

# THE UNIVERSITY OF MEMPHIS®

## Information Technology Services 2024-2029 Strategic Plan

March 19, 2024

# Information Technology Services (ITS) Strategic Plan

2024-2029

## Goal Zero

We will provide relevant, reliable, and secure technologies and services for all the University of Memphis' mission and strategic goals

### **Maintain enterprise services and infrastructure**

- Proactively monitor availability, reliability, and capacity of networks and services
- Complete upgrades and replacements prior to end of support for equipment and systems
- Provide cross training, mentoring, and vendor management to maintain excellent technical support

### **Be good stewards of University of Memphis (UofM) resources**

- Eliminate redundant services and ensure alignment with UofM goals and objectives by periodically assessing the technology stack
- Ensure technology purchases are vetted so that resources are invested where they provide the greatest impact and value
- Utilize data and analytics about technology usage and adoption in our internal decision-making processes
- Provide tools and guidance to ensure best practices for data governance, quality, availability, and integrity are applied to all data

### **Identify, track, and mitigate IT (Information Technology) risks**

- Provide resources to identify and assess IT risk to maintain levels that meet published guidelines
- Engage stakeholders in the development of risk mitigation and control strategies
- Monitor IT risk mitigation and control strategies to quantify risk reduction and ensure continuous improvement

### **Reduce technical debt**

- Reduce technical debt aggressively and systematically
- Ensure that new technical debt is justified by identifying the strategic benefits
- Ensure that completed projects are appropriately documented, fully tested, and secured

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2024-2029

**Be a trusted strategic partner**

We will assist academic and business units to identify and implement technologies that will enhance their contributions to UofM's strategy and mission

**Increase communication, cooperation, and transparency**

- Build relationships with campus leaders so that we understand business processes and can provide appropriate technological needs.
- Empower functional areas to configure systems to meet ever changing business needs without the delay and cost of constant rework and reimplementation
- Evaluate our processes to ensure that they meet the needs of the UoM.
- Communicate our processes and procedures.,

**Enhance IT portfolio and project management**

- Streamline the Enterprise Systems Advisory Committee (ESAC) approval processes.
- Exhibit collaborative planning, management, and communications in the delivery of IT services
- Foster active participation by the sponsor, functional, and technical team members to ensure project execution and alignment with project and -UoM goals.
- Publish how ITS supports the UoM 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

# Information Technology Services (ITS) Strategic Plan

2024-2029

## **Enable purposeful and pertinent research**

We will provide IT resources, services, and consultation that support the requirements of researchers and research administration

## **Increase support for grant development and administration**

- Partner with the Division of Research and Innovation and researchers, providing technical consultation to assist in the development of timely, appropriate, and comprehensive grant proposals
- Partner with the Division of Research and Innovation to ensure the grants administration process supports continued growth in sponsored research activities

## **Increase support for innovative interdisciplinary research, scholarship, and collaboration**

- Maintain a strong and stable infrastructure that supports the evolving needs of the UoM research community
- Provide responsive and innovative solutions to enable current research and to maximize grant opportunities
- Collaborate with the Division of Research and Innovation and researchers to develop and maintain technology to provide secure storage, access, high performance computing, federated collaboration, and sharing of sensitive research data
- Collaborate with the Division of Research and Innovation and researchers to appropriately identify and manage IT risk in research activities

# Information Technology Services (ITS) Strategic Plan 2024-2029

## **Enable digital transformation**

We will digitalize technologies to strengthen culture, business processes, and customer experiences

## **Enhance the user experience**

- Increase student success and the student experience by proactively supporting the habits and expectations of digital natives
- Improve support for digital identities
- Use digital technologies to refine interaction, collaboration, and accessibility in instruction to enhance the student experience

## **Increase mobility in the workforce, teaching, and learning**

- Provide technologies and services that enable faculty, staff, and students to work, teach, and learn remotely
- Ensure a focus on mobile computing and devices during development and implementation
- Integrate the use of and support of collaborative tools where possible

## **Increase business automation**

- Replace paper processes with online procedures
- Integrate systems to increase business automation

## **Increase support for data-informed decision-making**

- Champion data governance and of data in decision-making
- Function as steward for enterprise data
- Develop a Master Data Management system
- Chair and provide counsel for Data Stewards Committee

# Information Technology Services (ITS) Strategic Plan 2024-2029

## **Build an inclusive culture of excellence**

We will mentor the next generation of IT professionals by becoming experts in our field, by engineering superior solutions and by providing exceptional support

## **Develop a superior workforce**

- Hire, retain, and reward staff who demonstrate continual progression in their performance
- Invest resources, influence, and support to build a workforce with broader ideas and perspective
- Invest in our people through mentoring, professional development, professional organizations, and peer networks
- Promote actions using good judgment
- Hold ourselves accountable for our decisions

## **Aspire to be better than we are**

- Invest time in meaningful improvement, fail forward, learn from setbacks, recovering and adapting quickly
- Create an environment where staff feel empowered to take appropriate calculated risks, and learn from mistakes and challenges
- Foster growth through introspection and identification of strengths and weaknesses
- Instrument our systems and processes for observability and data collection enabling efficient diagnostics, repair, and continuous improvement

## **Develop a positive cybersecurity-focused culture**

- Foster security as our first priority
- Make security relatable to people's life experiences
- Provide annual security awareness training

## Mapping to the University's Strategic Plan

Goal	UofM Strategic Goal
<p><b>Goal Zero</b> We will provide relevant, reliable, and secure technologies and services for all the University of Memphis' mission and strategic goals</p>	<ul style="list-style-type: none"> <li>• Goal 6: Exemplify Operation Excellence</li> <li>• Goal 7: Generate and Steward Financial Resources</li> </ul>
<p><b>Be a trusted solution provider and strategic partner</b> We will assist academic and business units to identify and implement technologies that will enhance their contributions to UofM's strategy and mission</p>	<ul style="list-style-type: none"> <li>• Goal 1: Aggressively Provide Access</li> <li>• Goal 6: Exemplify Operation Excellence</li> <li>• Goal 7: Generate and Steward Financial Resources</li> </ul>
<p><b>Enable purposeful and relevant research</b> We will provide IT resources, services, and consultation tailored to support the unique requirements of researchers and research administration</p>	<ul style="list-style-type: none"> <li>• Goal 4: Strengthen Research Enterprise</li> <li>• Goal 6: Exemplify Operation Excellence</li> </ul>
<p><b>Enable digital transformation</b> We will digitalize technologies to strengthen culture, business processes, and customer experiences.</p>	<ul style="list-style-type: none"> <li>• Goal 1: Aggressively Provide Access</li> <li>• Goal 2: Create Opportunities to Succeed</li> <li>• Goal 6: Exemplify Operation Excellence</li> </ul>
<p><b>Build an inclusive culture of excellence</b> We will mentor the next generation of IT professionals by becoming experts in our field, by engineering superior solutions and by providing exceptional support</p>	<ul style="list-style-type: none"> <li>• Goal 2: Create Opportunities to Succeed</li> <li>• Goal 5: Recruit, Retain, Reward &amp; Recognize our People</li> <li>• Goal 6: Exemplify Operation Excellence</li> </ul>