Kennesaw State University
University Information Technology Services
2022-2025 Strategic Plan

Updated: July 25, 2022

UITS Strategic Plan 2022-2025

Goal Zero We will strive to maintain relevant, reliable, and secure technologies and services in support of all aspects of the University mission and strategic goals	**Maintain enterprise services and infrastructure** • Proactively monitor and manage availability, reliability, and capacity • Plan and execute upgrades well in advance of product end of life • Ensure support continuity through cross training, mentoring, vendor relationship management, and documentation
	Be a good steward of University resources • Continually reassesses and adjust our service portfolio to eliminate redundancies and maintain alignment with University priorities and strategies • Weigh the opportunity cost of each expenditure to ensure that limited resources, both fiscal and non-fiscal, are allocated where they provide the greatest value • Collect and maintain data and documentation about IT services and resources necessary to enable our internal decision-making processes • Provide mechanisms and advance best practices for data governance, ensuring that it remains front and center for all data
	Understand, track, and mitigate IT risks • Identify, catalog, prioritize, and devote adequate resources to address unacceptable IT risk • Proactively engage stakeholders concerning relevant IT risks and in the development of mitigation strategies • Develop, execute, and track IT risk mitigation strategies in order to quantify risk reduction and ensure continuous improvement
	Manage technical debt • Commit to reducing technical debt aggressively and systematically • Avoid accumulation of future technical debt, only taking on new technical debt when justified by the strategic benefits • Ensure that projects are not considered complete until they are appropriately documented, fully tested, and secured

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Be a trusted solution provider and strategic partner	**Increase communication, cooperation, and transparency**
We will step beyond service delivery and enhance our position as a trusted strategic partner engaged with academic and business units to identify and implement technologies that will support and further their contributions to the University's strategy and mission	• Partner with stakeholders to understand their business processes and build relationships conducive to supporting their technology needs • Empower functional areas to configure systems to meet ever changing business needs without the delay and cost of constant rework and reimplementation • Continually evaluate our processes to ensure that they are meeting the needs of the institution • Clearly communicate our processes, procedures, and set appropriate expectations to increase their effectiveness
	Enhance IT portfolio and project management • Streamline intake, review, and approval processes, increasing responsiveness, transparency, participation, inclusiveness, and collaboration • Foster collaborative and transparent planning, management, and communications for effective prioritization, coordination, and delivery of IT services • Foster ongoing active participation by the sponsor, functional, and technical team members to ensure project execution maintains momentum and alignment with project and University goals. • Enhance visibility into how we support the University through partner projects, technology improvements, and innovation
	Increase reusable capabilities • Architect and engineer reusable technical components and data architectures that enable more rapid integrations and solutions • Leverage reusable components to allow for fast and agile delivery of sustainable solutions

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Enable purposeful and relevant research We will provide IT resources, services, and consultation tailored to support the unique requirements of researchers and research administration	**Increase support for grant development and administration** • Partner with the Office of Research and researchers, providing technical consultation to assist in the development of timely, appropriate, and comprehensive grant proposals • Partner with the Office of Research to ensure the grants administration process supports future growth in institutional research activities
	Increase support for innovative interdisciplinary research, scholarship, and collaboration • Build a strong and stable infrastructure that supports the evolving needs of all members of the University research community • Build responsive and cutting-edge solutions that are necessary to enable current research and allow researchers to maximize grant opportunities • Collaborate with the Office of Research and researchers on the development and maintenance of environments for secure storage, access, manipulation, management, and sharing of sensitive research data • Collaborate with the Office of Research and researchers to appropriately identify and manage IT risk

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Enable digital transformation We will use digital technologies to evolve culture, business processes, and customer experiences to meet the current and future expectations of our students and community	**Enhance the user experience** • Enhance student success and the student experience by catering to the habits and expectations of digital natives • Enhance support for digital identities • Use technology to improve interaction, collaboration, and accessibility in remote instruction, enhancing the student experience
	Increase mobility in the workforce, teaching, and learning • Provide students, faculty and staff with technologies and services that enable them to work, teach, and learn from anywhere • Ensure a focus on mobile computing and devices in everything we develop and deploy • Increase the use of and support for collaborative tools
	Increase business automation • Replace high-impact manual and paper processes with online forms and workflows • Increase business automation by developing more integrated systems
	Increase support for data-informed decision-making • Be a champion for data governance and the use of data in decision-making • Function as an active custodian for enterprise data • Develop standardized data definitions and models to support analytics and reporting • Provide tools, processes, access, and counsel in support of timely and appropriate data usage

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Build an inclusive culture of excellence We will endeavor to be experts in our profession, engineer quality solutions, provide superior support, embrace change and diversity, communicate effectively, operate transparently and inclusively, and mentor the next generation of engineers and support professionals	**Develop a superior workforce** • Seek to hire, retain, and reward staff who are, curious, motivated, and engaged, demonstrating a continual progression in their field • Invest resources, influence, and support to build and maintain a highly diverse and inclusive workforce whose broader ideas and perspectives can be leveraged to deliver superior services and solutions • Seek to invest in and grow our people through, mentoring, professional development opportunities, and engagement in professional organizations and peer networks • Promote personal growth by empowering people to act using good judgment, ultimately holding ourselves accountable for our decisions
	Aspire to be better than we are • Invest time in meaningful improvement, fail forward, learn from setbacks, ultimately recovering and adapting quickly • Create an environment where people feel empowered to take appropriate calculated risks, maintain forward momentum, and dynamically overcome failures and challenges • Foster introspection, identifying strengths and weaknesses and targeting areas for growth • Instrument our systems and processes for observability and data collection enabling efficient diagnostics, repair, and continuous improvement
	Develop a positive cybersecurity-focused culture • Foster a culture in which all employees perform their daily tasks in ways that put security first • Make security relatable and approachable • Engage campus partners and provide continual awareness training • Identify and partner with decentralized IT areas