INFORMATION TECHNOLOGY
STRATEGIC PLAN

EASTERN OREGON
UNIVERSITY

Table Of Contents

Introduction

Information technology continues to be a key component in how we support our faculty, students, and staff on campus. Consequently, technology has become more pervasive and plays an ever-increasing role in the daily lives of those in our community both on and off campus. Technology not only supports the demands of the academic environment, the needs of our administration, and the learning and quality of life of our students but also the well-being and safety of our entire community.

The Information Technology (IT) department will continue to utilize the established oversight structures to provide support and facilitate thoughtful investment and allocation of resources to meet the needs of the community. Our commitment to initiate an IT Strategic Plan and periodically review it, as the needs of our community change and new technologies become available, speaks to our ongoing focus on the expanded use of technology and its importance in all areas of the University.

Our planning efforts are focused on these four strategic areas of importance:
1. Customer Service
2. Administrative Applications
3. Security
4. Infrastructure

The Information Technology department is committed to this level of collaboration, communication, and engagement as we regularly revisit our Information Technology Strategic Plan. The plan will continue to be updated to reflect changes to the current environment or University strategic priorities as well as the dynamic changes in technology.

Mission

EOU IT Mission Statement

The EOU Information Technology department is dedicated to supporting the Eastern Oregon University strategic plan and mission. The Information Technology department provides secure, reliable, and integrated technology solutions while delivering excellence in customer service.

Objectives

In support of this [mission](#), we will:

- Provide appropriate and adaptive technology services, as well as information/data security, to campus.

- Demonstrate technical and operational excellence through a commitment to customer service, professionalism, and continuous improvement.

- Provide leadership and planning for the effective and strategic use of emerging technologies.

- Partner with the University community to understand the information technology needs of faculty, staff, and students.

[Eastern Oregon University's Mission](#)

[Eastern Oregon University's Strategic Plan](#)

Key Strategic Initiatives

Customer Service

Creating a culture of service excellence

The increased use of technology, in support of academic and administrative needs on campus, places a premium on service and support. The ability to provide quality service requires continued focus and organization. The IT department is committed to ensuring that our customer service initiative builds and sustains a culture of service excellence. A framework based on the industry standard, Information Technology Infrastructure Library (ITIL), will guide the design of best practices for information technology support and service management. ITIL is a set of concepts and best practices for the management, delivery, and continuous improvement of information technology services.

An Integrated, Customer-Centric, and Intuitive Experience

A support environment (physical and virtual) where members of the EOU community enjoy an experience that is customer-focused, personalized, and intuitive is a key initiative in our support plan. We will continue to improve the physical spaces for service and the provisioning of technology while greatly improving the quality of support. We will also continue to enhance and deliver a [Catalog of Services within our EOU IT Knowledge base](#) which will provide an intuitive, customer-centric, self-service tool for all technology services.

Continuous Service Improvement

High-performing service organizations benefit from the existence of a service culture that promotes continuous review and improvement. The IT department will work to create and continually improve a culture of service and support within the organization. The IT department will develop and implement well-articulated service and support protocols based on industry standards. We will review existing service and support procedures against frameworks such as ITIL, define specific plans for improvement, and ongoing reviews. We will also leverage important partnerships with our user community to ensure that their needs are guiding continuous review and improvement. Through these personal connections, systematic data collection, and analysis, we will continually improve a framework for service delivery and support that best meets the needs of the University. Additionally, we will focus on developing a culture of service by conducting ongoing customer service training programs for both support personnel and key partners to maintain a consistent approach to service excellence.

Administrative Applications

Providing tools for organizational effectiveness and alignment

Administrative applications impact all members of the university. Key to the successful operations of the University, these applications support business processes, provide tools that support analysis and decision-making, and ensure compliance with regulatory requirements. The IT department, in partnership with the user community, will continue to enhance administrative applications to improve functionality, accessibility, and service delivery.

Business Intelligence and Enterprise Reporting

Decision-making at all levels across the University requires access to information. An enterprise data repository that consolidates data from multiple authenticated sources is a vital component in support of decision-making and related information needs such as reporting and analysis. We will continue to design and develop the data architecture to provide information that is consistent, accurate, and secure. We will also develop and implement education and communication plans that effectively communicate our enterprise reporting solutions and best practices to improve the awareness and adoption of enterprise tools and reporting processes. In addition, the IT department will review existing reporting frameworks and tools (strategic and

operational) and clearly define operational reporting standards. We will also investigate and recommend alternative frameworks for the management of supplemental department data.

Evolve IT Application Environment

Application development and delivery have become more complex and the demand for applications to be available on all devices presents a challenge for the IT department. The continued growth of SaaS (Software as a Service) provides new opportunities and challenges. The IT department will continue to expand the use of SaaS options, where appropriate, under a University applications architecture framework. ITS will define and document SaaS guidelines and the architecture framework. We will review industry standards and best practices for application development and delivery. We will develop an application development architecture roadmap based on industry standards and best practices. We will continue to support accessibility requirements for tools and technologies provided to the university and will plan for continuous engagement with departments on accessibility initiatives.

Collaborative Relationships

Collaboration with the University community is central to our vision and mission to understand the information technology needs of faculty, researchers, staff, and students. The IT department will continue to identify and foster opportunities for synergistic and collaborative relationships around technology both internally among the University's administrative units and externally among regional institutions. We will improve our capability to successfully educate, implement, and train the community on new innovations and technologies.

Security

Managing risk with people, processes, and technology

The IT department continues its commitment to the EOU community that the University's information resources are protected using industry standards and best practices. Our security initiatives focus on ensuring the confidentiality and integrity of these resources while increasing the level of security awareness and education of our user community. We continue to enhance our data and network infrastructure and update our information security policies as needed.

Security Infrastructure

The University continues to face substantial security-related challenges including compliance, and financial and reputational risks if appropriate procedures are not adhered to on a continuous basis. Articulation and adoption of the University security architecture will ensure a common understanding of security initiatives and procedures. The IT department will continue to develop information security infrastructure and management practices using industry standards (ISO27002) in support of the specific needs of the University. We will continue to build on

existing frameworks for security education and awareness as a means of minimizing the associated risks to the University community. We will document and communicate the security architecture roadmap to facilitate and support the adoption and implementation of technologies and processes across the campus in a secure manner.

Data Security

Data continues to be one of our strategic assets. The protection or stewardship of data is the responsibility of all members of the university community. The IT department will work to strengthen the overall data security posture by enhancing business practices so that consistent data security practices are in place throughout the community. We will continue to focus on mandatory data security training while introducing additional content as appropriate. The IT department will work to ensure compliance with the [Information Security Policy](#) via training and awareness. We will create environments that encourage the safe storage of data, including automating safe storage where appropriate.

Infrastructure

Ensuring current and future computing requirements are realized

As the needs for technology on campus continue to change, our ability to provide a technology infrastructure that is reliable, scalable, and flexible is of paramount importance. An adaptable and agile infrastructure upon which Information Technology can deliver services to the university will ensure our ability to meet growing user needs and support University goals. Our infrastructure initiatives will position us for greater adaptability and capacity as we incorporate many of the transformational technologies being introduced on campus.

Identity Access Management

The need for users to securely and seamlessly access data or systems across multiple domains/locations is driving our effort to implement a modern Identity Access Management System. We will continue our efforts to implement and leverage federated identity services to enable and support secure collaboration with colleagues at other institutions and improve access to applications and systems for members of the EOU community. Following the Identity and Access Management (IAM) strategy and architecture developed for EOU, we will adopt and implement initiatives including Multi-Factor Authentication (MFA) with our Single Sign-On (SSO) system.

Moving Forward

This plan presents the priorities and initiatives for Information Technology at Eastern Oregon University. We look forward to working with our colleagues across the campus to bring this plan and its goals to fruition. We will continue to update this plan as needed to reflect any changes to our current environment and any new University priorities.

Goals & Objectives

Customer Service

Goal 1

Working within IT and with our campus partners, transform the existing support model to one that is more integrated, customer‑centric, and intuitive.

Objectives

- Further development and enhancement of the physical and virtual customer experience for the campus community in order to continuously improve their use of technology.
- Continue developing the [Service Catalog](#) to provide an intuitive, customer-centric self-service tool for all technology services.

Goal 2

Create and continually improve a culture of service and support within the IT Department at EOU.

Objectives

- Develop and implement a well-articulated service and support model based on industry standards.
- Continue collaborating with the [Data Oversight Teams](#) for the purpose of generating actionable improvements in service.
- Offer regular training opportunities for the purpose of creating a consistent approach to service excellence.

Administrative Applications

Goal 1

Evolve EOU's administrative applications development environment to leverage common industry standards and practices to provide the best solutions to meet the University's needs.

Objectives

- Continue collaborating with the [Data Oversight Team](#) for the purpose of generating actionable improvements in administrative applications.
- Expand the use of SaaS (Software as a Service) options, when appropriate, under the applicable IT frameworks.
- Identify, define, and develop the University application architecture framework.
- Continue to support accessibility requirements for tools and technologies.
- Improve the capability to successfully educate, implement, and train the community on new innovations and technologies.

Security

Goal 1

Advance EOU's information security infrastructure and management practices using industry standards in support of the specific needs of the University.

Objectives

- Strengthen the overall data security posture through education of the [Written Information Security Program](#) by enhancing business practices to ensure consistent data security practices.
- Provide technologies and processes that facilitate the adoption of security initiatives.

Infrastructure

Goal 1

Transform EOU's infrastructure and application services to better meet user needs and support the University [mission](#).

Objectives

- Achieve efficiencies in providing IT services by leveraging virtualization and cloud-based technologies where and when appropriate.
- Provide efficient, effective, and secure access to enterprise information to ensure the quality of authoritative information management.
- Explore the use of IaaS (Infrastructure as a Service) options where appropriate and cost-effective, within the appropriate University IT frameworks.

We will continue to communicate regularly on our progress. Please visit our website at https://www.eou.edu/information-technology/strategic-plan/ for more information or contact Jeff Carman, Chief Information Officer and Director of Information Technology, at jcarman@eou.edu.