

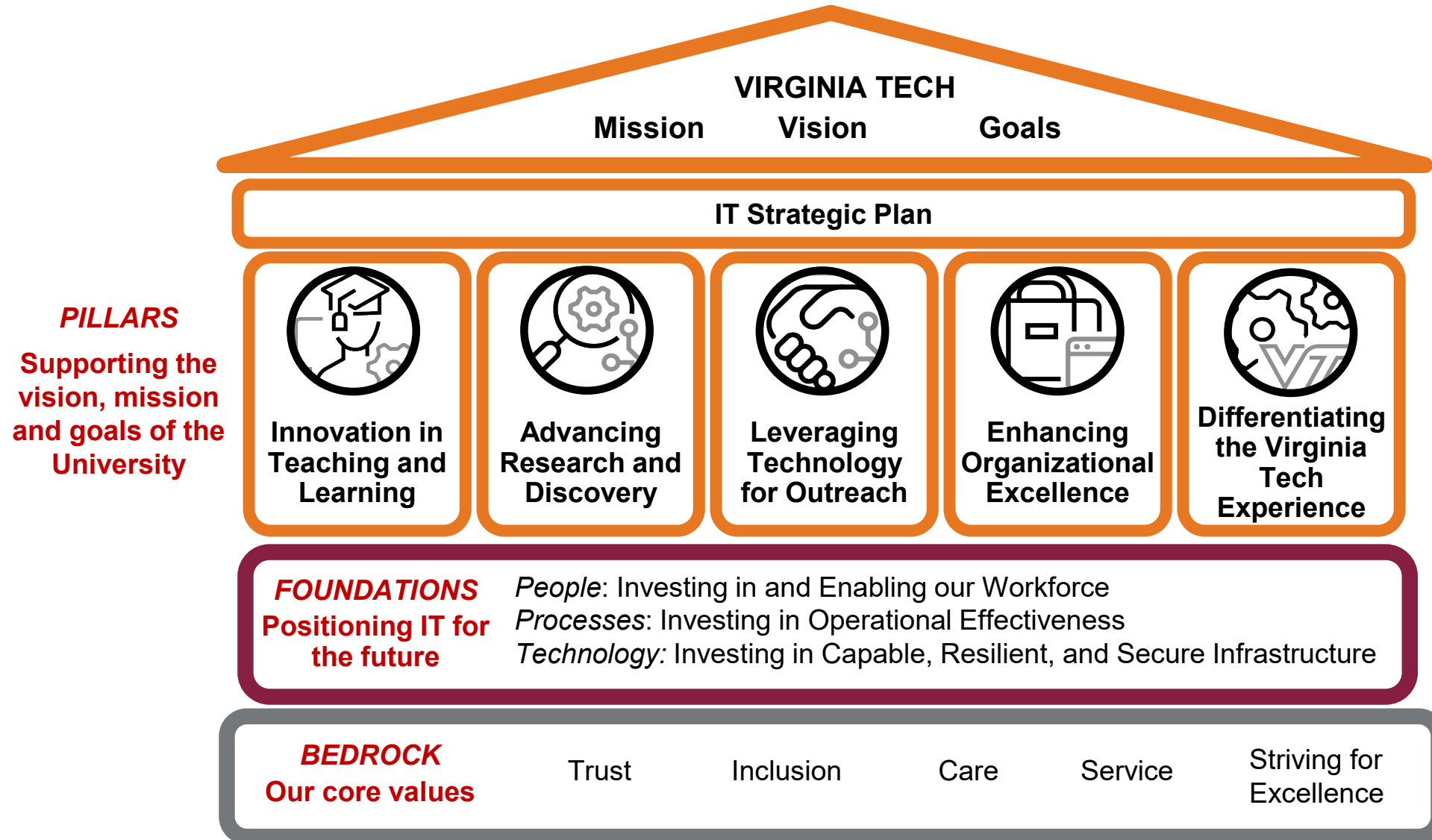
2018 - 2024 IT Strategic Plan and 2019 - 2021 Initiatives

OCTOBER 4 2019

VICKI HALL

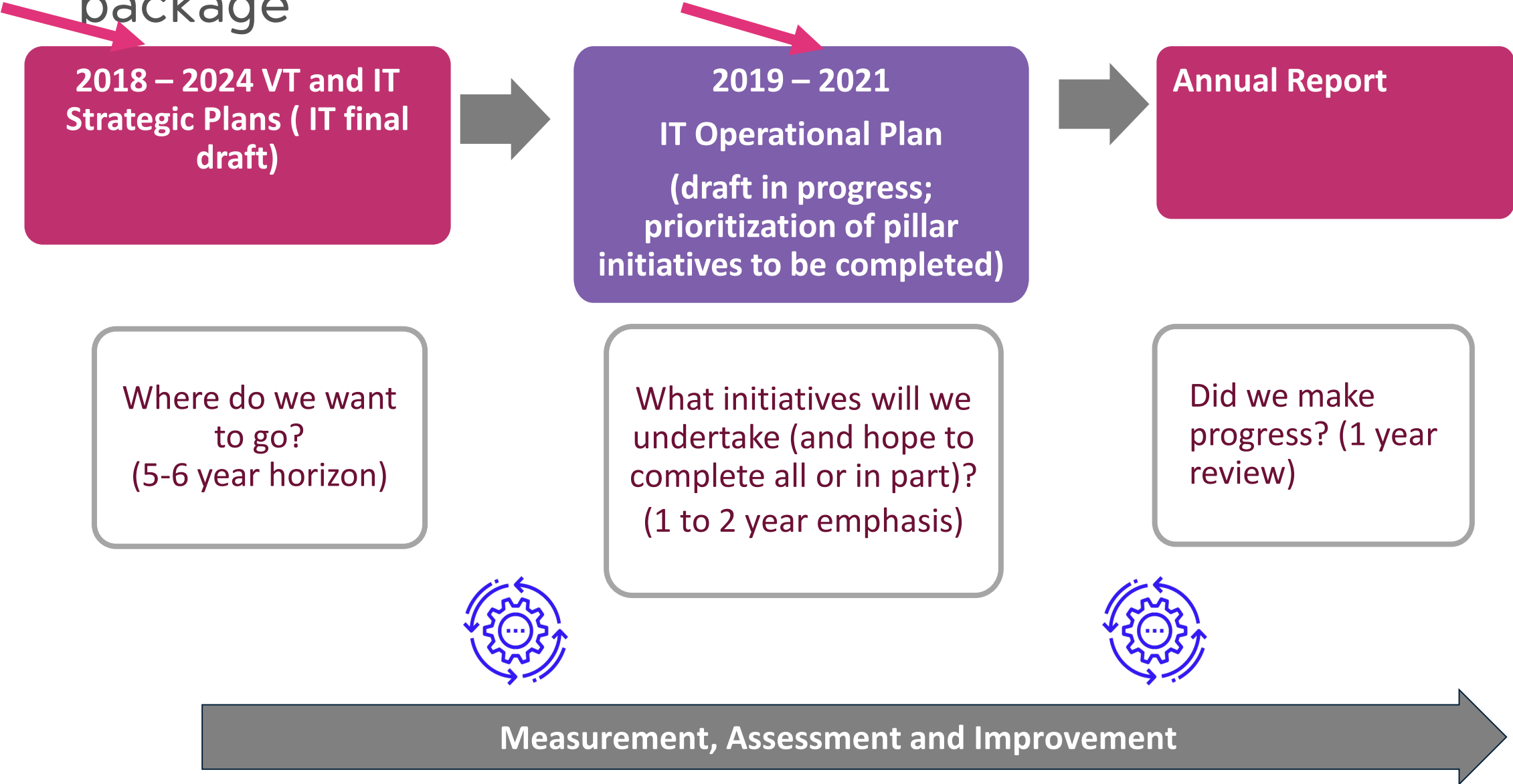


IT Strategic Planning Framework





Where we are in the Planning Process - information package



Pillars: Key Themes

Pillar I



- Scaling online courses and programs
- Data-informed teaching and learning
- Support for lifelong learning
- Leverage mobile and cloud technologies and services for teaching and learning

Pillar II



- Shared cyberinfrastructure (high-performance computing, high-speed networks, large-scale storage, software, support)
- Provide compliance-based computing and data storage
- Leverage cloud for computation, data storage, and collaboration

Pillar III



- Grow the Virginia Cyber Range
- Plan and deploy test beds for research and innovation
- Extend broadband infrastructure
- Formalize the Division of IT's K-12 STEM outreach program

Pillars: Key Themes

Pillar IV



- Data-informed decision making
- Enterprise applications for organizational excellence
- Research administration systems
- “Smart campus” innovation
- User experience for our enterprise systems

Pillar V



- Improve the mobile experience
- Position for the next-generation communication and collaboration platform
- Provide a consistent experience across all Virginia Tech locations
- Advance accessibility for technology
- Strive to safeguard privacy

Foundations - People: Investing in and enabling our workforce



Recruiting
the Right
Talent



Retaining
the Right
Talent



Professional
and Technical
Development



Career
Advancement
Opportunities

Investing in and Enabling our Workforce initiatives:

Career Framework

IT Connect

IT Climate Survey and Action Plan

Leading with Values – continued Core Values implementation

Foundations: Technology

Mobile

- Enable mobility for our students and faculty across enterprise functions through a consistent mobile strategy for enterprise functions



Cloud

- Enable secure and cost effective use of cloud technologies and services through an enterprise cloud strategy, architecture, and best practices
- Prepare our students to succeed in a cloud-centric workplace

Secure

- Ensure appropriate security of our users, systems, and data
- Strive to safeguard data privacy for our students and employees

Connected

- Enable global, seamless connectivity for our students, faculty and staff, devices, and building and locations

Investing in Capable, Resilient and Secure Infrastructure

Process - IT Strategic Plan Excerpt

Processes: Investing in Operational Excellence

We embrace a culture of continuous improvement, striving for excellence in everything we do, to deliver services that are responsive to the university's needs and nimble by committing to these transformational principles:

- A. Collaborating to leverage our collective expertise
- B. Identifying and eliminating barriers, unnecessary work flows and duplicative and/or redundant effort, processes, and steps
- C. Using best practices to deliver our services
- D. Working in partnership with stakeholders to ensure our work is aligned with Virginia Tech strategic priorities
- E. Leveraging technology to simplify and scale processes, and
- F. Deploying foremost organizational change management principles to navigate new systems, processes, and structures.



Strategic Objectives of the Provost

Identify and manage new, diverse, and sustainable revenue sources and implement versatile and robust **financial management models and systems**.

Create and sustain an infrastructure ... a **technology-enhanced, data-enabled, and interconnected** campus.

Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and **data-informed** decisions.

Administration and Operations Transformation

Vision statement and initiative information:

[SVPOA transformation initiative](#)

"Help us."

Dwayne Pinkney
Senior VP for Operations and Administration
12 June 2019

IT as a Partner for Change

- We need to be seen as a **partner**.
 - Our language and behavior often says *service provider*
 - Our history in the community leads those who need help to see us as a *service provider* (or worse)
- Acting like a *service provider* leads us to say things like **"that's not something we do."**
- As a *partner* we might instead say **"let's work together to figure out how to get that done."**

Capacity for Partnership

- As a division if we are to create the capacity for partnership and become a resource for transformation of the university, we must also transform ourselves.




Process - IT Strategic Plan Excerpt


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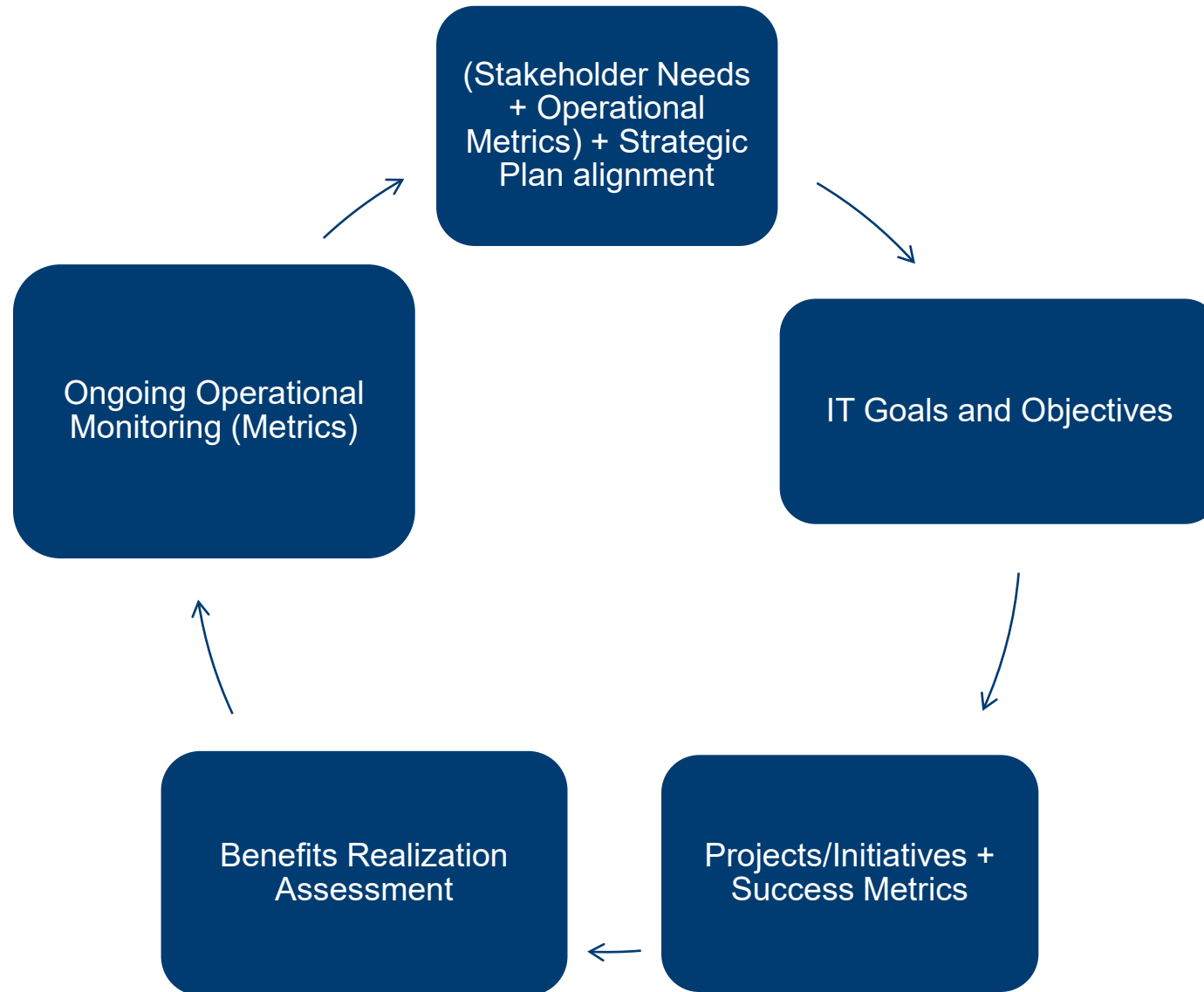
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2019 - 2021 IT Operational Plan - our initiatives

Current Status	Priority	
		Pillar Projects
		Pillar 1
Underway	1A	Establish meaningful connections with campus partners to better align support efforts with academic program priorities, etc.
Early	1B	Establish appropriate partnerships with academic units to improve our capacity for, and our focus on, the strategy for data-informed learning and teaching.
Underway	1D	Identify and improve opportunities for mobile/cloud strategies dealing with computer labs, etc.
		Pillar 2
Underway	2A	Develop a business model that provides the research computing services required to maintain research competitiveness, etc.
Underway	2B	Progress with the Identification of and technology support for Research use cases associated with each major cloud service provider and the associated cost model for both compute and data.
		Pillar 3
Underway	3A	Expand Cyber Range reach within public high schools and colleges in Virginia and create a new Virginia Tech service center called the US Cyber Range patterned on the successful Virginia Cyber Range.
Opportunistic	3B	Progress to lay groundwork for development of an Innovation Zone in concert with the development of Virginia Tech's Innovation Campus planned for Alexandria VA.
Underway	3C	Formalize a division-wide calendar populated with annual K-12 STEM events and volunteer opportunities that we plan to participate in. WORDING TO BE REVISED
		Pillar 4
Underway	4A	Progress with production implementation of a data lake service for the university, etc.
Underway	4B	In collaboration with new and existing partners, develop and leverage application portfolios, project plans, and technology roadmaps that provide strategic value and promote operational excellence, etc.
Underway - Research	4C	Enhance and expand the functionality and the usage of Summit, the university's research administration system, etc.
Early	4E	Provide a mobile experience that personalizes the Virginia Tech services that university constituents need to succeed, etc.
Underway	4F	Implement Social Account login to Virginia Tech services (External Identities), etc.
		Pillar 5
Underway	5.1ABC	Proceed with production implementation of a Unified Endpoint Management (UEM) system for the university to improve management and security of mobile and other endpoint devices
Early	5.2ABC	Explore a Mobile as a Platform (MaaP)/Hokie Mobile app
Early	5.3ABC	Promote an outstanding "User Experience" for IT services
Underway	5D	Establish a formal program within the Division of IT to raise awareness regarding, and increase the number of personnel certified in, the International Association of Accessibility Professionals (IAAP) inclu
		Foundation Projects
		People
Underway	Pe1	IT Framework Project
Underway	Pe2	IT Connect Program
Underway	Pe3	IT Climate Survey and Action Plan
Underway	Pe4	Leading with Values initiative – Core values implementation project
		Process
Underway	P1	Identifying and eliminating barriers, unnecessary workflows and duplicative and/or redundant effort, processes, and steps
Underway	P2	Using best practices to deliver our services
Underway	P3	Working in partnership with stakeholders to ensure our work is aligned with Virginia Tech strategic priorities

Our measures - outcome and value-based (versus output)





Questions or
comments?



Thank you