

IOWA

OneIT

STRATEGIC PLAN

TABLE OF CONTENTS

Vision and Mission..... 3

OneIT Guiding Principles..... 4

Goal 1: Teaching and Learning 5

Goal 2: Research and Creative Discovery..... 7

Goal 3: Data 9

Goal 4: OneIT Initiatives 11

ONEIT MISSION AND VISION

Vision

OneIT is a trusted strategic partner at the University of Iowa, working collaboratively to deliver technology solutions that enable the success of the institution and its people.

Mission

OneIT works as an inclusive and adaptive ecosystem of people, processes, policies, and technologies. It provides core, common, and unique technology services to fulfill the institutional mission in support of University of Iowa faculty, staff, students, and patients.

OneIT Guiding Principles

Trusted Partners

- Our partners' mission is our mission. We deliver technology solutions to enable the primary-mission activities of the institution.
- We elevate the voice of our partners and advocate for them. We value outcomes from their perspective, investing time to understand their work, goals, and constraints to succeed together.
- We anticipate and prepare to meet the university's future IT needs.
- We embrace change and help our partners navigate the ever-evolving technology environment.

Invested in IT Professionals

- We hire and retain diverse and exceptional talent, invest in individual development, and strive to optimize staff assignments with respect to expertise, service delivery, and workload.
- We engage with and invest in all IT professionals and units. We cultivate IT communities as critical forums for collaboration, knowledge transfer, communication, and relationship building.
- We commemorate the achievements and valuable contributions of staff at all levels.
- We value communication and transparency and work to ensure all IT professionals have a voice.

Inclusive and Collaborative

- We work as a unified, integrated IT community comprising the many valued IT providers on campus. We encourage agility, autonomy, and leadership as we work collaboratively.
- We rely on engagement and diverse perspectives to guide IT decisions and priority setting.
- We strive for a culture that embodies good citizenship, belonging, accountability, alignment, and doing what is best for the institution.
- We are committed to ensuring all IT users understand and can make use of university technologies, regardless of experience.
- We recognize that technology and data can introduce bias and risk. We hold each other accountable to identify and eliminate those forms of bias and risk.

Effective and Strategic

- We continually balance IT resources and coordinate efforts to provide no-gap service.
- We provide accessible, positive, consistent experiences across services and support networks. We foster stewardship and governance of university data. We recognize the value of this data, using it to guide our own decisions and making it accessible for institutional decisions.
- We work to be intentional about the resources we consume and take sustainability into account when making decisions about new and supporting existing technologies.
- We continually evaluate solutions that meet core, common, and unique technology needs of campus, evolving services and structures and reinvesting resources to meet those varied needs.
- We practice stewardship of financial resources and staff time through strategies such as sourcing, prioritization, consolidation, tailoring scopes and tools, and minimizing redundancy.
- We balance current needs with future commitments and overhead when making IT decisions.

ONEIT STRATEGIC PLAN

Notes:

- The OneIT Strategic Plan was developed in support of the [University of Iowa Strategic Plan](#). Connections to the UI plan are noted within strategies and goals.
- The plan includes initiatives identified in February 2023 as [Next Steps for OneIT](#).
- Because certain activities, such as information security, innovation, partnerships, IT support and service management, and artificial intelligence are ubiquitous across all areas of the strategic plan, they are not called out with a separate section.

Goal 1: Teaching and Learning

OneIT will advance excellence in teaching and learning by engaging campus partners, leading, and supporting effective instruction, services, and systems.

1. Empower all students through accessible, flexible, and equitable resources in all learning spaces, experiences, and digital learning systems. **[UI Strategic Plan: Welcoming and Inclusive Environment, p. 11; Excellence in Teaching and Learning, p. 9]**
 - A. Develop processes and procedures to expedite the resolution of accessibility obstacles encountered by students in instructional and IT contexts.
 - B. Foster personalized support to meet individual student needs by leveraging learning analytics and machine learning.
 - C. Enhance physical learning spaces, including moveable furniture and adjustable-height lecterns.
 - D. Create flexible, equitable methods for students to access required software applications.
 - E. Advance the use of Universal Design for Learning (UDL) and share its key insights with the campus community.
2. Champion and support use of learning analytics, AI, research, and instructional assessment for teaching and learning excellence. **[UI Strategic Plan: Holistic Well-being and Success p. 12; Excellence in Teaching and Learning, p. 9]**
 - A. Develop, implement, and evaluate systems or interventions to integrate learning analytics into the teaching and learning experience.
 - B. Develop resources to increase transparent communication about sources and uses of teaching and learning data.
 - C. Increase understanding and awareness of student data privacy and promote the adoption of shared guidelines developed through coordinated, campuswide efforts.
 - D. Facilitate effective communication and foster faculty-student relationships by expanding the availability of flexible, transparent, and timely technology-based feedback solutions.

- E. Monitor, test, evaluate, and release feature enhancements from vendors who add AI to varying parts of their software.
3. Deliver initiatives and programs in support of excellence in teaching and learning. **[UI Strategic Plan: Excellence in Teaching and Learning, p. 9]**
- A. Elevate the value of teaching and expand support for teaching excellence.
 - B. Partner in learning sciences research and foster the Scholarship of Teaching and Learning (SoTL) as an area of distinction that contributes to excellence in teaching and student learning efforts.
 - C. Coordinate effectively between instructional support services provided by central and distributed campus instructional support partners.
 - D. Offer course-level support to implement and assess interventions to improve overall student performance and learning in gateway courses while also addressing equity gaps in learning.
 - E. Implement and evaluate services and tools that increase efficiency and teaching innovation.
4. Advance systems that enable instructors, advisors, and administrative staff to effectively bolster student success.
- A. Enhance advising systems for comprehensive advising and provide deeper insight into student performance by leveraging learning analytics.
 - B. Reduce barriers to timely degree completion by leveraging data to better forecast demand for general education and gateway courses.
 - C. Enhance support for curriculum planning to streamline processes and support accreditation standards to uphold academic competitiveness.
 - D. Improve and offer tools that encourage students to actively engage in career planning and impactful curricular and co-curricular experiences.

Goal 2: Research and Creative Discovery

OneIT will enable and accelerate research and interdisciplinary collaboration by providing a campuswide framework that is responsive to the needs of the research community.

1. Review and change processes to remove and mitigate burdens on research and other creative and scholarly work.
 - A. Standardize and centralize regulatory compliance and management infrastructure for IT related research compliance activities. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - B. Improve and expand relationships and processes between IT, researchers, and administration to increase awareness, alignment, and feedback as processes and policies are developed or leveraged. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - C. Increase awareness of services, tools, and policies which impact research and creative work on campus. **[UI Plan Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - D. Identify areas of possible administrative burden impacting research productivity and work with stakeholders to lower or mitigate these burdens.
2. Collaborate with OneIT and campus partners to advance research data governance initiatives.
 - A. Work with UI Data SPARC and OneIT data goals to ensure research data governance efforts are aligned.
 - B. Leverage OneIT's position in the research data stream to advocate for research and creative discovery with regards to institutional data and help researchers navigate the campus data landscape. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
3. Develop and enhance services, processes, and support which enable the breadth of research on campus and accommodate emerging research and creative discovery on campus, including faculty, students, and staff involved in this work.
 - A. Assess and develop a framework for support of specialized research needs not covered by existing services. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - B. Assess and develop roadmap to make the most efficient use of IT resources supporting research and creative discovery on campus. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - C. Ensure adequate and inclusive OneIT training to prepare and support research and creative discovery on campus which leverage IT resources. **[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]**
 - D. Innovate, create and support services and technologies which meet the evolving opportunities for the support of high-impact research and align with the rapidly changing compliance and data security requirements both external and internal to the institution so that research and creative work can remain competitive within the funding landscape and reduce and manage risk to the institution.

- E. Ensure existing OneIT technology services aimed at supporting research and creative discovery are adequately resourced, accessible, and aligned with the needs of existing and emerging research.

[UI Strategic Plan: Innovative Research and Creative Discovery, p. 10]

Goal 3: Data

OneIT, along with campus partners, will align data strategy to support the UI Strategic Plan. Through collaboration with the Data SPARC team, OneIT will provide the data and solutions needed to make data-driven decisions to meet the business and academic objectives of the institution.

1. Collaborate with the UI Data SPARC team and campus stakeholders to ensure that the data community is aligned, working on the right problems at the right levels to deliver transformative outcomes. **[UI Strategic Plan: Holistic Well-Being and Success, p. 12 – D, people] [UI Strategic Plan Data Tactics 4 & 5]**
 - A. Reinvigorate data community efforts to better understand current gaps in data strategy and ensure alignment for identifying paths forward.
 - a. Align and support the UI Data SPARC effort to establish a hub-and-spoke model.
 - b. Reach out to existing functional and technical communities to better understand their data needs.
 - c. Reestablish technical and functional data-focused communities.
 - B. Reach out to all UI SPARC teams to develop data plans for their efforts.
 - C. Through community efforts, continue to shape the university's data culture to encourage collaboration across the institution and grow data driven decision-making at all levels.
 - D. Define the different roles that exist in the university data community (provider/consumer, central/decentralized, functional/technical, trustee/stewards) and build consensus that outline responsibilities of community members in those roles.
2. Implement institutional data governance to increase transparency and data availability, manage risks, and ensure privacy protections. **[UI Strategic Plan: Holistic Well-Being and Success, p. 12 – D, policies] [UI Strategic Plan Data Tactic 1]**
 - A. Identify and socialize current state to identify areas of focus across all subject areas regarding roles, processes, ownership, quality, security, and compliance.
 - B. Facilitate the collaborative, campuswide development of an institutional data-governance framework and its implementation, supporting and in alignment with the Data SPARC team.
 - C. Identify a process to resolve ambiguities when issues arise that span different data areas (administrative, research, or clinical).
 - D. Develop a data governance handbook and training materials to ensure campus data providers and data consumers are aware of their role in data governance with regard to communication, quality, security, and compliance expectations.
3. Enhance the data literacy of the campus community to enable data-informed decisions. **[UI Strategic Plan: Holistic Well-Being and Success, p. 12 – D, technology] [UI Strategic Plan Data Tactic 3]**
 - A. Identify and create resources that allow our data community to understand, navigate, and collaborate across our data ecosystem.
 - B. Identify role-specific training and materials appropriate to different literacy levels and responsibilities.

- C. Evaluate whether current data publishing and collaboration solutions meet the needs of campus and develop a plan to bridge any identified gaps.
 - D. Establish a common data nomenclature for frequently used data elements and terms.
4. Provide curated analysis and insights so that campus leaders have timely, relevant information in an easy-to-understand format to inform critical decision making. **[UI Strategic Plan: Holistic Well-Being and Success, p. 12 – D.2, technology]**
- A. Explore and provide guidance to the campus on artificial intelligence (AI) tools, opportunities, and challenges.
 - B. Develop a framework for providing insightful core, common, and unique data solutions that are impactful, valuing consistency and usability for core solutions while allowing agility for unique needs.
 - C. Work with data consumers and providers to review existing solutions, archiving or revising solutions as needed to ensure ongoing relevancy, accuracy, and usability.
 - D. Improve discoverability of data and solutions within the data community.
 - E. Evaluate data and analytics platforms to ensure the institution is positioned to support evolving data needs and to take advantage of emerging technologies (AI, Constituent Relationship Management, etc.)
5. Improve data infrastructure so that it aligns with data governance efforts and better connects data with data-driven decision makers. **[UI Strategic Plan: Holistic Well-Being and Success, p. 12; Innovative Research and Creative Discovery, p. 10; Welcoming and Inclusive Environment, p. 11]**
- A. Together with campus, develop a plan for a next-generation data warehouse that supports the university's community, literacy, and governance efforts.
 - B. Develop a strategy to reduce data silos and fragmentation, consolidating data for enhanced usability and greater alignment with the needs of the institution.
 - C. Enhance our data storage, delivery, and integration infrastructure that facilitates data use across the entire data community, focusing on consistency, reliability, and security.

Goal 4: OneIT Initiatives

Implement comprehensive improvements to OneIT as a concept and as a culture to build the agility, capacity, capability, and structures required to support the institutional mission and enable reliable, agile, secure, and cost-effective technology infrastructure and services.

1. Continue to build the OneIT identity, both internally and externally.
 - A. Define and communicate the OneIT culture, focusing on a sense of belonging, acceptance, and collaboration.
 - B. Develop and promote standard definitions of core, common, and unique IT services.
2. Gain, train, and retain exceptional professionals to support the university and its communities in advancing the university mission.
 - A. Investigate a unified OneIT recruitment model to standardize equitable and inclusive hiring practices across all teams.
 - B. Implement processes to ensure backup coverage for critical tasks to increase resiliency, support of skills training necessary for emerging technologies, and capacity planning.
 - C. Implement career-development pipelines and training at the job family-level, for both individuals (including students) and teams, to include mechanisms for communicating and supporting growth opportunities beyond their current work roles.
3. Enhance OneIT practices to operate as a process-driven organization with a culture that values relationships and partnerships.
 - A. Establish processes for technology acquisition decision-making that considers factors such as such as technology planning, integration, licensing, risk, data compliance and governance, and contract review. **(OneIT Next Steps-1)**
 - B. Create and support a position to advocate for and coordinate distributed IT units in OneIT. **(OneIT Next Steps-2)**
 - C. Develop a OneIT IT Service Management (ITSM) Strategy and Roadmap by forming an ITSM team to develop a comprehensive roadmap/strategy for implementing an ITSM program across OneIT.
4. Establish agile decision-making structures to ensure alignment with OneIT strategy that engages campus customers and partners.
 - A. Review and optimize OneIT governance structures, processes, and intentions within the core, common, and unique IT service framework. **[OneIT Next Steps 3 & 4]**
 - B. Develop governance models with HCIS for services the organizations share or are dependent on each other to provide. Also develop methods to assess those models.
 - C. Establish an executive committee for emerging applications of artificial intelligence across campus and provide recommendations for units, faculty, staff, and students.
 - D. Establish a comprehensive technology planning process to align with the OneIT Strategic Plan and the expanded use of service and technology roadmaps to define and communicate the future direction of these efforts.

5. Improve infrastructure and service agility, efficiency, and organizational resiliency.
 - A. Embrace and prioritize automation and explore opportunities related to artificial intelligence.
 - B. Invest in data and analysis capabilities for OneIT, including data for enabling data-driven decision making for operational purposes and enabling integrations.
 - C. Develop service strategies and roadmaps in major service groups.