UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

IT Strategy

Final Report

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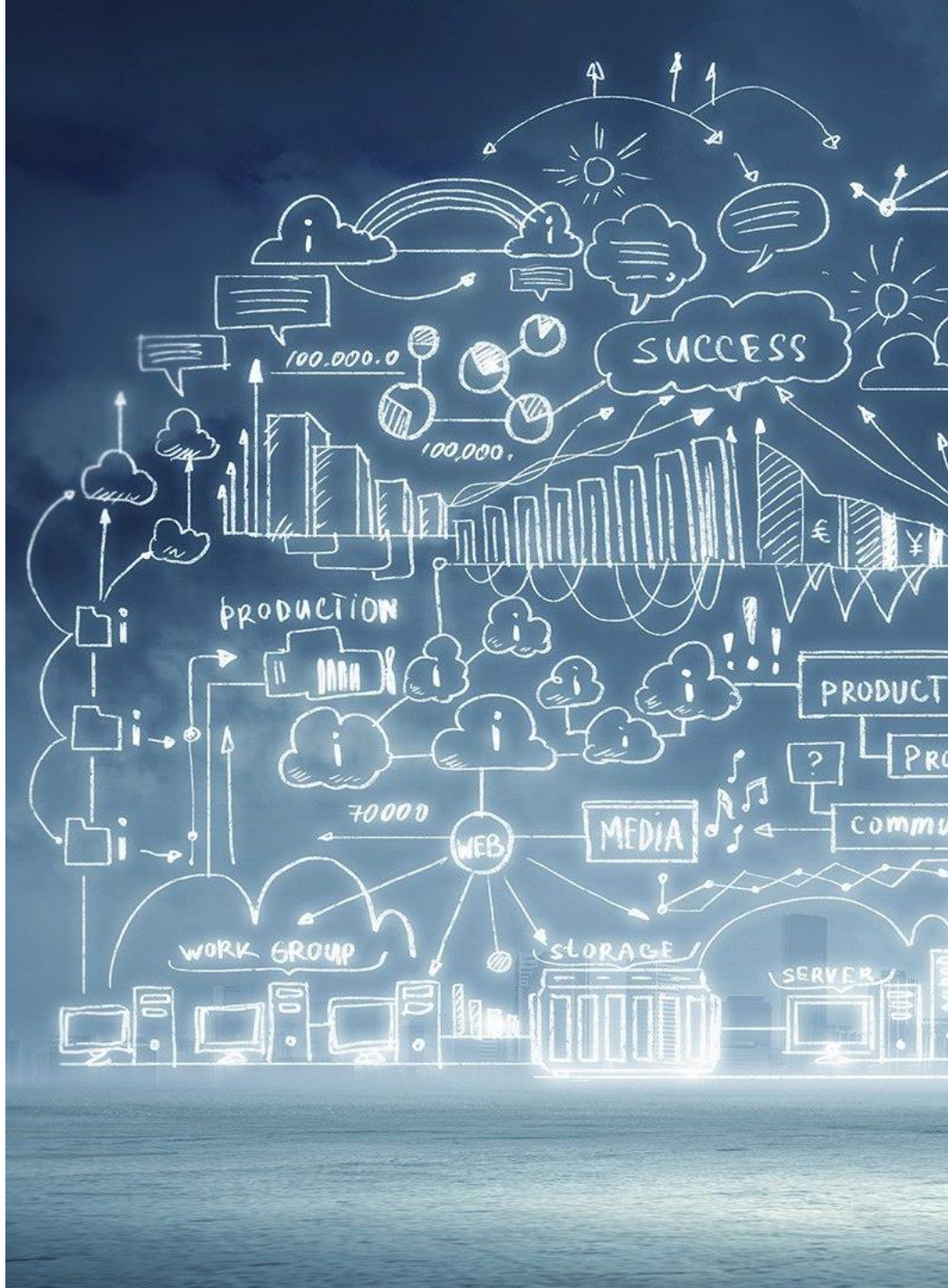

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Year-in-Review: IT contributes to successful year for UNCSA

Student and Market Reach

- **Partnered with Strategic Communications to improve campus communication** through the expansion of digital signage

Profit Generation

- **Supported the capital campaign** by making it easier to contribute with an enhanced user interface and features

Cost Reduction

- **Enhanced operational performance and workflow** by improving and automating over 100 processes such as converting manual paper to digital forms
- **Enhanced user support** and optimized remote management by implementing Microsoft Intune, leading to improved mobile device management, heightened security, and increased operational efficiency
- **Improved space reservation management** through deployment of 25Live

Service Enablement

- **Improved self-service experience** through a mobile friendly EZ Arts upgrade for all students, faculty, and staff
- **Enhanced campus wireless** for easier access while improving security, simplifying administration, and standardizing process
- **Supported new Artist Village** by deploying wired and wireless network and internet access
- **Expanded wireless connectivity for first outdoor campus** access at Library terrace, Sneden's Landing and outside Artist Village
- **Enhanced user experience and increased performance** while ensuring security by deploying over 150 new computers to faculty and staff
- **Improved travel reimbursement process** through supporting implementation and integration of Chrome River with Banner
- **Improved campus security** through continuous improvement of an array of cyber security initiatives
- **Enhanced business alignment** through the establishment of a governance framework
- **Supported data-driven decision making and data management** through the establishment of data governance
- **Improved user efficiency** by simplifying user login with a single password for most systems (SSO) while enhancing security with multi-factor authentication (MFA)
- **Enhanced campus IT service availability and reliability** through security awareness training, mock phishing campaigns, and establishing 24x7 endpoint security monitoring

UNCSA's IT Strategy 2023-2025

Our top initiatives collectively support our organizational goals and improve the delivery of IT products & services. Our strategy will help IT become a university partner.

Mission

To provide innovative and reliable technology solutions that enable our institution's performing arts faculty, staff, and students to achieve their creative and artistic goals.

Vision

Empowering Artistic Excellence through Strategic Technology Solutions

Guiding Principles

- We will leverage our technology platforms to support standardization
- We will work as a transparent and unified team that regularly communicates
- We will provide leadership to promote a culture of security
- We will enhance our support of campus data-driven decision making

01 Support institution initiatives that enable value

- Assist organizational partners to support their specific goals
- Increase integrations and automation
- See roadmap for details

02 To improve operational excellence for our campus community

- Enhance partnership with business units through leadership communication
- Refine project portfolio management and IT governance process for intake, project classification, and prioritization and submit for approval
- Expand and refine our Cybersecurity Strategy
- See roadmap for details

03 Drive Value Creation through Technology Optimization

- Technology consolidation, standardization and optimization

IT will align with UNCSA Forward

Core Strategies

- Health and Wellness
- Maintaining and Expanding Industry Relevance
- Institutional Sustainability

Achieved through

UNCSA Initiatives

- Student Well-Being and Safety
- Creating New Curricular Options
- 1) Personnel Sustainability
- 2) Enrollment Sustainability
- 3) Facilities Sustainability
- 4) Fiscal Sustainability

Achieved through

IT Initiatives

Student Well-Being and Safety
- Support deployment of Pathify
- Outdoor wireless initiatives
- Plan to standardize student device options

Creating New Curricular Options
- Assist and support METL revisions
- Support Intro to Recording and Music Technology class
- Support for greater utilization of Canvas

Personnel Sustainability
- Technology consolidation, standardization and optimization via a device agnostic environment
- HR Support for initiatives: PeopleAdmin, EPAF integration, SHRA and EHRA group clean up
- Hire campus trainer
- Assist Financial Aid in enhancing capability for self service reports
- Establish near-real time admitted student data in SIS through Slate/Banner integration improvements
- Enable new workflow automation capabilities in Banner
- Expand process improvement through Dynamic Forms
- Expand 25Live - effectiveness (phase 2)

Enrollment Sustainability
- Research and implement replacement of Film rendering farm
- Assist in the integration of FAFSA simplification effort
- Improve classroom tech and support transformation of learning spaces

Facilities Sustainability
- Support for the technology infrastructure for the renovation of Stevens Center
- Perform comprehensive campus-wide network infrastructure refresh
- Replace phone system for enhanced flexibility, features (e.g.SMS) and cost reduction

Fiscal Sustainability
- Improved sustainable asset management plan and policy for hardware and software
- Partner to enhance CPOS responsive dashboard for DegreeWorks
- Partner to enhance CPOS for Student Educational Planner
- Assist in the implementation of the Course Program of Study (CPOS)
- Support deployment of ESM Purchasing
- Support deployment of Chrome River invoice
- Deploy an enterprise document management system (HR, FA, Registrar, Admissions, Finance)

- Enhance partnership through leadership collaboration and communication
- Refine project portfolio management and IT governance process for intake, project classification, and prioritization
- Expand and refine our cybersecurity strategy
- Update business continuity and disaster recovery plan
- Improve and expand authentication services through SSO and MFA
- Deploy new IT Service Desk (TeamDynamix)
- Perform a comprehensive campus-wide network infrastructure refresh
- Assist in establishing Data Governance
- Establish a comprehensive equipment refresh strategy (asset management)

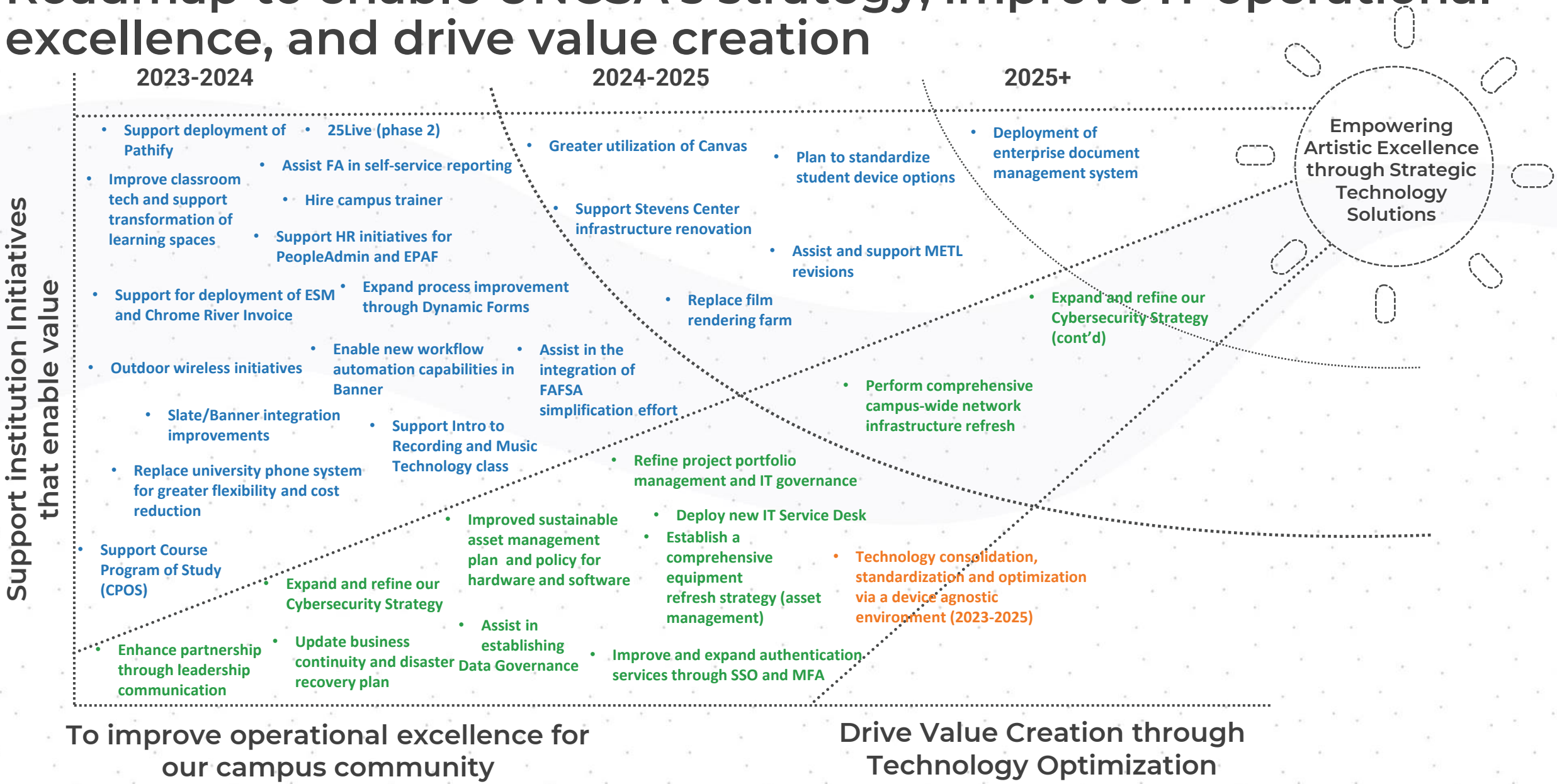
- Technology consolidation, standardization and optimization via a device agnostic environment

Achieved through

IT Goals

- Support institution Initiatives that enable value
- To improve operational excellence for our campus community
- Drive Value Creation through Technology Optimization

Roadmap to enable UNCSA's strategy, improve IT operational excellence, and drive value creation



Introduction and Business Context

1. Our approach
2. Key Stakeholders
3. School of Arts Strategy 2022-27
4. IT Supports UNCSA's Mission
5. Top Strategic Priorities
6. Top Themes

How we defined our IT strategy

UNCSA leveraged university and IT leadership to lead the development of this IT strategy. As part of the overall approach, various stakeholders from across the organization were engaged for interviews and a diagnostics assessment of our Information and Technology services for several months. Additionally, we engaged a 3rd party Research firm to help facilitate a four-day workshop with IT department leadership team and also garner input and insights from the Vice Chancellor for Economic Development and Chief of Staff, as well as our Vice Chancellor for Finance and Administration.

We also leveraged our UNCSA 2022-27 Strategic Plan to help inform our IT strategy. We utilized a prescribed methodology to ensure a structured and disciplined approach to gather feedback from key stakeholders and participants to identify related challenges, risks and opportunities.

UNCSA IT's Methodology

01

Establish the Scope of IT Strategy

Define IT's mission and vision statements and guiding principles.

02

Review IT Performance From Last Fiscal Year

A retrospective of IT's performance

03

Build Key Initiative Plan

Strategic initiatives that are most important to the organization and a plan to execute on them.

04

Build a Roadmap

Create a balanced roadmap to track our journey and prepare for the organization's long-term success.

Key Stakeholders

Engagement informs IT Strategy

Executive Leaders

- Brian Cole, Chancellor
- Patrick Sims, Executive Vice Chancellor and Provost
- Jim DeCristo, Vice Chancellor for Economic Development, Chief of Staff
- Wendy Emerson, Vice Chancellor for Finance & Administration
- Claire Machamer, Vice Chancellor for Strategic Communications
- Angela Mahoney, Associate Vice Chancellor and Chief Human Resources
- Deborah LaVine, Dean of Filmmaking
- Saxton Rose, Dean of Music
- Rachel Williams, Dean of Division of Liberal Arts
- Martin Ferrell, Dean of High School
- Jane Kamiab, Director of Financial Aid
- Paul Razza, Director of Admissions
- Sharon Hush, Registrar
- Gary Penrod, Director of Financial Systems
- Terry Harmon, CIO

UNCSA Forward 2022-2027 (UNCSA's Strategic Plan)

Mission

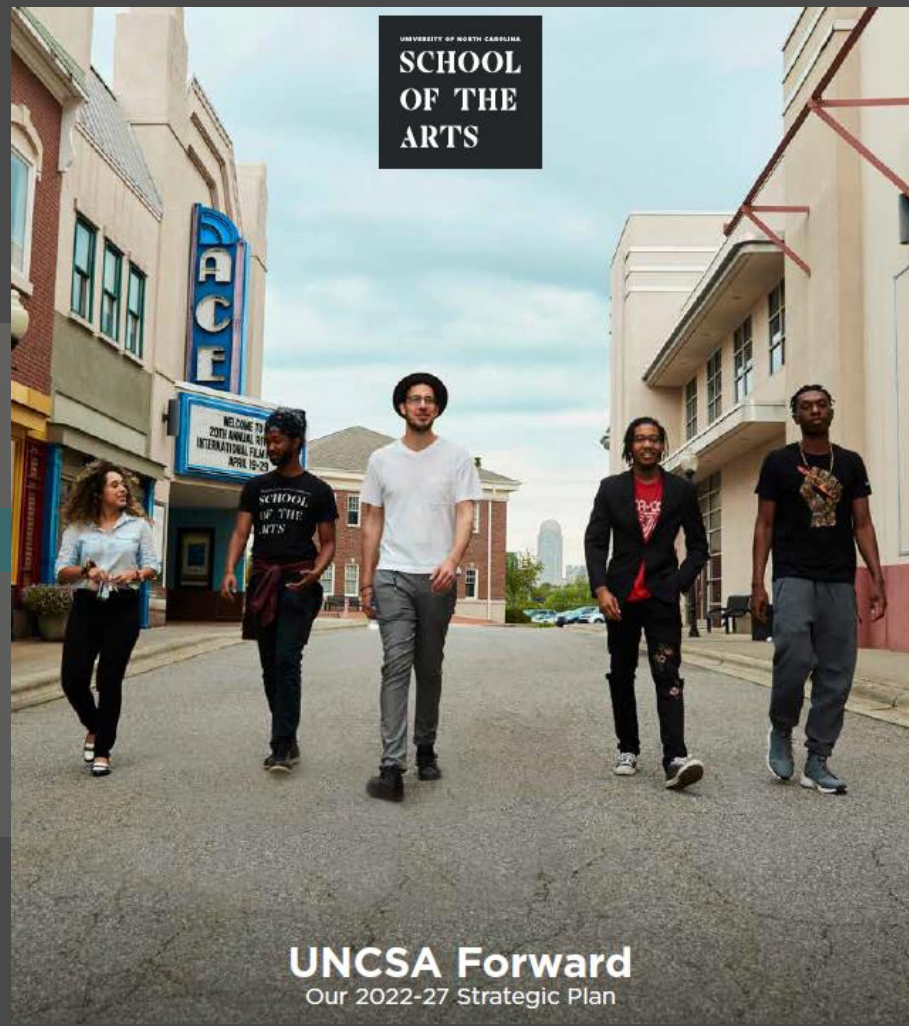
The University of North Carolina School of the Arts (UNCSA) provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts.

INSTITUTIONAL VALUES

Community. Collaboration. Imagination. Integrity. Grit.

CORE STRATEGIES FOR 2022-27

- Equity, Diversity, Inclusion and Belonging (EDIB)
- Health and Wellness
- Interdisciplinary Work in the Arts
- Maintaining and Expanding Industry Relevance
- Institutional Sustainability



IT supports UNCSA's mission

University

Mission

The University of North Carolina School of the Arts (UNCSA) provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts.

IT

Mission

To provide innovative and reliable technology solutions that enable our institution's performing arts faculty, staff, and students to achieve their creative and artistic goals.

Vision

Empowering Artistic Excellence through Strategic Technology Solutions

Guiding Principles

- We will leverage our technology platforms to support standardization
- We will work as a transparent and unified team that regularly communicates
- We will provide leadership to promote a culture of security
- We will enhance our understanding of campus data-driven decision making

Our mission & vision helped determine IT's guiding principles for FY24-25:

The following guiding principles define the values that drive IT's strategy in FY24-25 and provide the criteria for our 24-month planning horizon.

Top Strategic Priorities for Leadership

What we heard from our stakeholder consultation

Chancellor

- Expand and enhance cybersecurity posture
- Foster campus unity by establishing a device agnostic environment that promotes core efficiencies and collaboration

Vice Chancellor Finance and Administration

- Support implementation of ESM Purchase and Chrome River invoice
- Teams migration (Standardization, efficiency/cost savings)
- Continue to enhance cybersecurity posture
- Reduce paper and gain efficiencies via file and document management

Vice Chancellor for Strategic Communications

- Support website redesign
- Support campus tour
- Pathify- develop integrations as we launch to current students and then fac/staff
- Digital Signage-continued support and expansion
- Audiences- exports to mail chimp

Provost

- Support the UNCSA Strategic plan with an enhanced focus on academics

Vice Chancellor Economic Development and Chief of Staff

- HR systems cleanup and improved data integrations
- Facilities- renovation of Stevens Center
- Technology consolidation
- Equipment refresh plan and execution

Associate Vice Chancellor and Chief Human Resources Officer

- Support initiatives with PeopleAdmin
- EPAF integration and support
- Training
- Assist with termination process
- Collaborate on improving HR processes
- Implement document management system

Top Strategic Priorities for Leadership

What we heard from our stakeholder consultation

Dean of Filmmaking

- Identify and replace aging rendering farm
- Support Master of Fine Arts for archival presentation and curation with a library science component
- Support development in Media + Emerging Technology Lab (METL)- program is being revised

Dean of Division of Liberal Arts

- Determine and recommend classroom tech for various spaces and provide clear instructions for usage
- Support the transformation of spaces for enhanced learning outcomes
- Activate existing digital signage

Dean of High School

- Streamline technology options and promote standardized solutions across the campus to enhance efficiency
- Standardize device options for students if possible
- Technology training and Ed Tech recommendations
- Greater utilization of Canvas- start with taking attendance across schools

Dean of Music

- Support for Intro to Recording and Music Technology
- Collaborate with university leaders for a plan to standardize student technology
- Support for technology consolidation

Top Strategic Priorities for Leadership

What we heard from our stakeholder consultation

UNCSA

Registrar

- Transfer digital files to an appropriate document management system
- Course program of study (CPOS) Implementation (Federal mandate – work with FA)
- Support for process implementation
- Responsive dashboard for DegreeWorks
- Student Educational Planner

Director of Admissions

- Reporting design and responsibilities
- Data literacy from Provost office.
- Document management solution

Financial Aid

- Reporting design and responsibilities
- Data literacy from Provost office.
- FAFSA simplification effort
- Enhance Dynamic Forms
- Document management solution

Director of Financial Systems

- ESM and Chrome River Invoice
- PaymentWorks online vendor portal
- Push p-card (burse cards) through Chrome River.
- Expand usage of Anaplan
- Data Analytics / Business Intelligence - convert Argos into Power BI
- Service desk and ticketing for Finance
- Documentation on Access and Controls of Finance systems
- Deeper exploration of Banner functionality
- Exploration of API functionaltiy via Ethos and/or StarRez for process improvement
- Cardinal Tracking payroll deduction implementation

Top Themes Emerge

What we heard from our stakeholder consultation

Communication and Partnership

Consolidation and Standardization

Data Driven

Integrations

Strategic Key Initiative Plan

1. IT Maturity
2. Goals and Initiatives
3. Roadmap
4. Strategy Planning Cycle

Improving ITs maturity required a deeper understanding of our current state

Stakeholder management is a critical aspect of running a successful IT department. **IT's most important and impactful metric to gauge our success is stakeholder satisfaction.** In FY24-25, IT is dedicated to understanding and improving stakeholder satisfaction across the organization.

IT will prioritize understanding the needs of the executive leadership team for FY24-25.

Satisfaction By Department

Finance and Administration
100% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 IT Security
3 Project Management
10% CAPACITY CONSTRAINT
Respondents: 1 of 1

Facilities
90% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 Faculty and Staff Devices
3 Service Desk
55% CAPACITY CONSTRAINT
Respondents: 2 of 3

Advancement
90% SATISFACTION
Top Priorities
1 IT Security
2 Faculty and Staff Devices
3 Campus Infrastructure
60% CAPACITY CONSTRAINT
Respondents: 1 of 1

School of Filmmaking
90% SATISFACTION
Top Priorities
1 IT Security
2 Classroom Technology
3 Campus Wi-Fi
20% CAPACITY CONSTRAINT
Respondents: 1 of 1

Purchasing
90% SATISFACTION
Top Priorities
1 Administrative Applications
2 IT Policies
3 Campus Infrastructure
10% CAPACITY CONSTRAINT
Respondents: 1 of 2

Chancellor's Office
87% SATISFACTION
Top Priorities
1 IT Security
2 Campus Infrastructure
3 Data Quality
30% CAPACITY CONSTRAINT
Respondents: 3 of 3

Finance
80% SATISFACTION
Top Priorities
1 Project Management
2 IT Security
3 Administrative Applications
30% CAPACITY CONSTRAINT
Respondents: 1 of 5

Career Development
80% SATISFACTION
Top Priorities
1 Service Desk
2 Campus Infrastructure
3 Classroom Technology
10% CAPACITY CONSTRAINT
Respondents: 1 of 1

School of Music
80% SATISFACTION
Top Priorities
1 IT Security
2 IT Innovation Leadership
3 Enhancement Requests
20% CAPACITY CONSTRAINT
Respondents: 1 of 1

Dance
80% SATISFACTION
Top Priorities
1 Faculty and Staff Devices
2 Campus Wi-Fi
3 IT Security
70% CAPACITY CONSTRAINT
Respondents: 1 of 1

Registrar
80% SATISFACTION
Top Priorities
1 Campus Wi-Fi
2 Administrative Applications
3 Campus Infrastructure
30% CAPACITY CONSTRAINT
Respondents: 1 of 2

Kenan Institute
75% SATISFACTION
Top Priorities
1 Campus Wi-Fi
2 Campus Infrastructure
3 IT Security
70% CAPACITY CONSTRAINT
Respondents: 2 of 2

Campus Police
75% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 IT Security
3 IT Policies
35% CAPACITY CONSTRAINT
Respondents: 2 of 2

Institutional Research
70% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 Data Quality
3 Analytical Capability and Reports
40% CAPACITY CONSTRAINT
Respondents: 1 of 1

High School
70% SATISFACTION
Top Priorities
1 Classroom Technology
2 Service Desk
3 Faculty and Staff Devices
70% CAPACITY CONSTRAINT
Respondents: 1 of 1

Student Affairs
70% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 IT Security
3 IT Innovation Leadership
50% CAPACITY CONSTRAINT
Respondents: 1 of 3

UNCSA Foundation
70% SATISFACTION
Top Priorities
1 Administrative Applications
2 Service Desk
3 IT Security
60% CAPACITY CONSTRAINT
Respondents: 1 of 1

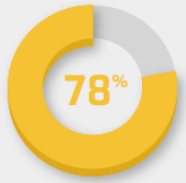
Office of the Provost
70% SATISFACTION
Top Priorities
1 IT Security
2 Campus Infrastructure
3 IT Innovation Leadership
60% CAPACITY CONSTRAINT
Respondents: 1 of 3

Library
60% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 Classroom Technology
3 IT Policies
50% CAPACITY CONSTRAINT
Respondents: 1 of 2

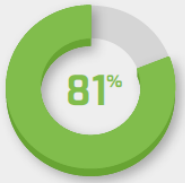
HR
40% SATISFACTION
Top Priorities
1 Campus Infrastructure
2 IT Security
3 Administrative Applications
70% CAPACITY CONSTRAINT
Respondents: 1 of 1

Stakeholders have indicated Campus Wi-Fi and Administrative Application are areas to improve ITs services

IT Satisfaction Scorecard



IT Satisfaction
Satisfaction with the IT department and its ability to support your needs
trending unavailable
NET PROMOTER SCORE: 56%



IT Value
Satisfaction that IT provides high value relative to your perception of cost and staffing
trending unavailable
NET PROMOTER SCORE: 48%

Relationship

84% Executes Requests
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

83% Communicates Effectively
Satisfaction with IT communication.
trending unavailable

82% Understands Needs
Satisfaction with IT's understanding of your needs.
trending unavailable

70% Trains Effectively
Satisfaction with training quality and timing.
trending unavailable

Security Friction

Regulatory Compliance-driven Friction is acceptable
92% AGREE

Data Access Friction is acceptable
92% AGREE

Office/Desktop Security Friction is acceptable
84% AGREE

Remote/Mobile Device Access Friction is acceptable
68% AGREE

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importanc
Service Desk	Satisfaction with supporting end user issues & problems	90% trending unavailable	4TH
Faculty and Staff Devices	Satisfaction with provided desktop, laptop, tablet & mobile devices	81% trending unavailable	7TH
Enhancement Requests	Satisfaction with small requests & improvements to existing technology	79% trending unavailable	13TH
IT Security	IT Security	79% trending unavailable	2ND
Data Quality	Satisfaction with providing reliable and accurate data	78% trending unavailable	8TH
Project Management	Satisfaction with large department or institution wide initiatives	76% trending unavailable	12TH
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals, excluding Wi-Fi	75% trending unavailable	1ST
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74% trending unavailable	9TH
Classroom Technology	Satisfaction with podiums, smart boards, audio, video, etc...	74% trending unavailable	6TH
Administrative Applications	Satisfaction with applications used by faculty and staff for running the institution	72% trending unavailable	5TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	71% trending unavailable	11TH
Campus Wi-Fi	Satisfaction with access, reliability, and speed of Wi-Fi	71% trending unavailable	3RD
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	68% trending unavailable	10TH
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, etc...	68% trending unavailable	14TH

This data showed low scores on two important IT services: Campus Wi-Fi and Administration Applications.

We will review opportunities for Campus Wi-Fi and our Partner's Assist with focus on Administration Applications

Source: Diagnostic analysis of business satisfaction scores.

IT’s key initiatives in FY23-24 can be categorized by three goals

IT Key Initiative Plan

Initiatives collectively support the institution’s strategic plan and improve the delivery of IT Services.

1 Support institution Initiatives that enable value

Support Major Institution Initiatives

Strategic initiatives are supported by IT projects and each project has unique IT challenges that require IT support.

+

2 To improve operational excellence for our campus community

Reduce Risk & Improve IT Operational Excellence

These initiatives will increase IT process maturity and will systematically improve IT.

+

3 Drive Value Creation through Technology Optimization

Drive Technology Standardization and Optimization

These initiatives will support future optimization capabilities..

IT identified 3 major initiatives to enable value for the institution

01

Support institution Initiatives that enable value

Strategic initiatives are supported by IT projects and each project has unique IT challenges that require IT support.

- **IT technology infrastructure:**
  - Replace campus phone system for enhanced flexibility, features and cost reduction
  - Create a sustainable asset management plan and policy for hardware and software
  - Support technology infrastructure for the renovation of Stevens Center
  - Perform comprehensive campus-wide network infrastructure refresh
  - Outdoor wireless initiatives

- **Assist organizational partners:**
  - Support for deployment of Pathify
  - Support for Media + Emerging Technology Lab (METL) revisions
  - Support Financial Aid in enhancing capability for self service reports
  - Hire trainer to increase efficiency for partners to utilize tools and systems
  - Support Course Program of Study (CPOS)
  - Support for deployment of ESM and Chrome River Invoice
  - Research and implement replacement of rendering farm
  - Support Intro to Recording and Music Technology class
  - Plan to standardize student device options
  - Support for greater utilization of Canvas
  - Improve classroom technology and support transformation of learning spaces
  - Deploy an enterprise document management system (HR, FA, Registrar, Admissions, Finance)

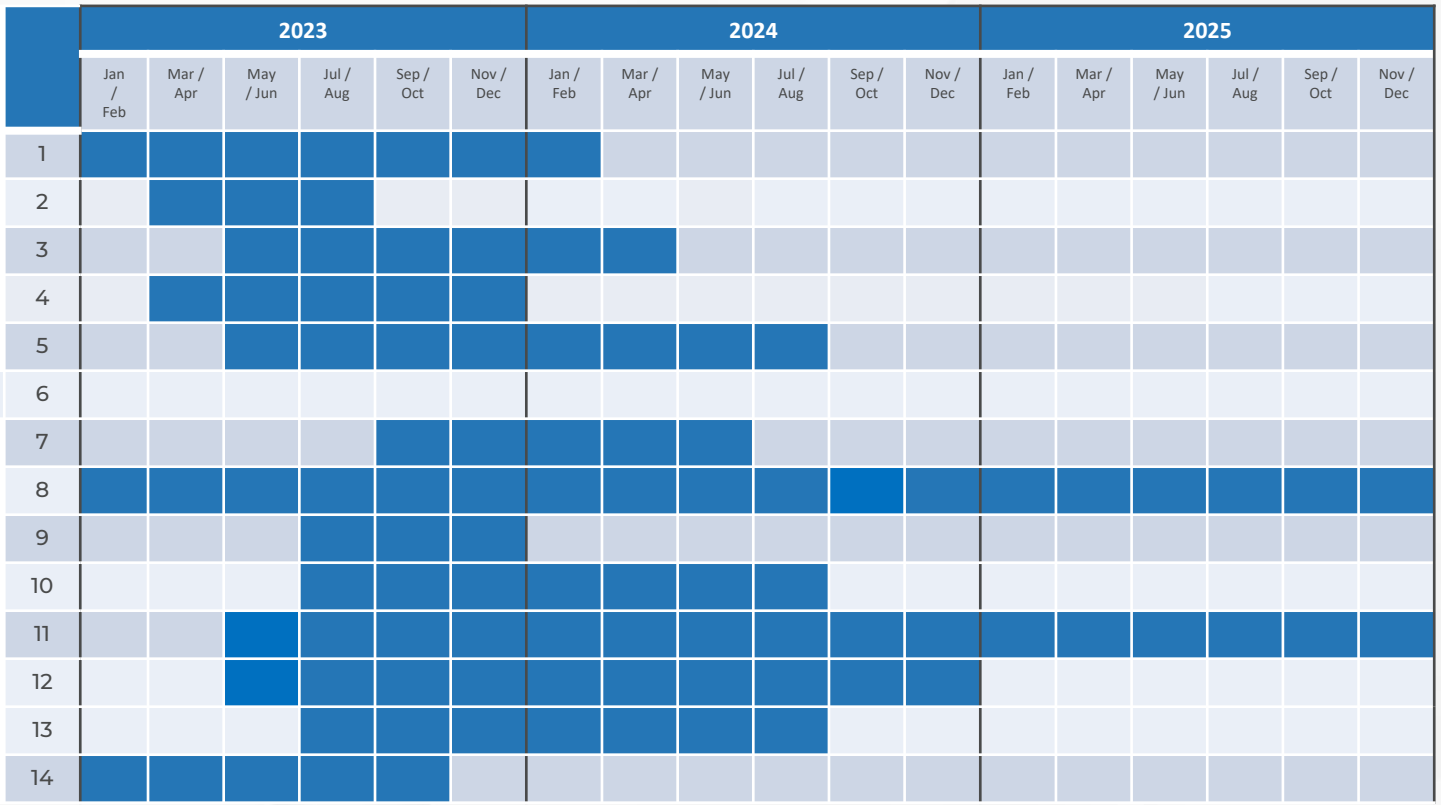
- **Integration and automation:**
  - Support HR integrations for PeopleAdmin and EPAF
  - Assist in the integration of FAFSA simplification effort
  - Establish near-real time admitted student data in SIS through Slate/Banner integration improvements
  - Enable new workflow automation capabilities in Banner
  - Expand process improvement through Dynamic Forms
  - Expand 25Live capabilities (phase 2)

Roadmap of Institutional Initiatives (In Process)

01

Support institution Initiatives that enable value

1	Support Pathify deployment and integrations
2	Support ESM Purchasing
3	Support Chrome River Invoice with enhancements
4	HR integrations and support for PeopleAdmin, EPAF
5	Replace campus phone system
6	Hire campus technology trainer
7	Research and replace Film rendering farm
8	Expand process improvement through Dynamic Forms
9	Expand 25Live capabilities (phase 2)
10	Support Intro to Recording and Music Technology class
11	Support technology for renovation of Stevens Center
12	Perform campus-wide network refresh
13	Improve classroom tech and support transformation of learning spaces
14	Outdoor wireless initiative



Roadmap of Institutional Initiatives (Pending)

01

	Support institution Initiatives that enable value
1	Support METL program revision
2	Support Financial Aid in enhancing self-service reporting
3	Slate/Banner integration improvements
4	Support Course Program of Study (CPOS)
5	Assist in the integration of FAFSA simplification effort
6	Enable new workflow automation capabilities in Banner
7	Plan to standardize student device options
8	Support for greater utilization of Canvas
9	Deploy an enterprise document management system (HR, FA, Registrar, Admissions, Finance)
10	Support website redesign
11	Support Campus Tour
12	Expansion of digital signage
13	Assist with termination process
14	Support MFA for archival presentation and curation
15	Responsive dashboard for Degreeworks
16	Student Educational Planner
17	Reporting design and responsibilities
18	Data literacy from Provost Office
19	PaymentWorks online vendor portal
20	Expand usage of Anaplan
21	Convert Argos to Power BI
22	Ethos API functionality for process improvement
23	Cardinal Tracking payroll deduction implementation

	2023						2024						2025					
	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec
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IT identified major initiatives to improve operational excellence

02

To improve operational excellence for our campus community

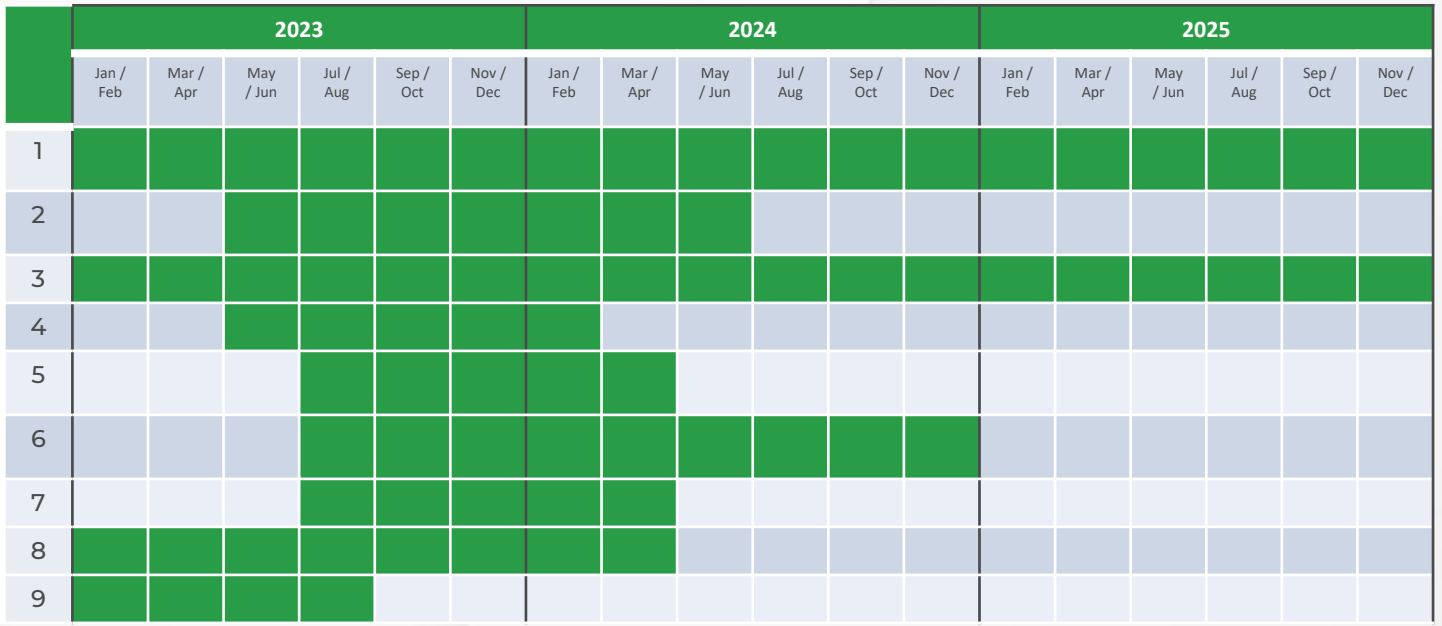
These initiatives will increase IT process maturity and will systematically improve IT.

- Enhance partnership with business units through leadership communication
- Refine project portfolio management and IT governance process for intake, project classification, and prioritization
- Expand and refine our Cybersecurity Strategy
- Deploy new IT Service Desk (TeamDynamix)
- Establish a comprehensive equipment refresh strategy (asset management)
- Perform a comprehensive campus-wide network infrastructure refresh
- Update business continuity and disaster recovery plan
- Improve and expand authentication services through SSO and MFA
- Assist in establishing Data Governance

Roadmap to improve operational excellence

01 To improve operational excellence for our campus community

1	Enhance partnership with business units through leadership communication
2	Refine project portfolio management and IT governance process for intake, project classification, and prioritization
3	Expand and enhance cybersecurity posture
4	Deploy new IT Service Desk (TeamDynamix)
5	Establish a comprehensive equipment refresh strategy (asset management)
6	Perform a comprehensive campus-wide network infrastructure refresh
7	Update business continuity and disaster recovery plan
8	Improve and expand authentication services through SSO and MFA
9	Assist in establishing Data Governance



To drive technology innovation, we will identify initiatives through a campus plan that will have the most impact for UNCSA

03

Drive Value Creation through Technology Standardization and Optimization

These initiatives will support future optimization capabilities..

- **Technology consolidation, standardization and optimization**
  - Consolidate file services and other services to Teams for greater efficiency and security

Roadmap to drive value creation through technology optimization

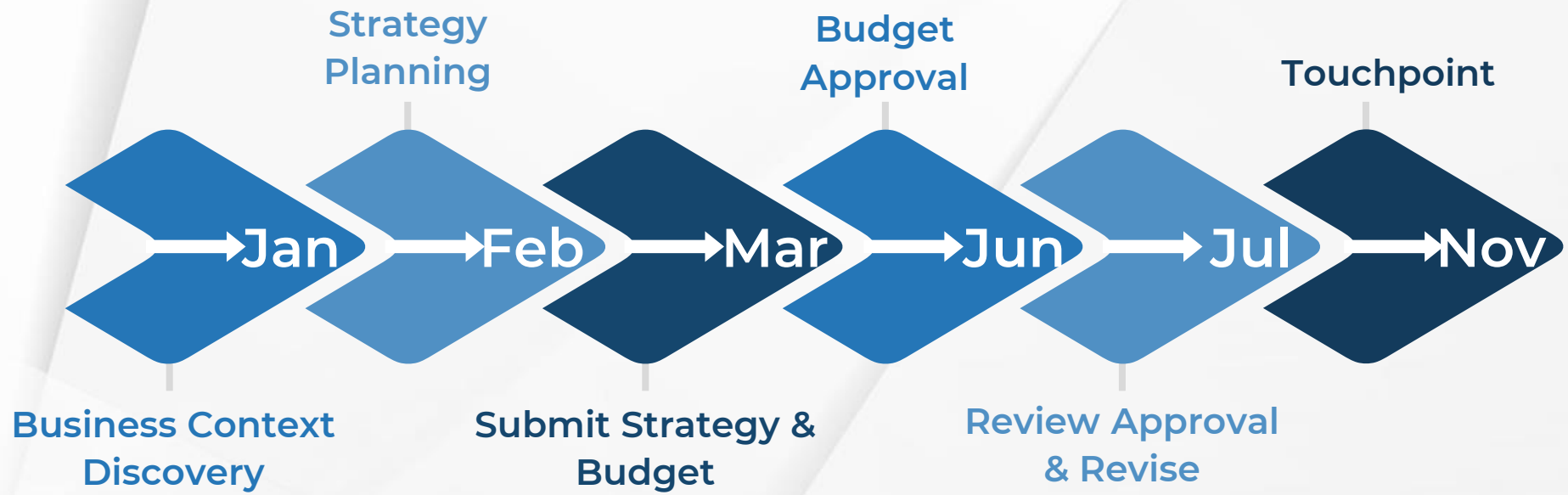
03	Drive Value Creation through Technology Optimization
1	**Technology consolidation, standardization and optimization via a device agnostic environment**

	2023						2024						2025					
	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec
1																		

Refresh strategy

We will put a process in place to review the IT strategy that makes us proactive to deal with any changes to the business' strategy or direction.

Our process should align to existing bi-annual budget review.



FREQUENCY	AUDIENCE	SCOPE	DATE
ANNUALLY	Organization's stakeholders, IT Leadership Team	• Re-survey • Review / validate strategy • Update to schedule/initiatives	Pre-Budget • Jan(1/2 day) • Feb (1/2 day) Post-Budget • Jul (1/2 day)
TOUCHPOINT	IT Leadership Team	• Initiatives status updates • Organization updates • New projects • Risks / constraints • Changes in priorities • Updates	• Nov (1/2 day)
EVERY 2 YEARS (REBUILD)	IT Leadership Team	• Full Planning	• Jan 2025 (24 hours)

- IT is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic initiatives.