drive desired outcomes across the student lifecycle.

## Goal 6: Establish a robust and agile IT infrastructure while implementing mature security and assurance programs to safeguard data, systems, and operations effectively.

Objective 1: Partner with Digital Innovation to develop the infrastructure to implement and support cutting edge Artificial Intelligence tools and services to promote efficiency while ensuring secure use of university data.

Objective 2: Develop agile and modern infrastructure to support excellence in research and scholarship for undergraduate and graduate students focusing on migrating strategic and critical services to the cloud.

*Goal 7: Provide seamless support for the ODU-EVMS merger by integrating IT systems, processes, and services to ensure continuity and efficiency during the transition period and beyond.*

Objective 1: Expand integrations between IT systems on both campuses to ensure seamless customer support of combined user base. This includes networking as well as server infrastructure and services.

Objective 2: Implement MIDAS integration with legacy EVMS systems to allow for easier account management for technology teams and provide a more seamless customer experience through unified management of their accounts.

Objective 3: Augment legacy EVMS security standards to unify processes between campuses. Expand ODU security controls around HIPAA compliance to address increased integration with healthcare systems.