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# UW Oshkosh Preliminary IT Plan January, 2015

“Plans are worthless, but planning is everything.” –Dwight D. Eisenhower

The UW Oshkosh IT Plan does not have any IT projects exceeding \$1,000,000 or projects that are vital to the functions of the institution such that failure to complete the project on time or on budget would prevent the campus from running any of its enterprise-wide systems or fulfilling any of its essential missions of instruction, research, extended training or public service for 30 days.

## How the plan was developed

The FY15 IT Strategic Plan is under development following the arrival of a new CIO in December 2014 and a new Chancellor in November 2014.

This is a draft, preliminary plan still under development. The final draft will be vetted with campus leadership and constituencies before adoption.

## Plan principles

The following principles are used to guide ongoing planning and execution:

1. Customer Experience
2. Strategic Alignment
3. Operational Efficiency
4. Risk Management

## How the plan is measured

Objectives of the strategic plan are measured through the ADDIE process of Assessment, Design, Development, Implementation, Evaluation. This includes the use of standardized instruments where available, predetermined performance metrics and data analysis.

## How the plan is tied to the University's strategic objectives

IT objectives are aligned with institutional objectives through the use of portfolio management. All IT investments are assessed for cost, benefit, risk, and alignment with university objectives.

## Format and accessibility of the IT plan

The updated IT Strategic Plan will be vetted through the IT governance process, shared with constituents in open forums, and published on the IT web site.

## How critical objectives are identified

Critical objectives are identified by the CIO and unit directors. Objectives are informed by assessments and Key Performance Indicators (KPIs) and through consultation with the IT Executive Council and constituent input.

## IT Governance

A new governance framework is under development based on the COBIT 5 standard with a defined structure, process, and supporting policies. Strategic planning and execution will operate within the governance framework.

## **Major Themes of the IT Plan**

With a new CIO and new campus leadership, the major themes of the IT Plan are:

- Assessment of existing assets and resources
- Development of governance practices
- Development performance metrics and KPI measurement
- Development of portfolio management practices

## **Projects in progress**

### **Governance and prioritization framework**

Design and implementation of a governance framework with new executive council and supporting advisory groups, defined evaluation and prioritization processes, and updated policies and procedures governing IT investment management. Based on COBIT 5 standard for Governance of Enterprise IT.

Timeframe: Early Spring 2015

Cost: Operational Time & Effort.

### **Organization optimization**

Assessing and redesigning the institutional IT organization to improve efficiency and effectiveness.

Timeframe: Early Spring 2015

Cost: Operational Time & Effort.

### **Customer experience assessment**

Identify standardized customer experience measurement instrument. Conduct survey, establish performance improvement targets and develop plan to close the gap.

Timeframe: Early Spring 2015

Cost: TBD.

### **Security assessment**

Acquire third-party resource to conduct independent assessment of information security vulnerabilities. Identify institutional risk appetite and priorities. Develop risk register and management plan with prioritized strategies to avoid, share, mitigate, or accept high-probability risks.

Timeframe: Spring 2015

Cost: TBD.

### **Infrastructure assessment**

Acquire third-party resource to conduct independent assessment of infrastructure vulnerabilities. Identify institutional tolerance for infrastructure performance. Develop infrastructure management plan with prioritized strategies to achieve and sustain target performance levels.

Timeframe: Spring 2015

Cost: TBD.

### **Service portfolio and catalog development**

Develop a portfolio of all services both customer-facing and sustaining. Create customer-facing service catalog. Analyze costs to deliver services at baseline performance levels. Identify aspirational performance levels and the incremental cost to improve service delivery to those levels. Propose funding model to achieve desired service catalog and performance levels.

Timeframe: Spring 2015

Cost: Operational Time & Effort.

### **Student recruiting Customer Relationship Management (CRM) system implementation**

Acquire and deploy CRM targeted at undergraduate enrollment management.

Timeframe: Summer 2015

Cost: Estimated <\$300,000 upfront costs.

### **Web Content Management System (CMS) implementation**

Acquire and deploy campus-wide web CMS. Begin migration of existing site content.

Timeframe: Summer 2015

Cost: TBD dependent on RFP outcome.

### **Wireless Buildout**

Continue to assess wireless performance across campus. Prioritize locations for desired performance improvement. Build out wireless infrastructure in priority order. Acquire outside assistance as needed.

Timeframe: Summer 2015

Cost: TBD.

### **Active Learning Investment**

Research state-of-the-art active learning environments. Develop plan to invest in improved active learning technology options for faculty use. Provide support for faculty development.

Timeframe: Fall 2015

Cost: TBD.

### **Systems Management Improvements**

Develop tactical plan to improve server, workstation, and device automation and integration in support of operational efficiency.

Timeframe: Fall 2015

Cost: TBD.