Support Unit Name (e.g. VP Area etc.): Information Technology Services (ITS)

Long term focus which supports the University of Idaho Strategic Plan:

(Narrative including which university goal(s) will be advanced and supported by the unit's highest priority activities over the next nine years and a brief description of anticipated tactics deployed to help the University of Idaho meet goal(s))

ITS is a service organization, specifically charged to provide services that enable other university units to achieve successes that allow the university to meet its strategic goals. As such, ITS provides both the underlying technology infrastructure and the tools required for academic, research, outreach and administrative success.

While there are many specific goals to accomplish in support of the University Strategic Plan, ITS will focus its efforts in four key areas:

1. **Adapt** - Build stability, scalability and flexibility in the technology infrastructure while also improving efficiencies and effectiveness in policies, procedures and business processes to accommodate upcoming initiatives in the UI Strategic Plan and unit-level cascaded plans
2. **Collaborate** - Improve university communication and collaboration amongst constituents.
3. **Secure -** Improve the security posture of the University through technology implementation, policy modernization, process improvement, and education.
4. **Energize -** Develop an ITS organization that best meets the needs of the University, provides opportunities for ITS employees to grow and to make ITS an effective and efficient support organization for the entire University.

The basis for our are the fundamental philosophies of ITS:
- Embracing a cloud-centric approach to technology decisions that speeds delivery time but maintains stability, usability and security
- Developing and providing a baseline of support for all and enhanced support for strategic priorities
- Putting more ITS personnel closer to customers to better understand the business and provide faster, higher level support
- Focusing security efforts based on data classifications to address highest risk situations first
- Centralizing resources and standardizing _where it makes sense_ for the University
- Communicating effectively internally and externally
- Making ITS an outstanding place to work
- Recognizing that new resources will come with increases in enrollment
- Reviewing ITS service offerings qualitatively and quantitatively

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	Cyberinfrastructure and research computing plans	Plans in place to support increased research growth in areas of big data and connectivity to research partners; prepare the technology infrastructure, support personnel and process to provide the ability to scale quickly and efficiently as research grows.
Engage (especially Go-on rates)	N		Prepare the technology infrastructure, support personnel and process to achieve projects in support of engagement goals
Transform (especially Enrollment and Retention)	N	Twice yearly "Vandal Overnight" events	Completed projects that prepare the technology infrastructure, support personnel and process to provide the ability to scale quickly and efficiently as enrollment grows.
Cultivate (especially Work Environment and Inclusivity)	Y	ITS training review, ITS realignment	Additional training and career path opportunities for employees; implemented reorganization focused on customer support

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

Key tactics described here in narrative form, as a numbered list that will be performed during the first three years of the plan. Include a cross referencing to strategic plan goals and objectives where possible.

ITS has identified 27 distinct initiatives during Waypoint 1.
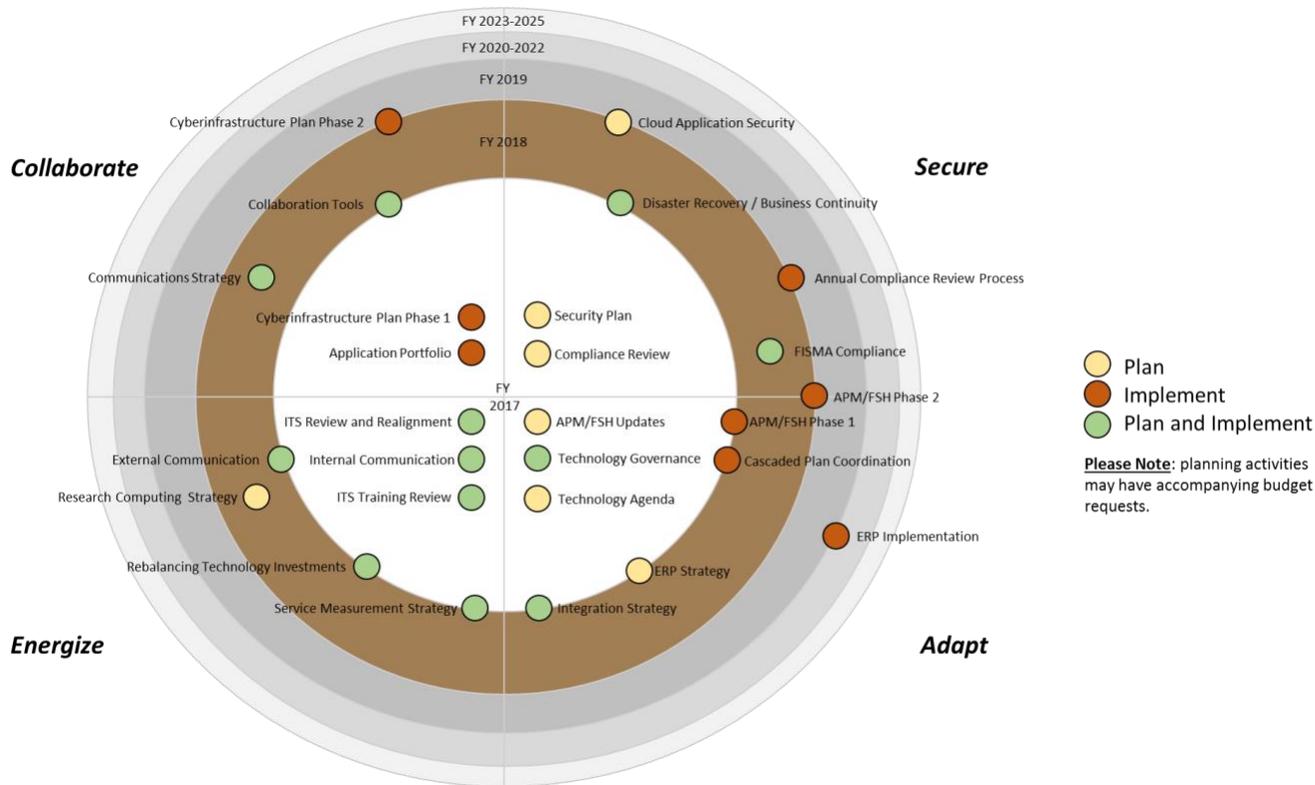
While all identified initiatives will provide distinct benefit to UI, the initiatives listed below tie directly to specific objectives as listed in the Univiersty of Idaho Strategic Plan.

1. Cyberinfrastructure Plan Phase 1 – specifically in support of cyberinfrastructure grant applications, continue work with ORED to develop a long range plan for meeting the needs of networking, processing power and storage in research computing. Phase 2, a more robust plan that meets the needs of UI, INL, other partners for NSF submissions will be done in 2018. (Goal 1, Objective C – Target Date 6/30/2017)

2. Application Portfolio – build a portfolio of all software applications and develop the processes and procedures for maintaining an accurate portfolio to allow for better technology procurement decisions and improved security. (Goal 4 – Objective C – Target date 1/30/2017)

3. Security Plan – develop and communicate a phased plan for continual improvements in UI's technology security position. (Goal 4 – Objective C – Target Date 6/30/2017)

4. Compliance Review – in conjunction with General Counsel and Risk Management, document the technology-related compliance requirements of UI and develop the processes and procedures for maintaining an accurate compliance position. (Goal 4, Objective C – Target Date 6/30/2017)

5. APM/FSH Updates – develop a prioritized list of necessary changes to technology-oriented components of the Administrative Procedures Manual and the Faculty-Staff Handbook. Resulting updated APM/FSH will provide clarity and additional sources of information to employees on their responsibilities in the effective use of university technology resources. (Goal 4 – Objective C – Target date 4/30/2017)

6. Cascaded Plan Coordination – review cascaded plans of other UI units and incorporate prioritized projects into the ITS project portfolio. (Goal 4 – Objective C – Target date 9/30/2017)

7. Technology Governance – develop a robust structure, processes and procedures for the governance and prioritization of institutional technology decisions. (Goal 4 – Objective C – Target date 6/30/2017)

8. Technology Agenda– provide an explanation of technology-oriented limiting and enabling factors and develop a five year roadmap for necessary technology-related expenditures to allow improved institutional capacity planning and communication of key initiatives. (Goal 4 – Objective C – Target date 6/30/2017)

9. ITS Review and Realignment – review current ITS services and organization and realign the organization to meet customer needs, address upcoming challenges and the need to encourage innovative problem solving. (Goal 4 Objective C – Target date 6/30/2017)

10. Internal Communication – develop a structure and implement tools to provide better communication within ITS and with other technical resources across UI. Provide improved communication on roles, responsibilities, skills and sources of information that can improve individual and teamwork performance. (Goal 4 Objective C – Target date 6/30/2017)

11. ITS Training Review – review current training plans and resources and, in conjunction with Human Resources, develop a comprehensive training plan for ITS employees. Improved and consistently evaluated training will improve job satisfaction and offer employees new opportunities to improve retention and move UI forward on the "Great Colleges" survey. (Goal 4 Objective B – Target date 4/30/2017)

12. Service Measurement – develop and implement a service catalog for ITS and determine how the success of the services will be measured and evaluated. (Goal 4 Objective C – Target date 12/31/2017)

13. Rebalancing Technology Investments – document and prioritize the technology services provided across UI, document the positions that provide those services and structure institutional technology support and spending so as to achieve maximum institutional benefit. (Goal 4 Objective C – Target date 6/30/2018)

14. External Communication – develop and implement improved communication between ITS and its customers. Goal 4 Objective C – Target date 12/31/2017)

15. Research Computing Strategy – in conjunction with ORED, develop a plan for the long-tem support of all facets of research computing. (Goal 1, Objective C – Target Date 6/30/2018)

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

Waypoint 1 Metric Targets for Unit:

For each numbered tactic on the prior page, please link to the appropriate strategic plan goal/objective and suggest a means of measuring progress over the course of the next three years (e.g. completion dates for milestones, specific measures of progress unique to your unit).

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1	Goal 1, Objective C	Completed plan meeting NSF submission guidelines	Completed 1/1/2017	Phase 2 complete by 6/30/2018	Updated as needed	Continued assistance will be required from ORED and UI units
2	Goal 4, Objective C	Completed portfolio with documented maintenance processes	Completed 1/31/2017	Annual review	Annual review	
3	Goal 4, Objective C	Completed plans with requested sub-projects and budget requests	Complete by 6/30/2017	Annual report and update	Annual report and update	Reports will be to SBOE Audit Committee and VP Infrastructure
4	Goal 4, Objective C	Completed review with documented maintenance processes	Complete by 6/30/2017	Annual report and update	Annual report and update	
5	Goal 4, Objective C	Completed prioritized plan	Complete by 4/30/2017	50% of ITS APM's updated	100% of ITS APM's updated	
6	Goal 4, Objective C	Review complete and prioritized projects added to ITS project portfolio	Complete by 9/30/2017	Annual review	Annual review	
7	Goal 4, Objective C	Implemented process	Complete by 6/30/2017	85% of UI tech projects	95% of UI tech projects	% of projects that have completed TCOs, CBAs and are prioritized
8	Goal 4, Objective C	Documented and included in an Infrastructure capacity planning document	Complete by 6/30/2017	Annual report and update	Annual report and update	Basis for UBFC requests for additional funding based on institutional growth

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
9	Goal 4, Objective C	Implemented ITS reorganization, improved TechQual survey results	Complete by 6/30/2017	Metrics TBD	Metrics TBD	
10	Goal 4, Objective C	Documented and implemented communication plans	Complete by 6/30/2017	Weekly and monthly goals	Weekly and monthly goals	Ongoing metrics will be defined during the initiative but communications will be measured and tracked.
11	Goal 4, Objective B	New training program for all ITS employees	Complete by 6/30/2017	Included in manager evals	Measured and reported annually	Done in coordination with HR/PDL to eliminate duplicative activities
12	Goal 4, Objective C	Implemented service catalog with documented maintenance processes and new service measurement metrics	In progress	Complete by 12/31/2017	Metrics measured for 90% of ITS services	Results will be based on industry standard metrics, measured internally and against industry benchmarks
13	Goal 4, Objective C	Standardized services, delivered centrally and decentrally; tracking of institutional technology spend	Decision of Efficiency and Effectiveness Committee	Complete by 6/30/2018	Measured by developed metrics	How this initiative proceeds depends on the decisions of the IPEC subcommittee for Efficiency and Effectiveness
14	Goal 4, Objective C	Communication plans, templates and customer satisfaction survey results	In progress	Complete by 12/31/2017	Measured by developed metrics	
15	Goal 1, Objective C	Completed plans with requested sub-projects and budget requests	In progress	Complete 6/30/2018	Measured by developed metrics	

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

In addition to these metrics, ITS will also begin or continue measurements in the following areas:

Measurement	Baseline	FY 2017	FY 2018	FY 2019	FY 2022	FY 2025
Trouble Ticket Response Measure	In Process	TBD	TBD	TBD	TBD	TBD
TechQual Customer Satisfaction Survey	In Process	TBD	TBD	TBD	TBD	TBD
Bitsight Security Score	610	630	650	670	730	790
% of Critical Security Controls implemented	N/A	Set Baseline	TBD	TBD	TBD	TBD
Gartner Portfolio Project Maturity	Level 1	Level 2	Level 3	Level 4	Maintain	Maintain
% of Approved Projects Completed within scope, on time and on budget	N/A	80%	85%	90%	95%	100%
ITS Turnover rate	9.1%	9%	9%	9%	8%	8% or less
Average Training Spend per ITS employee	In Process	TBD	TBD	TBD	TBD	TBD