# Information Technology Services 2015-2019 Strategic Plan

Our Vision:

ITS will be an innovative leader and trusted partner in the development and delivery of responsive IT services and support.

Our Mission:

ITS, as a partner, evolves and supports IT services that enable the advancement of world-class education with global impact.

Values and Foundational Principles:

* We will align ITS resources and plans with Penn State's Strategic Plan.
* We will put the core business of Penn State--teaching, research, and services--in the center of IT service design and delivery.
* We will strengthen our relationships with those providing IT services, recognizing and affirming that IT at Penn State is much larger than ITS.
* We are committed to sustainability of human, financial, and environmental resources.
* We are committed to a culture of teamwork, collaboration, openness, and transparency.
* We will actively develop and support our staff.
* We will encourage innovation.
* We will make our systems and services accessible.
* We will maximize value and cost efficiency of IT services through responsive service development driven by evaluations, assessments, analyses, and other measurements as appropriate.
* We will employ governance, collaboration, and flexible decision making to determine best-fit IT solutions.
* We will identify risks, invest wisely in security measures, and be consistent with policy and compliant with law.
* We will actively seek to incorporate the following ITS Community Principles in all of our endeavors:
Integrity, Honesty, Accountability, Individual initiative, Responsible risk taking, A passion for customer service and technology, Diversity, Inclusiveness, Fairness, Respect

# Goal A: Enable Learning

Objectives, Strategic Performance Indicators, & Measures

Objective #1: Increase initiatives in learning outcomes assessment.

Strategic Performance Indicators

1. Number of college/campus initiatives supported by ITS
2. Number of new initiatives created by ITS and adopted by colleges/campuses
3. Implementation of predictive learning analytics platform
4. Replacement of ANGEL with new learning management system

Measures

* Current: Baseline – TBD
* Midpoint: +2 years – TBD
* Target: +5 years – TBD

Objective #2: Scale instructional resources to facilitate improvement in student success.

Strategic Performance Indicators

1. Number of World Campus and other online and hybrid courses
2. Number of new ITS-supported learning spaces
3. Number of new and enhanced technology classrooms

Measures

* Current: Baseline – TBD
* Midpoint: +2 years – TBD
* Target: +5 years – TBD

Objective #3: Pilot innovative learning technologies through collaboration with colleges and campuses.

Strategic Performance Indicators

a. Number of technologies used by colleges and campuses that ITS supports

b. Number of ITS-supported innovative technology pilots

c. Number of courses, faculty, and students using technologies that ITS has launched and/or supports

Measures

* Current: Baseline – TBD
* Midpoint: +2 years – TBD
* Target: +5 years – TBD

Strategies

1. Collaborate with educational support units to gather and analyze faculty and instructor needs across disciplines.
2. Cultivate collaborative relationships with faculty to research learning technologies.
3. Establish an effective learning analytics (predictive) platform.
4. Identify and encourage the use of new learning technologies.
5. Increase support for faculty, researchers, and students to access the technologies unique to their disciplines or degree programs.
6. Replace ANGEL with a robust and scalable learning management system.

# Goal B: Support Research and Innovation

Objectives, Strategic Performance Indicators, & Measures

Objective #1: Increase the number of buildings and campuses connected to the research data network at Penn State.

Strategic Performance Indicators

1. Number of buildings connected to the research network
2. Number of campuses connected to the research network

Measures

* Current: Baseline – 0
* Midpoint: +2 years – ITS has collaborated to develop a requirements gathering process for new sponsored projects.
* Target: +5 years – ITS is informed of requirements for all new sponsored projects.

Objective #2: Develop a method to ensure that ITS is informed of cyberinfrastructure requirements on sponsored projects to aid in future data center, storage, and network capacity planning.

Strategic Performance Indicators

1. Number of sponsored projects in which requirements are communicated to ITS

Measures

* Current: Baseline – TBD
* Midpoint: +2 years – TBD
* Target: +5 years – TBD

Objective #3: Increase the number of faculty researchers participating in onboarding processes. Increase the number of faculty onboarding activities in which ITS participates.

Strategic Performance Indicators

1. Number of researcher onboarding sessions ITS participates in

Measures

* Current: Baseline – TBD
* Midpoint: +2 years – TBD
* Target: +5 years – TBD

Strategies

1. Collaboratively build a Penn State researcher onboarding process.
2. Collaboratively build a requirements-gathering process for new sponsored projects.
3. Collaborate with the Office of the Vice President for Research to gather and analyze researcher needs across disciplines.
4. Identify points of contact for service coordination and communication.
5. Provide federated collaboration tools to allow Penn State researchers to collaborate with colleagues from external institutions and organizations.

# Goal C: Modernize Enterprise Systems and Practices

Objectives, Strategic Performance Indicators, & Measures

Objective #1: Develop architecture to be used by all enterprise systems and those that access enterprise data, and ensure that all new enterprise solutions comply with adopted University enterprise IT standards.

Strategic Performance Indicators

1. Percentage of infrastructure that adheres to enterprise standards

Measures

* Current: Baseline – 0
* Midpoint: +2 years –Architecture and standards are developed.
* Target: +5 years – 50 percent of enterprise systems comply with architecture standards.

Objective #2: Meet the business requirements of the University for all enterprise-wide projects that ITS leads or for which ITS provides supporting technologies.

Strategic Performance Indicators

1. Number of sponsored projects in which requirements are communicated to ITS a. Number of projects engaged
2. Number of projects completed on time, on budget, and within scope

Measures

* Current: Baseline – 0
* Midpoint: +2 years – Baseline is determined.
* Target: +5 years – Increase baseline by 50 percent.

Objective #3: Establish a consistent institutional reporting architecture.

Strategic Performance Indicators

1. Adoption rate of institutional reporting structure

Measures

* Current: Baseline – 0
* Midpoint: +2 years – Standard reporting structure is developed.
* Target: +5 years – 50 percent of enterprise services use the standard reporting structure.

Objective #4: Decrease the number of systems duplicating functions of centrally supported enterprise systems (i.e., shadow systems).

Strategic Performance Indicators

1. Number of systems across the University performing identical functions
2. Listing of approved enterprise systems across the University

Measures

* Current: Baseline – 0
* Midpoint: +2 years – Baseline is established.
* Target: +5 years – Number of shadow systems decreased by 20 percent.

Strategies

1. Improve relationships with business units across Penn State.
2. Implement consistent, efficient, and accessible enterprise administrative services by aligning with best practices in project and service management.
3. Establish an enterprise IT architecture that addresses data governance, security, continuity, compliance, and modern interoperability (mobility).
4. Ensure data confidentiality, integrity, and availability are fundamental considerations at all stages of enterprise IT system and software development and procurement.
5. Develop a consistent and repeatable enterprise reporting process.
6. Develop staff training and communication plans.

# Goal D: Advance IT Effectiveness

Objectives, Strategic Performance Indicators, & Measures

Objective #1: Increase consolidation of service management and service desk functions across ITS, and support a subscriber model for all of IT.

Strategic Performance Indicators

1. Consolidated IT service portfolio
2. Adoption of consolidated service management by ITS units
3. Number of service management modules enabled
4. Number of service management tools ITS runs

Measures

* Current: Baseline – N/A
* Midpoint: +2 years – Pilot groups have adopted consolidated service management.
* Target: +5 years – Increase subscribers by 15 percent.

Objective #2: House all on-premise ITS servers in the central Data Centers.

Strategic Performance Indicators

1. Percentage of ITS units fully using Data Center services

Measures

* Current: Baseline – All ITS units are using Data Center services but not fully.
* Midpoint: +2 years – All ITS units, other than those approved for exception, are fully using Data Center services.
* Target: +5 years – Increase number of IT units across Penn State using central Data Center services by five percent.

Objective #3: Increase the usage and adoption rate of ITS core services.

Strategic Performance Indicators

1. Usage rates
2. Adoption rates

Measures

* Current: Baseline – 0
* Midpoint: +2 years – Define formula for usage and adoption rates, and establish baseline.
* Target: +5 years – Increase usage and adoption rates of ITS core services to 50 percent of total possible.

Objective #4: Inventory skills in the ITS workforce, and institute procedures for continuous skill development.

Strategic Performance Indicators

1. Inventory is up-to-date

Measures

* Current: Baseline – 0
* Midpoint: +2 years – Pilot program is complete.
* Target: +5 years – ITS-wide skills inventory is complete.

Objective #5: Create job profile and role-specific professional development curricula.

Strategic Performance Indicators

* 1. Number of curricula developed

Measures

* Current: Baseline – 0
* Midpoint: +2 years – 10 percent of curriculums are in place.
* Target: +5 years – 40 percent of curriculums are in place.

Strategies

1. Develop a shared understanding of business relationship management (BRM) and customer relationship management (CRM).Strategies
2. Develop and implement common sourcing plans and practices.
3. Develop and implement common sourcing plans and practices.
4. Partner with other IT units to adopt and leverage the principles and practices from the IT Transformation Program (ITX)
5. Develop a repeatable process to identify and maintain and an inventory of the business and IT skills of the ITS workforce.

# Goal E: Foster a Collaborative Culture and Community

Objectives, Strategic Performance Indicators, & Measures

Objective #1: Increase participation in University-sponsored or external wellness programs.

Strategic Performance Indicators

1. Number of employees participating in University-sponsored wellness opportunities, such as Health Matters programs, gym memberships, and the Employee Assistance Program, per Climate and Diversity Survey results

Measures

* Current: Baseline – N/A
* Midpoint: +2 years – Establish baseline measure.
* Target: +5 years -- Increase number of employees participating in wellness programs by 25 percent from baseline.

Objective #2: Determine a measure to track workplace productivity.

Strategic Performance Indicators

1. Number of projects successfully completed per stats from the project management office and service management office
2. Number of key performance indicators (KPI) met based on data from the project management office and service management office

Measures

* Current: Baseline – N/A
* Midpoint: +2 years – N/A.
* Target: +5 years – Baseline for employee productivity is determined.

Objective #3: Increase workplace satisfaction and comfort.

Strategic Performance Indicators

1. Number of employees reporting to be comfortable per Climate and Diversity Survey data
2. Number of satisfied employees per Climate and Diversity Survey data related to employee satisfaction (defined below).
3. Based on survey data, satisfaction is defined by the average level of agreement with the following statements:
* I am proud to be a part of ITS.
* ITS takes a genuine interest in employee well-being.
* I am recognized for my contributions to ITS.
* I am given opportunities to develop professionally.

Measures

* Current: Baseline – Seventy-eight percent of ITS employees reported feeling comfortable with the climate in ITS. Fifty-nine percent of ITS employees reported feeling satisfied.
* Midpoint: +2 years – Increase employee satisfaction and comfort levels by 5 percent from established baseline.
* Target: +5 years – Increase employee satisfaction and comfort levels by 10 percent from established baseline.

Strategies

1. Develop a program to expose ITS staff at all levels to the benefits of participating in collaborative opportunities and partnerships.
2. Ensure clear expectations of job responsibilities and performance.
3. Facilitate the development of communities of practice across IT.