



ITS Strategic Plan

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MISSION:

The mission of ITS is to provide the University community stable and timely IT experiences that support student success.

VISION:

The ITS Vision Statement is to continually support student success by:

- Matching the pace of constantly evolving technology by proactively modernizing IT services, applications, and infrastructure.
- Attracting, developing, and retaining qualified and capable professionals by providing a dynamic work environment.
- Earning recognition as an IT Leader both regionally and nationally.

MILESTONES:

All below initiatives began on 07.01.23

* = 12 month goal estimate

** = 24+ month goal estimate

 = Complete


CONNECT:

All ITS Strategic Plan Initiatives are connected to:

- The PSU Strategic Plan
- The Kansas Board Of Regents Pillars

INITIATIVE	DESCRIPTION
<div><div><div>**A: Reorganize the IT organization. Began 2023</div><div></div></div><div><div>UNIVERSITY GOALS AND STRATEGIES:</div><div><ul style="list-style-type: none">• Goal 4: Organizational Culture (Strategy 4.1: Develop and implement professional and career development programs, recognize/celebrate successes)• Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners)</div><div><div>KBOR PILLAR(S):</div><div>Family, business, and intentional economic development</div></div></div></div>	<div><p>Reorganize the structure of the university IT organization to better support the changing technology tools and the increased demands of students, faculty, and staff.</p></div>
<div><div><div>*B: Re-engineer IT project processes Began 2023</div><div></div></div><div><div>UNIVERSITY GOALS AND STRATEGIES:</div><div><ul style="list-style-type: none">• Goal 2: Student Achievement (Strategy 2.7: Strengthen retention and completion outcomes)• Goal 4: Organizational Culture (4.2 Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence)• Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners)• Goal 10: Health, Wellness, and Safety (Strategy 10.3: Strengthen and develop health and safety training)</div><div><div>KBOR PILLAR(S):</div><div>Family, business, and intentional economic development</div></div></div></div>	<div><p>Re-engineer IT project processes to respond to increased university changes and zero hour requests. The new processes must allow us to continue to meet policies, retain security, and maintain a manageable workload avoiding fatigue and mistakes.</p></div>

INITIATIVE	DESCRIPTION
<p>**C: Re-engineer campus processes as they relate to the Student Information System Began 2023 and will go through the implementation of the new SIS projected (by Oracle) for the last quarter of 2027. This initiative will carry over.</p>	<p>Co-lead the effort to re-engineer campus processes to eliminate as many obstacles as possible for students, faculty, and staff in the new Student Information System (SIS).</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 2: Student Achievement (Strategy 2.7: Ensure faculty and staff are consistently utilizing best practices to strengthen retention and completion outcomes for all students.)• Goal 3: Access, Inclusion, and Belonging (Strategy 3.1: Increase recruitment, retention, engagement, and mentorship)• Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners) <p>KBOR PILLAR(S):</p> <p>Family, business, and intentional economic development</p>
<p>**D: Develop Best practices for a hybrid IT workforce Began 2023</p>	<p>Develop best practices for leading and bonding with a hybrid IT workforce, creating a high-quality workplace environment including hoteling options for our hybrid IT workforce aiding in increased productivity and employee retention.</p> <p></p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 3: Access, Inclusion, and Belonging (Strategy 3.1: Increase recruitment, retention, engagement, and mentorship)• Goal 4: Organizational Culture (Strategy 4.1: Develop and implement professional and career development programs)• Goal 7: Community Engagement and Partnerships (Strategy 7.5: Utilize faculty and staff as trusted sources of information)• Goal 8: Continuous Improvement (Strategy 8.1: Implement professional development programs)• Goal 9: Sustainability and Stewardship (9.1 Develop, strengthen, and communicate broad-based sustainable strategies that enhance the stewardship of public and private resources across the educational, research and foundation strategies associated with Pitt State)• Goal 10: Health, Wellness, and Safety (Strategy 10.2: Enhance occupational wellness) <p>KBOR PILLAR(S):</p> <p>Family, business</p>

INITIATIVE	DESCRIPTION
<div><div><div>*E: Develop a new funding model Began 2023</div><div></div></div><div><div>**F: Implement Phase II of EAB Navigate Placed on Hold by client</div></div></div>	<div><p>Develop a funding model that allows us to sustain the university’s IT workforce and resources.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 6: Economic Development (Strategy 6.4: Identify community partners and donors to secure sustainable investments)• Goal 6: Economic Development (6.5 Expand and implement public-private partnerships for new capital construction and renovation projects where appropriate and possible)• Goal 9: Sustainability and Stewardship (Strategy 9.2: Enhance coordination and partnership with the PSU Foundation)• Goal 10: Health, Wellness, and Safety (Strategy 10.6: Increase collaborative opportunities with campus and community partners)<p>KBOR PILLAR(S): Family, business, and intentional economic development</p></div> <div><p>Implement Phase II of EAB Navigate Student Success application that included academic planning and integration to CANVAS, PSU’s LMS. ITS will work alongside Student Success to assist with this system to improve overall retention and student satisfaction during their time at PSU.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 2: Student Achievement (Strategy 2.1: Develop a learner-centered, achievement-based architecture for students throughout their educational experiences at Pitt State, Strategy 2.7: Ensure faculty and staff are consistently utilizing best practices to strengthen retention and completion outcomes for all students.)• Goal 3: Access, Inclusion, and Belonging (Strategy 3.1: Increase recruitment, retention, engagement and mentorship for all faculty, students, and staff to enhance access, inclusion, and belonging across all Pitt State educational programs, services, and experiences.)<p>KBOR PILLAR(S): Family, business</p></div>

INITIATIVE

DESCRIPTION

*G: New intake process
for IT projects
Began 2023



The Information Technology Services Project Management team will create a new intake process for project requests to ensure appropriate documentation for the KARS risk assessment system. The intake will create efficiencies for all projects that must be submitted to the State of Kansas.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 4: Organizational Culture (Strategy 4.2: Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)

KBOR PILLAR(S):

Family, business, and intentional economic development

*H: Complete full
financial aid year in
SFP
Began 2023



Complete a full financial aid year of awards and disbursements in the Oracle Student Financial planning application. To include a communication process (specific emails sent and letters available in the interface portal) to ensure accepting, receiving, and declining of aid in the most efficient manner for students.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners).
- Goal 2: Student Achievement (Strategy 2.5: Strengthen and focus the institution's financial support and scholarship strategy for current and future students).

KBOR PILLAR(S):

Family, business

INITIATIVE	DESCRIPTION
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**I: Survey to measure help desk performance
Began 2023



Implement a survey response to help desk tickets to determine overall performance. A report will be generated and shared with ITS leadership to evaluate if changes or enhancements need to be implemented.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners)

KBOR PILLAR(S):
Family

*J: Develop and implement a new asset management system
Began 2023




Complete asset management application for PSU hardware and software within an existing system that is utilized by ITS. The management application will allow for tracking inventory, renewal deadlines, aging out of hardware, and licensing use. Input of hardware will be automated and efficient, and software will be user friendly with reporting capabilities.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners)

KBOR PILLAR(S):
Family

INITIATIVE	DESCRIPTION
<p>**K: Begin implementation of new Student Information System</p> <p>Began 2023. The new SIS is projected (by Oracle) to go live the last quarter of 2027. This initiative will carry over.</p>	<p>Begin the implementation of Oracle Student Management Cloud system. This solution will allow all of PSU, faculty, staff, and students, to have a new stable, modern system with analytical capabilities, user friendly interfaces, and efficient workflow processes.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 2: Student Achievement (Strategy 2.7: Ensure faculty and staff are consistently utilizing best practices to strengthen retention and completion outcomes for all students.)• Goal 4: Organizational Culture (Strategy 4.2: Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence)• Goal 8: Continuous Improvement (Strategy 8.3: Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners) <p>KBOR PILLAR(S):</p> <p>Family</p>
<p>**L: New format for ITS meetings</p> <p>Began 2023</p>	 <p>Reengineer the quarterly technology meeting to include a round table initiative for the ITS department to collaborate on emerging technologies, solutions, and/or enhancements to provide professional development. This initiative will also educate our team on solutions that will improve PSU.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 8: Continuous Improvement (Strategy 8.6: Invest in the ongoing professional development of faculty and staff as an organizational imperative. Or 8.1: Implement professional development programs that utilize Pitt State design principles to evaluate and transform education, research, and campus operations and programs.) <p>KBOR PILLAR(S):</p> <p>Family, business, and intentional economic development</p>

INITIATIVE

DESCRIPTION

****M:** Evaluate current identity management system
Began 2023



Determine the path forward for our identity management system. With the large changes to major infrastructure, we need to decide whether to continue with our home grown identity management system, migrate to a Microsoft solution, or implement an identity management system that is centered around our new Oracle cloud based solutions. We want to have a system that seamlessly on-boards, off-boards, authenticates, and authorizes our users uniformly across our many systems.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 4: Organizational Culture (Strategy 4.2: Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence)

KBOR PILLAR(S):

Family

****N:** Improve IT support for remote students and employees
Began 2023





Improve technical support options for faculty, staff and students who are off campus. Identify and deploy systems that will allow us to remotely support users regardless of where they are located.



UNIVERSITY GOALS AND STRATEGIES:

- Goal 8-Continuous Improvement-Strategy 8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.

KBOR PILLAR(S):

Family, business, and intentional economic development

INITIATIVE	DESCRIPTION
<p>**O: Focus on new training and job knowledge opportunities for IT staff Began 2023</p> 	<p>Identify and implement training to improve the job knowledge and technical abilities of all staff. In particular ITSM Service Management principles and practices and Microsoft 365 and related services.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none"> • Goal 8-Continuous Improvement-Strategy 8.6- Invest in the ongoing professional development of faculty and staff as an organizational imperative. <p>KBOR PILLAR(S): Family, business, and intentional economic development</p>
<p>**P: Develop, educate on, and practice good IT lifecycle management Began 2023</p> 	<p>Continue to develop, educate on, and practice good computer and software lifecycle management to ensure that computer hardware and software is not over purchased, and is fully utilized throughout it's useful life. Facilitate inter-departmental re-use of hardware that has fulfilled its original purpose but may still have usefulness elsewhere on campus. Assure that hardware that has exceeded it's full useful life, is disposed of efficiently through proper e-waste channels. For software, encourage centralized co-operative purchasing to avoid duplicate contracts and to maximize bulk purchase discounts. Develop processes and procedures to monitor expiration dates for all software and assure that if it is continued to be needed, it is updated and deployed well ahead of expirations to avoid negative impact on classroom instruction and staff functions.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none"> • Goal 9-Sustainability and Stewardship- Strategy 9.1- Develop, strengthen, and communicate broad-based sustainable strategies that enhance the stewardship of public and private resources across the educational, research and foundation strategies associated with Pitt State. • Goal 4-Organizational Culture- Strategy 4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence. <p>KBOR PILLAR(S): Family</p>

INITIATIVE	DESCRIPTION
<div><div><div><div>*Q: Proof of concept new wifi tools</div><div>Began 2023</div></div><div></div></div></div>	<div><p>Deploy a small proof of concept installation of a new Ubiquiti brand WiFi and evaluate its performance and manageability. The Ubiquiti system has a much lower cost and a much longer support life cycle than our current vendor (Cisco). If this pilot installation is successful, we can improve overall WiFi performance while significantly reducing initial and ongoing capital outlays.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 1: Valuable Education Experience (Strategy 1.5: Utilize educational technology to advance learning competencies)• Goal 8: Continuous Improvement (Strategy 8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)<p>KBOR PILLAR(S):</p><p>Family, intentional economic development</p></div>
<div><div><div><div>*R: Replace existing firewall</div><div>Began 2023</div></div><div></div></div></div>	<div><p>Replace existing campus firewall devices with up-to-date technology. New firewall technology will provide increased capacity and significantly better threat protection for our faculty, staff, and students. This will help insulate our campus from the potentially significant disruption a hostile actor could cause.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 1: Valuable Education Experience (Strategy 1.5: Utilize educational technology to advance learning competencies)• Goal 4: Organizational Culture (Strategy 4.2: Reduce individual and organizational risks)• Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)<p>KBOR PILLAR(S):</p><p>Family, intentional economic development</p></div>

INITIATIVE

DESCRIPTION

*S: Deploy dual factor authentication for all students
Began 2023



Deploy dual factor authentication for all students. This initiative will bring a significant additional layer of protection to our students. With dual factor authentication, hackers who obtain a student's credentials through phishing or other means will still not be able to log in to the student's PSU-provided applications. This will significantly lessen the possibility that a malicious actor could disrupt a student's learning experience or obtain confidential data about the student.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 1: Valuable Education Experience (Strategy 1.5: Utilize educational technology to advance learning competencies)
- Goal 4: Organizational Culture (Strategy 4.2: Reduce individual and organizational risks)
- Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)

KBOR PILLAR(S):

Family, intentional economic development

*T: Update edge networking devices
Began 2023



Update edge networking devices to provide an order of magnitude improvement in available upstream bandwidth. Demands for network bandwidth are constantly increasing. New bandwidth intensive applications emerge constantly. Our I.T. infrastructure must be secure, but it must also be agile and adequate to meet current and estimated future needs. Faculty need the ability to rapidly adopt and deploy new technology as needed. I.T. should facilitate, not obstruct the adoption of new tech when needed. This initiative will provide a ten fold increase in the upstream bandwidth available at the network edge (classrooms, offices, labs, etc.).

UNIVERSITY GOALS AND STRATEGIES:

- Goal 1: Valuable Education Experience (Strategy 1.6: Utilize educational technology to advance active and adaptive learning competencies)
- Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)

KBOR PILLAR(S):

Family, intentional economic development

INITIATIVE	DESCRIPTION
<div><div><div><div>*U: Re-engineer the ITS employee experience Began 2023</div><div></div></div></div></div>	<div><p>Re-engineer the ITS employee welcome, mentoring , and recognition experiences to include more clear milestones and a newly developed feedback loop.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 3: Access, Inclusion, and Belonging (Strategy 3.1 Increase recruitment, retention, engagement and mentorship for all faculty, students, and staff to enhance access, inclusion, and belonging across all Pitt State educational programs, services, and experiences and 3.2 Strengthen the experience for all faculty, staff, and students by advancing programs and behaviors that promote inclusion and belonging within the Pitt State community and beyond.)<p>KBOR PILLAR(S): Family, business</p></div>
<div><div><div><div>*V: Reorganize and merge Campus IT committees Began 2023</div><div></div></div></div></div>	<div><p>Reorganize and merge the 2 campus IT committees: Information Technology Council and Information Technology Project Management Governance.</p><p>UNIVERSITY GOALS AND STRATEGIES:</p><ul style="list-style-type: none">• Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)<p>Reorganize and merge the mission and membership of both Information Technology Council and the IT Project Governance Committee.</p><p>KBOR PILLAR(S): Family, business, and intentional economic development</p></div>

INITIATIVE

DESCRIPTION

****W:** Create a Microsoft cohort
Began 2023



Create a Microsoft cohort within ITS to manage the quickly changing landscape of Microsoft features, security capabilities, policies, and training opportunities.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)
- Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)

KBOR PILLAR(S):

Family, business, and intentional economic development

****X:** Create a campus wide Oracle cohort
Began 2023





Create a campus wide Oracle cohort to manage quarterly updates, features, security capabilities, policies, change management, and training opportunities.

UNIVERSITY GOALS AND STRATEGIES:

- Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)
- Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)

KBOR PILLAR(S):

Family, business, and intentional economic development

INITIATIVE	DESCRIPTION
<p>*Y: Plan and host the Annual CHECK Conference Began 2024</p> 	<p>Plan and host the Annual Conference on Higher Education Computing in Kansas (CHECK) for the State of Kansas Higher Ed Institutions.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)• Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.) <p>KBOR PILLAR(S): Family, business, and intentional economic development</p>
<p>*Z: Collaborate with Regent institutions to develop an IT purchasing roadmap Began 2024</p> 	<p>Collaborate with Regent institutions to develop an IT roadmap that will assist us now and in the future in working closely on shared purchases, services, and more.</p> <p>UNIVERSITY GOALS AND STRATEGIES:</p> <ul style="list-style-type: none">• Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.)• Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.) <p>KBOR PILLAR(S): Family, business, and intentional economic development</p>

INITIATIVE	DESCRIPTION
<p>**AA: Research and recommend a replacement for the university’s future virtual environment. Began 2024</p> 	<p>Research, recommend, and replace the university’s virtual environment, exploring alternatives to VM Ware</p> <p>UNIVERSITY GOALS AND STRATEGIES: Goal 8: Continuous Improvement Strategy 8.3: Enhance services for faculty, staff, and students by improving the virtual environment, contributing to more efficient campus operations.</p> <p>KBOR PILLAR(S): Family, business, and intentional economic development</p>
<p>**AB: Research and replace the university’s data storage system Began 2024</p> 	<p>Research and replace the university’s current data storage system.</p> <p>UNIVERSITY GOALS AND STRATEGIES: • Goal 4-Organizational Culture- (4.2- Reduce individual and organizational risks by enhancing employee knowledge and accountability of policies, procedures, systems and through establishing a consistent culture of accountability and excellence.) • Goal 8: Continuous Improvement (8.3- Enhance and coordinate customer friendly services for our faculty, staff, students, alumni, and community partners.)</p> <p>KBOR PILLAR(S): Family, business, and intentional economic development</p>

INITIATIVE

DESCRIPTION

*AC: Social Engineering
Training.
Began 2024

Enhance employee awareness and response to social engineering threats by providing targeted training that increases recognition of suspicious behavior and improves reporting rates, with the objective of reducing successful phishing and impersonation attempts.



UNIVERSITY GOALS AND STRATEGIES:

Goal 8: Continuous Improvement

KBOR PILLAR(S):

Family, business, and intentional economic development