IT Strategy

2024 - 2027

How the IT organization will support Higher Education Coordinating Commission business strategy, goals, and objectives

MESSAGE FROM THE CIO

This IT strategy document provides a holistic view of the IT department journey over the next 2-3 Years. It demonstrates how we will align our resources, efforts, and investments to support Higher Education Coordination Commission's (HECC) strategic priorities and top initiatives. It is our roadmap.

To achieve this strategy, our IT department must remain focused on the key IT initiatives outlined in this document. These initiatives will support our stakeholders in achieving their goals.

This strategy was developed in cooperation with department's stakeholders, IT management, and the input of IT employees. It is a combined effort we will use to gain alignment and buy-in from our staff. Thank you to all those who have helped assess our current state, envision our future state, and identify the gaps we must fill to achieve those goals.

I look forward to working with all of you in helping HECC achieve its 2024-2027 Strategic Goals!

Robel Tadesse

Chief Information Officer
Oregon Higher Education Coordinating Commission

Executive Summary

Year 1 Strategic Plan Context

This Strategic Plan provides guidance and a roadmap for 2024-2027 for both IT and Data & Analytics.

The plan was developed prior to the agency Strategic Plan; accordingly, a refresh of this plan is scheduled in 2024. For this plan, business goal assumptions have been used as agency goals are developed.

Understanding of HECC IT and Data & Analytics' current state is limited in many cases. Notably, a baseline for measures and metrics is needed before targets may be developed. This work is anticipated for the first quarter of 2024.

Additionally, a focus on constructing secure and sustainable data and technology foundations is critically important and has guided plans for investments and projects.

Core Strategic Plan Elements

Mission and Vision

These describe **WHY** we are here and that we support the important work of the agency

Guiding Principles and Measures

These describe **HOW** we accomplish our goals, what we prioritize, and how we innovate and grow

Roadmap of IT and Data Initiatives

These describe **WHAT** we will do in the coming years – what projects we will complete, what technology and data foundations we construct

Executive Summary Continued

This plan provides guidance and a roadmap for HECC IT for the 2023-27 timeline.

It was developed in cooperation with Info-Tech Research Group based on the internal review of our capabilities, strengths, and weaknesses; HECC's assessment of IT performance, value, and business technology needs; and agency business goals and key initiatives.

The three pillars of the successful strategic approach to IT are: supporting the business by aligning IT projects with HECC initiatives; reducing risk and improving operational excellence by increasing IT process maturity and improving core competencies; and driving technology innovation.

These pillars are the focus of the four key goals for IT:

1. Achieve IT Operational Excellence
2. Improve the Agency Security Posture
3. Effective Data and Analytics
4. Establish a Project Portfolio Management office

Each of these goals is supported by specific key initiatives.

HECC IT Governance Committee will serve as the gatekeeper and the Steering body for the IT strategy realization.

The plan identifies additional resources needed for the successful implementation of the targeted improvements and the realization of positive business value.

HECC IT Mission, and Vision

Describes WHY we are here to support the vital work of the agency

Mission

Collaborate with partners to champion, develop, and manage secure transformative technology that advances data-driven and value-based decision making.

Vision

Deliver accessible and reliable enterprise solutions promoting postsecondary opportunities that lead to success for all Oregonians.

IT Values and Guiding Principles

Describes HOW we accomplish our Mission and Vision, and criteria we use to prioritize our work

Accountable & Transparent: hold ourselves accountable by taking responsibility for our decisions and actions and being transparent with open and honest communication with our customers.

Committed to Accessibility: We are dedicated to making our services accessible to diverse audiences, ensuring inclusivity and equal opportunity.

Committed to Collaboration: Our commitment to collaboration strengthens relationships, enhances creativity, improves ownership and leads to positive results.

Committed to Customer Success: We are committed to customer success by providing exceptional service and support.

Committed to Diversity, Equity and Inclusion:
Our commitment to Diversity, Equity, and Inclusion is our strength, ensuring every voice is heard and valued.

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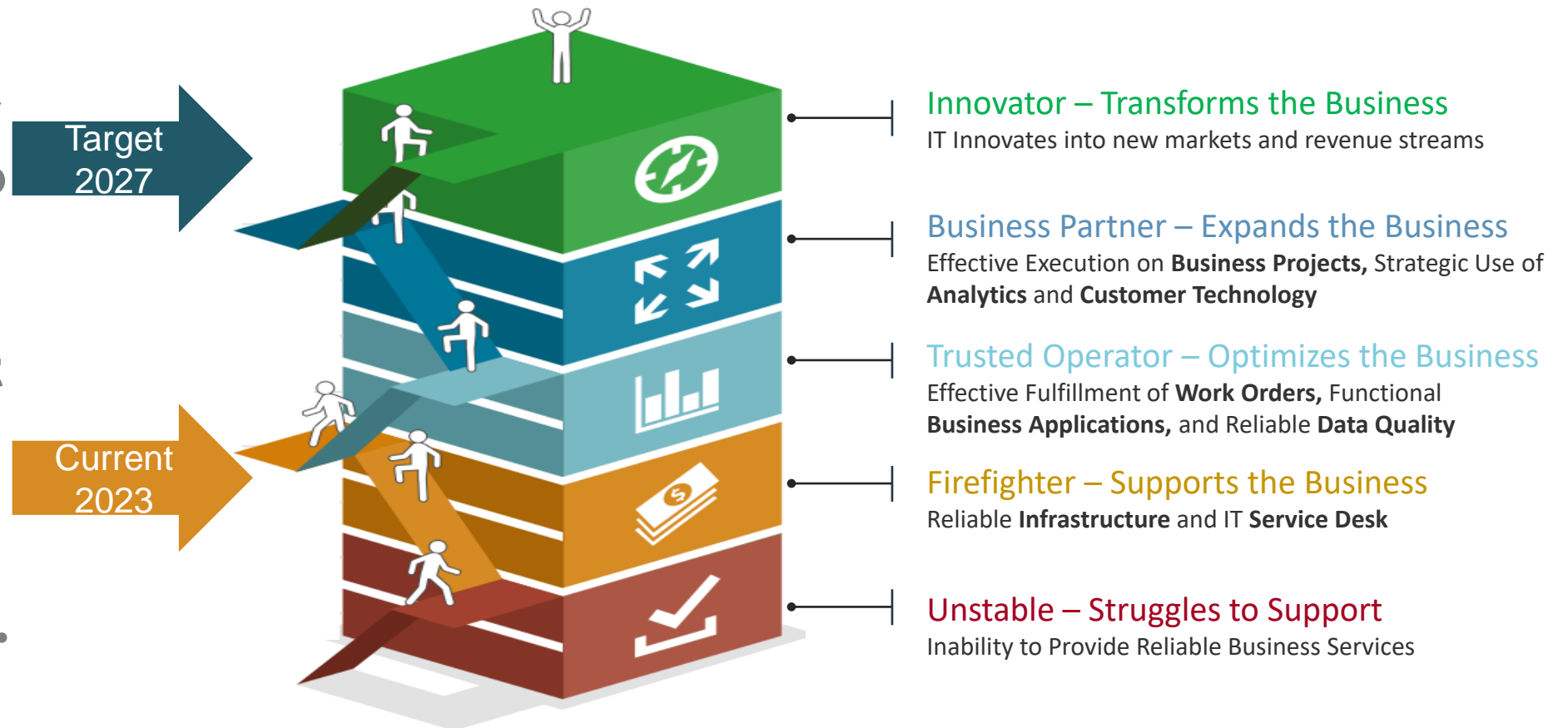
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Current and Future State of HECC IT Maturity

Our strategy aims for IT to evolve from reactive to a position that focuses on strategic business partnerships.

Target 2027

Current 2023

Innovator – Transforms the Business
IT Innovates into new markets and revenue streams

Business Partner – Expands the Business
Effective Execution on **Business Projects,** Strategic Use of **Analytics** and **Customer Technology**

Trusted Operator – Optimizes the Business
Effective Fulfillment of **Work Orders,** Functional **Business Applications,** and Reliable **Data Quality**

Firefighter – Supports the Business
Reliable **Infrastructure** and IT **Service Desk**

Unstable – Struggles to Support
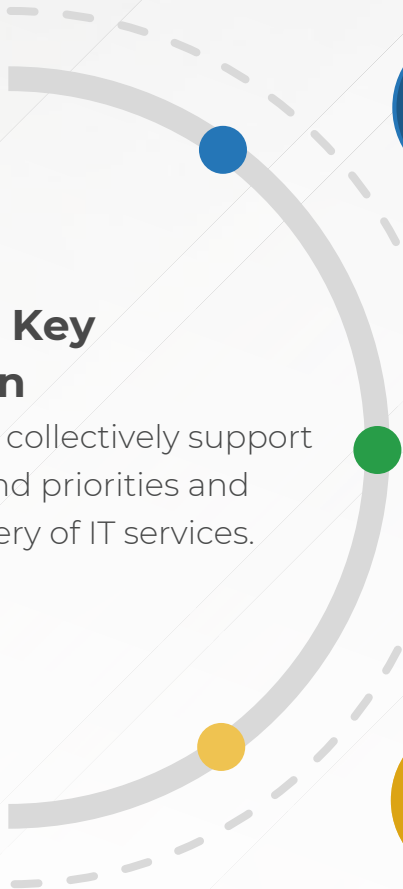Inability to Provide Reliable Business Services

IT Initiative and Projects Categorization

Today's CIOs have three key mandates:
Support the Enterprise, Run an Effective IT shop, and Lead/Support IT Innovation

1 Business Support

Support Major HECC Priorities
HECC initiatives requiring IT capabilities are supported by key IT projects

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2024-2027 IT Key Initiative Plan
Our key initiatives collectively support HECC's mission and priorities and improve the delivery of IT services.

2 Improve IT Excellence

Reduce Risk & Improve IT Operational Excellence
These projects will increase IT process maturity and systematically improve IT.

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3 Drive Innovation

Drive Technology Innovation
These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

Business Support Initiatives

Describe **WHAT** we will focus on for: projects to complete, and technology and processes to implement *Success Metrics*

2024-2027 IT Key Initiative Plan

Our key initiatives collectively support HECC's mission and priorities and improve the delivery of IT services.

Business-Supporting IT Initiatives

- ✓ Establish Platform Architecture and Development Environment
- ✓ Support the replacement of FAMIS, PCS Vets, and ETPL
- ✓ Improve Data Architecture and Governance

IT Excellence Initiatives

- ✓ Strengthen IT Strategy and Governance
- ✓ Grow DevOps Capability, Skillsets, and Resource Plan
- ✓ Improve the Agency Security Posture
- ✓ Migrate Other Legacy Systems to the Platform
- ✓ Implement Unified Data Analytics Solution
- ✓ Establish Project Portfolio Management Structure
- ✓ Enhance Enterprise IT Excellence

IT Initiatives Supporting Innovation

- ✓ Advance HECC's Mission Through Artificial Intelligence

Key Initiative/Project Roadmap

Describe **WHAT** we will focus on for: projects to complete, and technology and processes to implement *Success Metrics*

Initiative Name	Initiative Type	IT Goal	Priority	2023 Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4
Establish Platform Architecture and Development Environment	Business Support	Workforce Empowerment	Essential	■	■	■	■	■	■	■	■	■				
Support the replacement of FAMIS, PCSVets, and ETPL	Business Support	IT Operation Exellence	Essential	■	■	■	■									
Improve Data quality and governance	Business Support	Data Quality	High	■	■	■	■	■	■	■	■	■				
Strengthen IT Governance	IT Excellence	IT Security Maturity	Essential	■	■	■	■	■								
Grow DevOps Capability, Skillsets, and Resource Plan	IT Excellence	Workforce Empowerment	High	■	■	■	■	■								
Improve the Agency Security Strategy	IT Excellence	Workforce Empowerment	High	■	■	■	■	■	■	■						
Migrate Other Legacy Systems to the Platform	IT Excellence	Customer Satisfaction	Medium	■	■	■										
Implement Unified Data Analytics Solution	IT Excellence	IT Security Maturity	Mandatory	■	■	■	■	■	■	■	■	■	■	■	■	■
Establish Project Portfolio Management Structure	IT Excellence	Workforce Empowerment	Essential	■	■	■	■	■	■	■	■	■	■	■	■	■
Enhance Enterprise IT Excellence	IT Excellence	Data Quality	High	■	■	■	■	■	■	■	■	■				
Advance HECC's Mission Through Artificial Intelligence	Innovation	Workforce Empowerment	Medium	■	■	■	■	■	■	■	■	■	■	■	■	■

■ Business Supporting Initiatives   ■ Improve IT Excellence   ■ Drive Innovation

HECC IT Goals and Goal Statement

Our *Goals* reflect the long-term strategic **targets** of our work

Establish a Project Portfolio Management

➢ Enhance stakeholder satisfaction with project and solutions delivery

Achieve IT Operational Excellence

➢ Cultivate technology processes and capabilities that are modern, scalable, reliable, and secure supporting current and future HECC initiatives.
➢ Provide accessible working systems while meeting customer's changing needs in a responsive manner.

Effective Data and Analytics

➢ Strengthen data and information governance and accountabilities.
➢ Improve data accessibility, data integrity, and enhance comprehensive reporting capabilities.

Improve security and risk Posture

➢ Protect HECC's data *and information systems and advance* privacy and regulatory compliance requirements.
➢ Improve cyber security detection and prevention capabilities.
➢ Reduce attack surface and improve resiliency

IT Goals, Metrics & Targets

Describe how we will **measure** the outcomes of our efforts and the business value that we bring to HECC

IT Goals	Business Facing Objectives	Targets Metrics
IT Operational Excellence	• Increase Customer Satisfaction • Project success rates • Application reliability and stability • Skills Development	• Survey of Customer Satisfaction score – use InfoTech Template • Establish baseline and Improve response time by 5% YoY • Establish baseline and Reduce support calls by 5% YoY • Increase the survey score outcome that the project produced the value expected for the resources spent
Agency Security Posture	• Cyber Security Improvement • Cyber Security Awareness	• Increase the agency CIS control implementation goal from 40% to 80% • 100% HECC employees complete the cybersecurity awareness training and increase of detection rate
Data Management	• Alignment of data collection to business needs • Database consolidation • Single source of truth	• Reduce# of customized (data) reports by 20% • Consolidate existing databases to Azure within 12 months • Data governance process set up within 12 months
Project Portfolio Management	• Establish Project Portfolio Management	• Project Portfolio Management processes established within the next 24 months.