Strategic Plan

Information Technology Shared Services

Fiscal Years 2019-2021

Working Copy
Mission

To be a strategic partner in success of the UNT System Entities.

Vision

A high-performing team focused on delivering strategic solutions that drive customer service.

Core Values

We defy expectations.
We accept all challenges with conflicts.
# ITSS Strategic Planning Guiding Principles & Considerations

<table>
<thead>
<tr>
<th>IT Guiding Principle Name</th>
<th>IT Guiding Principle Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Customer centricity</td>
<td>We deliver best experiences to our customers with our services and products.</td>
</tr>
<tr>
<td>2. Enterprise value focus</td>
<td>We aim to provide maximum in-depth term benefits to the enterprise as a whole while optimizing total costs of ownership and risks.</td>
</tr>
<tr>
<td>3. Fit for purpose</td>
<td>We maintain capability levels and create solutions that are fit for purpose and scalable without over-engineering them.</td>
</tr>
<tr>
<td>4. Managed data</td>
<td>We handle data creation, modification, and use enterprise-wide in compliance with our data governance policy.</td>
</tr>
<tr>
<td>5. Controlled technical diversity</td>
<td>We control the variety of technology platforms we use.</td>
</tr>
<tr>
<td>6. Managed security</td>
<td>We manage security enterprise-wide in compliance with our security governance policy.</td>
</tr>
<tr>
<td>7. Compliance to laws and regulations</td>
<td>We operate in compliance with all applicable laws and regulations.</td>
</tr>
<tr>
<td>8. Simplicity</td>
<td>We choose simplest solutions and aim to reduce operational complexity of the enterprise.</td>
</tr>
<tr>
<td>9. Reuse &gt; buy &gt; build</td>
<td>We maximize reuse of existing assets. If we can’t reuse, we procure externally. As a last resort, we build custom solutions.</td>
</tr>
<tr>
<td>10. Innovation</td>
<td>We seek innovative ways to use technology for business advantage.</td>
</tr>
</tbody>
</table>
ITSS Budget Planning Process – by Fiscal Quarter

Budget Approval
- Final Telecom Budget Created
- ITSS Maintenance & Operations Budget Created
- All Travel, Training and workshop budgets due
- Final BOR Approval for ITSS Allocation and Telecom budgets

Pre-Planning for New Budget
- Cost Allocation Planning
- Draft FY Capital Request Items

Strategic Planning

Planning for Allocation
- Capital Requests Finalized
- **NO ADDITIONS AFTER 1/31**
- Employee Allocation Finalized
- Maintenance and Contracts reviewed
- Draft Telecom Budget for Cost Recovery
- Draft Cost Allocation Created

Allocation & Budget Development
- Review ITSS Allocation with campus CFOs & Stakeholders
- All Budget items submitted to System Budget Office

Strategic Planning

Fiscal Quarter
- Jun – Aug
- Sep – Nov
- March – May
- Dec – Feb
Governance Calendar

Planning for Allocation
Allocation & Budget Development
Budget Approved
Pre-Planning for New Budget

ITSS Budget & Planning Cycle
Architecture Principles

Business Principles

- Primacy of Principles - These principles of information management apply to all organizations within the enterprise.
- Protection of Intellectual Property, Individual Privacy and Academic
- Business Continuity - Enterprise operations are maintained in spite of system interruptions.
- Common Use Services/Applications - Development of services/applications used across the enterprise is required over the development of similar or duplicative services/applications which are only provided to a particular organization; campus or department.

Application Principles

- Technology Independence - Applications are independent of specific technology choices and therefore can operate on a variety of technology platforms.
- Buy Before Build: Cloud First - When selecting a new application we prefer acquiring Software as a Service (SaaS) or a commercial or open-source off the shelf (COTS/OSOTS) application in favor of building an application. Developing an application in-house should be done only as a last resort after exhausting all alternatives.
- Service Oriented Architecture (SOA) - Applications should have a clear separation between business logic (manipulation of data according to business rules) and user interface: a Service Oriented Architecture.
- Develop Software for Reusability - Software should be built on loosely coupled components, each able to be reused as a stand-alone function or service.
- Develop Software for Integration - Software development will plan for, develop and utilize known, published mechanisms for integration.

Data Principles

- Data is an Asset - Data is an asset that has value to the enterprise and is managed accordingly.
- Data is Shared - Users have access to the data necessary to perform their duties; therefore, data is shared across enterprise functions and organizations.
- Data is Accessible - Data is accessible for users to perform their functions.
- Common Vocabulary and Data Definitions - Data is defined consistently throughout the enterprise, and the definitions are understandable and available to all users.
- Data Security - Appropriate sharing of information and the release of information via relevant legislation must be balanced against the need to restrict the availability of sensitive, confidential and internal information and the protection of individuals’ expectations of privacy and protection of their academic freedom.

Technology Principles

- Control Technical Diversity - Technological diversity is controlled to minimize the non-trivial cost of maintaining expertise in and connectivity between multiple processing environments.
- Interoperability - Software and hardware should conform to defined standards that promote interoperability for data, applications, and technology.
ITSS Strategic Objectives & Capabilities
Aligned with System and Campus Objectives

System & Campuses Strategic Objectives
- Grow Enrollment & Graduation
- Grow Research
- Growing Foundation Research
- Grow Top Rated Programs
- Best Place to Work
- Achieve Efficient & Effective Systems

ITSS Strategic Objectives
- Operational Excellence
- Enrich Student Experiences
- Resourceful & Adaptive
- Cultivate Leaders & Accountability
- Leverage Partnerships

ITSS Strategic Capabilities
- Application Development
- Automation
- Analytics
- Advocacy & Promotion
- Communication
- Enterprise Architecture
- Converged Infrastructure Process Automation
- Build ARB Program
- Establish Data Analytics Program
- Vulnerability Assessment Automation
- Enterprise Application Automation

ITSS Strategic Initiatives

ITSS Strategic Initiatives

ITSS Strategic Initiatives

ITSS Strategic Initiatives
One Page Strategy

**Vision**
A high-performing team focused on delivering strategic solutions that drive customer service.

**Objectives**
- Operational Excellence
- Cultivate Leaders & Accountability
- Resourceful & Adaptive
- Enrich Student Experiences
- Leverage Partnerships

**Capabilities**
- Enterprise Architecture
- Analytics
- Communications
- Automation
- Application Development
- Advocacy & Promotion

**Initiatives**
- Build ARB Program
- Establish Data Analytics Program
- Build Communication Program
- Internal Newsletter
- External Service Catalog
- Converged Infrastructure Automation
- Vulnerability Assessment Automation
- Build Enterprise Application Automation
- Application Development Enhancement Program
- CIO at Cabinet Meetings
- Trusted Advisor
IT Governance Active Portfolio by Rank Order

### ITSS Council Project Portfolio Prioritization Matrix

<table>
<thead>
<tr>
<th>Project Rank</th>
<th>Overall Score</th>
<th>Project Name</th>
<th>Project Level</th>
<th>Current Phase</th>
<th>Sponsor ITPP</th>
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<tbody>
<tr>
<td>1</td>
<td>78</td>
<td>Campus Solutions 9.2 Fluid Implementation</td>
<td>Level 4</td>
<td>Planning</td>
<td>System</td>
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<tr>
<td>2</td>
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<td>Converged Infrastructure Refresh</td>
<td>Level 4</td>
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<td>HSC Security Services</td>
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<td>4</td>
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<td>Banking Changes - Single Use Account (SUA)</td>
<td>Level 4</td>
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<tr>
<td>4</td>
<td>66</td>
<td>UNTD - Telephony Upgrade</td>
<td>Level 3</td>
<td>Initiating</td>
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<td>6</td>
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<td>HR Data Quality</td>
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<td>E-Forms Phase 2</td>
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<td>Employment Periods Tracking</td>
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<td>Multi-Factor Authentication Solution</td>
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<td>10</td>
<td>58</td>
<td>UNTD COL Visiting Students</td>
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<td>Initiating</td>
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<tr>
<td>11</td>
<td>55</td>
<td>Human Resources Benefit Plan Limits &amp; Recordkeeper Report Automation</td>
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<td>Executing</td>
<td>System</td>
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<td>EDI/eProcurement Assessment</td>
<td>Level 3</td>
<td>Closing</td>
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<td>Electronic Payments</td>
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<td>13</td>
<td>52</td>
<td>HSC Facility Management System for Research Development</td>
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<td>HSC EIS</td>
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<td>18</td>
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<td>UNTD EAB Student Success Collaborative</td>
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<td>Transfer of Math Placement Scores</td>
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<td>UNTD Greenlight Data Integration</td>
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</table>

### As of 6/27/2019

- Items in Yellow are Programs that have multiple projects listed below.