



Building the Future of the Office of the CIO: Strategic Plan
For the Period 2010-2014

Office of the Chief Information Officer
FY2010 Plan

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1. Executive Overview

As we begin the first quarter of a new fiscal year, this document represents our refreshed view for FY10. Six months after initiating the plan, we have reassessed our strategic projects and milestones with a clearer view of our strengths and weaknesses as an organization. A SWOT Analysis of each organizational unit and of the entire CIO organization itself provides a more realistic picture of the challenges and opportunities that lie ahead and our reference to us for leverage and mitigation.

The past six months have resulted in significant progress for our organization in the implementation of this plan. A number of projects, ones that are focused on internal improvement of our organization and ones focused on providing improved service for the university community, are underway. We are deep into the work of establishing consistent and predictable processes in order to provide improved customer experiences and to better manage our resources. Additionally, through analyzing our performance metrics each month in our Operating Plan, we are becoming a fact-based organization and gaining a better insight into our organization, and how to improve our services. The monthly meeting to review the Operating Plan has opened up lines of communication and understanding in our organization that did not exist before and is facilitating our move to “one organization.”

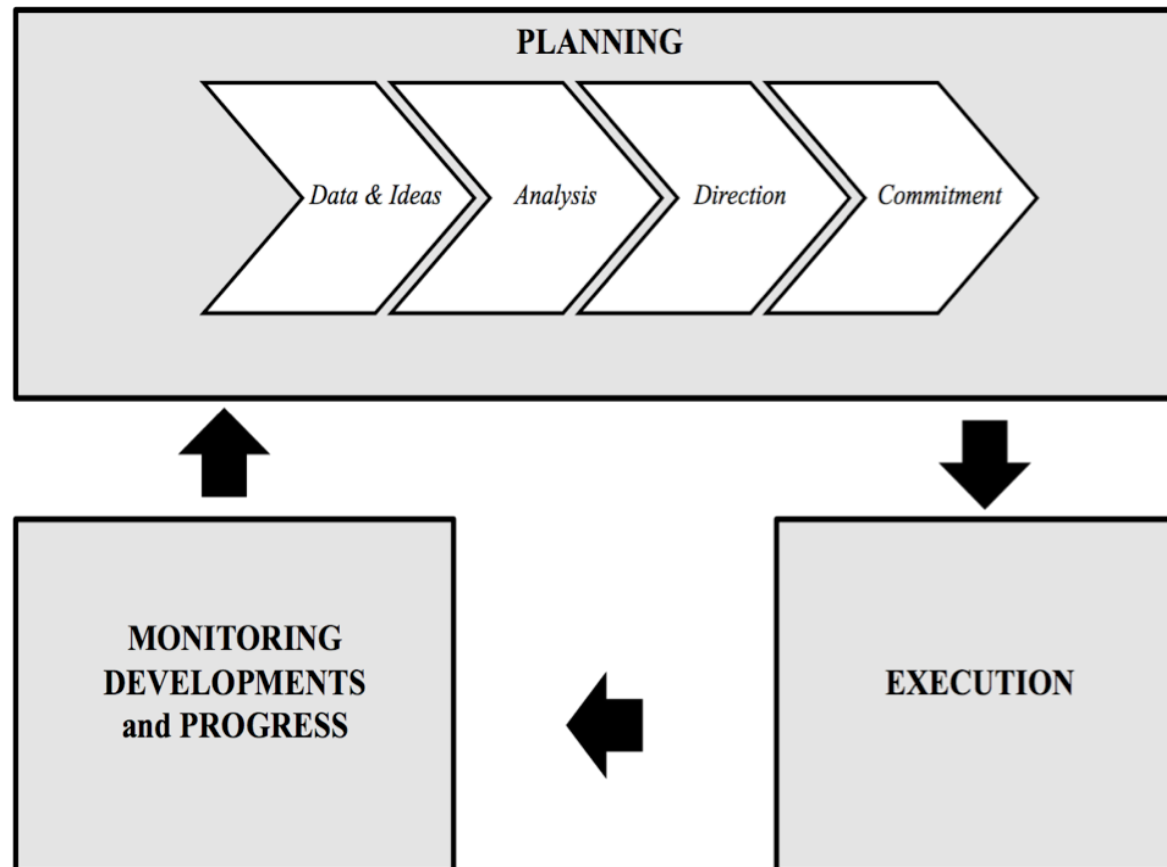
Our organization is transforming to better align to these improved processes and approaches, including the addition of three new senior leaders, Human Resources, Application Services and Enterprise Architecture, and one for Program Management joining us in October. Additionally, we have adopted a brand to give voice to the cultural changes we are undergoing: Together Toward Eminence.

We are making progress on the implementation of several significant projects with university-wide impact, such as Unified Communications, Identity and Access Management and two IT Security related projects on Risk Assessment and Remediation and establishing a Security Management framework. We have established an IT Advisory Community for the Office of the CIO and we are working to clarify the role of university governance for decision-making and resource allocation.

Our team has committed to delivering a number of key strategic initiatives or "Blue Chips" for FY10 (p 27-28). We consider these "Blue Chips" as fundamental to the success of our strategic goals. They describe the priorities for our organization and are a primary focus of our team's performance in the coming year. The FY10 Blue Chip list is very similar to last year's as we continue to work on the fundamentals. In closing, while, our the leadership team recognizes the strategic importance of our Blue Chips, it also recognizes the importance of delivering quality services and other approved projects, as well as, the operational necessity work that we do every day.

2. Strategic Planning Process

The strategic planning effort follows the process noted in the following diagram with plan completion in December 2008 and execution of the plan's components beginning January 2009. The FY10 update of this plan reflects the "monitoring developments and process" aspect of planning.



3. External Assessment

The Community We Serve; The Services We Provide

The university community that we serve is large and diverse with information technology needs ranging from simple network access to sophisticated enterprise resource management systems. The university systems that we architect and provide must address the diverse requirements of the university constituencies. Additionally, service offerings of the Office of the CIO vary between commodity (or core services) that have an efficiency focus to specialty (or unique services) that have an effectiveness focus. Going forward, we will focus more on the specialty work that we do: for example, academic computing, security, and general technology consulting. There is an opportunity to “package” these offerings in a way that is easily accessible for our community and which can be reliably delivered.

The Community that We Serve:

- Students
- Faculty
- Researchers
- Staff
- Administrators (executive leadership)
- Alumni
- Guests & Visitors (prospective students, vendors, visiting professors, parents)
- Central Ohio Community
- State of Ohio Organizations
- Regional, National, and Global Organizations

The Key Services that We Provide:

- Business system processing of transactions
- Trusted technology, policy, and security expertise
- Access to data
- Tools that assimilate data into information
- Consulting on information, communication and instructional technology, and future directions
- Engines and tools for collaboration for the information technology community
- Physical and logical communications
- Computing cycles
- Physical storage; back-up; redundancy
- Academic computing assistance
- Secure, copyright-managed streaming and new media services and support
- Design, implementation, and technical and end-user support of physical and online learning environments
- Desktop and information technology support

Others Who Serve the University's Information Technology Needs

The information technology services environment at OSU is largely fragmented and disjointed. The Office of the CIO employs about a third of the estimated 1,200 professionals delivering information technology services to the university. The Office of the CIO and the Medical Center units are the largest of the university's information technology organizations and offer a broad range of services. In addition to the 1,200 technology-focused employees, many outsourced providers are also engaged in the delivery of information technology support and services.

The benefit of the university's distributed model is that it provides dynamic and custom responses to university constituencies and can engage a variety of organizations to assist with their information technology needs. The challenges consist of efficiency (significant duplication of effort), effectiveness (integrating diverse and numerous systems toward common goals and standards), and security. The challenge for the Office of the CIO is to develop a recommended organization and technology architecture model that ensures dynamic response to unique requirements of university areas and functions while enabling robust and secure communications, enterprise resource management, and other shared systems.

Information Technology Services Tier	Representative Organizations	General Services Provided
Large	Office of the CIO	Full range of services
	Medical Center	Full range of services
Medium	Ohio Supercomputer Center; OARNet; OLN; Business & Finance; Libraries	Specialized services
	Student Life; FAES; Arts & Sciences; Engineering	College and departmental solutions; e-mail; academic computing; databases; security
Small	Fisher College of Business; Education and Human Ecology; Social Work	College and departmental solutions; e-mail; databases; security
Unknown	Outside Providers	Unlimited

4. Internal Assessment

Strengths, Weaknesses, Opportunities and Threats (SWOT) Assessment

A SWOT analysis was conducted for the organization as a whole and each individual area to determine the areas of strength and opportunities to leverage and the weaknesses and threats to address and mitigate.

Mission: Office of the CIO

Through collaborative leadership, technical expertise, and excellent service delivery, we will help catapult Ohio State into the ranks of the world's best universities.

Strengths

- Staff knowledge and skills
- Fiscal Accountability
- A strong strategic plan that defines a roadmap
- Ability to react to emergency situations

Weaknesses

- Consistency in our processes
- Talent Management
- A sustainable funding model
- Demand and resource management

Opportunities

- The President's vision and the changing university culture
- Focus on efficiency because of the economy
- Strong oCIO leadership in key strategic roles
- The ability to leverage existing assets
- Visibility to current university projects
- Ability to impact the academic process

Threats

- Resistance to change
- Physical threats (e.g., storms, fires)
- Sustainable university funding (e.g., State of Ohio)
- Economy's impact on the university
- Customer demands and expectations

Mission: Enterprise Applications Services

Through collaborative business partnership and consistent delivery of high quality business solutions, we will drive innovation and efficiency improvements in business processes across the university.

Strengths

- Passion to deliver
- Commitment to do what it takes
- Depth of expertise
- Enterprise Data Warehouse expertise

Weaknesses

- Clarity of business alignment
- Project management expertise
- Workload management
- Reliance on key individuals (hero syndrome)

Opportunities

- Enhance focus on employee development
- Partnership with other University IT teams
- Business partner engagement and expectation management
- Enhance credibility through improved solution delivery
- Opportunity to deliver on Semesters project

Threats

- Project funding challenges
- Historical perceptions
- Culture of change resistance
- Technology obsolescence

Mission: Business Services

Assure compliance and financial transparency, maintain and simplify consistent processes, and manage available resources.

Strengths

- Leadership and team
- Consistent processes and monitoring
- Continual improvement/agile/flexible culture
- Consulting
- Approachable

Weaknesses

- Staffing levels
- Equipment inventory processes
- Succession

Opportunities

- Audit reports
- Strong reputation equals influence
- Work with Program Management Office on value proposition of projects
- Build on recent application development
- Reorganize to promote ABC framework
- Streamline and consolidate Billing Systems
- Realign our financials and develop new funding opportunities

Threats

- State budget / funding
- Policy changes
- CIO staff providing customer quotes using unapproved fees and charges

Mission: Communications

Through two-way communications, we listen and collaborate to provide accurate, timely and meaningful information and promote the value of our services to the university community.

Strengths

- Approachable individuals
- Relationships across campus
- Experience and organizational knowledge
- Clear processes
- Planning ability

Weaknesses

- Organization speaking in one voice
- Responsibility/authority balance
- Channelized thinking: segmented in vision and skills
- Geographical location of staff
- Needed skills are dispersed (e.g., web design skills)

Opportunities

- Consolidate communications staff and web presence, Quality Assurance process
- Establish a communication framework and processes
- Crystallize consistent inbound and outbound messages
- Integrate communication into change management
- Leverage new and emerging social technologies for innovation

Threats

- Excess demand for services
- Shifting expectations and definition of expectations success
- Big expectations with resource limitations
- Lack of early involvement of communications in project planning
- Receiver's filters - selective listening and too much competing information
- Competing and conflicting messages

Mission: Customer Experience

Applying best of breed methodology in the delivery of service level management, service delivery management, service portfolio management, supplier management, contract and policy oversight, and IT service management for the organization and The Ohio State University.

Strengths

- Customer oriented and staff wants to do the right things
- Strong leadership
- Focus direction utilizing ITIL for effective IT service management

Weaknesses

- Revenue targets (understand cost / line of business)
- Adverse to change
- Lack of quality organizational data
- Expectations too high for 1st level support
- Not enough information from customer groups to drive service development

Opportunities

- New organization and vision
- Improve reputation of entire organization
- New tools and consolidation of tools and process
- Centralized service listing (catalog)
- Metrics, accountability, ownership
- Responsible for making the first impression

Threats

- Rewarding those who do not follow established processes
- Bad change management - lack of process
- High expectation for positive change
- Excessive broad scope and lack of clarity of what "Customer Experience: means
- Attempting to consolidate, we could duplicate

Mission: Enterprise Architecture

Create business value by translating requirements into an adaptable and effective enterprise architecture framework to enable future capabilities.

Strengths

- Diverse technical subject matter experts
- Reference architect components
- Willingness and desire to respond to tactical issues

Weaknesses

- Enterprise technology planning
- Technical quality assurance
- Immature enterprise architecture framework
- Enterprise system complexity
- Fragmented university structure
- Business and technical requirements definition

Opportunities

- Leverage and optimize internal and external resources
- Develop an enterprise architecture framework that aligns to the Ohio State strategies
- Deliver innovative solutions and new capabilities
- Manage technology roadmaps and long range planning
- Develop a product standards & solution patterns
- Develop a technical quality assurance process

Threats

- Growing demand and limited resources
- Culture changes
- Funding Model
- Credibility and reputation
- Federal and state government mandates

Mission: Human Resources

Ensure organizational success by attracting and retaining high performers, investing in talent, and advancing and sustaining our culture transition.

Strengths

- Operational effectiveness
- Business partnership with departments
- Trusted relationship with OHR and OAA
- Positive view by employee (advocates)
- Good processes

Weaknesses

- IT recruiting
- Diversity of applicant pool
- Career path (cross functional) and retooling skill sets
- On-boarding and succession planning
- Hiring entry-level

Opportunities

- Robust Performance Management System
- Leadership training and support
- Influence cultural transitions
- Standard Operating Procedure
- Increased visibility and strategic engagement

Threats

- Resources
- Capacity
- Operational focused
- Regrettable losses
- Loss of institutional memory

Mission: Infrastructure

Design and deliver highly reliable enterprise communications and computing services through a robust technology infrastructure and excellent operations support.

Strengths

- Networking and telecommunications credibility
- Networking Business Practices on the earnings side
- Networking Physical and logical infrastructure
- Value Staff Retention

Weaknesses

- Communications of process and procedural changes
- Quality of facilities and locations
- Focused services
- Silos and duplication of effort

Opportunities

- Managing Change Control of all systems
- Define service requirements and coordinate support
- Create budget model for sustained funding
- Improved communication and cooperation between CIO groups
- Data Centers and Virtual Machine

Threats

- External security threats
- Keeping up with the rate of technical change
- Aging Data Centers
- Loss of key staff
- Lack of enterprise configurations and specifications

Mission: Learning Technology

We foster the continuous improvement of Ohio State's academics through the consistent provision and innovative support of a regularly updated spectrum of technologies.

Strengths

- Student staff and student centeredness
- Baseline of technology and program offerings
- Strong process foundation

Weaknesses

- Physical spaces for Learning Technology organization
- Lack of diverse spectrum of supported technology
- Single points of failure

Opportunities

- Semesters
- Representation on relevant college and university committees
- eLearning Strategic Implementation Committee
- Classroom feasibility study if implemented

Threats

- Depth of funding and staffing
- Dependency on external partners and communities
- Desire 2 Learn's status

Mission: Program Management Office

Deliver an operating framework and support organization to maximize resources to enable and enforce consistent project delivery.

Strengths

- Large scale project experience
- Hard-working committed team that will follow leadership
- Processes and templates available
- Organizational commitment

Weaknesses

- Consistency: process, tools, and methodology
- Demand and resource management
- Processes for Demand and Resource Management and Project Planning
- Resources, resource management, and processes for funding, work prioritizing, business Governance

Opportunities

- Influence business strategy
- Build for CIO's Office and beyond
- Future demand
- Customer expectation management
- Consistent delivery and communication of projects
- Provide practical focus
- Expand beyond CIO Office

Threats

- Resources required to establish an effective PMO
- Business sponsor support/buy-in/expectations
- Fighting the perception of bureaucracy
- Culture/Organizational acceptance
- Expectations: need vs. reality

5. The University's Goals and Technology Directives

President E. Gordon Gee's new vision for Ohio State fundamentally changed our strategic view of information technology. After critical discussion, our leadership team translated this vision (below) into directives (following two pages) that will help drive the Office of the CIO's goals and objectives.

It is Ohio State's time to be the university of the American dream, an institution worthy of the public trust, and the front door to Ohio's future.

1. Forge One Ohio State University

2. Put Students First

3. Focus on Faculty Success

4. Recast our Research Agenda

5. Commit to Our Communities

6. Simplify University Systems and Structures

We are the most massive intellectual platform in America gathered on one campus. We unite a stellar liberal arts tradition with professional schools second to none and health sciences on the frontiers of medical discovery. We must capitalize on that platform by defining ourselves comprehensively.

Being student-centered is a fundamental priority for Ohio State. We must provide our students – undergraduate, graduate, and professional students alike – with unique and compelling educational experiences.

We must do everything we can to retain, attract, and reward world-class teachers and researchers in all academic areas of the university. Likewise, we have great expectations that our faculty will contribute in remarkable ways to the success of their students, the community, the state, and beyond.

Our mission to create new knowledge is considered by many to be a sacred social compact. Ohio State must not fail to keep that compact. Accordingly, we must stimulate new discoveries on the frontier of research and innovation in all its forms and all across the institution.

We must revitalize our covenants with our communities and, understanding our responsibilities to Ohio's taxpayers who want their assets to be used wisely, we must make a difference in the state and in the world.

It is only through an uncompromising focus on performance, through transparency and accountability that Ohio State will earn the public trust and allow our faculty, staff, and students to thrive. We will, therefore, examine and modify our administrative practices, review our budget system, share resources, and streamline services.

The Office of the CIO Directives

The Office of the CIO translated the university's six goals into technology directives that are necessary for the realization of the university's vision. These directives were used to define our goals and objectives and are shown below.

A. Forge One University

- Deliver a reliable, secure, and unified university communications infrastructure that enhances collaboration and productivity providing effective worldwide access.
- Establish a university view of data that provides personal, secure, and easy access to information.
- Improve and simplify customer service.
- Provide leadership, collaboration, and support for the efficient and effective delivery of the university's information technology services.

B. Put Students First

- Improve and simplify customer service.
- Synthesize technological developments to enable innovative projects, research, and environments for learning.

- Create effective, personalized, and holistic environments for learning.
- Anticipate, understand, and address the information technology needs and wants of present and future students.

C. Focus on Faculty Success

- Enhance student-to-faculty as well as faculty-to-faculty collaboration at the university, nationally, and globally.
- Provide simple and personalized environments for learning.
- Anticipate, understand, and address the information technology needs and wants of faculty; encourage and support their efforts to optimize their effectiveness.
- Improve and simplify customer service.

4. Recast our Research Agenda

- Anticipate, understand, and address the information technology needs and wants of researchers.
- Provide consulting and support services to our research community to address their creative planning and resource realization needs.
- Synthesize technological developments to enable innovative projects, research, and environments for learning.
- Improve and simplify customer service.

Office of the CIO Directives (continued)

5. Commit to Our Communities

- Deliver a reliable, secure, and unified university communications infrastructure that enhances collaboration and productivity and provides effective worldwide access.
- Encourage and recognize Office of the CIO team members who commit their time and resources to the community.
- Increase partnering with external companies, universities, and organizations to effect change.

6. Simplify University Systems and Structures

- Lead the re-engineering of processes to ensure the simplification and effectiveness of university work.
- Be knowledgeable and customer-centric to each of the university's organizations and constituencies.
- Prioritize projects and deliver services in a transparent and reliable way.

6. Our Vision, Mission, Goals, and Objectives

The Office of the CIO's **vision** is a future picture of our collective energies; it is the framework for all of our strategic planning. It answers the question of where do we want to go in the future and what are we trying to build together. It does not tell us how we are going to get there but it does set the direction we are heading.

Our **mission statement**, on the other hand, briefly describes our fundamental purpose and answers the question of why do we exist. It articulates our purpose for both those in the organization and for our customers. It broadly describes our organization's present capabilities, customer focus, activities, and business makeup. Basically, it describes our present state.

Our goals and the associated objectives are described in the following pages. The overview below is a basic guide to interpreting this section.

Goals will be the guiding force for the Office of the CIO's actions. They define the future (five year) view of information technology that enables the university's vision, the Provost's priorities, and our organization's improved future state. **FY10 Milestones** are noted for each goal.

Objectives are also noted for each goal. They are necessary and sufficient for the realization of the goal. Objectives have one or more **projects** required for their realization.

Office of the CIO

Vision

Linking the worldwide OSU community to foster global thought and leadership.

Mission

Through collaborative leadership, technical expertise, and excellent service delivery, we will help catapult Ohio State into the ranks of the world's best universities.

1. Unified,
Integrated
Infrastructure

Develop a reliable and secure "One University" information technology infrastructure that enhances productivity and enables global access.

2. Outstanding
Customer
Service

Provide consistent, excellent customer experiences throughout our services.

3. Collaborative,
Flexible
Environments for
Learning

Create consistent, accessible, personalized, and holistic, physical and virtual environments for empowered teaching and learning.

4. Engaged,
Visionary
Information
Technology
Leadership

Be collaborative leaders in facilitating enterprise-wide information technology strategies, priorities, and decisions.

5. Effective,
Efficient
Enterprise
Applications
Systems

Provide reliable and secure enterprise systems that enable effective and efficient operation of the university.

6. Powerful
Enterprise
Business
Intelligence

Develop a business intelligence strategy that will address the university's need to utilize and apply information in order to enhance the decision making process.

Office of the CIO Goals, Strategic Objectives, and Projects

Goal: 1. Unified Integrated Infrastructure:

Develop a reliable and secure “One University” information technology infrastructure that enhances productivity and enables global access.

Strategic Objectives

A. Provide a consistently excellent user experience for customers of the university’s information technology infrastructure.

- **One University Network** – Design and implement a one university network that provides a simplified, secure, and Robust infrastructure with a sustainable funding model and that incorporates industry best practices.
- **Integrated Consistent Monitoring** – Define a holistic approach to services monitoring and alarm escalations, and identify Processes and tools in order to create a proactive environment emphasizing quality and uptime.
- **Enterprise Storage and Backup** – Anticipate the university’s increasing demands for additional storage by implementing proactive storage allocation and capacity management, creating a new funding and chargeback model, and replacing old equipment to increase overall expansion capacity.
- **Facilities** – Define strategic facilities needs for the organization, develop an implementation plan, and actualize priority items.
- **Identity Management** – Create and implement a long-term enterprise vision for identity and access management so users can efficiently and securely access the network services needed based on their role at the university.
- **Virtualizing Infrastructure Components** – Create and Implement modular virtual solutions for platforms and networks.

B. Identify, understand, and mitigate the university’s security risks using a standard framework.

- **Network Security** – Enhance network surveillance mechanisms in order to protect the current network.
- **Security Risk Analysis** – Identify university high and medium security risks, prioritize, and assist the university units in remediation actions.

C. Provide integrated tools to support the communications needs of the university.

- **Enterprise Communication System** – Replace current central messaging system for faculty and staff and for students with a state of the art messaging system that provides unified communications and supports collaboration.

Goal: 2. Outstanding Customer Service

Provide consistent, excellent customer experiences throughout our services.

Strategic Objectives

A. Be recognized as trusted partners and advocates in the delivery of information technology services through effective relationship management.

- **Effective Relationship Management** – Define and implement an organizational and process model that actively incorporates customers and our team into the service level management and business relationship management processes.
- **Clear and Concise Communications to Customers** – Define customers by segmentation and develop the appropriate communication plan. Constantly monitoring the “Effectiveness of QA” process. Consolidated and consistent voice/story. Foster an environment for ongoing interactive communications with our customers and team members.
- **Build Shared Services Model for Office of CIO** – Develop an organization to support Office of CIO technology and central needs.

B. Develop consistent and repeatable process to enhance customer experience.

- **Product/Service Level Management** – Create the Service/Product Management function for all products and services within the organization; provide predictable and consistent access to services and Service Level Agreements for each offered service. Provide consistent customer service training to all customer service staff. Pricing, product descriptions, service owners, etc.

C. Leverage and Market Reusable Integration Services – Design and develop the infrastructure, standards and processes to provide integration services.

- **Integration Services Architecture** – Develop a strategy, roadmap and solution in collaboration with key university stakeholders. Engage Business Partners Integration Points to Implement.

Goal: 3. Collaborative, Flexible Environments for Learning

Create consistent, accessible, personalized, and holistic, physical and virtual environments for empowered teaching and learning.

Strategic Objectives

A. Ensure all centrally scheduled learning spaces are fitted with consistent technology appropriate for the learning environment.

- **Technology Learning Spaces** – Ensure that all centrally-scheduled learning spaces are technology-enabled and have appropriate ongoing funding to anticipate the needs of the university learning and research community.

B. Increase the acceptance of creating flexible and interoperable tools to support virtual and physical environments for teaching, learning, and collaboration.

- **Virtual Learning Environments** – Offer a range of flexible, interoperable tools to support virtual and physical environments for teaching, learning, and collaboration.
- **Informal Learning Spaces** – Facilitate student learning and interaction outside of standard, recognized learning spaces such as classrooms and libraries.

C. Increase the effective, specialized, and innovative eLearning support programs for faculty, students, and staff.

- **Grow eLearning Programs** – Increase the effective, specialized, and innovative eLearning support programs for faculty, students, and staff.

Goal: 4. Engaged, Visionary Information Technology Leadership

Be collaborative leaders in facilitating enterprise-wide information technology strategies, priorities, and decisions.

Strategic Objectives

A. Transform our organization's culture into one of high performance with consistent processes to deliver high customer satisfaction.

- **Create High Performance Culture** – Define organizational, people and branding strategies for changing the CIO offices into a high performance culture.
- **Establish Governance and Advisory Processes** – Establish effective Governance and advisory processes to ensure effective university work priority processes and advisory structures for the Office of the CIO. Improve collaboration and resource utilization to deliver technology most effectively to the university.
- **Develop a Sustainable Financial Model** – Analyze and define our current funding structure and recommend improvements.
- **Establish Program Management (PMO) Office** – Enable consistent use of project management tools and methodology for projects, portfolio (all demand for services) and resource management.
- **Establish Enterprise Architecture Team** – Develop architectural services to ensure required architectural considerations are evaluated and implemented to meet business needs and are consistent with existing technology and future technology direction.
- **Build Organization Change Management Competency** – Develop organizational change capabilities within the Office of the CIO to enable a consistent delivery approach for conducting business process re-engineering, communications and training program as components for technology projects and services.
- **IT Service Management** – Establish standard and predictable processes, success metrics and accountability for customer relationships across the organization in a way that improves customer satisfaction and simplifies their interaction with the organization.

B. Serve as Technology thought leaders by encouraging investigation, sharing of new trends and develop service offerings featuring new technologies.

- **Create a new technology pipeline** – Ensure the CIO staff researches and investigates new technologies, shares technology trends and develops new technology solutions.
- **Develop an IT “Green Strategy” and plan its implementation** – Develop a strategy for Green IT and lead the implementation of technology-based “greening” for the university.

Goal: 5. Effective, Efficient Enterprise Applications Systems

Through business-focused partnerships, provide thought leadership that result in reliable and secure enterprise systems and processes that enable effective and efficient operation of the university.

Strategic Objectives

A. Improve the effectiveness and efficiency of Enterprise Applications Systems by increasing functionality, simplifying business processes, increasing self-service capabilities, and reducing system modifications.

- **Human Resource Self Service** – Implement selected HR self service modules from PeopleSoft to enable customers and increase business process efficiencies.
- **Financials Streamlining Projects** – Pursue opportunities to streamline financial processes using web-based self-service pages, workflow solutions or changes to PeopleSoft.
- **Student Information System Streamlining** – Pursue opportunities to streamline and enhance student processes.
- **Student Information System Project** – Install the PeopleSoft Campus Solutions product (Admissions, Student Records, Student Financials, Student Financial Aid) replacing the university's twenty-plus year old mainframe legacy student systems.
- **Human Resource Simplification (HR/SIS Upgrade)** – Upgrade the Human Capital Management (HCM) Software to the most appropriate version.
- **Financials Infrastructure Replacement** – Replace all hardware and system software components of the Financials System, except application code.
- **Financials 9.1 Application Upgrade** – Upgrade to the most recent application version for the Financials System.
- **Carmen** – Assess and review investments in Learning Management Systems.

B. Drive the achievement of university strategic initiatives.

- **Semesters** – Transform all requisite administrative systems from the current quarter-based academic calendar to a semester-based academic calendar.

C. Implement enterprise-wide projects on time, within budget, and with a high level of customer satisfaction.

- **Demand Management and Business Engagement Model** – Implement a demand/resource management process and establish a clear model of engagement for demand management and business process functions.

Goal: 6. Powerful Business Intelligence

Develop and support a business intelligence strategy, roadmap and solutions that will address the university's need to utilize and apply information in order to enhance decision-making processes.

Strategic Objectives

A. Develop an enterprise-wide data architecture strategy that will embrace one university view of and access to data with clear understanding of data, data relationships and data structures, including ownership, relationships, definitions, residence, and security levels.

- **Enterprise Data Architecture and Strategy** – Create and implement an Enterprise Data Architecture and Strategy that defines objectives, roles, responsibilities and processes data management needs of the university to provide data integrity.

B. Leverage Enterprise Data Warehouse components.

- **HR Data Warehouse** – Complete the development and implementation of the HR Data Warehouse, associated eReports, Hyperion locked models and Employee Analytics data mart.
- **Student/Constituents Data Warehouse** – Incorporate student-related and constituent data into the Enterprise Data Warehouse, including Hyperion models or data marts for specific analysis and reporting.
- **Carmen Data Warehouse** – Incorporate Carmen-related data into the Enterprise Data Warehouse, including Hyperion models or data marts for specific analysis and reporting.
- **Grants Data Warehouse** – Incorporate Grants-related data into the Enterprise Data Warehouse, including Hyperion models or data marts for specific analysis and reporting.

C. Provide an Enterprise Business Intelligence Environment that supports enhanced decision making across the university, and a Content Management strategy and system that enables access to digital information. Both will become a part of the future enterprise data architecture.

- **Define & Implement BI & Reporting Tools** – Create and implement a Business Intelligence & Reporting solution that defines objectives, roles, responsibilities, tools and processes.
- **Enterprise Content Management Strategy** – Select an Enterprise Content Management solution that defines objectives, roles, responsibilities, tools and processes.
- **Implement Enterprise Content Management Instance** – Implement the strategy for a chosen business/area/dept/function.

7. FY10 “Blue Chip” Projects

Our organization adopted the Senn Delaney term “Blue Chip” to define critical projects that are fundamental to our strategic success. They are specifically “something of high value” and are projects that should be recognized across our organization as the primary focus for at least this fiscal year (FY10). They are the successes that will fuel our strategic progress.

The potential Blue Chips (**highlighted**) are projects that are not yet Blue Chips but may move into that category before the end of the year. If these projects are approved by Senior Leadership Team via the charter approval process, they will join the list of Blue Chips.

Office of the CIO: FY10 “Blue Chip” Projects

1. Unified, Integrated Infrastructure	2. Outstanding Customer Service	3. Collaborative, Flexible Environments for Learning	4. Engaged, Visionary Information Technology Leadership	5. Effective, Efficient Enterprise Applications Systems	6. Powerful Enterprise Business Intelligence
Complete Release 1 and 2 of Identity Management Project	Activate Service Portfolio Management	Deliver prioritized eLearning investments and governance structures	Transform our culture	Stabilize and close SIS Project **	Implement the HR Data Warehouse**
Complete Phase 1 Unified Communications Project	Clarify oCIO organization	Enable technology for 41 pool classrooms	Establish a sustainable financial framework	Complete the Financials Infrastructure Project**	Define the Enterprise Data Architecture Strategy and create a roadmap
Implement 24 controls in the Ohio State Security Framework	Establish IT Service Management through Incident and Change Management	Enable technology for 24 additional pool classrooms	Commitment to Operational Excellence	Complete requirements and begin design of Semesters conversion**	
Deliver network architecture design and implementation plan including network management	Develop a Relationship Management Strategy	Define a Student Experience Strategy	Develop and initiate a Program Management Office and Roadmap	Define an Enterprise Applications Roadmap	
Define and initiate an Enterprise Storage and Backup Strategy	Define facilities strategies for team and data center facilities		Define and initiate Enterprise Architecture Framework and Roadmap	Implement Phase 1 Financials Self Service**	
Initiate an enterprise active directory				Initiate the General Ledger Online Reconciliation**	
Implement Next Web					

** Customer Initiated Project

Potential Blue Chips

Office of the CIO: FY10 “Blue Chip” Projects & Measures

1. – Unified, Integrated Infrastructure		
Develop a reliable and secure “One University” information technology infrastructure that enhances productivity and enables global access		
#	Objectives (Blue Chips)	Measures
1.1	Identity Management Project	a) Implement release 1 deliverables (Q3) b) Implement release 2 deliverables (Q4)
1.2	Unified Communications Project	a) Secure university support for one email system (Q2) b) Implement Unified Messaging (Voicemail) (Q3) c) Define a 5 year strategy for the university’s Unified Communication (Q4)
1.3	24 controls in the OSU Security Framework	a) Complete the implementation of 12 (Security Framework) controls (Q2) b) Prioritize target controls for FY11 implementation (Q3) c) Complete the implementation of 24 (Security Framework) controls (Q4)
2. – Outstanding Customer Service		
Provide consistent, excellent customer experience throughout our services		
#	Objectives (Blue Chips)	Measures
2.1	Activate Product Management processes	a) Deliver an inventory of current services (Q1) b) Introduce Service Pipeline model (Q2) c) Deliver an internal view “website” of CIO IT Services (Q2) d) Service Audit Financial (Q2)
2.2	Establish IT Service Management through Incident and Change Management	a) Complete Incident Management Project (Q3) b) Steering committee recommendation on the next project to charter (Q2)
2.3	Clarify and simplify Office of the CIO organization	a) Decision charter (Q2)
2.5	Commitment to operational excellence	a) Develop more meaningful monthly metrics (Q2) b) Confirm FY10 improvement commitment (Q2)
3. – Collaborative, Flexible Environments for Learning		
Create consistent, accessible, personalized, and holistic, physical and virtual environments for empowered teaching and learning		
#	Objectives (Blue Chips)	Measures
3.1	Deliver Prioritized eLearning investments and governance structures	a) Publish committee approved Cloud Computing Guidelines (Q3) b) eLearning Strategic Implementation Committee (eSic) report (including semester transition) approved (Q3) c) eLearning FY11 initiatives positioned for action (Q4)
3.2	Enable technology for 41 additional pool classrooms	a) 10 classrooms (Q2) b) 14 classrooms (Q3) c) 17 classrooms (Q4)

4. – Engaged, Visionary Information Technology Leadership		
Be collaborative leaders in facilitating enterprise-wide information technology strategies, priorities, and decisions.		
#	Objectives (Blue Chips)	Measures
4.1	Culture Transformation	a) Approved charter (Q2) b) Culture retreats for all oCIO staff (Q4) c) New Performance Management System implemented (Q4)
4.2	Sustainable Financial Framework	a) Develop sustainable financial model for all new services (Q1) b) Audit Service Catalog and validate rates and funding (Q2) c) Develop activity based costing for the top 20% of key services (Q4)
5. – Effective, Efficient, Enterprise Application Systems		
Through business focused partnerships, provide thought leadership that results in reliable and secure enterprise systems and processes that enable effective and efficient operation of the university.		
#	Objectives (Blue Chips)	Measures
5.1	Stabilize and close SIS project	a) Complete stabilization and complete project (Q2) b) Complete formal project close-out (Q3)
5.2	Complete the Financial Infrastructure Project	a) Complete project (Q2) b) Complete formal project close-out (Q2)
5.3	Complete requirements and begin design of Semesters conversions	a) Complete initial project plan (Q2) b) Complete requirements definition (Q3) c) Begin basic element of design (Q4)
5.4	Define Enterprise Applications Roadmap	a) Deliver initial high level (3-5 year) road map that includes major projects, major upgrades, and major enhancements (Q2) b) Deliver enhanced, detailed road map developed with customer input (Q4)
5.5	Implement Phase 1 Financials Self Service	a) Complete Infrastructure implementation (Q2) b) Implement phase I (Basic Purchase Request) (Q3)
6. – Powerful Business Intelligence		
Develop and support a business intelligence strategy, roadmap and solutions that will address the university's need to utilize and apply information in order to enhance decision-making processes.		
#	Objectives (Blue Chip)	Measures
6.1	Implement the HR data warehouse	a) Implement employee analytics 1-3 (Q2) b) Implement eReports and data warehouse structures (Q4)