

UNIVERSITY IT STRATEGY



DEVELOPED BY:
IT PARTNERSHIP COUNCIL

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The University IT Strategy sets a *common direction* that will guide IT investments across the university over the next 5 years.

The ultimate goal is to continually improve the overall technology experience of the university community.

WHAT DO WE MEAN?

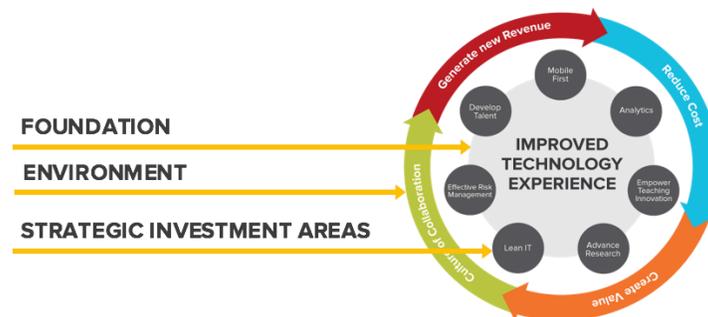
The IT Strategy is meant to be used as a “flag on the horizon” of sorts. As units reach investment decision points in the 7 areas, they should pursue the option that aligns them closer to the flag, not farther away from it. The IT Strategy is intended to guide IT investments made at ALL organizational levels including departments, offices, colleges, VP areas and OCIO.

IS THIS A STRATEGIC PLAN?

The IT Strategy is not a strategic *plan*. It is a common commitment to coordinate investments across these 7 areas during planning activities by each unit or by groups of partnering units. The IT Strategy serves as a common vocabulary that helps units communicate their IT roadmaps and plan future co-investments in technologies that advance the overall university IT environment towards the larger goal by ensuring their alignment with the **foundation, environment, and strategic investment areas** outlined here.

SEVEN STRATEGIC INVESTMENT AREAS

1. Mobile First
2. Analytics
3. Empowering Teaching Innovation
4. Advancing Research
5. Lean IT
6. Effective Risk Management
7. Developing Talent

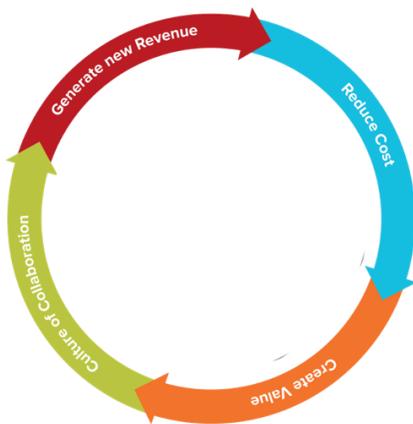


FOUNDATION



The quality of the faculty, staff and student experience should be a primary driver when making investments in technology. A thoughtful design increases value by creating simpler and more intuitive experiences that enable faculty, staff and students to accomplish their goals more easily. By working together, we will be able to deliver technology experiences that are more consistent and seamless, yet are flexible enough to be tailored to an individual's preferences.

ENVIRONMENT



The larger environmental context that shapes how investments are made in the 7 areas requires that we:

- Ensure that IT investments create value for students, faculty and staff
- Collaborate as members of the IT community to adopt, improve and communicate the strategy
- Support President Drake's vision to reduce operating costs and to generate new revenues

Create Value

Information technology brings value to the university by assisting in the running, growing and transformation of the academy. IT is a key ingredient for innovation in fulfilling the university's mission, and enables improvements in institutional efficiency and cost effectiveness. Technology-enabled innovation opens doors to new and creative ways of teaching, discovery and community engagement. As a competitive necessity in higher education, and as a strategic partner to the university's operations, IT helps the institution be more efficient and stay focused on its priorities.

Generate New Revenue, Reduce Cost

Ohio State is committed to reducing the student financial burden and has frozen in-state tuition and mandatory fees for undergraduates since 2012-2013, meaning two classes will graduate with no increases. Beyond tuition, Ohio State instituted a comprehensive freeze, including room and board, for 2015-2016 – the first of its kind in at least four decades.

Additionally, The President's Affordability Grant program is part of an initiative to dedicate at least \$400 million by 2020 to improve the value of an Ohio State education. In 2015-2016, it provided aid to more than 12,000 low- and middle-income students; in 2016-2017, the program will expand to approximately 15,700 students.

In his March 2015 address, President Drake spoke to these goals, "To that end, I have directed my senior leadership team to submit plans to identify \$200 million in administrative efficiencies and \$200 million more in revenue generation over the next five years. These resources will be reinvested to lower the cost and improve the quality of the university."

In order to meet these financial commitments, we must work in tandem to reduce costs and generate new revenue. As an IT community, we will collaborate on initiatives that:

- reduce direct IT costs
- leverage IT to reduce costs in other non-IT areas
- facilitate new revenue generation

Learn more about President Drake's 2020 Vision and the pillars of community engagement, diversity & inclusion, and access, affordability, and excellence by going to:

<https://president.osu.edu/2020-vision/>

Culture of Collaboration

We, as members of the OSU IT community, dedicate ourselves to a proactive effort to adopt these strategies and communicate to our stakeholders in a consistent manner about their benefits. We are unified and empowered in our continual improvement commitment to all facets of this strategy, as well as how we jointly set and meet high community expectations about our values.

It is critical, as an IT community, that we be an exemplar of inter-unit collaboration, thus affording our community of IT professionals to be sought-after, active partners contributing solutions across all functions of the institution. Actively cultivating a culture of collaboration advances each member (and representative stakeholders) by drawing on the whole and embodying the expertise and services across the entirety of OSU.

INVESTMENT AREAS



Mobile First

Mobile First is a mindset that is meant to guide technology investment in spaces, devices, applications and services that support the daily activities of the university community.

This mindset embraces the idea that mobile devices are becoming the primary way individuals interact with the university. As such, we seek to break the ties between activities and the physical spaces in which they occur, ties that exist simply because outdated technologies (e.g. a phone number tied to a physical office). Our goal is to ensure students, faculty, staff, and partners have a seamless mobile experience both on and away from campus.

Over the next 3-5 years, we will focus on: wireless network connectivity, mobile office capabilities (e.g., unified communications, cloud productivity tools), wireless printing and projection, mobile-friendly interfaces to university information and systems, ability to conduct transactions via the Ohio State App, support for wireless sensors and research devices.



Analytics

Analytics enable the university to move from a historical and reactionary use of data to a predictive, prescriptive and proactive one. As IT systems are rolled out across campus, analytics is an important consideration for the data available within the individual system and how it fits into the entire OSU data ecosystem.

Through the use of defined data, analytics provide the capability to consistently and easily answer a full spectrum of questions. Data can be rolled up to a university level or drilled down to a single point, dictated by the need at hand.

Delivered reports will remain an important underpinning for university operations, but anyone with proper access should be able to leverage data to discover meaningful data patterns to help make informed decisions.



Empower Teaching Innovation

Empower teaching innovation is seizing the opportunity presented in an unprecedented transformational shift in higher education and actively, collectively shaping how Ohio State prepares its students to be solution-focused leaders addressing the great challenges of our communities, state, country, and world.

This IT Strategy enhances central and distributed units to leverage services and tools that advance a growing adoption of technology-empowered courses and program delivery models. Achieving best-in-class systems, services, and support in teaching innovation engages and enriches faculty and student's educational experiences during their tenure at Ohio State and will weave into the fabric of the institutional culture the desire and skills for life-long learning.



Advance
Research

To increase our ability to attract top faculty and graduate students, technology solutions should enhance the reputation of Ohio State as an institution that is supportive of research.

We will collaborate to make it easy for researchers to gain access to the technologies and the technical support they need in order to create new knowledge and develop the next generation of researchers.



Lean
IT

Lean IT aims to continuously improve the value delivered by IT organizations to their customers by leveraging principles from Lean Manufacturing, Lean Services, and other proven methods.

Improvement is focused on people, processes, and technology in order to reduce waste, variability, and inflexibility. Care is taken to ensure understanding of the customer outcome or 'ultimate value stream' to identify improvement that makes a difference in the eyes of the customer.



Effective Risk
Management

IT Strategies will be assessed and implemented to ensure an optimal state of information Integrity, Confidentiality and Availability, and to ensure compliance with regulations.

Information Risks associated with strategic initiatives will be fully clarified to university leadership prior to implementation. Ongoing Security architecture and resource support will be factored into all activities.



Develop
Talent

Our ability to continually deliver innovative technology solutions is dependent on the knowledge and skillsets of our IT staff. A sustained investment in the development of our IT staff means making sure they are gaining knowledge and expertise in four key knowledge areas: functional knowledge, system knowledge, technical knowledge and security awareness.

The amount of value that an IT staff member provides is multiplied by their level of expertise in each of these knowledge areas, coupled with their understanding of the university's mission. This knowledge creates the foundation needed for our staff to develop truly innovative solutions that will impact everything we do.