

“So, when we ask why we are doing all of this, the answer is very simple. We are doing this for all of us. To give students, faculty, staff, alumni and the community the opportunities to change their lives and the lives of those around them. That’s why we’re here.”

*- Chancellor Venkat Reddy
Success 2030 Strategic Plan*

Executive Summary

As we enter the new decade and educational landscape that has resulted from recent global circumstances, it has become more apparent than ever the import role the Office of Information Technology plays at the University of Colorado Colorado Springs and for the University of Colorado System as a whole.

This planning documents seeks to create an Operations Plan for the Office of Information Technology that is in alignment with UCCS’ Strategic Plan. The UCCS Strategic Plan process began in Fall 2018 and was approved by the Regents of Colorado on February 18, 2020. The 10-year strategic plan did not predict the context of a global pandemic that would occur in year one of our plan, however, it still lays the core values and strategies for Success for UCCS to weather whatever may come our way.

At the core of UCCS’ Office of Information Technology are people who help connect the UCCS students, faculty, staff, alumni and community with technology and resources to achieve success.

We have already entered what has been coined by NPR as the “Biggest Distance-Learning Experiment in History.” How we respond to the lessons learned from these trials will determine whether we create lasting positive change for the greater UCCS community and the many lives our community touches throughout Colorado and the world.

Organizational Description

UCCS’ OIT is comprised of approximately 52 central and distributed IT professionals who serve the UCCS campus and seek collaboration with the CU System and other CU campuses.

OIT’s Mission

Create an environment that supports rapid innovation and change; through leadership, resources, and expertise for the current and future needs of UCCS.

OIT’s Vision

The Office of Information Technology (OIT) works to foster a culture of partnership and collaboration in support of UCCS’ core strategies.

UCCS' CORE VALUES

- We are STUDENT FOCUSED and never forget that students are our reason for being.
- We value INTEGRATION of teaching with research and creative work.
- We value INNOVATION and an entrepreneurial spirit.
- We value COLLABORATION and teamwork as necessary for success in today's world.
- We value INCLUSIVE DIVERSITY as a foundation for teaching and scholarship that prepares students, faculty, staff, and community members for both local and global multicultural realities.
- We value DYNAMIC RESPONSIBLE GROWTH while continuing to be financially responsible, academically sound, and environmentally sustainable.
- We value INTEGRITY and expect ethical behavior from each member of the campus community in all interactions

UCCS' CORE STRATEGIES

Foster a Community of Learning, Engagement, and Inclusive Belonging

Enhance Enrollment, Retention and Graduation Efforts to Drive Long-Term Stability

Promote Research and Creative Excellence

Strengthen Our Financial Position

Invest Deliberately in Our People, Processes, and Infrastructure

1. Implement a comprehensive human resources operational plan
2. Put a facilities operational plan into practice
3. Put an information technology operational plan into practice
4. Implement a continuous process improvement initiative of university processes
5. Integrated plans and processes for cross-functional alignment

Support Distinctive Programs, Both Existing and New

Pursue Mutually Beneficial Partnerships and Outreach

OIT Strategic Initiatives

In meeting with various stakeholders, the following initiatives were identified and have been categorized under two overarching programs: All Four One (UCCS Strategic Plan Alignment with CU System) and the Future Frontier of Learning Program, as well as Continual Service Improvement in all areas.

It should be noted first that UCCS OIT seeks on all levels to align with all CU System Level initiatives and the Future Frontier of Learning Program is a localized set of initiatives that seek to align with CU System and UCCS' Strategic Plans.

All Four One

UCCS Strategic Plan Alignment with CU System

- IT Governance
- Budget and Cost Evaluation
 - TIP: Transformation and Innovation Program
- CRM Migration
- Data Governance and Strategy
- Information Security
- Network and Telephony Strategy
- Support the Online Initiative

Future Frontier of Learning Program

- Reassessment of Student Technology Fee
 - Academic Classroom Upgrades
 - Instructional Support
 - Online Learning Initiative
- Improved Mobile Access
- Research Support

Continual Service Improvement

- Support Automation and Self Service
- Tracking metrics for services
- Service catalog
- Service Level Agreements driven by metrics to accurately support services
- Staffing to support services
- Budget evaluations and adjustments
- Service transition process
- Project and resource management
- Infrastructure assessment and improvement
- Identity access management improvement

All Four One: UCCS OIT Alignment with CU System

UCCS Strategic Plan Alignment with CU System

- IT Governance
- Budget and Cost Evaluation
- Data Governance and Strategy
- Information Security

IT Governance

A key piece of CU Systems partnership with Deloitte for the Transformation and Innovation Program calls to light the current lack of IT Governance. In support of this assessment, UCCS OIT will align with the formalized creation of an IT Governance structure.

The IT Governance group, which will meet quarterly, will provide a strategic direction that is forward thinking and not reactionary. At the System Level, IT Governance will review what the system does for IT and will drive the campus conversation.

The system level governance consists of CFOs and CIOs, so recommendation should be expanded to 5 areas: data gov and influences the decision making.

Purchasing Governance will be a major initiative of IT Governance in a way that seeks to not be a blocker, but a guide for strategic investments in technology.

The ultimate for of campus-based IT Governance will be to provided system wide opportunities.

Budget, Human Resources and Cost Evaluation

During meetings with stakeholders from the UCCS campus it was identified that the current way that OIT budgets for spending is not in alignment with the RCM budget service model. In addition, the Telecom budget Model has not changed in 30 years and needs to be re-evaluated. OIT is supporting the UCCS Budget office in the implementation of a new Budgeting Software system (Axiom) that will better support the implementation of RCM.

Currently as it stands, if UCCS has a campus need UCCS OIT pays for the expense. If there is an individual or department need, the department pays for the expense and OIT bills out for it.

OIT will seek to learn what the customers' needs are and tie them back to the strategic plan, FTE (Full Time Equivalent), and budget. OIT's goals are to correctly staff and support all UCCS technology needs.

Student Engagement Strategy: CRM (Constituent Relationship Management)

The CU System has identified the need for a unified CRM Strategy. The strategy will not be the same for each campus but will seek to align with the greater CU System Strategic Plan.

NextGen (Advancement's CRM) is the first major project to address this need. Admissions will be next. Additionally, OIT in combination with departmental stakeholders are engaged in longer term migration efforts of various UCCS

CRM implementation into a standard centralized product. The initial phase of that effort is focused on the migration of Recruitment and Admissions (Fire Engine Red) with a target implementation of Summer 2021. In the fall/winter of 2020, the team will also be

initiating efforts on the migration of Student Success/First Alert/Advising functionality (Starfish) with a target implementation of Fall 2021.

Data Governance and Strategy

The OIT Business Intelligence Team plans to align with the greater CU System Data Governance Initiative to serve the whole campus and connect data across campus. Meta Data is a large component of this project to make sure we are reporting out the same way. The initial focus will be to create a Data Dictionary, as well as the selection of the tool that will manage this information.

The next phase of Data Governance and Strategy will be focused on report building that also aligns with the greater CU System Data Governance Initiative. The team will also align with the CU System when any new data fields are added to collaborate on inclusion into the Data Dictionary.

Data Governance and Strategy will align with all the UCCS Core Strategies.

Information Security

The UCCS OIT Information Security team seeks to align with the highest standards for cybersecurity. As the landscape of cybersecurity constantly shifts, and more campus members continue to learn and work remotely, new issues will continue to arise.

GAP ANALYSIS PLAN

- A gap analysis has been completed as a part of OIT's maturity level audit of 2019. Response to this gap analysis will be the core component of UCCS' cybersecurity SOP.
- Review *Acceptable Use Policy* and *Cheating Requests/ Policy*, and update for more emphasis on remote learning and working.
- Review the current state of security procedures at UCCS and provide specific goals for achieving a Cybersecurity Maturity Model Certification (CMMC).

GOALS

- Provide specific goals for achieving a Cybersecurity Maturity Model Certification (CMMC) for UCCS consistent with CU System cybersecurity goals; target dates and level of certification to be determined.
 - CMMC Level 1 - Basic Cyber Hygiene
 - CMMC Level 2 - Intermediate Cyber Hygiene
 - CMMC Level 3 - Good Cyber Hygiene
 - CMMC Level 4 - Proactive Cyber Controls
 - CMMC Level 5 - Advanced/Progressive Cyber Protection

SPECIFIC STRATEGIES NEEDED

- Plan for account management repair/replacement.
 - Account reuse, legacy code
- Plan for Maturity model audit response relating to end-point security, specifically the management of risk assessments, patching, asset inventory, and vulnerabilities.
 - Tanium software and cloud services
- Plan for shared Security Operations Center (SOC) with System Security and Campus Information Security Officers (ISOs).

Network and Telephony Strategy

OIT seeks alignment with greater CU system-wide strategy for a more integrated communication solution that supports all campuses. Four campus wide private network will support the ability to create one virtual campus network and infrastructure. Telecommunications will also be aligned amongst the campuses to ensure resiliency, reliability, and expertise. We will be focused on continued automation and service stability.

Support the Online Initiative

While the online initiative has not been fully outlined, OIT can start laying the groundwork on services and architecture that will support the future, fully realized initiative. OIT will be looking at services and architecture that allows remote or online students to utilize resources as if they were on campus and invest in technology that will allow instruction to be carried out as if they were on campus.

Future Frontier of Learning Program

- Reassessment of Student Technology Fee
 - Academic Classroom Upgrades
 - Instructional Support
 - Online Learning
- Improved Mobile Access
- Research Support

Reassessment of Student Technology Fee

For many years, the Student Technology Fee has enabled UCCS to deliberately invest in technology that fuels student success. From computer labs to audio visual equipment, these strategic purchases in equipment have improved infrastructure across campus and will continue to do so.

As the landscape of higher education continues to change due to both foreseen and unforeseen circumstances, we need to think more creatively about UCCS' Strategic Plan and how we align with our Core Strategies, including *Fostering a Community of Learning, Engagement, and Inclusive Belonging*; and *Enhance Enrollment, Retention and Graduation Efforts to Drive Long-term Stability*.

It has been identified that the UCCS Student Technology Fee Committee has not met in several years. In the Fall of 2020, this committee will reorganize, reevaluate, and reassess the Student Technology Fee.

The committee will focus on the following initiatives:

- Academic Classroom Upgrades
 - Deliberate investment in classroom upgrades
 - Re-thinking the “Ideal Classroom”
 - Supporting the Hyflex Classroom
 - Redefining what means “access for all students”
- Instructional Support
 - The STF currently does not support the investment for training faculty or staff for latest technology
- Online Learning

Improved Mobile Access

OIT seeks improved Mobile Access through projects such as Modo Labs and Mobile Ordering. As part of that ongoing effort, OIT is deploying several new or improved offerings that provide wider access to services in a mobile-friendly manner.

In conjunction with UIS, OIT is shifting support from the legacy student portal application to a new mobile-aware “fluid” portal. This implementation is being enhanced by OIT’s deployment of a new persona-based mobile application that provides a centralized mobile application for current and prospective students to access a broad array of applications and tools including access to course-related information (classes, schedules, Canvas, etc.) and various campus services (dining, housing, advising, maps, transportation, etc.).

OIT will be providing support to several of UCCS’s campus services as they shift their model to support mobile ordering. Dining services is an early adopter of this technology which allows students to pre-order and schedule pick-up of food items improving convenience for the students and supporting current distancing needs.

OIT will be continuing to implement programs and solutions to improve availability to digital access for its students. The recently implemented Chromebook program is an example of programs that will better ensure students have access to computing capabilities whether in on-campus or remote learning scenarios.

Research Support

In meetings with stakeholders the biggest needs for OIT to support UCCS Research efforts were identified as (1) providing more high-capacity processors and storage; and (2) Providing a list of resources, as well as provide research data management and security consultation with IT. OIT is committed to research support through grant consulting, service consulting, and ongoing software/hardware operations of research projects through a variety of services that will be stood up.

Continual Service Improvement

The OIT team will align with the great Strategic Operations Plan to provide continual service improvement and support for all initiatives, as well as focus on the following service upgrade goals:

- Support Automation and Self Service
- Tracking metrics for services
- Service catalog
- Service Level Agreements driven by metrics to accurately support services
- Staffing to support services
- Budget evaluations and adjustments
- Service transition process
- Project and resource management
- Infrastructure assessment and Improvement
- Identity access management improvement