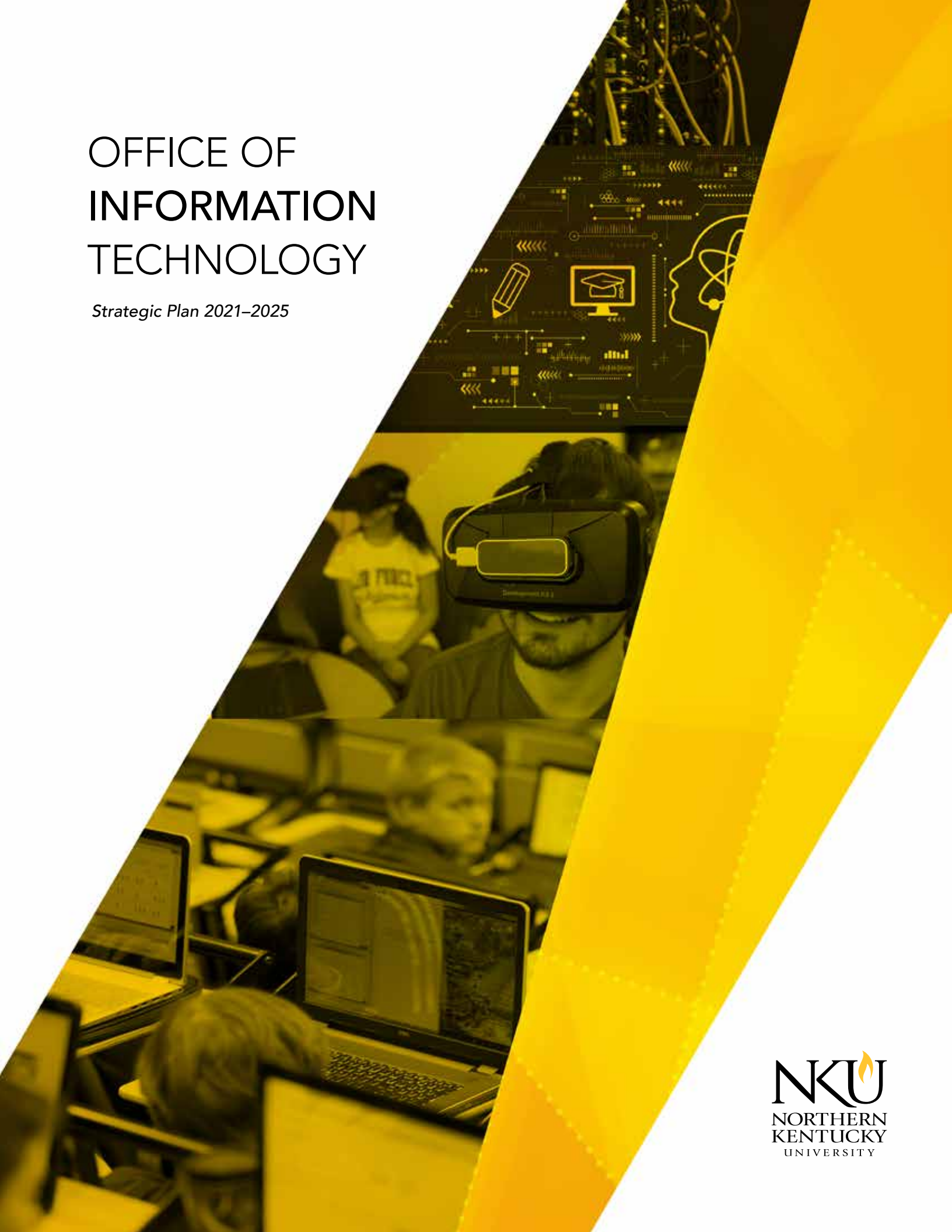
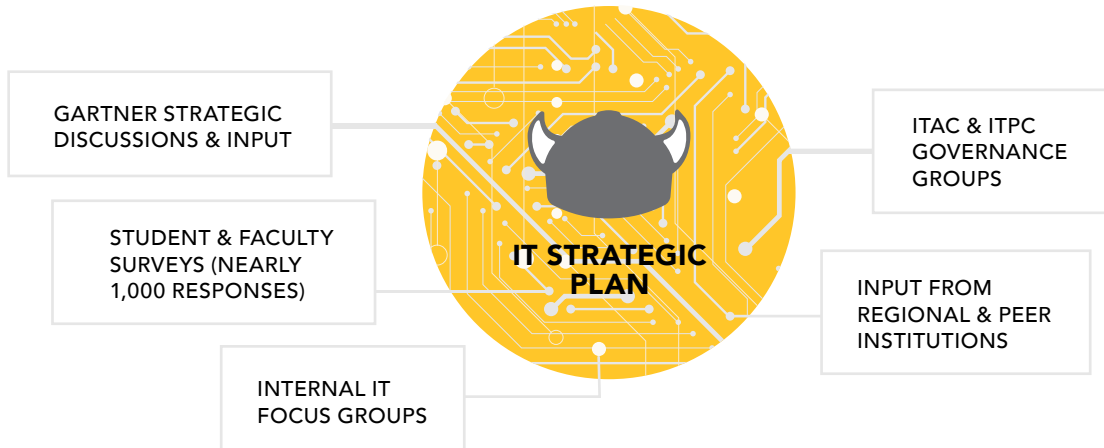


OFFICE OF INFORMATION TECHNOLOGY

Strategic Plan 2021–2025



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LETTER FROM THE CIO

Dear Colleagues,

I am proud to share with you the 2021-2025 Information Technology Strategic Plan. This plan is the culmination of many months of collaboration with a large number of individuals across our campus. It provides a roadmap for the future that supports our university's mission to place learners and their learning at the center of what we do. It specifically incorporates alignment with the Success by Design Strategic Framework. As NKU evolves with new business models and seizes new opportunities, this plan will provide the technological framework for success.

Recent events have emphasized the impact of innovative technology solutions on society and the opportunities for moving NKU forward have never been more promising. We live in a time when information technology is impacting work, entertainment, healthcare and, of course, education at a level few have ever imagined. In fact, the recent Covid-19 Pandemic is accelerating necessary digital transformations that will greatly impact NKU's future as a premier learning institution.

We now live in a hybrid world in all that we do, and this plan embraces the role of technology and the opportunity that it provides. Our students are coming to campus with new expectations, including the desire to learn anywhere, anytime, anyway. These digital natives that are "always" connected will bring change accompanied with challenges, but ultimately they will drive us to improve education and our university. This reality has fundamental implications for how we design and deliver our academic programs as well as how we gather, share and use knowledge to support student success. Technology is expanding student access and changing the fundamentals of both how we go about the teaching-learning process, support campus life activities and how the university operates.

We have lofty goals and believe the roadmap presented in this 2021-2025 Information Technology Strategic Plan will have a long-lasting contribution and effect on the mission of NKU. As an alumnus of NKU, I could not be more proud of this institution and look forward to a tomorrow full of endless possibilities.

Sincerely,

TIM FERGUSON
Chief Information Officer, Office of Information Technology

NORTHERN KENTUCKY UNIVERSITY **STRATEGIC PLAN OVERVIEW**



MISSION STATEMENT

The mission of Northern Kentucky University is to deliver innovative, student-centered education and engage in impactful scholarly and creative endeavors, all of which empower our graduates to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region.



VISION STATEMENT

NKU will be nationally recognized for being a student-ready, regionally engaged university that empowers diverse learners for economic and social mobility.

CORE VALUES

NKU is committed to:

- We will promote a culture that fosters and celebrates excellence in all that we do.
- We will engage in honest, fair, and ethical behavior with integrity at the heart of every decision and action.
- We will foster a community of belonging by embracing equity, diversity, and inclusiveness.
- We will approach our work—how we teach, engage and serve—with creativity and innovation.
- We will maintain a climate of collegiality built on respect and characterized by open communication and shared responsibility.

SUPPORTING PRIORITIES

NKU will:

- Recruit and retain outstanding faculty and staff.
- Increase public awareness of NKU.
- Expand NKU's financial base and capital assets.
- Increase institutional effectiveness.

STRATEGIC PRIORITIES

NKU will:

- Develop talent.
- Increase student engagement in learning.
- Ensure academic quality.
- Engage in effective regional stewardship.

"I LIKED THAT THE ASYNCHRONOUS CLASS ALLOWED ME TO DO WHAT I NEEDED TO DO AT MY OWN PACE. THERE WERE VIDEOS AND PRESENTATIONS THAT PROVIDED STUDENTS WHAT THEY NEEDED TO COMPLETE ASSIGNMENTS."

– 2021 Student Survey

NKU SUCCESS BY DESIGN



INFORMATION TECHNOLOGY VISION AND MISSION



OUR MISSION

In support of the strategic goals of the university, to provide highest-quality service and delivery through innovative and efficient technology for students, faculty, staff and the community.



OUR VISION

To empower and serve the university community through accessible, collaborative, innovative, inclusive, and advanced technological solutions that provide an enriching academic experience to our students, and to strengthen the ability to educate the public we serve.

As an integral part of the university and as leaders in technology we will:

- Improve the learning experience for our students with effective technology solutions in both classroom and distance-learning settings.
- Embrace diversity, equity, and inclusion of our campus community.
- Provide information access for students, faculty and staff via quality technological

services, tools and resources to support learning, decision-making and operational effectiveness.

- Assist and support university constituents and the metropolitan region with planning and guidance to achieve educational goals and objectives through technological solutions.
- Provide excellent communication and infrastructure that encompass stability and security of university IT resources and information and deliver high-quality computing, printing and media services.
- Evaluate and implement emerging technologies to provide solutions, enhance processes and improve services for the university and community.
- Provide training and instruction for the university community in the use of tools, systems and software through a highly skilled technical staff and knowledgeable Service Center/Information Technology Solutions Center.
- Partner with technology based NKU initiatives in support of the Northern Kentucky/ Greater Cincinnati community for regional educational and outreach services.



The Strategic Plan is comprised of four parts: themes, strategies, initial goals, and future direction.

The plan aligns with the university's strategy and direction and will be updated accordingly (as NKU updates its strategic plan). The plan will also be revised as new technologies emerge within higher education. These modifications will be outlined in future OIT Annual Reports.



IMPACT: Maximize efficiencies, improve processes and increase productivity.



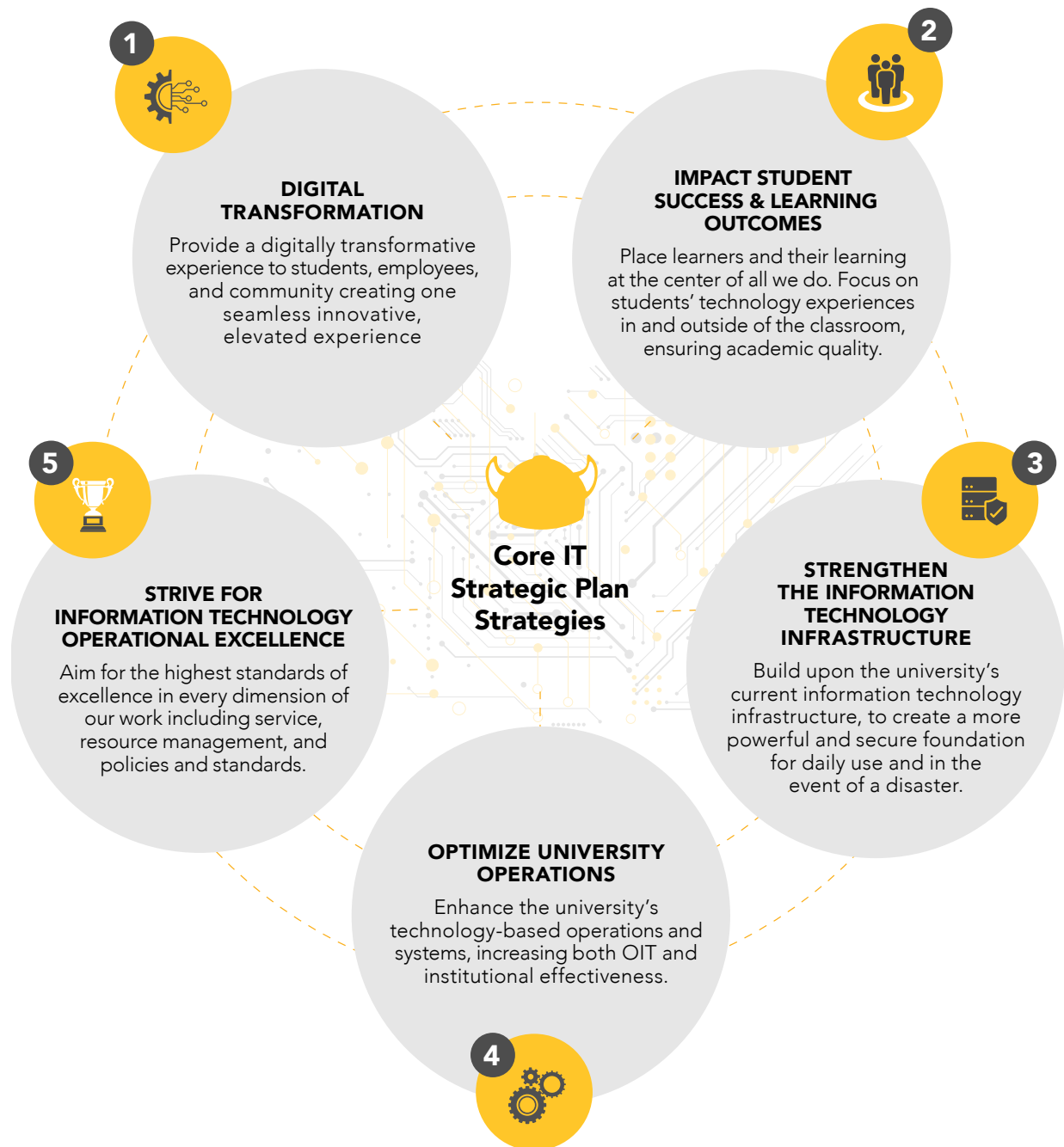
INNOVATE: Capitalize on artificial intelligence (AI) and leverage new technologies that will transform the university.



ENGAGE: Communicate, collaborate and contribute to teaching, learning, scholarship and research to enhance the student experience, and promote university success in virtual and in-person environments.



SERVICE: Provide effective, efficient, and proactive support by fostering a positive, respectful, inclusive, and welcoming environment.





Core IT Strategic Plan Strategies

OUR PATH TO A DIGITALLY TRANSFORMED UNIVERSITY

Creating an exceptional digital experience starts by understanding our people and processes and then blending the appropriate technologies to transform delivery of instruction, user experiences, and improve administrative functions. Our goal is to provide a digitally transformative experience to our students, employees, and community that creates one seamless innovative, elevated experience for our entire region and beyond. This expands the possibilities for faculty and staff to innovate, build, and deliver a learning experience that prepares our students for a digitally transformed world. To do this, digital transformation efforts must be aligned with our institutional strategies and goals.

Strategic Focus for Digital Transformation:

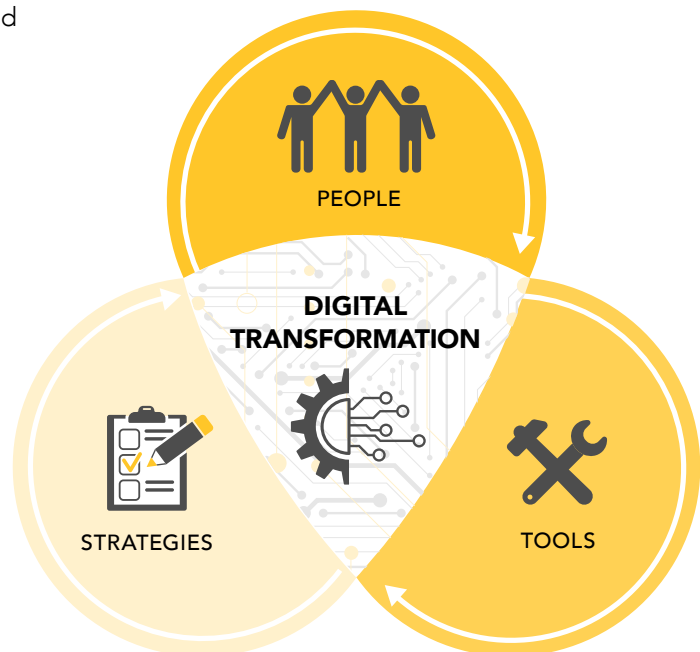
- Drive innovation in today's learning environments by inspiring a mindset of continuous improvements toward best in class delivery of services
- Mobile first approach that is responsive and connected to all aspects of university life
- Breathe new life into our campus culture by embracing new, digital-first channels
- Support life-long learning with resources for a successful experience
- Dissolve the difference between online and in-person experiences that benefit students
- Digital and non-digital touchpoints are integrated


Digital Transformation Domains of Focus

- User First Mentality
- Mobile Driven Solutions
- Equity, Access, & Inclusion
- Flexible Learning/Working Environments
- Transform business processes to improve efficiencies and provide seamless, real-time customer service
- Foster a data strategy that improves availability, quality, and management of university data to enable transformative decision making

"TECHNOLOGY IS EXPANDING STUDENT ACCESS AND CHANGING THE FUNDAMENTALS OF BOTH HOW WE GO ABOUT THE TEACHING-LEARNING PROCESS, SUPPORT CAMPUS LIFE ACTIVITIES AND HOW THE UNIVERSITY OPERATES."

– *TIM FERGUSON, Chief Information Officer
Office of Information Technology*





"THE SUPPORT FROM THE IT AND COLLEGE TECHS HAS BEEN GREAT. OVERALL, IT WAS A VERY GOOD EXPERIENCE. THANKS IT PEOPLE!"

- 2021 Faculty Survey Quote



Core IT Strategic Plan Strategies

OUR PATH TO A DIGITALLY TRANSFORMED UNIVERSITY

USER FIRST MENTALITY

Initial Goals

Users' needs are the most important factor and should be our primary focus.



In a world of digitalization, support and maintain a user experience that is well-designed, personalized, and has an intuitive digital presence



Create experimental classrooms to test and foster the use of emerging technologies



Improve common student study spaces because more students are learning outside the formal classroom



Future Direction

Digital and non-digital touchpoints are seamlessly integrated with one another



Build an online environment that allows students to learn at their own pace while still providing quality faculty/student mentorship and interaction



Support one universal CRM for a lifecycle of services



MOBILE DRIVEN SOLUTIONS

Initial Goals

Leverage AI driven tools to advance academic and business services, chatbots, plagiarism-detecting software, and conversational tools that answer academic questions, and possibly grade assignments.



Continue to advance features of NKU mobile apps



Continue to focus on mobile utilization in academic pursuits



Future Direction

Build a virtual community that complements, not competes with, the in-person campus



Provide a blended, immersive, and digital experience that fuses the online and physical worlds across campus



Enhance the student experience by allowing them to conduct university business anywhere, any time.



EQUITY, ACCESS, INCLUSION

Initial Goals

Identify and pilot emerging technologies for campus-wide implementation



Continue to emphasize a culture of accessibility



Reduce barriers to all NKU digital content to ensure ease of access to all users



Provide accommodations, as needed, in the spirit of equity for all





Core IT Strategic Plan Strategies

OUR PATH TO A DIGITALLY TRANSFORMED UNIVERSITY

Future Direction

Provide one-to-one technology for students. The traditional model of expecting students to provide their own technology has led to inconsistent and, at times, inequitable experiences.



Implement and support an internet portal to collect and maintain a listing of all NKU online offerings

- Convert existing programs to distance education format to reach net-new students
- Develop new programs in a distance education format to reach net-new students
- Build open educational courses, through delivery platforms like Coursera to reach students on campus and across the globe
- Implement technology solutions to support allowing students to watch real-time, live broadcasts of their in-person class
- Accelerate hybrid education by identifying academic programs and individual courses that can be delivered in a hybrid format.



FLEXIBLE LEARNING/WORKING ENVIRONMENTS

Initial Goals

Provide lifelong learners with the resources for a successful experience.



Provide an unsurpassed, student-centered, distance education learning experience.



Prepare students for a world that has shifted significantly toward flexible work. Colleges and university students have come to expect a flexible learning experience that takes full advantage of

digital-first teaching methods. Moreover, faculty and staff are also demanding flexibility with, when, and where they work.



Explore remote work opportunities to rethink work and office requirements



Future Direction

Support our workforce with digital connectivity and AI capabilities



Provide opportunities for students to swirl between online, blended, and face-to-face classes



Provide access to digital course materials that include online lectures, digital textbooks, interactive assessment tools, and student-authored content that can be accessed any time, any place.



TRANSFORM BUSINESS PROCESSES TO IMPROVE EFFICIENCIES AND PROVIDE SEAMLESS, REAL-TIME CUSTOMER SERVICE

Initial Goals

Improve efficiencies and provide seamless, real-time customer service. Optimize operations to help lower support costs, increase productivity, and reduce development time





Core IT Strategic Plan Strategies

OUR PATH TO A DIGITALLY TRANSFORMED UNIVERSITY

Initial Goals continued

Increase the efficiency and effectiveness of our workforce by redesigning processes, infusing new ways of working and collaborating into our practice, and automating activities that do not directly enhance the student experience



Rearchitect existing workflows



Future Direction

Deploy mentorship programs and feedback loops with faculty, staff, and students to capture insights, measure impact, and innovate the service experiences.



Develop and provide nudge technologies to enhance communication and services



Create a campus Intranet using MS Teams as the core component. A modern intranet will provide us with the means to communicate better as a campus community. Allow users to prioritize what they receive and how they receive it, to remove disruptive noise from their work and lives.



Re-envision the student experience through a comprehensive analysis of the student journey from recruitment through graduation with targeted technological investments to redesign areas of greatest need and highest value



FOSTER A DATA STRATEGY THAT IMPROVES AVAILABILITY, QUALITY, AND MANAGEMENT OF UNIVERSITY DATA TO ENABLE TRANSFORMATIVE DECISION MAKING

Initial Goals

Improve access to institutional data by wisely investing in modern infrastructure and processes that reduce barriers while managing risk



Enable data governance to effectively manage university data as an asset, ensuring that data is managed in a compliant manner.



Improve availability, quality, and management of university data to enable transformative decision making



Provide data to support decision-making in the areas of student success and educational equity.



Support enrollment growth through the development and utilization of actionable data and predictive analytics.




Future Direction

Develop innovative data-driven approaches for improved student recruiting, retention, better student outcomes, greater institutional efficiency and cost-containment.



Utilize industry best practices to design, construct, & implement a consolidated, university-driven data lake.



An aerial, grayscale photograph of the Northern Kentucky University (NKU) campus. The image shows several large, modern academic buildings with flat roofs and large windows. There are numerous parking lots filled with cars, and some green spaces with trees. The campus is situated on a hillside, with a city skyline visible in the distance under a clear sky. The text is overlaid on the left side of the image.

**We have lofty goals
and believe the road-
map presented in this
2021-2025 Information
Technology Strategic Plan
will have a long-lasting
contribution and effect
on the mission of NKU.**

*– TIM FERGUSON, Chief Information Officer
Office of Information Technology*



2



Core IT Strategic Plan Strategies

IMPACT STUDENT SUCCESS THROUGH ENHANCED LEARNING OUTCOMES AND STUDENT EXPERIENCES

Enhanced Learning Outcomes and Student Experiences will focus on how to enhance the student academic experience and student life with technology, IT support, and innovation.

STRATEGIC FOCUS

Student Information Systems - Provide integration for technology solutions that support administration, recruitment, retention, academic achievement, and alumni relations.

Student Engagement - Simplify & streamline secure technology resources to provide platforms for students to interact with faculty and staff both inside and outside the classroom. Offer opportunities for students to gain real-world technical experience and increase marketability after graduation.

Student Service - Support technologies that enhance student services by providing faculty, staff, and students with improved secure connectivity, collaboration tools, and access to on-demand learning and information via tracking and reporting. Leverage digital innovation to deliver exceptional customer service and expanded access to personalized information and resources.

Enhanced Learning Environments - Ensure that all physical and virtual learning spaces have reliable, current technology that accommodates a variety of learning and teaching styles. Ensure the availability of loaner devices at Norse Tech Bar to expand access to online labs.

Ubiquitous Learning - Provide systems and infrastructure to support learning and improve access to education through accessible, innovative, online, mobile, experiential, and emerging technologies.

Student Experience - Utilize technology to strategically augment student life and social experiences for an enhanced sense of belonging that helps students build community and engagement.

Initial Goals

Pursue an aggressive campus investment in smart classrooms.



Collaborate with academic departments in researching and adopting emerging classroom technology



Utilize NKU systems to provide accessible, targeted communication to students in support of recruitment and retention, including Chatbots and other forms of artificial intelligence.



Expand and improve student self-service capabilities.



Implement additional mobile functionality.



Provide technology to support Hyflex classes and asynchronous on-demand learning.



Engage with areas supporting student life to develop a roadmap that advances their vision



2



Core IT Strategic Plan Strategies

IMPACT STUDENT SUCCESS THROUGH ENHANCED LEARNING OUTCOMES AND STUDENT EXPERIENCES

Future Direction

Digital Transformation through one-to-one technology.



Improve the student experience with enhanced social/mobile tools that foster a sense of belonging



Expand our presence in online course delivery.



Support faculty lecture capture innovation as more courses are made available online



Provide training and support for technology integration in collaboration with a faculty mobile work group.



Emphasize the importance of user friendly administrative systems as part of our students' college experience.



Expand student services through secure self-service and mobile initiatives.



Develop academic technology replacement strategies that leverage virtual environments and student personally owned devices for learning anywhere, anytime.



Provide learning analytics to help improve courses and identify at-risk students.



Support technology to help eliminate barriers between students, faculty, and staff.



Expand mobile technology to create an engaging and equitable learning environment.



Collaborate with diverse groups and establish strong partnerships to co-create new operating models, service delivery models, and product/service offerings.



Find new ways to optimize innovations, allowing for rapid response to disruptive forces.



“SYNCHRONOUS CLASSES ALLOWED ME TO STAY AT HOME AND GET MORE DONE AFTER CLASS AND ASYNCHRONOUS ALLOWED ME TO CREATE MY OWN SCHEDULE.”

– 2021 Student Survey



Core IT Strategic Plan Strategies

STRENGTHEN IT INFRASTRUCTURE

This strategy strives to maintain and strengthen the infrastructure that supports the needs of our faculty, staff, and students in our world's ever evolving learning environment.

STRATEGIC FOCUS

Sustained Enhancements - Continue improvements to information security, privacy, and compliance programs

Effective Security Advancements - Reduce and control digital risks and improve cybersecurity while minimizing impact to the University faculty, staff, students, and guests

Agile Optimization - Extend automation and user self-service capabilities to provide secure, timely solutions

Initial Goals

Monitoring & Improving - Expand and improve technical monitoring and alerting tools



Data Protection - Improve data protection against theft and user account takeover



Policies - Update, expand, and modernize IT-related policies



System Architecture - Provide system architecture designed for maximum availability, high performance and feature-rich business applications. Implement, support and maintain campus application architecture to assist in achieving the university goals.



Initial Goals continued

Infrastructure Services - Expand and maintain reliable, flexible infrastructure services including network, telecommunications, and system storage performance.



Cloud Smart - Leverage cloud technology where appropriate to provide scalable, agile, and resilient infrastructure.



Information Security - Expand cybersecurity systems to better protect and monitor campus technology systems.



"I HAD MY NKU-PROVIDED DESKTOP TO WHICH IT ADDED A WEBCAM, HEADSET WITH MICROPHONE, AND A TABLET FOR DRAWING AND WRITING. THESE ALL WORKED GREAT."

– 2021 Faculty Survey



Core IT Strategic Plan Strategies

STRENGTHEN IT INFRASTRUCTURE

Future Direction

Reduce Complexity - Reduce user access complexity by improving user access roles in more systems



Maintain compliance - Maintain compliance with GLBA, PCI-DSS, FERPA, and HIPAA requirements



Adapt and Automate - Continue to embrace a Dev Ops approach to projects while utilizing containerization and automation to optimize operations and increase productivity.



Business Continuity - Provide continuous support and improvement for our long-term disaster recovery strategy



Data Architecture - Provide methods to design, construct, and implement a consolidated, university -driven data resource.



Identity Management - Provide a robust account management process capable of integration with all systems.



4



Core IT Strategic Plan Strategies OPTIMIZE UNIVERSITY OPERATIONS

This strategy strives to maintain excellence in every facet of the operations of the university, while also working to strengthen operations to adapt to needs of our faculty, staff, and students in our world’s ever evolving learning environment.

STRATEGIC FOCUS

Continuous Process Improvement - Support the university’s efforts to improve technology-based business processes to maximize organizational efficiency and effectiveness while mitigating controls with appropriate decision making.

Enhance Operational Reporting - Improve NKU’s reporting platform and identify and address reporting gaps that support critical business processes.

Employee Experience - Expand and support self-service functionality to streamline the employee experience, while ensuring the utmost security and privacy.

Support Digital Transformation - Maintain intuitive digital solutions for all users, to stay on the leading edge of the evolving digital working and learning environment.

Diversity, Equity, and Inclusion - Expand and support continuing education for all faculty, staff, and students to make campus a safe and welcoming place for all.

“SOME PROFESSORS WHO ARE ASYNCHRONOUS HAVE BEEN FANTASTIC - THEY POST VIDEO LECTURES AMONG OTHER THINGS AND IT STILL FEELS LIKE THEY ARE TEACHING.”

– 2021 Student Survey

Initial Goals

Continue to improve and expand ERP with initiatives such as rolling out SAP HANA and Power BI.



Provide an enterprise level business intelligence environment supporting analytical reporting and contributing to enhanced decision-making.



Identify and pilot emerging technologies for campus-wide implementation



Provide unified and integrated communication and collaboration solutions that leverage artificial intelligence (AI) and cloud-based technologies, including but not limited to:

- email
- digital signage
- NKU’s mobile app
- NKU website



Leverage NKU’s social mobile presence in support of recruitment, outreach, learning, marketing, and communications.



4



Core IT Strategic Plan Strategies OPTIMIZE UNIVERSITY OPERATIONS

Future Direction

Provide additional self service capabilities and expand the use of AI applications for employee and managers supporting the goal of improving business processes



Maintain intuitive and accessible digital solutions for all users, ensuring that all digital and non-digital touchpoints are seamlessly integrated.



Provide security, privacy, and compliance technologies that ensure data privacy for all users in a secure online environment and deliver training to ensure compliance with all policies.



Utilize applied analytics technologies to make assessments, monitor end-to-end infrastructure, and drive decisions.



"I LOVED THE FLEXIBILITY OF IT! I CAN BE ANYWHERE AND STILL ATTEND SYNCHRONOUS CLASSES WHEN NECESSARY. ASYNCHRONOUS CLASSES ALSO PROVIDED FLEXIBILITY TO WORK AT MY OWN PACE AND COMPLETE ASSIGNMENTS WHEN NECESSARY."

– 2021 Student Survey

"I LIKED THAT ZOOM LECTURES
WERE RECORDED AND COULD BE
ACCESSED AT ANY TIME."

– 2021 Student Survey



5



Core IT Strategic Plan Strategies

STRIVE FOR INFORMATION TECHNOLOGY OPERATIONAL EXCELLENCE

This plan of action aims for the highest standards of excellence in every dimension of our work including service, resource management, best practices, and standards.

STRATEGIC FOCUS

Security and Privacy - Ensure all users are provided a secure and private work environment.

Talent Development - Retain and develop talent through cross training, professional development, and establishing career paths.

Transformation through Innovation - Research opportunities to use emerging technologies and new delivery models to support the long-term vision, objectives, and strategies of the university.

Support Remote Learning and Working Environments - Expand our technologies to allow for Hyflex and Hybrid U learning and working environments.

“STUDENT ENGAGEMENT WORKED BETTER THAN I EXPECTED. WE ALL GREW ACCUSTOMED TO WHAT TO EXPECT IN A ZOOM SESSION AND I MADE USE OF BREAKOUT ROOMS AND SCREEN SHARING FREQUENTLY. ON CANVAS I EMPLOYED DISCUSSIONS TO LET STUDENTS PEER REVIEW AND ALSO SHARE OTHER ASPECTS OF OUR ASSIGNMENTS.”

– 2021 Faculty Survey

Initial Goals

Community & Regional Outreach - Continue to work through our partnerships with Interalliance, the IT Leadership Forum (ITLF) and ILead. Pursue additional opportunities to engage the region.



Customer Liaisons for VP Areas - Establish customer liaisons to work within each VP area to understand current process/software/needs to roadmap future direction and support.



Governance - Engage faculty and staff in establishing priorities through an improved, transparent, and effective governance structure. Ensure IT investments are strategically aligned with university goals and strategies through rigorous planning and governance.



High Quality Customer Service - Evaluate and improve internal processes, services, and offerings to provide the most efficient and effective procedures to ensure quick response times and high-quality customer service.



Best Practices & Standards - Optimize IT processes through the consistent use of standard tools, best practices, and innovative technologies.



Resource Management - Establish effective strategies for planning, monitoring, managing, and protecting IT resources including human resources, organizational, financial, technical equipment, and other university assets.



5



Core IT Strategic Plan Strategies

STRIVE FOR INFORMATION TECHNOLOGY OPERATIONAL EXCELLENCE

Future Direction

Strategic Partnerships - Promote strategic and strong relationships with external vendors and NKU departments to create value through focused and collaborative objectives and outcomes.



Support Remote Learning & Working Environments - Expand our technologies to allow for Hyflex and Hybrid U learning & working environments.



Support the Digital Transformation Process - Use digital tools to improve productivity, deliver value, and drive change to meet the organizational goals of the university and its consumers.



Talent Development - Retain & develop talent through cross training, professional development, and establishing career paths to achieve a long-term, empowered, and motivated workforce where each employee can see their value to the university.



Transformation through Innovation - Research opportunities to use new technologies and various delivery models to support the long-term vision, objectives, and strategies of the university.




“COVID 19 DRAMATICALLY CHANGED THE WAY I TEACH (I WOULD SAY IN A VERY POSITIVE MANNER). I LEARNED SEVERAL NEW TOOLS. I LOVED THE SUPPORT THAT UNIVERSITY GAVE US TO MOVE FORWARD.”

– 2021 Faculty Survey



Our strategic planning represents the Office of Information Technology's effort to consciously define and design a digitally transformed future. We trust that our purpose and ambitions will motivate all stakeholders to support our plan. Our effectiveness will be determined by the support and commitment we realize in the execution process.

This plan will be distributed and promoted across the University and subjected to a periodic review to establish its impact and maintain its relevance. We are convinced that our process of detailed analysis and internal discussion, positions us to exercise strong influence over our future. By focusing on our strategic plan strategies, we will become a digitally transformed university.



The image shows a man in a dark suit and tie standing at a wooden podium on a stage, addressing an audience. Behind him is a large projection screen displaying a presentation slide. The slide has a light blue background with the title 'SUCCESS BY DESIGN' in the top left corner. Below the title, it reads 'Draft Initiative - August 2015'. The main content of the slide is titled 'ACCESS: NKU will expand programs, services, and delivery options to increase access and become a preferred destination for learners across the Commonwealth of Kentucky, the nation, and the world.' Below this, there is a green box containing 'Objective 1: Reduce barriers and simplify processes so diverse learners can successfully apply, be admitted, and enrolled for educational opportunities.' At the bottom of the slide, there are four numbered points: 1.1 - Develop a holistic approach to admissions, inclusive of test optional (BOX 3); 1.2 - Eliminate duplicative processes and ease application and reduce time to decision (BOX 2); 1.3 - Evaluate, streamline or eliminate academic and administrative policies that impede successful enrollment (BOX 1 and BOX 2); 1.4 - Develop and execute a marketing and communications plan that increases outreach to diverse students (BOX 1 and BOX 3). The audience is visible in the foreground, seated in rows of chairs.

SUCCESS BY DESIGN

Draft Initiative - August 2015

ACCESS: NKU will expand programs, services, and delivery options to increase access and become a preferred destination for learners across the Commonwealth of Kentucky, the nation, and the world.

Objective 1: Reduce barriers and simplify processes so diverse learners can successfully apply, be admitted, and enrolled for educational opportunities.

- 1.1 - Develop a holistic approach to admissions, inclusive of test optional (BOX 3)
- 1.2 - Eliminate duplicative processes and ease application and reduce time to decision (BOX 2)
- 1.3 - Evaluate, streamline or eliminate academic and administrative policies that impede successful enrollment (BOX 1 and BOX 2)
- 1.4 - Develop and execute a marketing and communications plan that increases outreach to diverse students (BOX 1 and BOX 3)



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