FY 2018
IT Prioritization Plan

KU INFORMATION TECHNOLOGY
The University of Kansas

Introduction

Information technology has become as essential to KU students, faculty and staff as electricity. Customers expect access to basic technology — i.e., computers, internet access, printers, productivity software, etc. — as the minimum acceptable standard. To truly add value as an organization, we must exceed expectations for those utilitarian services and provide innovative solutions that dramatically boost the academic, research and professional success of our customers on all KU campuses.

KU IT Leadership, in collaboration with IT staff and the Vice Provost of Administration and Finance, has developed this strategic plan to prioritize and align our efforts and resources with the strategy and goals of the University. We believe that by focusing on the Priorities, Goals, Objectives and Activities below, we will create a more agile organization, provide a more defined path for IT employees, and maximize our value to our customers.

This document is not all encompassing, but rather identifies key areas of focus to help make tough decisions, allocate resources, and guide our efforts. Identifying specific areas of focus does not preclude additional efforts and activities individuals and teams do to support our customers.

Our Mission:

Inspire innovation and discovery by delivering flexible, secure, customer-focused solutions and outstanding service to empower the KU community.

Supporting student success and groundbreaking research is foundational to our mission, our strategy and our efforts. We are dedicated to providing technologies that "inspire innovation and discovery" for KU students, faculty and staff on all campuses, whether in research, academics or personal and professional growth.

Priority 1: Excel at IT Basics

▶ **Goal I: Attain Resource Agility**

In the past, KU Information Technology has sometimes over-committed our resources in an effort to accommodate the many requests we receive from campus partners. The result is that staff time and funding are locked in areas that do not necessarily align with the strategy and goals of the university. Going forward, we must be disciplined in allocating our resources, to provide the flexibility and capacity to pursue innovative opportunities that are potentially transformative for our customers and our campus. The objectives and activities below are designed to provide greater structure and discipline to our decision-making so that we can achieve our goal of attaining resource agility.

Objective 1 — Provide a standard, timely and easily accessible reporting platform

Activities

1a. Use SharePoint to provide KU IT Senior Leadership with budget information that is important to their area.

Objective 2 — Establish technology governance policies and processes so that our portfolio of applications and services correlates with available resources

Activities

2a. Develop and document what Technology Governance means at KU.

2b. Develop Technology Governance policy documents.

2c. Develop Technology Governance process documents.

2d. Review and update IT Policies.

2e. Communicate existing campus licenses and continue to push vendors for better coverage in contracts.

2f. Document, continually improve and adhere to project processes.

2g. Document, continually improve and adhere to change request processes.

2h. In weekly Change Review Board meeting, review and discuss change requests that did not follow established process.

2i. Apply processes and find efficiencies: Resource management in ServiceNow and Portfolio Management.

2j. Identify ways to better inform IT Staff of approved projects, prior to start of significant work, so staff expertise can be better leveraged (e.g., add project updates to IT Staff meeting agenda, create and distribute a kickoff document for each project).

Objective 3 — Establish data governance policies and processes

Activities

3a. Develop and document what Data Governance means at KU.

3b. Develop Data Governance policy documents.

3c. Develop Data Governance process documents.

3d. Collaborate with Business Intelligence Center (BIC) and Office of Institutional Research and Planning (OIRP) with the vision of ultimately centralizing under IT.

Objective 4 — Improve software acquisition and management to lower costs and deliver best solutions

Activities

4a. Develop improved software management framework (as contracts come due). Establish a template for defining Portfolios/Programs.

4b. Enhance structure and visibility of contracts, construction and other revenue-based business.

▶ **Goal II: Invest in Infrastructure and Security as Foundational Technology**

All of the services and solutions we provide to our KU customers depend on a vast array of equipment, such as servers, cables, power supplies, wireless APIs, and more. We must refresh our equipment as it approaches end-of-life, and continually evaluate new platforms and solutions as technology evolves. We have a legal and ethical responsibility to protect data and our customers. Security must be the highest priority to meet that responsibility and maintain the trust of our customers and the community.

Objective 1 — Raise awareness of IT security and online safety for customers in both workplace and personal lives

Activities

1a. Deliver security awareness training to students, faculty, staff, and affiliates based on the LMS system(s) they can access.

1b. Redesign and consolidate IT Security websites and develop comprehensive plan for raising awareness of IT Security.

Priority 1 | Goal II: Invest in Infrastructure and Security as Foundational Technology (cont.)

Objective 2 — Improve endpoint security

Activities

2a. Develop and deploy server centralization process to continually identify systems acting as servers, but that are not registered or housed in the PCC data center. Then, as appropriate, register and centralize those systems, or decommission them.

2b. Collaborate with KU and external partners to develop a security plan and implement security solutions (e.g., Nexpose).

2c. Deploy whole disk encryption managed by Sophos SafeGuard to all KU-owned Mac OS X and Windows-based mobile devices.

2d. Transition current personal users of KU provided Sophos AV to free Sophos Home or other commercial antivirus product.

2e. Migrate Sophos AV and WDE to Sophos Central (cloud management) so that these technologies can be managed on endpoints regardless of location.

Objective 3 — Develop and maintain information technology roadmap

Activities

3a. Prepare draft of IT Infrastructure Roadmap, as well as a process for updating and maintaining the roadmap.

3b. Publish IT Infrastructure Roadmap for internal use and feedback only.

Objective 4 — Support a global campus, where customers can work when and where they want

Activities

4a. Identify seamless online video instruction tool to increase effectiveness and efficiency regardless of the physical location between instructors and students.

4b. Raise student awareness of technologies available to them, and help students use these technologies in their courses.

4c. Provide support to students when they encounter difficulties working with technology at KU.

4d. Open up VirtualLab (VDI) to all faculty so they can access teaching and learning applications regardless of location.

4e. Work with campus partners to develop and launch a comprehensive university travel website (travel.ku.edu).

▶ **Goal III: Develop Business Continuity Plans and Protocols Aligned with Common Audit Standards**

We must be prepared to manage unforeseen circumstances that threaten to impede KU's mission and the ability of our customers to study, work and conduct research. Preparing for a disruptive event through planning and participating in mock exercises will improve our response and speed recovery during a crisis.

Objective 1 — Perform IT risk assessment

Activities

1a. Identify participants and define IT Risk Assessment Process.

1b. Perform IT Risk Assessment.

Objective 2 — Perform business impact analysis

Activities

2a. Define business impact analysis (BIA) process.

2b. Identify top four to five critical business systems and target for initial BIAs.

2c. Perform initial BIAs and prepare and publish report.

Objective 3 — Develop KU IT crisis communications plan

Activities

3a. Complete draft of IT Crisis Communications plan and route to IT Leadership for review and approval.

3b. Share approved plan with IT Staff and appropriate campus-wide constituents.

▶ Goal IV: Create Seamless Support/Service Delivery Structure

Customers form their perceptions of KU IT based on the services, solutions and support we provide. By excelling in these areas and exceeding customer expectations, we will build and maintain positive and trusted relationships with our customers.

Objective 1 — Shift the focus for resource allocation structure from personnel-centric support to service-level based support

Activities

1a. Use Key Performance Indicators (KPIs) and customer-approved Service Level Agreements (SLA) to guide efforts.

1b. Evaluate staffing resources based on Key Performance Index to provide service level that satisfies the SLAs.

Objective 2 — Attain enterprise system implementation excellence

Activities

2a. Develop the framework for enterprise system implementations.

2b. Develop enterprise system implementation process documents.

2c. Develop enterprise system implementation template documents.

▶ Goal V: Invest in Our Employees

Our success as an organization is based on the knowledge, skills and commitment of our employees. Technology rapidly and continually evolves, and we must invest resources for our employees to grow professionally.

Objective 1 — Strategically invest financial resources in professional development to help employees acquire new knowledge, sharpen existing skills and develop new skills.

Activities

1a. Determine optimal professional development budget for each area within KU IT and create a plan to fully fund it within three years.

Priority 2: Create a Service- and Customer-centric Culture

▶ **Goal I: Use Customer Insights and Data to Guide Planning and Make the Right Decisions for Our Customers and KU**

Customer feedback and engagement are essential to our ability to make the right decisions and provide the best solutions to meet the needs of our customers and the University. By giving the customer a voice, and adding their insights into the decision-making process, we can achieve better outcomes. And, by sharing with customers the conclusions, decisions and actions based on their feedback, we create transparency and build trust.

Objective 1 — Implement robust customer feedback/input mechanisms

Activities

1a. Develop biannual survey to assess customer engagement and perceptions of KU IT overall and IT services.

1b. Implement an email marketing management platform to track email communications and provide metrics.

Objective 2 — Implement robust service/support assessment mechanisms

Activities

2a. Deploy IT Service Satisfaction Surveys and create methodology to allow for transparency and follow-up.

▶ **Goal II: Provide Customers the Information They Need to Understand and Access IT Services and Support**

It's not enough to offer service, solutions and support with a "build it and they will come" approach. We must continually work to educate our customers to ensure they are aware of available technology services, solutions and support. Our outreach efforts must be ongoing for all customers, with a special focus on new students, faculty and staff, and customer groups.

Objective 1 — Raise awareness of IT services and support among all students

Activities

1a. Develop and execute a plan for outreach activities, with particular focus on first-year and international students in 2017-2018.

Objective 2 —Raise awareness of IT services and support among faculty/staff

Activities

2a. Develop plan in Fall 2017 to expand new faculty/staff outreach efforts during onboarding beginning in 2018.

Objective 3 — Provide the training needed for new and existing customers to gain the knowledge and skills they need to make full use of the technology solutions we provide

Activities

3a. Develop and provide instructor-led workshops, online webinars, online courses, handouts, videos, and documentation for students, faculty and staff.

3b. Communicate educational opportunities and resources through email and other channels.

3c. Explore how to better serve students with existing staffing levels.

3d. Identify opportunities to align with university outreach efforts to new and existing customers in order to provide a bridge to training.

▶ **Goal III: Establish a Flexible, Self-select Customer Engagement Model**

Technology control is moving out of the hands of IT caretakers, and into the hands of consumers. Our customers expect more flexibility and autonomy in how to manage technology to best meet their individual needs.

Objective 1 — Reach agreement with customers on clear and realistic expectations in development and applications innovation, then exceed those expectations whenever possible to create possibilities

Activities

1a. Establish a more robust scope change process.

Objective 2 — Ensure that customers can self-manage the information they need to know

Activities

2a. Create robust customer dashboards: Research what is required to implement the free ServiceNow plug-in, which can assist in this effort, and propose a timeline for implementation.

Objective 3 — Provide customers and IT staff with more robust project information

Activities

3a. Implement a KU IT Project Management website.

3b. Develop a communications plan to educate campus about the KU IT Project Office.

3c. Implement project management 101 training at KU IT.

Objective 4 — Increase and improve self-service options by enhancing the usability of IT Knowledge Base

Activities

4a. Upgrade ServiceNow Knowledge Base module.

Objective 5 — Automate and streamline infrastructure request processes

Activities

5a. Leverage aged hardware to create a test/development environment for developers to use with minimal process.

Objective 6 — Continue to promote self-service application installation

Activities

6a. Pack more applications in both Windows & Mac environments.

6b. Develop and implement communications plan to increase awareness of self-service application installation.

Priority 3: Inspire Innovation and Discovery

▶ **Goal I: Invest in Leading-edge Infrastructure**

To support and accelerate innovation and discovery by KU researchers, faculty, staff and students, we must provide fast, secure and leading-edge technology infrastructure, along with the ability to access and manage large data sets.

Objective 1 — Create and define mobile first/cloud first strategy

Activities

1a. Document and plan KU's strategies related to mobility and cloud.

Objective 2 — Build and configure a Security Information & Event Management (SIEM) solution that will accept multiple log sources and allow ITSO staff to perform event correlation and respond to incidents more rapidly

Activities

2a. Build parsers for common log types.

2b. Write correlation rules for events.

2c. Develop playbooks for common alerts.

Objective 3 — Explore platforms that allow administrators to make decisions and gather information through a supportable and intuitive application

Activities

3a. Work with the Provost Office, Business Intelligence Center and Office of Institutional Research and Planning to create a data-driven decision structure with the implementation of data warehouse and analytical application (e.g., PowerBI) that is functional and intuitive to faculty and staff.

Objective 4 — Collaborate with Research to ensure technology grants have IT backing and support to help in winning grant funding

Activities

4a. Establish regular formal meetings with key partners, including the Office of Research, Research Centers and external vendors that can help identify grant opportunities.

▶ Goal II: Provide Tools and Environment to Facilitate and Support Innovation on Campus

KU IT should be a leader and catalyst for nurturing an innovation-driven culture and environment on campus. One way we do this is by identifying and investing in next-generation technology and solutions. In addition, by providing the tools, solutions and physical space for creativity, innovation and discovery, we will energize our customers and help drive KU's mission.

Objective 1 — Establish an open innovation center on campus where students, faculty and staff can be inspired to create and innovate

Activities

1a. Develop proposal for innovation center (e.g., what it is, what it would offer, possible locations, potential partnerships, expected costs, etc.) and share with appropriate leaders for approval.

1b. Explore establishing a KU Endowment fund and/or sponsorships to support efforts to create an innovation center and other aspirational ideas.

Objective 2 — Be a leader in developing innovative higher education solutions that have value in the open source or commercial marketplace

Activities

2a. Work with General Council and KU Innovation and Collaboration to establish the open-source/commercialization process and have it approved by Vice Provost for Administration and Finance.

2b. Establish a clearly understood definition of intellectual property.

2c. Establish clear ownership of KU-developed code that provides interfaces with commercial and other third-party applications (e.g., Equifax).

Objective 3 — Evaluate how new and evolving technologies could benefit our customers and the university

Activities

3a. Create and deploy internal IT Technology Incubator program.

3b. Create a technologist/futurist position within KU IT.

Glossary

Activities
Specific actions that must be taken to achieve the Objective.

Infrastructure
The hardware, software, networks, data centers, facilities and related equipment used to develop, test, operate, monitor, manage and/or support information technology services.

Goals
Within each Priority, the broad measurable, time-based outcomes an organization will seek to achieve.

Mission
Defines an organization's purpose in a way that inspires support and ongoing commitment.

Objectives
Measurable, actionable, time-bound conditions that must be accomplished in order to achieve Goals.

Priorities
In executing on its mission, what the company will focus on to achieve its vision.

Strategies
The general direction or approach (master plan) for achieving Goals.

Technology Governance
IT Governance brings campus partners together to provide advice, oversight and structure in aligning IT priorities and resources with university priorities and goals. IT Governance is not related to university governance (e.g., Faculty and Staff Senates).

Vision
An aspirational statement describing a future state the organization is striving to achieve.

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