



# Information Services Strategic Plan

June 30, 2018 – July 1, 2021

# Strategic Plan for Information Services (IS)

University of Portland | July 2018 to June 2021

## Introduction

The Mission of Information Services is to provide innovative, high performing, reliable and secure technology services to our customers. This includes providing expert counsel that enables successful implementation of technology.

The dominant characteristics of the University of Portland play a significant role in the mission and culture of the Information Services Team. We strive to do the right thing. Our tag line exemplifies how we engage: “We Listen, We Care, We Respond.”

We exist to support the University’s mission and core themes: Teaching and Learning; Faith and Formation; Service and Leadership. It takes a strong technical foundation to support almost every function of the University. For instance, academic technology plays an increasing role in how the faculty engage with students in the classroom.

We continue to develop reliable state-of-the-art infrastructure at home and abroad. We have increased our global outreach to include projects such as the conservation of cultural heritage research in Pollentia, Spain. Another example is the support we provide the Salzburg campus.

Given the hot information technology labor market in Portland, we have not been able to attract and retain the staff we need to maintain core services. The people who have remained at UP have one thing in common, they wish to be part of our work environment, mission, culture and community. Despite our best efforts, we are frustrated by the turnover, in most cases related to salaries.

## To achieve our vision, we will:

### 1) Provide robust teaching and learning technology solutions that foster faculty innovation in the classroom and enhance student success:

- a) Mobile ready, highly functional, web-based, accessible, and secure environments, including our new Liferay portal environment.
- b) Moodle learning management system and other complementary educational systems and solutions.
- c) Office 365 Collaborative learning environments, file storage, and other related systems.
- d) State of the art multimedia systems for use in teaching and learning.

- e) Robust integrated planning of our technology solutions.
- f) Supporting initiatives that provide a culture of analytics.

## **2) Facilitate and advance the cyberinfrastructure needed to support our growing research activities by:**

- a) Supporting high-throughput computing, locally or cloud based.
- b) Supporting high-bandwidth capability.
- c) Achieving security standards mandated by granting agencies.
- d) Providing expertise in the development, requirements evaluation, selection, adoption, and use of information technology resources, systems, architectures, software, and standards.
- e) Providing strong support for the use and security of devices.
- f) Assisting with systems and solutions that provide research and administrative support, data storage, and other research support activities.
- g) Providing cyberinfrastructure that supports emerging technology such as The Internet of Things.

## **3) Support university initiatives for community engagement:**

- a) Supporting initiatives related to community engagement processes, quality data, data analytics and creating a culture of analytics.
- b) Supporting community outreach.
- c) Supporting best practice communications platforms.
- d) Supporting enrollment services and constituent relationship management with a comprehensive and high-quality technology experience.

## **4) Provide a high-performance, robust, and pervasive communications network characterized by:**

- a) Current refresh cycles in a reliable, converged communications environment.
- b) Scalable designs and managed growth in network capacity to accommodate increased service demand, wireless density, mobile devices, and possible Voice over IP integration with the Internet of Things.
- c) Ubiquitous network access, with redundant core and distribution.
- d) High-quality network design and implementation in new, renovated and existing facilities.
- e) A data network migration path to a ubiquitous 10 Gig network on campus.
- f) Successful implementation of a more high-density wireless network in support of artificial intelligence and disaster recovery.
- g) Providing network architecture that meets security requirements for critical campus networks.

**5) Create, integrate, and implement enterprise work flow and automation solutions that support efficient and effective University operations and services by:**

- a) Thinking mobile in all technical solutions.
- b) Providing and maintaining Banner and other enterprise systems used to support and manage the university enterprise.
- c) Enabling compliance with externally mandated requirements such as state and federal reporting including: GLBA, ADA, PCI, GDPR or other university requirements.
- d) Designing, documenting, and implementing lean, reliable, and efficient processes.
- e) Creating and maintaining technically current and secure integration and interfaces between campus solutions or between campus and externally provided solutions.
- f) Implementing high quality common-good technology solutions that provide technical currency, efficiency, advanced features, resiliency, and reliability.

**6) Establish an acceptable level of security, risk management, identity management, and compliance that protects university information technology assets by:**

- a) Implementing tools and solutions that maintain security and university compliance with laws, regulations, and other agency requirements.
- b) Providing strong identity access management services emphasizing federation, privacy, and trust.
- c) Providing early identification of unusual or anomalous activity, weaknesses, vulnerabilities, and threats.
- d) Maintaining secure network channels and solutions designed and implemented for security suited to purpose.
- e) Engaging in ongoing security and risk assessment through evaluation and audit.
- f) Providing security awareness messaging and programs.
- g) Providing nimble, agile, and documented incident response, including forensic analysis.
- h) Encrypting confidential data at rest and in motion, and supporting secure data exchanges.
- i) Supporting disaster recovery planning and activities.
- j) Providing a well-maintained firewall posture coordinated with the network architecture.

## **7) Manage the data center, IT facilities, and operational environments with emphasis on:**

- a) Minimizing energy costs and maximizing efficient practices to manage power and cooling.
- b) Enforcing strong change management practices while enabling adaptive solutions for automation and efficiency.
- c) Using space management practices with planned space design and consolidation.
- d) Ensuring facility readiness and plans for facility disaster recovery.
- e) Providing strong software, telecom, and asset management services.
- f) Utilizing managed growth and refresh cycles, including virtual and physical server installations.
- g) Providing capacity with a blended data center model, including on premise and cloud solutions, with wise financial stewardship and strong security protections.

## **8) Support the governance, organization, and communications of Information Services by:**

- a) Developing, partnering, and working closely with the Advisory Committee of Enterprise Services (ACES); Presidents Committee on Information Technology (PACIT), and other advisory groups to develop strong relationships with the university community and external partner organizations.
- b) Providing expert consultation for enterprise and departmental informational technology projects, software purchases, vendor-provided solutions, and any information technology initiative.
- c) Developing and implementing clear policies, standards, and guidelines, with informational support programs.
- d) Providing clear and prompt internal and external communications about IT initiatives and performance.
- e) Encouraging the professional growth, skill development, motivation and succession planning for Information Services staff.
- f) Engaging in the higher education community through organizational memberships and individual participation.
- g) Funding information technology through wise stewardship, consideration of efficiency, vendor management, consolidation, process redesign, planned cyclical replacement and ongoing evaluation of resources.