

Translating Strategic Goals into Actionable Initiatives and Projects			
Pillar and Foundation	Strategic Goal	2019 - 2021 Operational Plan initiative	2019-2021 Operational Plan projects/programs
Pillar I: Innovation in Teaching and Learning	1A. Scale online undergraduate, graduate, and professional programs through instructional design, cohort-based training, assessment, and innovation and adoption of emerging technologies.	<ul style="list-style-type: none"> Establish meaningful connections with campus partners to better align support efforts with academic program priorities. Collaborate on appropriate standards for physical and digital learning environments. 	Learning Technologies Outreach and Engagement
	1B. Develop data-informed learning and teaching tools and practices that integrate existing institutional data and new sources of learning data to help faculty, departments, and colleges understand and improve student learning outcomes.	Establish appropriate partnerships with academic units to improve our capacity for, and our focus on, the strategy for data-informed learning and teaching.	<ul style="list-style-type: none"> Data Analytics for Technology Enhanced Learning Phase 1 Data Analytics for Technology Enhanced Learning Phase 2
	1D. Facilitate mobile strategies for teaching and learning and substantially increase appropriate use of the cloud for experiential learning, content delivery, and collaboration.	<ul style="list-style-type: none"> Identify and improve opportunities for mobile/cloud strategies dealing with computer labs. Working with academic partners, facilitate targeted course development support that uses mobile/cloud practices to increase flexibility and personalization of learning. Create professional development opportunities for faculty that provide exposure to and socialization of mobile/cloud technologies for instruction. 	Computer Lab of the Future
Pillar II: Advancing Research and Discovery	2A. Establish a sustainable business model for shared advanced cyberinfrastructure that leverages a cost-center model, central and unit-level investment, and a coordinated approach to high-performance computing across the university.	<p>Develop a business model that provides</p> <ul style="list-style-type: none"> the research computing services required to maintain research competitiveness transparent mechanisms to identify the full costs associated with each particular research computing service clear metrics that demonstrate the return on investment associated with each particular research computing service appropriate comparisons between available technology to guide both researcher adoption and strategic investments 	Establish a Sustainable Business Model
	2B. Facilitate appropriate cloud-based and on-premises compliance-based and collaborative data sharing and computing environments that are scalable, adaptive, and agile.	<p>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.</p> <ul style="list-style-type: none"> Provide faculty with a clear view of available research computing services that includes both local infrastructure and external cloud service providers Establish a support model for maintaining configuration of cloud instances by identifying and communicating the level of support that is provided by relevant entities Facilitate data movement between resource types Provide training to the Virginia Tech research computing community through specialized seminars, organized workshops and in-person consultations. 	Progress with Cloud Service Providers
Pillar III: Leveraging Technology for Outreach	3A. Enhance and expand the Virginia Cyber Range to increase scale, expand access, and extend functionality in service to K-12, community college, and university educators, advancing cybersecurity education for the Commonwealth and the Nation.	Expand cyber range reach within public high schools and colleges in Virginia and crea	Serve K-12 & Higher Ed via Virginia Cyber Range
	3B. In partnership with local governments and other external partners, identify and advance one or more "smart city" or similar test beds or pilot project to advance research and applications.	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.	Foster Advancement of "Smart Cities" (discussion tabled)
	3D. Formalize the Division of IT K-12 STEM outreach initiatives into a cohesive, focused program that effectively engages regional K-12 students and enhances engagement by IT employees.	Formalize Division of IT's K-12 STEM Outreach Program	(Annual) K-12 STEM Outreach
Pillar IV: Enhancing Organizational Excellence	4A. Advance the university's use and aspirations for data-informed decision-making by providing aggregation of data using models such as data lakes, tools, and services for analytics and visualization, enhanced data governance, and efficient role-based access, while ensuring appropriate privacy, security, and compliance.	<ul style="list-style-type: none"> Progress with production implementation of a data lake service for the university Launch the Data and Systems Access Automation Program (DSAAP) Pilot. (See priority F.) Promote effective usage of data visualization and data reporting tools Data Classification and Protection 	<ul style="list-style-type: none"> Data Lake - Phase 1 Data Lake - Phase 2 Ethos Analytics Data Warehouse Improvements Data Warehouse Modernization

	4B. Foster new and enhance existing partnerships across the university to provide effective solutions that best serve Virginia Tech's students, faculty, staff and other stakeholders and to ensure that enterprise services, projects, and plans are agile, responsive, and promote organizational excellence.	<ul style="list-style-type: none"> ● 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. ● Provide metrics and data that enable assessment of IT services, projects, and plans to evaluate effectiveness and encourage partnerships. 	Develop Enterprise-Wide Technology Roadmaps through Effective IT Governance
	4C. Work with the Division of Research and Innovation to evolve the university's research administration systems, including Summit, through a common roadmap and collaborative deployment that reduces barriers for researchers and administrators and scales with the university's growing research enterprise.	Defer to a future OP or could this be part of "Develop Enterprise-Wide Technology Roadmaps through Effective IT Governance"?	
	4E. Align enterprise applications to meet evolving constituent expectations for mobile-enabled solutions and continue to promote innovation in user experience.	<ul style="list-style-type: none"> ● Provide a mobile experience that personalizes the Virginia Tech services that university constituents need to succeed ● Evaluate and select mobile platforms to provide broader mobile services across constituent groups and applications ● Proactively and intentionally evaluate and deploy mobile capabilities that are currently available in the portfolio of existing VT applications. ● Promote and advance training and broader understanding on the capabilities and opportunities that exist in VT collaborative environments ● Encourage a "mobile-first" approach across VT applications and services 	<ul style="list-style-type: none"> ● Ellucian Experience Pilot ● Mobile as a Platform - see below
	4F. Enable timely, accurate, streamlined access to data and IT resources to all members of the university community. (New addition.)	<ul style="list-style-type: none"> ● Implement Social Account login to Virginia Tech services (External Identities) ● Progress in Implementing Identity and Governance Administration (IGA) services including Role Based Access Controls (RBAC) and Attribute Based Access Controls (ABAC) 	<ul style="list-style-type: none"> ● VT External Identities Project ● DSAA Program (DSAAP) <ul style="list-style-type: none"> - DSAAP Pilot Project - Service Data Access Administration Framework Project - Enterprise Roles Administration Framework Project - Identity Gov & Admin Implementation Project ● VT Mobile Experience Program <ul style="list-style-type: none"> - Mobile Strategy (Gov & Admin) Project - Mobile as a Service/Platform Implementation Project
	4G. Expand the use of Robotic Processing Automation (RPA) tools and technologies.		<ul style="list-style-type: none"> ● ABBYY FlexiCapture ● UiPath Infrastructure
Pillar V: Differentiating the VT Experience	5A. Strive for a robust mobile experience, leveraging a unified approach to user engagement, to provide access to university IT services. (One initiative addresses Priorities A, B, C.)	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Unified Endpoint Management Service ● Create a Uniform Universal Experience
	5B. Explore, plan, and provide the communications and collaboration platforms for the next decade, which includes how we communicate and collaborate by voice, video, messaging, and data sharing. (One initiative addresses Priorities A, B, C.)	<ul style="list-style-type: none"> ● Explore a Mobile as a Platform (MaaP)/Hokie Mobile app ● Promote an outstanding "User Experience" for IT services 	
	5C. Strive for a consistent experience across all Virginia Tech locations, especially Blacksburg, Roanoke, and the National Capital Region, including for access to university services, local connectivity, connectivity between locations, and connectivity to the Internet and research and education networks. (One initiative addresses Priorities A, B, C.)		
	5D. Ensure accessibility to provide the Virginia Tech technology experience to all members of the university community.	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) including Web Accessibility Specialist (WAS) and/or the Certified Professional in Accessibility Core Competencies (CPACC). Provide funding as needed for training and certification.	Establish a Formal Accessibility Training and Certification Program

	5E. In partnership with the Virginia Tech Community, work to safeguard the privacy of our user's data and provide transparency into how data is used and shared.	Begin development of a "Privacy Working Group" made up of faculty and staff recommended by key stakeholders engaged in working with student, HR, research, and all known forms of data in use at the university.	Establish a Privacy Working Group
People Foundation: Investing in and Enabling our Workforce	PeA. Creating an inclusive culture that promotes and values diversity. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)	<ul style="list-style-type: none"> • Career Framework Project • Continuous Connection • Employee Experience 	<ul style="list-style-type: none"> • Career Framework Project • Continuous Connection • Employee Experience
	PeB. Maintaining effective recognition programs for exceptional contributions. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
	PeC. Providing a welcoming, safe, and accessible work environment for all employees. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
	PeD. Creating clear pathways for career development and advancement opportunities. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
	PeE. Strengthening the capabilities of our organization through effective performance management practices. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
	PeF. Being flexible to offer options that support a high quality work life balance. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
	PeG. Cultivating trusting relationships that enable collaboration and innovation. (Each of the four initiatives - IT Framework Project Career Framework, Continuous Connection, Employee Experience, Leading with Values - addresses all 7 (A-G) priorities.)		
Process Foundation: Investing in Operational Excellence	PrB: Identifying and eliminating barriers, unnecessary workflows and duplicative and/or redundant effort, processes, and steps	<ul style="list-style-type: none"> • Improve IT Asset Purchase and Management • Automate Paper-Based IT Processes • Improve Methods and Tools for Collaboration 	
	PrC: Using best practices to deliver our services	<ul style="list-style-type: none"> • Create Communities of Practice and Centers of Excellence in the Division of IT • Create a Center of Excellence for the Common Application Platform • Implement Portfolio Management • Advance Business Relationship Management Practices 	
	PrD: Working in partnership with stakeholders to ensure our work is aligned with Virginia Tech strategic priorities	<ul style="list-style-type: none"> • Develop Enterprise-Wide Technology Roadmaps through Effective IT Governance • Establish a Data Analytics Community of Practice 	