

THE UNIVERSITY OF NEBRASKA
NU ITS STRATEGIC PLAN

NU MISSION

The University of Nebraska is one university comprised of four campuses: the University of Nebraska-Lincoln (UNL), the University of Nebraska at Omaha (UNO), the University of Nebraska Medical Center (UNMC), and the University of Nebraska at Kearney (UNK).

Where appropriate, the resources of the four campuses should be linked in cooperative efforts. To maximize the benefit of resources available to the institution, the University system should realize economies that may accrue from scale of operations whenever possible.

FULL NU AND CAMPUS MISSIONS

ITS VISION

We deliver

INNOVATIVE
TRUSTWORTHY
SOLUTIONS

United and Optimized

ITS CORE VALUES (BE THE FIVE)

In collaboration with our academic communities, we will:

- Be **excellent** by exceeding expectations
- Be **champions** for our people and our partners
- Be **great listeners** who empower stakeholder needs
- Be **forward-thinking** through innovation to create solutions
- Be **trustworthy** through integrity, transparency, and communication

ITS STRATEGIC GOALS



SERVICES

GOAL 1

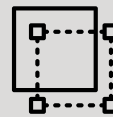
Provide outstanding IT **services** that are consistent and reliable across all locations, well understood, and valued by faculty, staff and students.



SECURE

GOAL 2

Create a safe and **secure** environment that minimizes risk and enables the university community to do their work through transformative technology.



SCALE

GOAL 3

Work together to achieve economies of **scale** so that we optimize resources, deliver on our financial commitments, and reallocate resources for emerging needs and innovation.



PEOPLE

GOAL 4

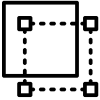
Commit to investing in **people** so that we build an exceptional work environment with avenues for advancement and growth, and maintain a culture that embraces diversity in all forms.



SECURE



SERVICES



SCALE

INITIATIVE 1

Prioritize our users' **security** by combining security best practices while continuing to listen and partner to ensure that faculty, staff, and students feel enabled and empowered to accomplish their goals

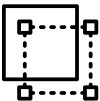
- Create an environment where security is part of our culture and a part of everything we do
- Replacing risk management to promote our ability to identify, evaluate, and mitigate security risks that may have a detrimental effect on our ability to achieve our goals and objectives
- Build security requirements and a timely, efficient security review into the procurement cycle

Short-term Efforts and Priorities in 2018-19

- OpsSecure Phase 1
- Common, encrypted wireless infrastructure (Eduroam)
- Endpoint security as a standard practice
- Standardized security tool sets
- Shared dashboards
- References to security policy in ITS job descriptions



SERVICES



SCALE

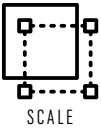
INITIATIVE 2

Establish a clear and consistent catalog to describe, promote, and support ITS **services** to leverage technical expertise on all campuses in order to provide enhanced support for users across the NU system

- Provide reliable platforms where content is readily available whenever and wherever through a consistent user experience
- Ensure that users entering our environment have a clear understanding of the core tools/systems available to them, and that access to these is secure, clear, and easy to understand
- Leverage communities of practice to respond to campus-specific needs, and create appropriate communications and resources when needed so users get the help and support they need to meet their goals

Short-term Efforts and Priorities in 2018-19

- Identify teams to consolidate, evaluate, and promote new and existing services that work best across the NU system
- Clearly identify the service and owner
- Develop a service catalog
- Prioritize/rationalize services that tie back to the strategic goals
- Identify opportunities to discontinue, simplify, or automate services
- Leverage opportunities to standardize services
- Create a service management office with a governance structure



SCALE



PEOPLE

INITIATIVE 3

Build in data-driven and measurable decisions, and build an IT culture that is proactive through partnership and **communication**

- Update the strategic plan quarterly and obtain feedback from ITS and across the campus community, noting accomplishments and project completions
- Celebrate a culture of “quick wins” to become more agile and get to bigger solutions more quickly
- Create, build, and change processes to enhance the ability to be a partner in transformation for our stakeholders and their units
- Document requirements through business analysis, and focus on the outcome over solution first

Short-term Efforts and Priorities in 2018-19

- Create and deliver a strategic internal communication action plan that shares the vision, the priorities, and the successes in a continuous way throughout ITS
- Establish regular standup briefings
- Launch ITS website and roadmap
- Launch ITS strategic plan and communication
- Identify division-wide metrics to track progress toward strategic plan
- Identify other communication channels
- Clarify roles of leadership teams
- Adopt “communication forward” perspectives and practices into daily work within leadership teams



PEOPLE

INITIATIVE 4

Celebrate and promote the **people** and purpose of NU ITS, how they are tied to the mission of NU, and how they address the unique needs of each campus

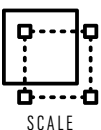
- Create opportunities to facilitate and develop networking and relationship building to empower staff to be involved in input and decision-making

Short-term Efforts and Priorities in 2018-19

- Integrate hiring principles, staff expectations, and communication principles into hiring process and job descriptions
- Recognize outstanding employee efforts through the Technology Excellence Award, the Rick Fredericks Awards for Collaboration, Kudos awards, and other monthly recognitions
- Launch an internal blog and/or party-line for success stories and photos
- Support, promote, and encourage participation in activities such as CREW and ITLP
- Continue hosting conferences such as the Higher Education Users Conference (HEUC), the Women Advance IT Conference, and the Innovation in Pedagogy and Technology Symposium
- Create and finalize key pieces that describe who we are, including strategic plan, editorial calendar/campaign, and cohesive ITS website



SERVICES



SCALE

INITIATIVE 5

Build a holistic, single comprehensive ITS **budget** to support and resource critical needs, projects, and priorities

- Build a review process to manage multiple projects in different physical locations through a common change management system with a global view
- Identify priority projects, allocation/re-allocation of resources, and ongoing communication strategy of the top efforts for the organization

Short-term Efforts and Priorities in 2018-19

- Develop a budget process that identifies and brings clarity/visualization to the base budget versus discretionary funding
- Identify remaining budget response team targets, and realize identified savings



INITIATIVE 6

Define and clarify our feedback, **governance**, and advisory channels with faculty and administration across the NU system in order to bring clarity and maximize the value of faculty input to the ITS environment and to increase faculty-campus understanding of new initiatives and changes coming from ITS

Short-term Efforts and Priorities in 2018-19

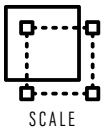
- Create consistency and alignment in committees on each campus; fill in gaps as needed
- Create a new system-wide faculty advisory committee for key areas of ITS
- Describe and promote governance/advisory groups on the ITS website
- Create and distribute a user survey across our multi-campus environment



INITIATIVE 7

Focus on student **affordability** by driving down the cost of hardware and by developing

- Identify solutions to reduce student-spend on common costs such as textbooks, printing, and hardware while providing no-cost, reliable Wi-Fi.
- Provide low or no-cost troubleshooting in-person at Help Desks and virtually for students for devices and tools



Short-term Efforts and Projects in 2018-19

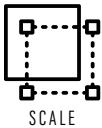
- Bomgar
- Wepa
- Open Educational Resources initiatives in partnership with campus libraries and offices of online learning



INITIATIVE 8

Pilot the same overarching systems on each campus and, if successfully reviewed by faculty, staff, and students, **align** the purchase and contract to benefit the entire NU system, achieve scale, and realize efficiencies

- Create a continuously-improved user experience for students, faculty, and staff at the system-level with consistent tools and services available whenever possible
- Bring users into similar streamlined systems, allowing a better understanding of usage data in order to fill gaps and make future, well-informed enhancements



Short-term Efforts and Projects in 2018-19

- VidGrid implementation
- ITSM project
- EMS
- Identify division-wide metrics to track progress toward strategic plan



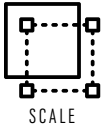
INITIATIVE 9

Demonstrate a commitment to proactively creating a highly **accessible** environment through buying and building solutions that benefit all users' needs, learning styles, and preferences

- Have all NU-provided IT and services accessible or readily accommodated so individuals with disabilities can use them in a highly effective manner
- Monitor and maintain websites, training, and learning materials to comply with WCAG and ADA guidelines
- Build accessibility requirements and a timely, efficient accessibility review into the procurement cycle
- Solidify an NU system-wide effort identifying a cross-functional team to regularly focus on ensuring IT accessibility in partnership with existing ADA/504 compliance offices



SERVICES



SCALE

INITIATIVE 10

Lead our community in technology **solutions** for our core systems and services to help students, faculty, and staff study, work, teach and do research on and off-campus.

- Optimize classrooms, security, contracts, support, and other solutions across a three-campus environment
- Equip a cloud-first strategy
- Define a digital campus strategy and mobile experience
- Help campuses adopt transformative technology to bring maximum value with limited resources
- Balance the needs of our distinct campus communities to select most efficient, user-friendly tools
- Elicit ongoing campus feedback in order to make well-informed decisions that meet stakeholder demands and add maximum value
- Equip classrooms on all campuses with easy-to-use, appropriate technology in order to create an exceptional teaching and learning environment for faculty and students



SERVICES

INITIATIVE 11

Work together with **state-wide partners** to find technical solutions that can connect systems and users to discover what's next or possible, benefiting a wide range of stakeholders

- Prototype what's possible based on the outcomes wanted
- Refine and collect requirements to form innovation and solutions teams when necessary and provide examples of potential solutions
- Engage with the state to increase knowledge and partner when possible



SERVICES



SECURE

INITIATIVE 12

Empower **researchers** both on-campus and across the state, inside and outside the University of Nebraska, to fulfill our mission

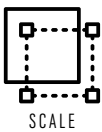
- Use technology as a catalyst and AI/Machine Learning for our statewide partners through outreach
- Provide tools to allow for continuous surveys and data analysis, allowing technology to be an enabler to find data and use data safely
- Create and leverage big data for analysis and interpretation from our campus partners in the areas of facilities, academic affairs, enrollment management, etc.
- Engage state and university partners in technology initiatives



PEOPLE



SERVICES



SCALE



SECURE

INITIATIVE 13

Contribute to the enhancement and creation of products by participating in appropriate IT communities, **consortiums**, and organizations that are driving IT progress in higher education

- Get users together to learn from each other through communities of practice
- Continue to engage with current organizations such as I2, Educause, and Unizin to influence and shape the future of technology in higher education