

## 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 environment, p. 8; Excellence in teaching and learning, p. 6]***

A. Develop processes and procedures to expedite the resolution of accessibility obstacles encountered by students in instructional and IT contexts.

- **Year 1 Tactics**

- Continued meeting of the UI Accessibility Support Interest Group (ASlaGo) – develop an inventory or campus environmental scan of our strengths and gaps regarding accessibility concerns ***[Maggie Jesse, facilitator]***
- Review and refine process and service improvements for accessibility ***[Academic Tools Accessibility Taskforce (AT-AT) core team – operationally focused team of SDS, OTLT, DOE and other campus partners]***
- Conduct a market review for tools that integrate with ICON (BlackBoard Ally, etc) that better address accessibility challenges in courses and provides reporting dashboards of accessibility rates. ***[Academic Tools Accessibility Taskforce (AT-AT) core team]***
- Increase dissemination of accessibility best practices for instructional technology ***[OTLT Instructional Services]***

B. Foster personalized support to meet individual student needs by leveraging learning analytics and machine learning.

- **Year 1 Tactics**

- Continue meeting with faculty to provide course-level data insights ***[OTLT Research and Analytics]***
- Sponsor and deliver a data-informed teaching panel discussion for campus ***[ITS OTLT Research and Analytics in collaboration with the Center for Teaching]***
- Assess faculty needs to support their students where learning analytics can provide improved support ***[OTLT Research and Analytics]***
- Increase campus knowledge of available learning analytics support and tools ***[OTLT Research and Analytics in collaboration with OTLT Instructional Services]***
- Initiate process to make Elements of Success generally available in ICON for all courses over 100 enrollments during Year 2. ***[OTLT Instructional Services, AIS]***

C. Enhance physical learning spaces, including moveable furniture and adjustable-height lecterns.

- **Year 1 Tactics**

- Increase accessible teaching stations for users with disabilities, different heights, and different teaching needs ***[OTLT Learning Spaces Technology in collaboration with the Registrar Office Classroom Scheduling]***
- Evaluate IP-based technologies for classroom technology service delivery. ***[OTLT Learning Spaces Technology, EI – Network Engineering]***
- Explore cost-effective methods for capturing audio and video in classrooms. ***[OTLT Learning Spaces Technology]***

D. Create flexible methods for students to access required software applications.

- **Year 1 Tactics**

- Increase access to software for student learning from student-owned devices, etc. ***[ES -Enterprise Client Management, OTLT Learning Spaces Technology]***
- Partner with ITS communicators and orientation team to increase student knowledge about accessing software and seeking support ***[OTLT Learning Spaces Technology, Amanda Franzen, Nicole Dahya, UI Orientation]***

E. Advance the use of Universal Design for Learning (UDL) and share its key insights with the campus community.

- **Year 1 Tactics**

- Provide professional development opportunities to engage with universal design for learning and encourage campus to engage with the framework. ***[OTLT Instructional Services, Center for Teaching, Distance and Online Education]***
- Review UDL-focused programs from other universities, develop and implement a more structured, multi-year program at Iowa to encourage faculty to develop and apply UDL concepts in their classes. ***[OTLT Instructional Services, ISPO IT Accessibility, Center for Teaching]***

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. 9; Excellence in teaching and learning, p. 6]***

A. Develop, implement, and evaluate systems or interventions to integrate learning analytics into the teaching and learning experience.

- **Year 1 Tactics**

- Complete the Course Activity Insights tool pilot and identify a plan for scalability ***[OTLT Research & Analytics, AIS]***
- Increase awareness of student support that leverages learning analytics through the data-informed teaching panel discussions ***[ITS OTLT Research & Analytics in collaboration with the Center for Teaching]***
- Make Elements of Success generally available in ICON for all courses over 100 enrollments ***[OTLT Instructional Services, AIS]***
- Deploy 'Canvancements' like Top Files powered by Elements of Success to promote Elements of Success and deliver learning analytics directly to students. ***[OTLT Instructional Services, AIS]***

B. Develop resources to increase transparent communication about sources and uses of teaching and learning data.

- **Year 1 Tactics**
  - Develop a resource about teaching and learning data (what they are, what we do with them) for students [*Kirk Corey, AIS, OTLT Instructional Services and Research & Analytics*]
  - Develop resources for instructors to increase best practices for using LA in their teaching [*OTLT Research & Analytics and Instructional Services*]
  - Support the faculty Data-informed Teaching community of practice [*ITS OTLT Research & Analytics in collaboration with the Center for Teaching*]

C. Increase understanding and awareness of student data privacy and promote the adoption of shared guidelines developed through coordinated, campuswide efforts.

- **Year 1 Tactic**
  - Publish and promote a resource to provide transparency on how Iowa uses student data. [*OTLT Instructional Services, OTLT Research & Analytics, AIS*]

D. Facilitate effective communication and foster faculty-student relationships by expanding the availability of flexible, transparent, and timely technology-based feedback solutions.

- **Year 1 Tactics**
  - Develop a Phase 1 prototype of a data infrastructure to support a learning analytics-based personalized feedback intervention [*OTLT Research and Analytics, AIS*]
  - Increase promotion and adoption of Gradescope, so that instructors can better provide more consistent feedback to students at scale. [*OTLT Instructional Services*]
  - Partnering with AIS and the Provost's Office develop and launch a homegrown replacement service for course evaluations (ACE Online). [*AIS, Provost's Office, OTLT*]

E. Monitor, test, evaluate, and release feature enhancements from vendors who add AI to varying parts of their software.

- **Year 1 Tactics**
  - Create a process to evaluate AI integrations and features when added to our current inventory of applications for teaching and learning. [*OTLT Instructional Services*]
  - Communicate new AI features to campus constituents and end users. [*OTLT Instructional Services*]
  - Evaluate and communicate the outcomes of using new AI features. [*OTLT Instructional Services and OTLT Research and Analytics*]

3. *Deliver initiatives and programs in support of excellence in teaching and learning. [UI Strategic Plan: Excellence in teaching and learning, p. 6]*

A. Elevate the value of teaching and expand support for teaching excellence.

- **Year 1 Tactics**

- Complete and evaluate the initial work of the HIC/ETL P3 course improvement initiatives ***[OTLT Instructional Services and OTLT Research and Analytics]***
- Work with the ETL Network to develop recommendations for ongoing course improvement initiatives, particularly with gateway courses ***[OTLT Instructional Services]***

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.

- **Year 1 Tactics**
  - Continue support faculty who would like to conduct SoTL ***[OTLT Research and Analytics in collaboration with the Center for Teaching]***
  - Facilitate campus SoTL discussion ***[OTLT Research and Analytics in collaboration with the Center for Teaching]***
  - Partner in student learning research with the chemistry department ***[OTLT Research and Analytics in collaboration with the Center for Teaching]***
  - Partner in longitudinal research with the Spanish language program. ***[OTLT Research and Analytics in collaboration with the Center for Teaching]***
  - Partner in student learning research with Mechanical Engineering department. ***[OTLT Research and Analytics in collaboration with the Center for Teaching]***

C. Coordinate effectively between instructional support services provided by central and distributed campus instructional support partners.

- **Year 1 Tactics**
  - Inventory instructional support services across campus and areas served ***[OTLT and collegiate IT directors]***
  - Inventory efforts to facilitate interaction and collaboration across instructional support providers ***[OTLT and collegiate IT directors]***
  - Continue to grow and engage with the Support Community for Instructional Technology (SCIT) community. ***[OTLT Instructional Services – Vicky Maloy, facilitator]***
  - Review instructional services usage data by college, reach out and proactively offer support, training, and consulting on underutilized tools in the different colleges. ***[OTLT Instructional Services]***

D. Offer course-level support to implement and assess interventions to improve overall student performance and learning in gateway courses while also addressing gaps in learning.

- **Year 1 Tactics**
  - Support the ETL collaboration work ***[OTLT Instructional Services, OTLT Research and Analytics, Center for Teaching, and Academic Success and Retention]***
  - Assess the impact of the learning assistance program in introductory courses in Chemistry ***[OTLT Instructional Services and OTLT Research and Analytics]***

- Assess the impact of the new learning materials design on student learning in HHP. *[OTLT Instructional Services and OTLT Research and Analytics]*

E. Implement and evaluate services and tools that increase efficiency and teaching innovation.

- **Year 1 Tactics**
  - Increase promotion and adoption of Gradescope. *[OTLT Instructional Services]*
  - Develop and implement an “early pilot” program for new and emerging instructional technologies (i.e. a new tool from Canvas, a Teams/Canvas integration, etc). *[OTLT Instructional Services]*

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.

- **Year 1 Tactics**
  - Consult with Advising Council – identify ways to outreach to professional and faculty advisors across campus. *[AIS-ESS]*
  - Partner with the Academic Advising Center, Advising Council and student representatives to identify needs and design a student-facing advising interface in MyUI. *[AIS-ESS]*
  - Expand ICON Indicator (formerly Digital Learning Scorecard) pilot in Spring 24 to include additional advisors. Add Advisor Caseload view and additional details highlighting student engagement. *[AIS-ESS]*
  - Expand group advising meetings pilot to additional advisor/student populations. *[AIS-ESS]*
  - Review recommendations from NACADA campus advising review and identify opportunities for enhancements to advising systems. *[AIS-ESS]*

B. Reduce barriers to timely degree completion by leveraging data to better forecast demand for general education and gateway courses.

- **Year 1 Tactics**
  - Exploratory project with Brent Gage, Tanya Uden-Holman, Colleges, and Registrar to leverage Machine Learning to optimize Fall offerings for key courses. *[AIS-DAI/ESS]*

C. Enhance support for curriculum planning to streamline processes and support accreditation standards to uphold academic competitiveness.

- **Year 1 Tactics**
  - Expand MAUI’s documentation management system to store course, program, and other curriculum change related documentation. *[AIS-ESS]*
  - Establish campus advisory group in partnership with Office of the Registrar, focused on curriculum planning. *[AIS-ESS]*

- Start planning FY24/25 project for collaborative departmental tool in MAUI and Universal Workflow for the development of new Programs of Study.  
***[AIS-ESS]***

D. Improve and offer tools that encourage students to actively engage in career planning and impactful curricular and co-curricular experiences.

- **Year 1 Tactics**

- Partner with the Division of Student Life and the Pomerantz Career Center on identifying and mapping new engagement activities to competencies and initiatives for Hawkeye Engage. ***[AIS-ESS/DAI]***
- Work with campus partners to identify courses related to experiential practices in MAUI/MyUI to improve visibility to students when searching for courses and track engagement in Hawkeye Engage. ***[AIS-ESS/DAI]***
- Work with Pomerantz Career center to further expand functionality in Career Pathways application including Integrations with career skill courses in ICON, integration with career-focused courses and enrollments in MAUI.  
***[AIS-ESS/CIO-CSI]***

## Goal 2: Research & 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. 7]**
  - **Year 1 Tactics**
    - Identify and outline compliances impacting research faculty at the UI. **[Lance Bolton]**
    - Identify areas of improvement/time consumption by PI's and support staff involved in research. **[Lance Bolton]**
    - Identify stakeholders involved in supporting and managing these compliances. **[Lance Bolton]**
- 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. 7]**
  - **Year 2 Tactic**
    - Engage stakeholders (OneIT Directors, research coordinators, PI's) who support research technology adoption on campus and identify areas of collaboration between OneIT and those stakeholders. **[Lance Bolton]**
- C. Increase awareness of OneIT services, tools, and policies which impact research and creative work on campus. **[UI Plan Strategic Plan: Innovative research and creative discovery, p. 7]**
  - **Year 1 Tactic**
    - Identify commonly used OneIT tools on campus which support research/are leveraged by researchers in their work. **[Lance Bolton]**
  - **Year 2 Tactic**
    - Develop engagement plan with collegiate IT leaders and Research Deans to share available services and tools available to faculty. **[Lance Bolton]**
- D. Identify areas of possible administrative burden impacting research productivity and work with stakeholders to lower or mitigate these burdens.
  - **Year 1 Tactic**
    - Work with OVPR units (RIS, DSP, HSO, etc.) to identify administrative tasks performed by PI's. **[Lance Bolton]**
  - **Year 2 Tactic**
    - Develop strategy to deduplicate and streamline on-campus administrative tasks performed by researchers. **[Lance Bolton]**

*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.
- **Year 1 Tactic**
    - Work with the CIO, CISO, and senior leadership in the Provost Office, OVPR, and Healthcare to define a charter to establish a top-level data governance committee to discuss and resolve data governance issues that span data domains. [DAI, CIO, CISO]
- 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. 7]*

*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. 7]*
- **Year 1 Tactics**
    - Engage with OneIT leaders to identify gaps in research support. *[Lance Bolton]*
    - Identify scope of effort for Specialized Research Support. *[Lance Bolton]*
- 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. 7]*
- **Year 1 Tactic**
    - Evaluate and potentially modify OneIT RS-Campus Engagement Team structure to ensure alignment with current research needs. *[Lance Bolton]*
  - **Year 2 Tactic**
    - Identify priority areas for research support. *[Lance Bolton]*
- C. Ensure adequate 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. 7]*
- **Year 1 Tactic**
    - Review OneIT trainings available to researchers around IT tools on campus and identify gaps. *[Lance Bolton]*
  - **Year 2 Tactic**
    - Engage research community to identify gaps in training on OneIT tools/services to develop list of potential training areas/improvements. *[Lance Bolton]*
- 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.

- **Year 1 Tactic**
  - Work with OVPR and CIO office to form Research AI Task Force to evaluate AI potential on campus research opportunities. **[Lance Bolton]**
- **Year 2 Tactic**
  - Identify potential gaps in central compliant research computing support from 1A. **[Lance Bolton]**

E. Ensure existing OnelT 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. 7]**

- **Year 1 Tactic**
  - Expand UI investment in High Performance Computing and Data Analytics with additional resourcing targeted at AI use in HPC/IDAS environment. **[Lance Bolton]**
- **Year 2 Tactic**
  - Develop Research Computing Governance Structure as aligned with OnelT Governance Review strategy. **[Lance Bolton]**

### 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.

**\*Tactics labeled with (SP) indicate they are in direct support of UI Data SPARC year two tactics.**

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. 9 – D, people]*

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.

- **Year 1 Tactics**

- Provide IT perspectives for the UI Data SPARC through sponsorship at the CIO level and participation from DAI **[Matt Anson]. (SP)**
- Support Y2 Data SPARC tactics, which include: **[DAI group] (SP)**
  - Draft initial documentation of roles and responsibilities for the hub and spoke.
  - Identify individuals in each spoke/org who are the data liaisons for deans/VPs when they have data questions/needs.
  - Identify individuals in each spoke/org who are the data liaisons that deans/VPs want their users going to for data questions/needs.
  - Identify leadership roles.
  - Identify areas to serve as test cases for implementation of a hub and spoke model.

b) Reach out to existing functional and technical communities to better understand their data needs.

- **Year 1 Tactics**

- Initiate collaboration with the Student Success SPARC to explore data literacy needs related to supporting academic success initiatives (SP) **[DAI group]**
- Work with senior Finance and HR leadership to help plan and present on data literacy topics at their annual HR/BO conference. **[DAI group]**
- Reach out to collegiate and departmental data groups to better understand their needs and identify gaps in current service offerings. **[DAI group]**

c) Reestablish technical and functional data-focused communities.

- **Year 1 Tactics**

- Reestablish Institutional Data Users Group (IDUG). (SP) *[DAI group]*
- Establish a new technical data community. (SP) *[DAI group]*
- Establish a new community for data stewards. (SP) *[DAI group]*

B. Reach out to all UI SPARC teams to develop data plans for their efforts.

- **Year 1 Tactic**

- Engage with UI SPARC teams as appropriate to offer data support. Track and prioritize those specific efforts to assess and measure impact. *[DAI group]*

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.

- **Year 1 Tactics**

- Reach out to collegiate and departmental data groups to better understand their needs and identify gaps in current service offerings. *[DAI group]*
- Define metrics that track engagement with data services and communities to measure the success of those collaboration efforts. *[DAI group]*

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.

- **Year 1 Tactic**

- Draft initial documentation of roles and responsibilities for the hub and spoke, identify individuals across the university in these roles and provide this information in a central location as part of the Campus Data redesign. *[DAI group]*. (SP)

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. 9 – D, policies]*

A. Identify and socialize current state to identify areas of focus across all subject areas regarding roles, processes, ownership, quality, security, and compliance.

- **Year 1 Tactics**

- Establish a data governance landing page as part of the Campus Data redesign that outlines current practices and resources and shares data governance goals and plans organized by the different legs of data governance. Ultimately this will serve as the home for a data governance handbook as it is developed in the years ahead. *[DAI group]*
- Document expected and perceived roles, responsibilities, and activities of data trustees and stewards *[DAI group]* (SP).

B. Facilitate the collaborative, campuswide development of an institutional data-governance framework and its implementation, supporting and in alignment with the Data SPARC team.

- **Year 1 Tactics**
  - Develop a strategy to leverage the hub and spoke framework as the foundation for future data governance efforts. Our initial focus on community and literacy efforts will provide a common understanding of roles and responsibilities that will be required to build an effective governance framework. *[DAI group]*
  - Research data governance frameworks and best practices in use at peer institutions by leveraging relationships through the BTAA, CSG and other resources. *[DAI group]*

C. Identify a process to resolve ambiguities when issues arise that span different data areas (administrative, research, or clinical).

- **Year 1 Tactics**
  - Work with the CIO, CISO, and senior leadership in the Provost Office, OVPR, and Healthcare to define a charter to establish a top-level data governance committee to discuss and resolve data governance issues that span data domains. (DAI, CIO, CISO) *[DAI group]*
  - Create a central inventory of existing data governance practices/teams and document their scope and contact details. *[DAI group]*

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.

- **Year 1 Tactic**
  - Establish a data governance landing page as part of the Campus Data redesign that outlines current practices and resources and shares data governance goals and plans organized by the different legs of data governance. Ultimately this will serve as the home for a data governance handbook as it is developed in the years ahead. *[DAI group]*

3. *Enhance the data literacy of the campus community to enable data-informed decisions. [UI Strategic Plan: Holistic well-being and success, p. 9 – D, technology]*

A. Identify and create resources that allow our data community to understand, navigate, and collaborate across our data ecosystem.

- **Year 1 Tactics**
  - Build a new data “home page” at data.uiowa.edu that acts as a landing page for all data efforts and documentation, not just the Campus Data catalog. The catalog will continue to be supported and improved, supplemented with documentation and links to data resources beyond dashboards and reports. *[DAI group]*
  - Create a training plan that offers introductory training to Campus Data through both in-person and online options, supplementing existing efforts such as participation in the Iowa Academic Leadership Academy (IALA). *[DAI group]*

B. Identify role-specific training and materials appropriate to different literacy levels and responsibilities.

- **Year 1 Tactics**

- Support the UI Data SPARC efforts to examine a wide range of models for data literacy initiatives. **[DAI group]** (SP)
- In collaboration with the Data SPARC and the Office of the Provost design, support, and begin implementation of the 3-year, Higher Learning Commission Quality Initiative Project. The purpose of which is to provide a multi modal data literacy program that supports meaningful and appropriate use of institutional data by academic decision makers. **[DAI group]** (SP)
- Identify gaps in supporting technical data users on campus and develop a better support model to support those users, initially targeting PowerBI as it becomes available under the campus A5 license. Use these support interactions to explore why existing solutions could not solve their needs. **[DAI group]**
- Create a training plan that offers introductory training to Campus Data through both in-person and on-line options, supplementing existing efforts such as participation in the Iowa Academic Leadership Academy (IALA) **[DAI group]**.

C. Evaluate whether current data publishing and collaboration solutions meet the needs of campus and develop a plan to bridge any identified gaps.

- **Year 1 Tactics**

- Complete currently identified improvements to Campus Data, which include improvements to navigation and collections, better support for marketing and documentation of solutions, and better support for health care users. (DAI, AIS) **[DAI group]**
- Perform a market analysis of other data portal and catalog solutions to know how Campus Data compares to other options used by our peers and develop a prioritized plan for improvements to address gaps in year two. **[DAI group]**

D. Establish a common data nomenclature for frequently used data elements and terms.

- **Year 1 Tactic**

- Build an accessible resource that describes and defines common metrics used in higher education and position it centrally for common use and discussion **[DAI group]** (SP).

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. 9 – D, technology]*

A. Explore and provide guidance to the campus on artificial intelligence (AI) tools, opportunities, and challenges.

- **Year 1 Tactics**

- Create a Data + AI landing page that provides resources to policies, tools, and best practices for using institutional data with AI services. **[DAI group]**

- Identify and evangelize innovative uses of AI to solve data-related issues. *[DAI group]*
- 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.
- **Year 1 Tactics**
    - Establish a shared governance model for Power BI, evaluate if practices from that effort can assist with other collaborations across providers or data domains. *[DAI, HCIS]*
    - Identify gaps in supporting technical data users on campus and develop a better support model to support those users, initially targeting PowerBI as it is now available under the campus A5 license. Use these support interactions to explore why existing solutions could not solve their needs. *[DAI group]*
    - Assess data organization frameworks at peer institutions for ideas and insights as we start our framework planning efforts. *[DAI group]*
- C. Work with data consumers and providers to review existing solutions, archiving or revising solutions as needed to ensure ongoing relevancy, accuracy, and usability.
- **Year 1 Tactic**
    - Identify and start tracking usage metrics across, initially targeting unused or obsolete solutions that can be removed from service. *[DAI group]*
- D. Improve discoverability of data and solutions within the data community.
- **Year 1 Tactics**
    - Simplify and improve search results within Campus Data. *[DAI, AIS]*
    - Add support within Campus Data to better organize solutions by data provider/domain, allowing providers to better organize how their solutions are presented within Campus Data. *[DAI, AIS]*
    - Explore functionality to better support role-based discoverability, presenting curated data solutions to decision makers based on their institutional or academic role. *[DAI, AIS]*
- 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.)
- **Year 1 Tactics**
    - Create a Data + AI landing page that provides resources to policies, tools, and best practices for using institutional data with AI services. *[DAI group]*
    - Explore integrations with Bing Chat Enterprise and other AI tools that support approved data protections that would allow users to securely and easily use those tools with institutional data as appropriate. *[DAI, AIS]*
    - Explore how AI tools can integrate with Campus Data and other local solutions to improve functionality, usability, security, and other aspects of data management and utilization. *[DAI, AIS]*
    - Evaluate Salesforce as a CRM platform and outline a data integration and reporting strategy as part of the analysis. *[DAI, AIS]*

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. 9; Innovative research and creative discovery, p. 7; Welcoming environment, p. 8]*

A. Together with campus, develop a plan for a next-generation data warehouse that supports the university's community, literacy, and governance efforts.

- **Year 1 Tactics**

- Research modern data warehouse products and architectures. *[DAI, AIS, EI]*
- Inventory/document existing data warehouse usage and data domains and identify other campus data sources that should be considered for future warehouse implementations. *[DAI, AIS, EI]*

B. Develop a strategy to reduce data silos and fragmentation, consolidating data for enhanced usability and greater alignment with the needs of the institution.

- **Year 1 Tactics**

- Research Master Data Management (MDM) best practices in and develop a long-term plan to better organize authoritative Person information to improve data usability, streamline identity management, and prepare for CRM and future ERP implementations. *[DAI, IAM, AIS]*

C. Enhance our data storage, delivery, and integration infrastructure that facilitates data use across the entire data community, focusing on consistency, reliability, and security.

- **Year 1 Tactics**

- Identify and prioritize efforts that will improve the security posture of enterprise Oracle and SQLServer databases. *[AIS-Oracle, EI-SQLServer]*
- Research tools and practices for anonymizing or masking data in application test environments and develop an implementation plan. *[AIS, AIS-Oracle, EI-SQLServer]*
- Migrate enterprise databases to Veeam backup/recovery software. *[AIS-Oracle, EI-SQLServer]*
- Develop plans to transition Oracle systems to multitenant architecture and Oracle 23c. *[AIS-Oracle]*
- Through technical/policy efforts, reduce data warehouse storage growth. *[AIS-Oracle]*

## 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 community, acceptance, and collaboration.

- **Year 1 Tactics**
  - Draft and agree on language and visuals explaining OneIT and its relationship with Health Care Information Systems. *[Nicole Dahya, Ops Team, CIOs]*
  - Incorporate the language/graphics consistently throughout IT-related websites and other internal and external communications. *[Comms Team]*
  - Provide talking points to OneIT Leaders to use in explaining the concepts. *[Nicole Dahya]*
  - Provide this information to new hires. *[Comms Team, HR, supervisors]*
  - Explore creating a video to illustrate the concept of OneIT. *[Comms Team]*
  - Publish new OneIT Success Stories. *[Comms Team]*
  - Explore and plan for an online store with OneIT-branded attire. *[Comms Team]*
  - Complete OneIT Intranet service review and begin to incorporate recommendations. *[Comms Team, ITPMO]*
  - Continue to promote OneIT Conversation Partners and explore opportunities to expand. *[Belonging Committee/IT Social Committee].*
  - Promote IT communities and encourage involvement, especially among new hires. *[Comms Team, HR Team, Managers]*
  - Establish a joint social committee with Health Care Information Systems to promote relationship-building through events. *[CIOs, committee members]*
  - Increase awareness of UI Brand Site and encourage use of OneIT templates *[Comms Team]*
- **Year 2 Tactic**
  - Meet with deans and campus administrators to explain and reinforce concepts of OneIT. *[Steve Fleagle]*

#### B. Develop and promote standard definitions of core, common, and unique IT services.

- **Year 1 Tactics**
  - Provide examples to illustrate typical scenarios and lifecycle. *[Lance Bolton and IT Leaders]*
  - Note in service catalog where each service fits in the framework. *[Lance Bolton and IT Leaders]*
  - Identify service levels for each type of service. *[Lance Bolton and IT Leaders]*



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 hiring practices across all teams.
  - **Year 1 Tactics**
    - Define the model. **[Human Resources Team]**
    - Understand how other areas currently do recruiting. **[Human Resources Team]**
    - Develop a change-management plan. **[Human Resources Team]**
    - Promote the role of Technical Recruiter. **[Human Resources Team]**
- B. Implement processes to ensure backup coverage for critical tasks to increase resiliency, support of skills training necessary for emerging technologies, and capacity planning.
  - **Year 1 Tactics**
    - Develop a checklist of considerations and identify single points of knowledge. **[OneIT Leaders.]**
    - Prioritize and develop strategies to address the most critical gaps. **[OneIT Leaders.]**
    - Develop action plans for mitigating the most immediate risks. **[OneIT Leaders.]**
  - **Year 2 Tactics**
    - Identify strategies for mitigating risks and reducing employee burnout. **[OneIT Leaders.]**
    - Create a comprehensive plan to address remaining single points of knowledge. **[OneIT Leaders.]**
- 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.
  - **Year 1 Tactics**
    - Develop a process to increase consistency across orgs for duties of various positions. **[HR across orgs, Lance Bolton, and IT managers]**
    - Develop and share career paths with growth steps for employees. **[HR across orgs, Lance Bolton, and IT managers]**
    - Review and re-energize SPARK program. **[HR across orgs, Lance Bolton, and IT managers]**
  - **Year 2 Tactic**
    - Define and document trainings necessary for the various career paths. **[HR across orgs, Lance Bolton, and IT managers]**

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 technology planning, integration, licensing, risk, data compliance and governance, and contract review. **(OneIT Next Steps-1)**
  - **Year 1 Tactics**

- Formalize the working group that is established. *[Lance Bolton and working group]*
- Identify short-term problems and remedies. *[Lance Bolton and working group]*
- Develop longer-term solutions. *[Lance Bolton and working group]*

B. Create and support a position to advocate for and coordinate distributed IT units in OneIT. *(OneIT Next Steps-2)*

- Completed.

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.

- **Year 1 Tactics**
  - Identify an IT service management group. *[Tracy Scott, Brandon Mills]*
  - Coordinate plans with Cherwell migration. *[Tracy Scott, Brandon Mills]*
  - Conduct a peer review and confirm ITIL as the framework. *[Tracy Scott, Brandon Mills]*
  - Provide foundational ITIL training to select IT leaders. *[Tracy Scott, Brandon Mills]*
  - Additional and more granular tactics will be identified by the team. *[Tracy Scott, Brandon Mills]*
- **Year 2 Tactic**
  - Provide ITSM training to broader community. *[Tracy Scott, Brandon Mills]*

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]*

- **Year 1 Tactics**
  - Review and document how governance currently works. *[Katie Kahler, Mike Frangi]*
  - Expand joint project prioritization into OneIT governance process. *[Katie Kahler]*
  - Evaluate whether a consultant is needed to help design a governance process. *[Katie Kahler]*
  - Design and implement an enhanced governance structure and ensure that it adapts to core, common, and unique requests. *[Katie Kahler]*
- **Year 2 Tactics**
  - Optimize this in future years.

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.

- **Year 1 Tactics**
  - Present governance models to HCIS and OneIT joint LT. *[Zach Furst]*
  - Define and identify OneIT/HCIS shared services. *[HCIS/OneIT joint LT]*
  - Form a subgroup to focus on this, building on previous effort. *[Zach Furst]*

- Identify gaps in shared service governance for those services.
- **Year 2 Tactics**
  - Establish shared governance where there are gaps.
  - Identify how governance of these shared services fits into forthcoming OneIT governance models.

C. Establish an executive committee for emerging applications of artificial intelligence across campus and provide recommendations for units, faculty, staff, and students.

- **Year 1 Tactic**
  - Continue to refine recommendations as AI evolves. *[AI committees]*

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.

- **Year 1 Tactics**
  - Identify scope and objectives for future tech planning process, including whether a persistent team is necessary and how it ties into governance. *[Zach Furst, Lance Bolton]*
- **Year 2 Tactics**
  - Define a comprehensive technology planning process, including financial considerations.
  - Define how roadmaps fit into the technology planning process.
  - Create implementation strategy for projects from prioritization list, including resourcing, capacity planning, etc.

5. *Improve infrastructure and service agility, efficiency, and organizational resiliency.*

A. Embrace and prioritize automation and explore opportunities related to artificial intelligence.

- **Year 1 Tactics**
  - Explore and define concrete examples of what we want to automate. *[Ad-hoc group including EI, IAM, Michael Alberhasky].*
  - Articulate barriers to automation, such as inventory information in different places. *[Ad-hoc group including EI, IAM, Michael Alberhasky].*
  - Examine skill sets across various groups to do automation projects. *[Ad-hoc group including EI, IAM, Michael Alberhasky].*

B. Invest in data and analysis capabilities for OneIT, including data for enabling data-driven decision making for operational purposes and enabling integrations.

- **Year 1 Tactics**
  - Define which IT decisions need to be made with data. *[OneIT Ops Team]*
  - Identify what data helps to inform those decisions. *[OneIT Ops Team]*
  - Identify gaps in data needed for the decisions. *[OneIT Ops Team]*
  - Identify skill gaps and professional development needed to utilize the data. *[OneIT Ops Team]*
  - Consider alignment with Data SPARC efforts.
  - Evaluate tools used and look for opportunities to standardize and collaborate.

C. Develop service strategies and roadmaps in major service groups.

- **Year 1 Tactics**

- Identify gaps in current technology/service strategies and roadmaps. *[ITS Departmental Leaders, OneIT Ops Team]*
- Draft brief service strategy documents and use them to help establish the process *[Workgroup Leaders]*.
- Provide guidelines (templates and timing) and make accessible on the intranet. *[Katie Kahler, Ops Team]*.