Strategic Plan
University Information Technology Community
The Ohio State University
2012-2017
Strategic Planning at The Ohio State University

Ohio State’s future is defined and driven by the university’s move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution’s vision, mission, and values.

Ohio State’s Vision

The Ohio State University will be the world’s preeminent public comprehensive university, solving problems of world-wide significance.

Ohio State’s Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Ohio State’s Values

Shared values are the commitments made by the Ohio State community regarding how work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust
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Letter from the CIO

The University’s strategic planning process has provided an opportunity to correlate the college’s strategic goals with key IT trends to paint a clear picture of the University’s future and a plan for the enabling role of Information Technology in these strategic themes:

- Innovative leadership
- Digital innovation in teaching
- Education offered at a distance
- Improved efficiency of IT spend
- Collaborative research
- Data security

These themes define the strategic agenda for the IT community; they benefit from a unified approach that will ensure a strong, secure IT foundation and a set of diverse services, tools and options that facilitate the important work of faculty and staff:

We will provide **IT innovations** for the benefit of faculty, staff and students by energetically tracking and integrating key emerging technologies like mobile, cloud and “big data” into our University framework, consistent with the great aspirations of our University.

We will lead the cultural shift toward the delivery of a **digital experience** by providing faculty a teaching and learning toolbox and a support structure that will expand and enhance the educational experience across our traditional, virtual and global campuses.

We will use our University’s large scale to provide **cost efficient services** and improve **purchasing productivity**. University level foundation services which include things like email, data warehouse and networks will afford colleges and departments the option of “flipping” their focus and resources to IT investments more closely related to teaching, research, outreach and actions related to national rankings. Architectural standards for foundational components will be developed by the IT community to improve purchasing productivity while being careful not to inhibit flexibility in matters of innovation.

**Research, will be energized by supporting IT capabilities** like global identity management (enabling cross institution collaboration); secure storage for collaboration; “CIO-certified” data storage for grants and other cloud offerings. We will provide easy access to core capabilities so researchers can focus directly on their area of research, instead of supporting IT.

Finally, we will deliver a pragmatic but effective approach to **data security** though processes, education, systems and tools that will assist colleges and departments with protecting valuable research, academic, business and clinical data.

The colleges’ strategic plans paint an impressive picture of our future that includes an important supporting role for strong and innovative IT. I am pleased to lead the skilled and passionate IT community with this plan to help bring that vibrant picture to life.

Best,

Kathy Starkoff
University IT Overview

The University IT Community is comprised of 35 IT organizations and approximately 1200 IT professionals. The Office of the Chief Information Officer facilitates unification of these organizations and is one of the groups that provides IT services to the university.

We recognize a common set of strategic goals which serve as the guiding principles by which we serve the university’s four core goals.

Strategic Goals

− Enrich Teaching, Learning, & Research: We will fundamentally shift toward a digital experience through a core learning technology toolbox and support structure that will enhance teaching, learning, and research through the use of educational technologies.

− Enable Business Processes: We will provide an agile, simplified, and modernized systems environment that securely supports and adapts to the changing business needs of the University.

− Facilitate Information Sharing and Decision Making: We will enable fact-based decision-making across the university by building a comprehensive university data warehouse with the necessary business intelligence tools, training, and support needed to ensure its effective use.

− Enhance Core IT Capabilities: We will provide a valuable suite of services including core university communications and collaboration capabilities (e.g. telephone, email, calendar) as well as the more technical IT (e.g. data center, co-location, network and help desk) capabilities.

− Secure & Synchronize IT: We will lead the effective integration, coordination and data security of the distributed IT functions with architectural planning, standards and a rich suite of security services and processes.

− Deliver Operational Excellence: We will proactively manage the significant growth in IT service and capacity demand; continually drive improvements in operational effectiveness and efficiencies; manage risk and recognize and generate meaningful innovations.

Vision

Linking the worldwide Ohio State University community to foster global thought and leadership.

Mission

Advancing university goals by leading the alignment, innovation, and excellent delivery of information technology solutions.
Strategic Scan

The External Environment

The University IT Community continues to monitor the external environment for information technology trends. We recognize the continuous change of IT and the need to seamlessly adapt to the evolving needs of our students, faculty, and staff.

The University IT leadership and team members are engaged with leaders and peers in the industry, national and local interest groups, CIC, IUC, Educause, and numerous other collaborative organizations. In doing so, we are able to monitor and adjust to trends in higher education with a focus on delivering essential IT services that compliment and advance the strategic goals of the university.

*Educause 2012 looked at Top-Ten IT issues for Higher Education and found issues across the country that mirror the challenges within the Ohio State IT Community.*

Top-Ten IT Issues*

1. Updating IT professionals’ skills and roles to accommodate emerging technologies and changing IT management and service delivery models
2. Supporting the trends toward IT consumerization and bring your-own device
3. Developing an institution-wide cloud strategy
4. Improving the institution’s operational efficiency through information technology
5. Integrating information technology into institutional decision-making
6. Using analytics to support critical institutional outcomes
7. Funding information technology strategically
8. Transforming the institution’s business with information technology
9. Supporting the research mission through high-performance computing, large data, and analytics
10. Establishing and implementing IT governance throughout the enterprise.
The Internal Environment

IT at the university is a partnership; IT@OSU should not be looked at as a consolidation of services but rather as a “unification” of purpose. There is a strong role for each of the 35 IT organizations throughout campus. We each serve the university community in unique ways. By defining the rules of the road, we can each focus on what we do best while leveraging the great work of the others to our best advantage. We are moving from a more decentralized/autonomous model to a more unified/centralized one.

Some examples from college strategic plans which have informed our University IT Community direction include:

- Arts & Science commitment to the creation of an information bank which we anticipate would sync with enterprise data warehouse and business intelligence initiatives.
- The College of Education and Human Ecology’s leadership in educational technologies and enhancements in digital pedagogy.
- Fisher College of Business goals to provide an unsurpassed, student-centered learning experience, through continuation of its launch of hybrid distance delivery electives.
- College of Nursing’s leadership and investment through its Technology Learning Complex and the focus in educational technologies and enhancements in innovative programming that expand its reach to students while minimizing impacts on teaching loads and physical space.
- College of Public Health investment in classroom and conference room technology that will enhance the overall teaching and learning environment.
- College of Social Work’s work as an early mobile pioneer and leadership in addressing a “new curriculum that is complemented by the infusion of innovative technology to deliver content that is creative and pedagogically sound.”
- The John Glenn School of Public Affairs efficient partnership with the Fisher College of Business on a single Customer Response Management system (Talisma).
- Regional leadership support of shared telecommunications, networking, enterprise site licenses, shared service desk models, and so forth.

Many of our IT goals and initiatives tie to more than one university goal. For the purposes of this document, when discussing our initiatives we have elected to address each related to the goal with which it most strongly aligns but here we include high-level alignment between IT and university goals. All of these goals tie back to the needs of our colleges and departments. The general themes we saw were: Improving technology in learning spaces, Digital Learning & Distance Education, and Resource Efficiencies.
1. **Teaching and Learning:** With the launch of our Digital First initiative, renewed energy around classroom technology, and the development of the Ohio State Online organization, we believe that OSU is poised to make a giant leap forward in how IT advances teaching and learning and directly align with the university focus areas of incoming student quality, program excellence, and student outcomes.

*We still have work to do in some key areas:*

Classrooms are in year three of a five year process for establishing sustainable funding through OAA and transitioning from IPPLG funds. These funds will stabilize classroom needs but remain inadequate for delivering the technologies needed to support our student and faculty needs.

Labs are “tired” and inconsistent with student expectations.

We are currently in the bottom third of CIC institutions in terms of the centralized toolset we provide faculty, staff, and students to create and deliver learning objects. Carmen funding has been flat while our Active Courses have almost doubled (48% increase) over the last three years.

2. **Research and Innovation:** From an Innovation perspective, The Verizon Wireless Distribution System and Apple collaboration Digital First initiatives represent innovative partnerships launched during the last year are examples of how University IT is working to improve the ability for faculty, staff, and students to communicate and provide more effective teaching, learning and research.

Our plan is to continue to recognize technological advances and develop innovative solutions, partnerships, and brand equity opportunities for the university. We are pursuing opportunities in mobile applications to accelerate the growth of this critical space. We are excited that the university has adopted an aggressive position and are optimistic that IT can provide additional arrangements of real value.

We believe that by continuing to develop these innovative IT partnerships, we can continue to support the university goals to strengthen our Reputation and Productivity.

*We have work to do.* Currently, researchers depend almost exclusively on decentralized services. By providing a standard research toolbox of services, our research community can remain focused on their unique research needs – relying on core services to support foundational items such as federated access and code management.

3. **Outreach and Engagement:** We believe that our role is to provide colleges and universities with the technology they need to facilitate mutually beneficial partnerships and collaborations. Through efforts such as First Opportunity (our Apple product purchasing program), extending the OSU Mobile Presence, and the Coursera
partnership, we are working on ways to empower collaboration, outreach, and engagement for
colleges and departments across the university.

We believe that partnerships such as these are ways that IT can facilitate how the university
community engages with the world and aligns directly to the university’s goals of developing
Strategic Partnerships; Critical Workforce Development; and Off-Campus Programs &
Awareness.

This is a growing and critical area of IT. In the coming years, we will look internally and
externally for best-in-class solutions being developed that can advance outreach and
engagement. We will either shine a light on internal efforts across the university or bring
services to departments to support their efforts.

4. **Resources Stewardship**: Technology will play a
critical role in helping the university to become the
model for an affordable public university.

Through a suite of on-premise and cloud-based
services for cross-University security, business
functions, data analysis, and shared collaboration & communication tool, we can ensure that the
money, people, and facilities dedicated to technology are all being used in the most intelligent
and efficient way possible to achieve success.

This aligns directly to our goal of aligning resources and funding in the most efficient way toward
core, collaboration, and differentiating services.

We have work to do in this area because our current state is heavily weighted toward individual
areas each focused on core services. By bringing all of us together under a shared set of core
services, we empower colleges and departments to focus their resources on those
differentiating IT needs that will help them achieve success. We are working closely as an IT
community to define ways to share resources.
Succeeding in Our Strategic Focus Areas

1. Teaching and Learning

We will support the teaching and learning efforts of colleges and departments across the University. Each of our 35 IT organizations has a need to address technology in teaching and learning. We will maintain a close partnership and encourage all colleges and departments to leverage the investments being made at the university level which will ensure that faculty, staff, and students across the University have the tools to be successful.

Key Services and Initiatives for Teaching and Learning

Classroom Services: Classrooms will be a comprehensive virtual and physical network of academic support. Our services will promote faculty and student education using learning technologies within the Academic Core. We will achieve this by developing a sustainable digital classroom environment through:

- Standardization and strategic procurement;
- Organized preventive maintenance;
- Aggressive ongoing assessment; and
- Development of a cascading technology refresh program – to integrate the newest technologies into our teaching environments.

We will prioritize investments in current state technology to minimize cost of maintenance and to provide faculty the tools they need to offer better student experiences.

Computer Lab Services: The computer lab service spaces will have ample work space for both faculty and students. We will provide resources to support an evolving array of devices and technologies, with an intense focus on mobile. We’ll include spaces with soft seating, diverse printing capabilities, enhanced wireless, high-end software for the creation of digital learning objects, and resources that encourage and support the collaborative nature of learning. University IT is reallocating space and resources to create a better future state.

Faculty and Student Development Services: Ohio State University recognizes that we live in transformative times -- students, faculty and staff expect to learn and work with relevant tools. Digital First will redesign the campus experience at Ohio State by optimizing wireless and classroom technology; providing faculty the opportunity to offer engaging digital learning content to students; and enhancing the student experience from enrollment to graduation and beyond.

- Digital Union: Our Digital Union will provide expert help in each of its lab spaces to ensure students, faculty and staff attain the greatest possible benefit these resources can offer. It will have the latest
hardware and software available for the creation of digital learning objects. It will be easy to reach, because production spaces will be situated in the academic core.

- **Media Services:** Media Services will produce professional-quality audio and video productions, presentations and materials for faculty and staff. Live streaming, archived streaming, podcasts and downloadable media services will be available, including media manipulation and conversion. All productions will be available for mobile devices.

- **WOW Impact Grants:** The focus of the Departmental Impact Grant is to increase student engagement, facilitate greater instructor efficiency, and enable anyplace/anytime learning through the purposeful use of technology in courses impacting students.

- **Digital First (NEW):** Digital First will re-imagine the campus experience at Ohio State by:
  - Optimizing wireless and classroom technology;
  - Providing faculty the opportunity to offer engaging digital learning content to students; and
  - Enhancing the student experience from enrollment to graduation and beyond by building strategic partnerships with industry leaders.
  - Accelerating the adoption and innovation in mobile applications to better serve students & faculty anytime, anywhere.

**Virtual Learning Environments Services:** Virtual Learning Environments Services will be the foundation for the expansion of eLearning capabilities and provide the necessary platforms for the delivery of our distance education programs. It will contain a comprehensive, robust learning technology toolbox that will embed educational technologies into the classroom pedagogy.

- **Carmen (LMS):** Focused development will improve the mobile experience for students and faculty, while increasing performance, improving the streaming process, and enhancing support. Carmen is our Learning Management System (LMS) -- the University resource planning system for learning technologies -- and must be updated to meet the ever-evolving needs of the University community.

- **ePortfolio:** ePortfolio allows users to collect and organize their digital artifacts and then package those artifacts as presentations. Each user has his or her own ePortfolio, with its own toolset. Carmen course objects can be linked to assurance of learning objects in an individual portfolio.

- **Wiki:** Wikis are an online collaboration tool that is highly beneficial in distance education assignments because they simulate classroom interaction asynchronously. A wiki is a web site that lets any visitor become a participant by creating or editing site contents without any special technical knowledge or tools.

- **Adobe Connect:** The support of one-to-many anytime, anywhere learning is essential to meeting the demands of the current student population. Centralizing web collaboration will increase efficiencies on campus and consolidate 10 redundant systems within the colleges and departments.

- **Web Publishing:** Web publishing provides every faculty, staff member, and student with web space to publish and establish web presence. A centrally-managed web delivery system is used to easily publish and distribute a dynamic collection of material, including HTML documents, images, and other forms of media.
Lecture Capture: We will combine the instruction, visuals, video, and professor into a seamless environment that can be viewed anytime, anywhere, by all students. Lecture Capture supports the creation and delivery of digital learning objects that can be used in both our hybrid and distance offerings.

2. Research and Innovation

Technology plays a critical role in research and innovation across the University. Through the delivery of a core toolbox for researchers, we can lift the burden of scoping and researching technology needs necessary to meet standard research technology requirements. We encourage colleges and departments to leverage resources provided by the university through direct funding and the collaborative resources of the IT community.

Key Services and Initiatives for Research & Innovation

Code Management Repository Service will be provided to our researchers and other developers to securely manage Ohio State’s technical intellectual property. It will be reviewed by the Technology Commercialization Office for opportunities to take it to the next level.

Federated Access Service participation and execution aligns with the CIC secure, worldwide roaming access service, which has been developed for the international research and education community. This service also allows students, researchers and staff from participating institutions to obtain Internet connectivity across campus and when visiting other participating institutions by simply opening their device.

A Center of Excellence Service will allow development of FERPA/IRB compliant survey capabilities and grant development.

Research in View (RiV) allows Ohio State to:

- Provide a one-stop system for faculty and staff to create and manage any necessary scholarly activity materials;
- Better manage teaching, research, and service scholarly activities by streamline reporting tasks such as promotion and tenure dossier reporting; and
- Identify faculty experts for media requests and sponsored research opportunities, supporting collaboration through public search and public profiles.

Post Award Grant Process requires financial management that is accomplished through our grants suite of models in PeopleSoft. This service will be analyzed with other next-generation ERP services in the five-year plan.
3. Outreach and Engagement

The IT Community, in collaboration with faculty, staff, and students will work to enrich Ohio State’s partnerships with the community and to embed outreach and engagement into University IT strategies. Some of the initiatives that we have begun in order to support how colleges and departments engage are related to enhancing technology in support of Distance and eLearning initiatives.

**Key Services and Initiatives for Outreach & Engagement**

**First Opportunity:** The Apple Campus Purchasing Program supports students, faculty and staff in the purchase of appropriate technology for their study and work at Ohio State. It provides up to 12% off, with special education pricing and exclusive offers available only at Ohio State.

**OSU Mobile Presence:** This program will ensure an agile, but aligned presence in the Mobile space for Ohio State, though core development and collaborative partnerships, serving all the constituencies of Ohio State.

**Coursera** (https://www.coursera.org/osu): Our Coursera partnership allows UNIVERSITY IT to support colleges by partnering with in the delivery of online courses. The goal is to increase the adoption of Coursera and increase the number of online courses offered.

4. Resource Stewardship – IT Plan

We believe that unification of IT across the University can have a far-reaching and deep impact on resource stewardship across the University. Four of our University IT Strategic goals have direct and powerful effect.

**Key Services and Initiatives for Research Stewardship**

**Enable Business Processes**

Core business services are essential to the success of the University. These services affect all faculty, staff, and students. Through continuous improvement to these services, we will increase productivity and simplify processes. Colleges and departments should benefit from using these systems and eliminating the need for shadow or redundant system funding.

The next generation of Enterprise-class systems is maturing quickly and may provide for significant enhancements and efficiencies for the University. We will stay on the forefront of these developments in order to align University goals with industry advances.
• **Human Resources Applications Services**: A new Talent Management service will benefit all University departments and units by supporting performance management, recruitment and retention, career and succession planning, and workforce planning processes. Using a foundation of off-the-shelf, (potentially cloud-based) software will increase our agility and process maturity.

• **Financial Applications Services**: Implementing a next generation financial system will anchor the financial transformation efforts of the last several years. New tools will be defined based on standardized financial processes, reporting and accounting, and updates to outdated processes and systems in budgeting, cash management and financial strategic planning.

• **Student Application Services**: The new Student Information System (2009) will be at the core of Student Applications. This system continues to be enhanced by the vendor to support the streamlining and optimization occurring in Enrollment Services processes. In this period, a timeline for next generation Student Applications will be defined.

• **OSU Mobile Presence**: Responding to the continual transformation that is occurring in the mobile space, we will continue to evolve a compelling mobile presence for the University community through:
  - Continued development and support of the flagship OSU Mobile application,
  - Guidance for consistency and effectiveness of mobile offerings, and
  - Support for other areas to develop high quality, secure mobile experiences.

• **University System Integration Service**: We will simplify how systems share data to save time and money. New integration technologies augment data security, speed development, and lower operational costs.

• **University Document Management Service**: We can reduce redundancy and security risks for units and departments by creating a University service that can be integrated into other systems. We will consolidate critical document management systems to consistently, securely, and effectively manage and store electronic documents.

**Facilitate Information Sharing & Decision Making**

Information management is our core business, and we’ve planned projects that will exponentially increase available resources for information sharing and decision making. We encourage colleges and departments to increase their use of university data. The capabilities of the following service groups will move us forward:

• **University Data Warehouse Service**: We are enhancing our University Data Warehouse Service to be authoritative, trusted, and secure home for key University data in a central repository, housed on a modern powerful hardware platform. Subject areas will include: Finance, HR, Student, Recruiting/Admissions, Advancement, Student Life, eLearning, Promotion and Tenure, Research Grants, and Endowment.
• **Business Intelligence Service** will include comprehensive training and support to empower units to use a provided set of tools to confidently compile consistent, accurate, and high quality data. These tools will be useful for both basic and advanced needs.

**Enhance Core IT Capabilities**

Communication infrastructure is another one of our University IT core competencies. We encourage colleges and departments to critically analyze their IT capabilities to ensure that investment in IT is being used most efficiently. Many of the services in this category are being offered at the university level so that departments do not need to make or continue to make these investments. We have planned compelling improvements that will be accomplished through the skills and knowledge of several service groups:

• **Unified Communications Service**: This integration of real-time communication and collaboration services includes instant messaging, presence, voice, mobility, email, and spaces for sharing common documents and information. The simple and effective integration of communication will allow the University to realize an annual savings of over $1M while also increasing the security of the data being exchanged.

• **One University Network Service**: Creating a single campus network where students, faculty, and staff can access computing resources anywhere through an ample network capacity (wired and wireless) will enable productive interactions with computing resources both on campus and mobile around the world. By transitioning to a one University network the estimated projected savings for the University is over $3M annually, while also enhancing the coverage, security and end user experience.

• **University Data Center with Disaster Recovery**: We’re building an updated University Data Center offering virtual & physical servers, storage, back-up, and disaster recovery & co-location services. An integrated University-wide IT approach to disaster recovery will save an estimated $8M annually.

• **Cellular Services**: A new system is on the horizon that will improve cellular coverage in University buildings and grounds, greatly enabling our ability to provide cellular/mobile services. The service will focus on mobility for voice services, mobile access to University data resources, and enhanced mobility for teaching and learning initiatives. Through a strategic partnership with Verizon, we will build and maintain a neutral host wireless distribution system that all cellular providers can utilize, with costs of these service improvements absorbed by Verizon.

**Secure and Synchronized IT**

A fragmented approach to security increases costs, risk and compliance issues. Through a One University approach to security, we have a plan to unify our approach to security and IT synchronization. For Colleges and departments that are directly responsible for their data security, we encourage the use of our team of experts to ensure compliance and data security.
• **Information Protection:** We will identify and protect restricted data University-wide and use automated tools to provide appropriate safeguards on mobile and endpoint devices, for email and at network gateways, reducing the probability of data breaches.

• **Security Event Management and Monitoring:** A university-wide service will allow us to resolve outstanding compliance audit findings in departments throughout the university. Increased visibility into our network activity will enable us to collect and correlate events, significantly improving our ability to monitor security events for more proactive security. The estimated savings for providing a single, University-wide security event management service would be around $2M for implementation and almost $1M annually.

• **Security Governance, Compliance and Policy:** We will implement a University-wide information security framework to prevent loss of confidentiality, integrity, or availability of university data, systems and critical business processes. We will meet complex regulatory and financial security requirements and implement a Risk and Security Assessment service that will identify and prioritize areas of IT risks.

• **Identity & Access Management:** We will increase system security and password synchronization, which will provide increased capabilities to connect additional University wide systems and cloud solutions with a single password. Our system will also automate system access requests and workflow via a self-service application. Implementing this set of best practices for identity and access management will allow us to achieve CIC’s InCommon Silver Certification.

• **Security Awareness and Training:** We will provide security courses for the University community. This includes identity protection and mobile security courses for faculty, staff, and students.

• **Forensics Investigations:** Centralized investigation has allowed the University to realize significant savings given the estimated costs for external forensics assistance is $200,000-$500,000 per incident. We collect, preserve and analyze digital evidence pertaining to compromised computers, potential exposure of sensitive data, inappropriate use of computers, and criminal investigations. In FY12, OCIO Security performed over 35 investigations.

• **University Architecture and Standards:** Our goal is to set forth standards for the most efficient and compliant use of resources, procured solutions, and the effective integration of systems across the University. University IT involves the counsel of the IT community to facilitate development of universal standards and elimination of redundancy.

Service Synchronization will allow us to:

• Mitigate risks of security events by moving management away from individual units to capitalize on the specialized expertise held at the university level;
• Improve compliance thereby mitigating costs of non-compliance;
• Enable unit IT staff to focus on tasks and innovations critical to their service areas;
• Encourage cross-institutional information sharing by implementing common platforms;
• Increase unit’s focus on our core mission, increasing opportunities to differentiate ourselves as a university.

Years of unit-level IT growth has created much duplication of effort across the university. By synchronizing services and realizing economies of scale, we can all steward resources more effectively.
Tracking Our Performance

The goal of the University IT Community is to support colleges and departments in their drive to advance the goals of the university. To measure our success at advancing college and departmental scorecards, we will track to the following:

1. Increase the resource efficiency of colleges and departments by offering strong core services more cost efficiently than can be done at the college or department level.
   - **Background:**
     - The Hackett Group’s projected cost efficiencies (savings) is tens of millions per year with consolation of core IT services. Hackett noted that the OSU spend on technology is materially lower than our peer group while operational redundancy is significantly higher, a double “whammy.” Eliminating redundancy offers savings, especially in the areas of email, network, help desk, PC support, and learning technologies. This will allow individual college and department IT groups to focus on their core mission.
     - We will deliver valuable services that encourage voluntary adoption and offer consolidation benefits enabling university savings. We estimate university savings in our financial plan, although we do not expect to be the recipient of the savings.
   - **Measure:** Increase the average college/department adoption rate of customer-facing university IT shared services 40% by 2017.

2. Get Colleges & Departments out of the Risk Business.
   - **Background:**
     - Over 80% of OSU Internal IT Audit reports in 2HFY12, specifically recommended University IT services, policies or tool to address risks. This demonstrates an increase in risk for college and departments that can be mitigated through the use of university tools and services.
     - Mobile devices, social media represent growing data security risk. As users adopt these innovative technologies, there is an increase in the probability that restricted data is exposed. We will focus on standards, policies, tools and end user awareness to support the mobile propagation.
     - Our plan is to continue the development and rollout of university security services as holistically and quickly as possible.
   - **Measure:** Decrease by 20% the number of colleges & departments that have red or yellow IT audit findings in their final audit report.

3. Increase cross-university and cross-department collaboration & research.
   - **Background:**
     - Cloud Computing and other IT collaborative advancements allow colleges and departments to more effectively and efficiently engage with each other so that they can focus on content instead of tools.
4. Increase in return on investment (ROI) on benefits returned from investment in IT projects.

   - **Measure:** Increase by 20% the average number of collaboration tools used per person within the university community.

   **Background:**
   - Implementing next generation **core application services** (such as financials, HR, and student systems) will anchor the financial transformation efforts of the last several years.
   - **Business Intelligence Service** will include comprehensive training and support to empower units to use a provided set of tools to confidently compile consistent, accurate, and high quality data.

   **Measure:** OCIO Strategic IT projects will generate a 20% increase in the ratio of enabled benefits to investment over FY12.

5. Improve the way the IT community operates together.

   - **Background:**
     - Across the university, standardization will decrease the number of IT variables (such as PC standards, networks, etc.) and increase our purchasing power.

   **Measure:** 20% annual increase in the number of IT standards established by the IT Leaders Community.