

Support Services Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	
Strategy/ Major Milestones				Future state
<p>Service Desk - Operational Excellence</p> <p>Measurable, effective and consistently high quality Service Desk support</p>	<ul style="list-style-type: none"> • Baseline/set targets for current resolvable services (incidents) and performance against SLAs. • Target and shift left specific services. Set targets and measure (incidents). 	<ul style="list-style-type: none"> • Optimize support channels – Chat? Social Media? • Target and shift left specific services. Set targets and measure (incidents). Add specialty groups as needed. • Finalize Allston/Science Center support model. 	<ul style="list-style-type: none"> • Industry comparisons to ensure competitiveness. • Allston/Science Center Go Live 	<p>Consistent achievement of defined performance targets.</p> <p>Implement hybrid walk-up/Service Desk support model in Allston.</p>
<p>Field – Operational Excellence</p> <p>Measurable, effective and consistently high quality Field support; Reduce manual effort by replacing/automating time-consuming processes</p>	<ul style="list-style-type: none"> • Computer lifecycle process consistency across all Field teams – purchasing through disposition. • Baseline/set targets against performance SLAs (Incidents). • Implement Asset Management ITIL process (w/ITSM). 	<ul style="list-style-type: none"> • Industry comparisons to ensure competitiveness. 		<p>Consistent achievement of defined performance targets.</p> <p>Greater efficiency and reliability through legacy process retirement.</p>
<p>Customer Outreach</p> <p>Empower customers to use the tools available to them; Shift customer contact meetings to a proactive, informative agenda</p>	<ul style="list-style-type: none"> • Implement consistent Productivity Coaching capability across Field team. Measure and drive PC sessions. • Customer Engagement Practice – develop a common agenda and action item tracking process. Identify and implement appropriate tool. 	<ul style="list-style-type: none"> • Add Productivity Coaching topics. • Customer Engagement Practice informs Account Management/team. 		<p>Incorporate proactive information sharing into operational meetings with customers. Ensure areas of discussion or concern are visible to Account Mgmt. Team.</p> <p>Increase in customer utilization of HUIT services</p>
<p>Tools & Capabilities</p> <p>Modernize endpoints and tools used to manage them; Enable operational performance mgmt. by providing actionable access to data; Drive ticket deflection via adoption of self-help</p>	<ul style="list-style-type: none"> • Complete ESM tool assessment, identify & replace where appropriate. • Virtualization POC. • Upgrade 30% of existing computers to Win10. • Produce operational performance placemat. • Promote IT Help and KM. • FieldView in Qlik. 	<ul style="list-style-type: none"> • Replace obsolete ESM tools (continued). • Upgrade 30% of existing computers to Win10. • Mobile Device Management (MDM). • Scalable Virtualization environment (dependent upon POC in FY18). • Promote IT Help and KM. • Assess Filemaker migration and retirement options 	<ul style="list-style-type: none"> • Upgrade 30% of existing computers to Win10. • Promote IT Help and KM. 	<p>>95% Windows computers are Win10.</p> <p>>80% of computer orders are standard models.</p> <p>Tool and process improvements reduce the manual effort associated with computer imaging by 50% (compared to FY18).</p> <p>Tools used to manage the devices are best-fit and cost effective.</p> <p>20% of all tickets are resolved at Tier 0 – Self-Help.</p>
<p>Partner Engagement and Service Desk as a Service</p> <p>Be the conduit of operational activity and process to the Harvard IT support community</p>	<ul style="list-style-type: none"> • Represent HUIT to lead operational transition strategy discussions with other Harvard IT communities. • Establish leadership in endpoint tool expertise. • Package the Service Desk as a service— something that can be purchased and that benefits our customers. Onboard additional customers (schools) as appropriate. 	<ul style="list-style-type: none"> • Communicate, onboard additional Service Desk customers. 		<p>Expand HUIT’s presence across the campus by providing strategic leadership and valued IT support.</p>

Harvard Phone & Collaboration Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	
Strategy/ Major Milestones				Future state
<p>Service Evolution & Delivery</p> <p>Deliver and evolve services that meet the needs of the Harvard community and HUIT's strategic direction</p>	<ul style="list-style-type: none"> • Goal 1: Deliver Harvard Phone VoIP service (9,000 lines) • Goal 2: Upgrade Harvard Phone platform to v11.5 • Goal 3: Deliver Contact Center service • Goal 4: Deliver tool set Enhancements (SNOW, UC Expert, Asset Mgt., LDAP attribute) • Goal 5: Support Allston initiative w/technology planning (DAS, Emergency Phone Service) • Goal 6: Plan Next Gen Blue Light phone strategy • Goal 7: Plan/begin Video Infrastructure & Bus. Ops Review • Goal 8: Develop WebEx strategy & Single Sign-On • Goal 9: Plan Next Generation 911 Migration 	<ul style="list-style-type: none"> • Goal 1: Deliver Harvard Phone VoIP service (9,000 lines) • Goal 2: Plan Contact Center next gen move to SAAS/Cloud • Goal 3: Implement Next Gen Blue Light phone strategy • Goal 4: Implement Next Generation 911 migration • Goal 5: Plan FY '20 Verizon contact renewal (Centrex/VoIP) • Goal 7: Complete Video Infrastructure implementation • Goal 6: Implement WebEx strategy/ Single Sign-On • Goal 8: Plan for Next Generation Video • Goal 9: Plan for remaining server/app moves to AWS 	<ul style="list-style-type: none"> • Goal 1: Deliver Harvard Phone VoIP service (3,800 lines) • Goal 2: Move Contact Center to cloud • Goal 3: Renegotiate Verizon contracts • Goal 4: Implement Next Gen Video solutions • Goal 5: Move remaining servers/apps to AWS 	<p>A set of Collaboration services that meet the needs of the Harvard community, and are supported seamlessly through HUIT</p>
<p>Simplification and Consolidation</p> <p>Simplify services and toolsets for efficiency and financial gains</p>	<ul style="list-style-type: none"> • Goal 1: Implement Tub level billing and develop long term Centrex billing model • Goal 2: Support Data Center Decommissioning program goals to move Harvard Phone services out of 60 Oxford Data Center • Goal 3: Consolidate/Refresh Voice Core & move to SIP • Goal 4: Move Mysoft inventory into Service Now • Goal 5: Decommission Mysoft, Torte, Entrée, CIC 3.0, Citrix, TIDM services & systems • Goal 6: Convert Century Link Long Distance to Verizon 	<ul style="list-style-type: none"> • Goal 1: Plan for Unity Voicemail retirement • Goal 2: Plan for legacy Centrex consolidation • Goal 3: Plan for Harvard Phone program close • Goal 4: Plan for Conference America Collapse into WebEx • Goal 5: Reduce handset count 20% by 2020 • Goal 6: Implement long term Centrex billing model 	<ul style="list-style-type: none"> • Goal 1: Retire Unity Voicemail • Goal 2: Begin Centrex consolidation • Goal 3: Close Harvard Phone program • Goal 4: Collapse Conference America into WebEx • Goal 5: Reduce handset count 20% • Goal 6: Refine billing models 	<p>Fewer, better, more cost effective service offerings that are bundled, and easy to order and bill</p>
<p>Organizational Alignment</p> <p>Align organization to support new service delivery and customer expectations</p>	<ul style="list-style-type: none"> • Goal 1: Define roles & responsibilities • Goal 2: Restructure organization including alignment of operational support • Goal 3: Rebrand organization name • Goal 4: Develop Managers/Staff (cross training & IT Academy) • Goal 5: Drive culture change to align w/HUIT values 	<ul style="list-style-type: none"> • Goal 1: Re-define roles & responsibilities • Goal 2: Restructure organization • Goal 3: Develop Managers/Staff (cross training & IT Academy) • Goal 4: Drive culture change to align w/HUIT values 	<ul style="list-style-type: none"> • Goal 1: Re-define roles & responsibilities • Goal 2: Restructure organization • Goal 3: Develop Managers/staff (cross training & IT Academy) • Goal 4: Drive culture change to align w/HUIT values 	<p>An organization that best supports our customers, challenges our employees and is constantly innovating</p>

	FY18	FY19	FY20	
Strategy/ Major Milestones				Future state
<p>Engagement & Collaboration</p> <p>Engage, collaborate and innovate across the university</p>	<ul style="list-style-type: none"> • Goal 1: Promote School Engagement Councils, Executive Committees and Stakeholder groups • Goal 2: Enhance and update communications channels and documentation • Goal 3: Develop LMA, HBS, GSE Engagement Councils • Goal 4: Document/share program financial savings reports • Goal 5: Establish Video User Group • Goal 6: Measure/Report on program KPIs & Metrics • Goal 7: Refine communications w/school local contacts for Day 2 support 	<ul style="list-style-type: none"> • Goal 1: Promote School Engagement Councils, Executive Committees and Stakeholder groups • Goal 2: Enhance and update communications channels and documentation • Goal 3: Document/share program financial savings reports • Goal 4: Measure/Report on program KPIs & Metrics 	<ul style="list-style-type: none"> • Goal 1: Promote School Engagement Councils, Executive Committees and Stakeholder groups • Goal 2: Enhance and update communications channels and documentation • Goal 3: Document/share program financial savings reports • Goal 4: Measure/Report on program KPIs & Metrics 	<p>Clear, Timely, Concise communications and information sharing with the Harvard Community with channels for input, transparency and innovation</p>
<p>University-wide Collaboration</p> <p>Enable Harvard students, faculty, and staff to easily communicate, share information and collaborate on school or work related activities within and outside of Harvard from anywhere at any time using their preferred devices</p>	<ul style="list-style-type: none"> • Complete remaining Office365 email migrations: HKS, HLS • Complete OneDrive rollout for Campus Services and plan for central admin • Operationalize Office365 as a service • Launch broadcast communications program • Support development of file sharing program 	<ul style="list-style-type: none"> • Launch broadcast communications service for current stakeholders • Launch file sharing program; establish solution, execute pilot, develop schedule for managed schools 	<ul style="list-style-type: none"> • Extend broadcast communications service for local users • Continue conversions for file sharing program 	

Strategy and Service Management Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	
Strategy/ Major Milestones	Cloud, ServiceNow Contract Expires	Cloud	Allston	Future state
<p>Strategic Platform Evolution and Standard Tools</p> <p>Evolve Salesforce and ServiceNow platforms, prioritizing product development and related service offerings</p>	<p><i>Goal 1: Manage Salesforce and ServiceNow products</i></p> <ul style="list-style-type: none"> Partner across Harvard for SNOW contract renewal Lead negotiation for shared CRM ecosystem vendors for HU Develop and support a HUIT-supported shared CRM instance, focusing on pipeline application Develop and support ServiceNow, focusing on Asset Mgmt Explore integration opportunities with SNOW and SF Onboard HMS onto SNOW <p><i>Goal 2: Evolve CMDB to support organizational needs</i></p> <ul style="list-style-type: none"> Establish and vet cloud resource CIs Develop process for updating CMDB with cloud resource CIs Explore opportunities to automate CMDB updates <p><i>Goal 3: Simplify IT Tools for HUIT</i></p> <ul style="list-style-type: none"> Develop framework for assessing different categories of IT tools and opportunities to consolidate Work with SD subgroup to establish a set of next steps Develop multi-year strategy to approach and simplify IT tools <p><i>Goal 4: Enhance end-user experience through IT Help Portal</i></p> <ul style="list-style-type: none"> Increase self-service portal's visibility and adoption Explore feedback and measurement mechanisms Share portal code with interested schools 	<p><i>Goal 1: Manage Salesforce and ServiceNow products</i></p> <ul style="list-style-type: none"> Clarify prioritization processes for development Develop and support a HUIT-supported shared CRM instance Develop and support ServiceNow, focusing on Change Management module Explore opportunities for integration with other platforms Create structure and governance to support Salesforce and ServiceNow needs Assess and transition HGSE Nuvolo to HUIT instance of SNOW <p><i>Goal 2: Evolve CMDB to support organizational needs</i></p> <ul style="list-style-type: none"> Explore opportunities to automate CMDB updates <p><i>Goal 3: Simplify IT Tools for HUIT</i></p> <ul style="list-style-type: none"> Execute multi-year strategy to approach and simplify IT tools <p><i>Goal 4: Enhance end-user experience through IT Help Portal</i></p> <ul style="list-style-type: none"> Increase self-service portal's visibility and adoption Explore opportunities to enhance user experience 	<p><i>Goal 1: Manage Salesforce and ServiceNow products</i></p> <ul style="list-style-type: none"> Develop and support a HUIT-supported shared CRM instance Develop and support ServiceNow, focusing on Change Management module Explore opportunities for integration with other platforms Have approved roadmaps for Salesforce and ServiceNow with a constant stream of communication <p><i>Goal 2: Evolve CMDB to support organizational needs</i></p> <ul style="list-style-type: none"> Explore opportunities to automate CMDB updates <p><i>Goal 3: Simplify IT Tools for HUIT</i></p> <ul style="list-style-type: none"> Execute multi-year strategy to approach and simplify IT tools <p><i>Goal 4: Enhance end-user experience through IT Help Portal</i></p> <ul style="list-style-type: none"> Increase self-service portal's visibility and adoption Explore opportunities to enhance user experience 	<p>Salesforce and ServiceNow are robust enterprise platforms with strong roadmaps and governance</p>
<p>Service Culture</p> <p>Support service delivery and service mindset culture throughout HUIT, prioritizing end user experience and partnership management</p>	<p><i>Goal 5: Support service design across HUIT</i></p> <ul style="list-style-type: none"> Develop and roll out CRM services for HUIT and University Evolve service design process and supports Partner with Cloud to design and roll out Cloud services <p><i>Goal 6: Support adoption of HUIT services, tools and processes</i></p> <ul style="list-style-type: none"> Expand outreach and provide consultative support for stakeholders interested in Salesforce <p><i>Goal 7: Provide basic training for HUIT tools and processes</i></p> <ul style="list-style-type: none"> Roll out ITIL Level 3 for IT Academy Curate and share training resources for Salesforce Provide ongoing training and education for ITSM processes <p><i>Goal 8: Facilitate knowledge and best practice sharing Evolve</i></p> <ul style="list-style-type: none"> CRM Community of practices Support opportunities for greater cross-school collaboration on specific service areas of processes 	<p><i>Goal 5: Support service design across HUIT</i></p> <ul style="list-style-type: none"> Evolve service design process and supports <p><i>Goal 6: Support adoption of HUIT services, tools and processes</i></p> <ul style="list-style-type: none"> Provide consultative support on HUIT-supported IT tools, including ServiceNow and Salesforce <p><i>Goal 7: Provide basic training for HUIT tools and processes</i></p> <ul style="list-style-type: none"> Roll out ITIL Level 4 for IT Academy Explore opportunities for CRM certification in partnership with IT Academy Provide ongoing training and education for ITSM processes <p><i>Goal 8: Facilitate knowledge and best practice sharing Evolve</i></p> <ul style="list-style-type: none"> Launch Account management Community of Practice 	<p><i>Goal 5: Support service design across HUIT</i></p> <ul style="list-style-type: none"> Evolve service design process and supports <p><i>Goal 6: Support adoption of HUIT services, tools and processes</i></p> <ul style="list-style-type: none"> Expand consultative support on HUIT-supported IT tools, including ServiceNow and Salesforce <p><i>Goal 7: Provide basic training for HUIT tools and processes</i></p> <ul style="list-style-type: none"> Roll out CRM-focused IT Academy course Provide ongoing training and education for ITSM processes <p><i>Goal 8: Facilitate knowledge and best practice sharing Evolve</i></p> <ul style="list-style-type: none"> Evolve Communities of Practices 	<p>Strategy and Service Management team are leaders in proliferating the concept of trusted advisor throughout HUIT. The team leads through example and supports others in HUIT with processes and facilitative leadership</p>

<p>Processes and Best Practices</p> <p>Develop and drive adoption of processes and best practices throughout HUIT and University</p>	<p><i>Goal 9: Service Level Management</i></p> <ul style="list-style-type: none"> • Introduce Service-Level Management concept • Develop service owner dashboards <p>Goal 10: Develop business process and strategic planning toolkits</p> <ul style="list-style-type: none"> • Develop toolkit and templates for basic strategic planning • Align schools exploring business process redesign on language and tools <p><i>Goal 11: ITIL Processes Management</i></p> <ul style="list-style-type: none"> • Request Mgmt: Establish process to intake requests for request forms; Develop new request forms for prioritized opportunities • Change Management: Prepare for change management process redesign with schools¹ <p><i>Goal 12: Account Management</i></p> <ul style="list-style-type: none"> • Evolve account management templates • Gather feedback from accounts on opportunities to improve • Improve organization and utilization of account management documentation (explore KM) <p><i>Goal 13: Knowledge Management</i></p> <ul style="list-style-type: none"> • Increase number of knowledge articles, including CRM KAs • Begin knowledge management process for tier 2/3 knowledge 	<p><i>Goal 9: Service Level Management</i></p> <ul style="list-style-type: none"> • Develop service level targets across HUIT • MISO survey for students • Revisit opportunities to gather feedback from staff and faculty <p><i>Goal 10: Business Process and Strategic Planning toolkits</i></p> <ul style="list-style-type: none"> • Roll out toolkits and template • Pilot uses on key projects • Explore training opportunities with IT Academy <p><i>Goal 11: ITIL Processes Management</i></p> <ul style="list-style-type: none"> • Change Management: Develop and roll out new process • Release Management: Update release mgmt process for cloud • Problem Management: Implement proactive problem management <p><i>Goal 12: Account Management</i></p> <ul style="list-style-type: none"> • Evolve account management templates • Gather feedback from accounts on opportunities to improve <p><i>Goal 13: Knowledge Management</i></p> <ul style="list-style-type: none"> • Increase number of knowledge articles • Roll out KM process for tier 2/3 knowledge • Refine knowledge article feedback process 	<p><i>Goal 9: Service Level Management</i></p> <ul style="list-style-type: none"> • Develop service level targets across HUIT <p><i>Goal 10: Business Process and Strategic Planning toolkits</i></p> <ul style="list-style-type: none"> • Develop training opportunities with IT Academy <p><i>Goal 11: ITIL Processes Management</i></p> <ul style="list-style-type: none"> • TBD <p><i>Goal 12: Account Management</i></p> <ul style="list-style-type: none"> • Evolve account management templates • Gather feedback from accounts on opportunities to improve <p><i>Goal 13: Knowledge Management</i></p> <ul style="list-style-type: none"> • Increase number of knowledge articles, including articles focused on CRM 	<p>Strategy and Service Management provide a set of processes and best practices which help HUIT and partners effectively conduct strategic planning and deliver service</p>
<p>Organization Alignment</p> <p>Ensure our department is structured and engages other stakeholders effectively to meet business needs</p>	<p><i>Goal 14: Establish and evolve an approach to team communication and knowledge sharing</i></p> <ul style="list-style-type: none"> • Set up quarterly Strategy and Service Management meetings • Develop approach to define metrics and share progress • Establish team working norms including a commitment to AGILE <p>Embed account managers in HUIT meetings</p> <p><i>Goal 15: Transition support for legacy activities to appropriate part of HUIT</i></p> <ul style="list-style-type: none"> • Begin migration of x-reg into my.harvard • Provide ongoing operational support for ARIES • Finalize roles and responsibilities of account management and ITS <p><i>Goal 16: Evolve organizational structure</i></p> <ul style="list-style-type: none"> • Define roles for supporting ServiceNow • Bring on new CADM account managers, as needed <p><i>Goal 17: Strategically invest in team professional development</i></p> <ul style="list-style-type: none"> • Continue to invest in training on Salesforce 	<p><i>Goal 14: Establish and evolve an approach to team communication and knowledge sharing</i></p> <ul style="list-style-type: none"> • Evolve Strategy and Service Management meetings • Evolve approach to clearly define metrics and share goals and progress <p><i>Goal 15: Transition support for legacy activities to appropriate part of HUIT</i></p> <ul style="list-style-type: none"> • Complete migration of x-reg into my.harvard • Develop roadmap for ARIES and its relationship to other similar applications <p><i>Goal 16: Evolve organizational structure</i></p> <ul style="list-style-type: none"> • Bring on new CADM account managers, as needed <p><i>Goal 17: Strategically invest in team professional development</i></p> <ul style="list-style-type: none"> • Curate existing trainings that might support all team members • In addition to ITA foundations, clarify suggested “curriculum” for all team members 	<p><i>Goal 14: Establish and evolve an approach to team communication and knowledge sharing</i></p> <ul style="list-style-type: none"> • Evolve Strategy and Service Management meetings • Evolve approach to clearly define metrics and share goals and progress <p><i>Goal 15: Transition support for legacy activities to appropriate part of HUIT</i></p> <ul style="list-style-type: none"> • Execute roadmap for ARIES and its relationship to other similar applications <p><i>Goal 16: Evolve organizational structure</i></p> <ul style="list-style-type: none"> • Bring on new CADM account managers, as needed <p><i>Goal 17: Strategically invest in team professional development</i></p> <ul style="list-style-type: none"> • In addition to ITA foundations, clarify suggested “curriculum” for all team members 	<p>Strategy and Service Management team’s organizational structure is aligned with organizational need. The team supports key communities of practices and other activities to proliferate service culture</p>

¹ Change management may need to be accelerated depending on timeline to onboard HMS to HUIT’s instance of SNOW

Harvard Library 3 Year IT Strategic Goals

Strategy				Future state
	FY18	FY19	FY20	
<p style="text-align: center;">Access and Discovery</p> <p>Enable effective access to the world of knowledge and data through intuitive discovery, networks of expertise and global collaborations</p>	<p>Goal: Improve management and discovery of all library collections including electronic collections <i>--Implement Alma Library Services Platform</i> <i>--Implement and integrate new reserves tool with Canvas</i></p> <p>Goal: Revitalize access to library services and collections for scholars <i>--Redesign Harvard Library website</i> <i>-- consolidate HL and HCL websites</i></p> <p>Goal: Develop search platform for archival collections</p>	<p>Goal: Experiment with new search strategies in pursuit of “game changing discovery” <i>- Integrate discovery of web archived materials and email into library search environment</i> <i>--Expand use of full text search for digital content: Enhance indexing of OCR, support JACKPHY scripts, integrate new transcribed text files in DRS</i></p>	<p>Goal: Transform the world of scholarly search with innovative “game changing discovery” for teaching and research Goal: Realize more comprehensive access to scholarly collections in Harvard libraries and beyond with focus on shared access across all Ivy+ institutions</p>	<p>Seamless information environment that enables the discovery of, access to and use of a vast world of scholarly content.</p>
<p style="text-align: center;">Research, Teaching, Learning</p> <p>Deliver innovative and programmatic support for learning and research in partnership with faculty and other researchers</p>	<p>Goal: Promote access to Harvard’s digital collections for use in research and teaching <i>--Create an integrated research platform for library digital collections</i> <i>-- Launch Colonial North America website</i></p> <p>Goal: Enhance use of Geographical Information Systems data <i>-experiment with GeoBlacklight</i></p>	<p>Goal: Enhance tools for use with digital assets <i>- annotation tools</i> <i>-Implement Mirador Workspace</i></p> <p>Goal: – Design asset management solution for Harvard’s digital scholarship <i>--Enhance DRS and/or create medium-term digital storage platform</i> <i>-- enhance and expand expert services to support scholarship using digital tools</i></p>	<p>Goal: Allow for easy development and delivery of course specific exhibitions online <i>--Implement Online Exhibitions platform for display of selected library materials</i></p> <p>Goal: Implement cross institution collaborative platform for scholarly output – open access to research data, articles, and other scholarly artifacts</p>	<p>A rich online environment for instructors and students to blend library, personal, and open access content in classes and for scholars to work with in their research.</p>
<p style="text-align: center;">Collections and Stewardship</p> <p>Collect and steward critical and vulnerable scholarly information in partnership with academic and administrative colleagues across the University and beyond</p>	<p>Goal: Expand tools and capacity for collaborative collecting of new digital (“born digital”) content used for teaching and research <i>--Enhance tools for harvesting web archives</i> <i>--Enhance system for curating library selected email collections</i> <i>--Develop tools for managing cross-institutional collecting strategies</i></p>	<p>Goal: Design solution for preservation of licensed electronic texts <i>--Implement vendor-neutral e-book platform</i></p>	<p>Goal: Expand scope, formats, and scale of digital library resources collected and preserved by HL Goal: Implement robust process and tools for shared library collection development strategy across all Ivy+ institutions</p>	<p>Trusted and robust storage and preservation options for Library and University digital assets.</p>

ATS 3 Year IT Strategic Goals

	FY18 (All Goals are “multi-year” in nature)	Specific Sub-Goals for FY18	Future State
Enhance and Maintain Technology Solutions	<ul style="list-style-type: none"> Goal 1: Enhance and maintain admin systems for Central Administration, Campus Services, and the Schools (SD1) Goal 2: Launch new service offerings to meet emerging demands and needs (SD2) 	<p>Goal 1</p> <ul style="list-style-type: none"> “Keep the lights on” Deliver high-value operational enhancement projects Deliver FY18 ITCRB projects Deliver FY18 FAS PRB projects Deliver FY18 Campus Services projects <p>Goal 2</p> <ul style="list-style-type: none"> Conduct feasibility assessment for enterprise services in asset management, events and payments, and electronic documents 	<p>Users have stable and reliable applications to support their jobs.</p> <p>Highest priority user requests and defects are continually resolved.</p> <p>Projects deliver incremental value on-time and on-budget.</p>
Put Users First	<ul style="list-style-type: none"> Goal 3: Establish foundation for user research and usability testing (SD2; SD3; SPP8) Goal 4: Enhance applications to directly improve the user experience (SD2; SPP8) 	<p>Goal 3</p> <ul style="list-style-type: none"> Execute user research pilot for admin user community and deliver initial artifacts (e.g., personas, journey maps) Develop application discovery tool to provide insight into users and portfolio <p>Goal 4</p> <ul style="list-style-type: none"> Track and publish UX-driven changes Integrate AMP and Site Improve testing into every application area 	<p>Applications are more usable for all users.</p> <p>End users are actively engaged throughout the product lifecycle.</p> <p>Shared personas guide design process across ATS portfolios.</p> <p>ATS staff feel more connected to our users and can translate their work into more tangible user impact.</p> <p>Systems are more tightly integrated and consistent, thereby making it easier for users to complete tasks.</p>
Shift Left	<ul style="list-style-type: none"> Goal 5: Enhance resources to empower power users and streamline support (SPP7) Goal 6: Automate manual or time-intensive activities, including QA, deployment, etc. (SD2) Goal 7: Continue to adopt best practices, standards, and common tools (SPP7; HA10) 	<p>Goal 5</p> <ul style="list-style-type: none"> Enhance the adoption of SNOW knowledge base and request module Consolidate documentation and ensure cross-references across properties (e.g., HTP, SNOW, OpenScholar, Wiki) Track application-level changes that enable power user self-service <p>Goal 6</p> <ul style="list-style-type: none"> Increase percentage of tests and deployments utilizing automation Identify other time-intensive ATS activities and implement automation <p>Goal 7</p> <ul style="list-style-type: none"> Adapt practices to support adoption of standard tools including GitHub, Ansible Tower, JIRA, Zephyr, SNOW PPM, and others TBD 	<p>Power users can make time-sensitive changes without waiting for IT.</p> <p>Users, service desks, and others can find solutions more quickly.</p> <p>Time-intensive tasks happen automatically and with increased reliability.</p> <p>ATS staff have more time to spend on higher-value activities.</p> <p>ATS staff have increased mobility between teams.</p> <p>ATS human resources capacity is factored into planning through a more robust project intake and project management process.</p>
Simplify and Modernize	<ul style="list-style-type: none"> Goal 8: Adopt cloud service offerings and capabilities (SD2) Goal 9: Enhance application integration through APIs and other technology solutions (SD2; INS4) 	<p>Goal 8</p> <ul style="list-style-type: none"> Complete the migration of the ATS Portfolio from 60 Oxford Street Drive Harvard’s priorities for cloud maturity, including revised IT controls, the adoption of enhanced cloud capabilities, and piloting “dual cloud” for most critical applications <p>Goal 9</p> <ul style="list-style-type: none"> Complete the development of the person data service and integrate into at least <u>X</u> (TBD) ATS applications Define Top 25 API backlog for consumption by or publication from ATS applications and deliver highest impact APIs through Common API Platform Project 	<p>Applications are more reliable and resilient, with proven (i.e., tested) fail-over and/or disaster recovery.</p> <p>ATS staff have the opportunity to learn new technologies and tools.</p> <p>Application integration is simpler, more consistent, and less expensive.</p>

<p><i>Be a great place to work</i></p>	<ul style="list-style-type: none"> • Goal 10: Foster communities of practice across ATS core disciplines (HA10; HA13) • Goal 11: Build and foster ATS community through events and recognition (HA11;HA13) • Goal 12: Commit to the development of new skills and ideas as a top priority (HA11) 	<p>Goal 10</p> <ul style="list-style-type: none"> • Launch CoP for product management, business analysis, and “data” • Encourage active participation in existing groups including PM CoP, Agile CoP, SEWG, QA CoP, ABCD, etc. <p>Goal 11</p> <ul style="list-style-type: none"> • Conduct ATS social activities as prioritized by staff interest • Continue ATS peer recognition and accomplishments programs • Sustain ATS ELT and open “Brown Bag” series on topics of broad interest <p>Goal 12</p> <ul style="list-style-type: none"> • Achieve revised targets for completing core IT Academy modules • Emphasize manager improvement through Role of the HUIT Manager program and ongoing training • Identify and support critical “bottom of the T” skills through • Launch an internal innovation program coordinated with University programs 	<p>ATS staff consider ATS “a great place to work” according to common definitions established by the organization (in FY18).</p> <p>ATS staff feel valued for their contributions, are more aware of what others have achieved, and have a stronger network when they need help.</p> <p>ATS Managers have the tools and training necessary to model, foster, and support HUIT values.</p> <p>ATS staff have open forums wherein they can share knowledge, attain knowledge, and otherwise collaborate with their peers.</p>
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Planning and Project Management 3 Year Strategic Goals

Strategy				Future state
	FY18	FY19	FY20	
<p>Improve Project Management & Agile Practices (PPM)</p> <p>Provide standards, common practices and vocabulary to enable project teams to perform better</p>	<ul style="list-style-type: none"> Build and execute internal communications plan to educate HUIT about understanding business value, project value, customers/stakeholders, etc. and mentor usage of these principles Align the PPM team members with a deeper sense of shared purpose and value by defining clear PPM services, sharing internal knowledge, facilitating creation of common practices within and without PPM, and sharing them broadly with the community. Improve Agile practices on a team by team basis, such as advocating for stable teams to work on projects and operations Evolve and mature project management function within HUIT by strengthening capabilities and skill sets, expanding the resource pool, defining the job family, and establishing the future PM role at Harvard (not just HUIT) as a trusted, strategic advisor. 	<ul style="list-style-type: none"> Rollout out the PPM services broadly to university and align all communication channel content Assess and improve Project Management Standards (<i>Update tools, templates and practices for Agile</i>) Improve Agile practices (<i>Identify 4 key improvements for Agile and coach teams to achieve them</i>) Rollout revised common practices to make projects more effective and ensure adoption of PM and Agile standards across HUIT 		<p>All IT projects are delivered by high performing Agile teams, using common tools and practices for managing interdependencies to deliver the highest value efficiently to the university.</p>
<p>Enhance HUIT’s strategy, oversight, and management of Project Portfolios</p> <p>Provide HUIT decision makers the necessary information to align with the business, to understand the value of projects, and to optimize the portfolio.</p>	<ul style="list-style-type: none"> Improve reporting provide data for decision makers about project portfolios including benefits, historical trends, and context (<i>ServiceNow and Qlik dashboards and reports</i>) Create a Capacity Planning subgroup to provide transparency about priorities, validation that the right resources are available at the right time to deliver on priorities, and alignment by identifying interdependencies that need resolution. Develop models and processes to improve the CIO Council strategic initiative process as well as project delivery (<i>e.g., initiation, planning, project close</i>) Build a base level service delivery knowledge of key common services – Dev Ops, UX, BRP, Change Mgmt., Mobility, and Architecture - so that PPM can bring to bear on all projects and programs 	<ul style="list-style-type: none"> Improve reporting provide data for decision makers about project portfolios including benefits, historical trends, and context (<i>ServiceNow and Qlik dashboards and reports</i>) Develop models and processes to improve the ITCRB & FAS/HUIT PRB funding cycle process as well as project delivery (<i>ROI calculation</i>) 	<ul style="list-style-type: none"> 	<p>The HUIT project portfolio aligns with the business, has clear priorities, visible interdependencies, and responds to new or changing stakeholder needs while making visible the value that HUIT delivers to the university.</p>
<p>Lead Delivery of Key IT Projects</p> <p>Lead cross-HUIT, university-wide, or CIO initiative transformational projects</p>	<ul style="list-style-type: none"> Broadcast Communications Cloud Contingent Labor IT for Allston Video Storage 	<ul style="list-style-type: none"> Broadcast Communications IT for Allston Contingent Labor Cloud 	<ul style="list-style-type: none"> IT for Allston 	<p>Leading highly visible projects to transform Harvard leveraging the PMO’s standards and common practices to be an example to others.</p>

HUIT Vendor Management Office 3 Year Strategic Goals

Strategy				Future state
	FY18	FY19	FY20	
#1 Support of CIO Initiative	<ul style="list-style-type: none"> Manage coordinated top University IT vendors by participating in monthly calls and/or quarterly business reviews as necessary Examine a University wide IT spending to achieve economies of scale Creation and distribution of monthly newsletters to key stakeholders 50% of HUIT vendor management process' and best practice adoption within University IT and 100% adoption within HUIT 75% of IT contracts at the schools are negotiated to be accessible to all of the University 	<ul style="list-style-type: none"> Continue to examine University wide IT spending mindset to achieve economies of scale 75% of vendor management process' and best practice adoption within University IT 90% of IT contracts at the schools are negotiated to be accessible to all of the University 		<ul style="list-style-type: none"> A common, fully established and University-wide adopted IT vendor management lifecycle that adds value, reviews and tracks risk, and supplies economies of scale to the IT community as a whole
#2 Define HUIT Vendor Management Office Best Practices	<ul style="list-style-type: none"> Encourage continuous improvement to evolve the maturity level of vendor management practices within HUIT & the University Support the performance of vendor management activities at key points in the lifecycle by providing subject matter expertise and necessary coordination with other functional areas. Use of vendor management templates and best practice documents throughout HUIT at 45% Involvement of the vendor management office of all HUIT contracts/strategic initiatives at 50% adoption Create vendor profile/risk management processes Partner with HUIT project management office to standardize the preferred IT contractor list for construction projects to simplify the engagements and reduce costs and risk Refine and communicate standards and best practices of vendor management Continuously drive cost savings within IT spend across the University 	<ul style="list-style-type: none"> Continuously drive cost savings within IT spend across the University Use of vendor management templates and best practice documents throughout HUIT at 75% Involvement of the vendor management office of all HUIT contracts/strategic initiatives at 80% adoption 90% of vendors tracked under profile/risk management process 		<ul style="list-style-type: none"> Clearly defined and widely adopted HUIT VMO practices, templates, and road maps to assist HUIT employees with engaging in best practices, managing risk avoidance, and thinking in a more strategic manner about vendors
#3 Engage with HUIT Vendors to Drive Better Value	<ul style="list-style-type: none"> Drive continuously for hard cost savings within HUIT IT spend Launch vendor management activities at an operational level for a subset of IT vendors, for HUIT only and in partnership with school IT resources through spend analysis Yearly roadmaps and quarterly business reviews for 15 of the top 20 vendor partners 100% adoption of vendor management process' in HUIT 	<ul style="list-style-type: none"> Conduct vendor summit to inform all strategic and top tiered vendors of upcoming HUIT plans to ensure alignment of strategic plans/initiatives for vendor product enhancement and creation (i.e. roadmap) Partner the vendor management office with HUIT academic subgroups and Support Services to develop standard desktop applications to achieve a better experience for all users, especially faculty Create automated spend reports to deliver monthly to all CIO's and HUIT Managing Directors to ensure transparency and economies of scale within HUIT and the University Yearly roadmaps and quarterly business reviews for 20 of the top 20 vendor partners 25% adoption in vendor management process' in the schools 		<ul style="list-style-type: none"> Fully functioning HUIT vendor management team supporting HUIT and the University in all IT vendor management activities delivering decreased spending, improved services, and better aligned vendor roadmaps to our needs

Information Security Strategy and Multi-Year Plan (FY18-FY20)

Strategic Priority	Roadmap (FY18-20)			Future state
	FY18	FY19	FY20	
<p align="center">Foundation</p> <p>Continue to establish a foundation for Information Security at Harvard which establishes policies, processes and governance, and fosters collaboration across the Schools</p>	<ul style="list-style-type: none"> Roll out NIST Cyber Security Framework [ACISO/EC+] Complete update of service catalog and corresponding support model [ACISO+] Evaluate and develop opportunities and for streamlining/ organizing/ aligning projects and work across ITSec and HUIT [Tracy+] Define risk acceptance and overall governance processes including a formal exception process/forms across Harvard [ACISO+] Partner with RMAS to provide training and risk ranking standards to SSOs for risk management principles and practices at Harvard [EC] Develop a consistent risk assessment process for ITCRB/PRC [ACISO+] Create dashboards in ServiceNow to analyze work we perform for various “clients” (VRAs by School, RDSA by data level and Schools, etc.) [EC] 	<ul style="list-style-type: none"> Develop a consistent risk assessment process across Harvard [ACISO+] Coordinate with RMAS on approach to more formally tracking risk acceptance [ACISO+] Develop a mechanism to more formally enforce Information Security policies, with clear repercussions for breaking [ACISO+] 	<ul style="list-style-type: none"> Deploy a risk acceptance and overall governance process across Harvard [ACISO+] 	<p>Harvard has a clearly defined risk governance and acceptance process; Policies are both established and enforced; Schools are coordinated in their Information Security efforts</p>
<p align="center">Aware</p> <p>Build awareness across the Harvard community for their role as an Information Security steward and the critical assets they are responsible for protecting</p>	<ul style="list-style-type: none"> Determine, develop, and deliver security awareness campaign themes based on analysis of exposures/attack vectors that align to behaviors we can change [EC] Analyze School/Center/Department self-assessment data and discuss reports with each team [EC+] Work with networking to develop a means of reliable IP address to person association [A&E+] Evaluate tools to discover and classify data in the cloud [A&E] Create more self-service content to help “shift left” [EC] Migrate PCI technical control and attestation data for merchants into ServiceNow [EC] On-board other schools into managed phishing assessment service [EC] Perform 2-3 cycles of phishing assessments for CADM, with goal to increase reporting rate [EC] Create template for handling Level 3 research data [EC] Map existing RC environments to provide informed choices to researchers for where to store, analyze, and share their data [EC] Make improvements to Splunk for detection and response, including dashboards and summary indices and/or report acceleration for DNS and HarvardKey authentications [Ops] Continue to engage with ITS to improve utility and reliability of Splunk [Ops+] Make improvements to CrowdStrike including agent management (is CrowdStrike installed where expected, and deployment changes as enabled by vendor) [Ops] Incorporate PayloadSecurity malware analysis into our standard processes [Ops] Investigate Machine Learning approaches to deal with large data high volumes (e.g. Bro conn logs) [Ops] Investigate and implement threat hunting techniques to identify malicious activity [Ops] Evaluate effectiveness of FireEye and value provided versus other tools [Ops] 	<ul style="list-style-type: none"> Work with development teams to develop and deliver secure coding training [EC/A&E] Work with networking to refine plan for security visibility infrastructure as network is upgraded [Ops+] Increase capabilities to process and analyze data generated from the network and gathered from external sources, to reduce the time to identify security incidents [Ops] Increase the amount of internal intelligence indicators developed and disseminated via various avenues (e.g., REN-ISAC) [Ops] Increase visibility into network activity by adding points of inspection across the network [Ops] Work with networking to develop a means of reliable IP address to person association [Ops+] “Cross connect” different Splunk instances at the University [Ops] Make Payload Security available as a service to other schools [Ops] Combine Payload Security with Bro file extraction [Ops] 	<ul style="list-style-type: none"> Explore deployment of more advanced analytic and detection tools (e.g., Yara) [Ops] Deploy any chosen advanced analytic and detection tools [Ops] 	<p>The Harvard community is aware of their role as stewards and understands the critical assets they are responsible for protecting.</p>

	<ul style="list-style-type: none"> • Develop alerting framework for IP-based notifications based on existing FireEye notifications; use framework for passing along reports from Shadowserver, Dorkbot, etc. [Ops+] • Develop MSS offerings (CrowdStrike, Tenable, and one to two others) [Ops+] • Evaluate threat intelligence feeds [Ops+] • Perform a risk assessment of Campus Services PCI systems [EC/Ben] 			
<p>Protected Enhance the protection of the University's critical assets by putting protection measures in place and equipping users with the tools and skills to protect themselves</p>	<ul style="list-style-type: none"> • Provide systems for privileged access management [A&E] • Work with SOC/ISOG to deploy application control on servers University-wide [A&E+] • Define secure coding standards [A&E/EC] • Explore Trusted Program Execution [A&E] • Evolve vulnerability scanning into a vulnerability management process [A&E/EC+] • Perform comparison/cost benefit analysis of current scanning tools (WhiteHat, UT Austin, Tenable, AppScan, etc.) against functional requirements and production support viability and reduce portfolio [EC] • Partner with VMO/Procurement to select, review, and signs MSAs with vendors providing services or tools commonly needed by researchers [EC] • Analyze collaboration tools for L4 data and provide recommendations for implementation and end user training [EC] • Complete the FAS Endpoint Remediation [CISO+] • Roll out Proofpoint Attachment Defense [ACISO+] • Design and implement protected network enclaves for high risk units [A&E] • Work with IAM/UC to make two-step verification available to a pilot group for Office 365 access [ACISO+] • Work with UC to make two-step verification available as a self-service option for Office 365 access [ACISO+] • Implement DNS Block List [Ops+] • Leverage CrowdStrike blocking capabilities including alerting on block events [Ops] • Develop and pilot "Security Insiders"/Information Security stewards program for high-risk units in the FAS [EC/Tracy+] • Work with field support and Schools to roll out Personal Security Actions University-wide [EC/Tracy+] 	<ul style="list-style-type: none"> • Work with NOC and Support Services to review and evolve security zones and associated controls (for desktops and servers) [A&E+] • Blackhole routing of IP addresses involved in malicious traffic [Ops+] 	<ul style="list-style-type: none"> • Work with networking group to deploy a border firewall for the University [Ops+] 	<p>Stewards know how to protect critical assets and have tools and skills to do it</p>
<p>Ready Increase the Harvard community's ability to recognize breaches and create clear, and widely used, processes to respond</p>	<ul style="list-style-type: none"> • Develop standard incident response documentation [Ops] • Develop and document process for forensic data storage and expiration [Ops] • Develop phishing response process and automation and/or shift left [EC/Ops/A&E] • Evaluate incident response tracking systems [Ops] • Work with ITS to ensure adequate log retention in Splunk and reduce unnecessary logs [Ops] • Integrate key cloud application logs into Splunk (ProofPoint, 0365 and Duo) [Ops] • Integrate IAM data feed into Splunk [Ops] • Assess IPv6 capacity of tools including APIs, scripts and Splunk reports/dashboards [Ops] • Investigate canary tokens [Ops] • Run tabletop incident response exercise with at least 2 schools [Ops+] 	<ul style="list-style-type: none"> • Review process documentation and update as appropriate [Ops] • Continually improve Splunk [Ops+] • Assess and improve SaaS vendors, including a strategy and solutions for SaaS logging [Ops] • Prepare for deployment of 100 Gb at various points in the network [Ops+] • Run tabletop exercise with remaining schools [Ops+] • Address IPv6 shortcomings identified in tools [Ops] • Integrate CrowdStrike logs into Splunk [Ops] 	<ul style="list-style-type: none"> • Deploy 100 Gb capability in coordination with networking group [Ops+] • Continue tabletop exercises regularly with schools and units [Ops+] 	<p>Stewards recognize potential breaches and know how to handle them</p>

ITS Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	Future state
Strategy/ Major Milestones				
Strategic Priority 1 Campus Network NextGen Campus Network @ Allston and across campus	<ul style="list-style-type: none"> • Aruba/HP Access Layer Rollout (Wired/ Wireless Lifecycle) • Allston Campus Mid-Level Design/Budget for SEC • Optical from Cambridge Campus to LMA • House Renewal • Distribution and Regional Upgrades • Fiber Refresh 	<ul style="list-style-type: none"> • Aruba/HP Access Layer Rollout (Wired/ Wireless Lifecycle) • Allston Campus Regional Core, Third Core Implemented • Optical from Cambridge Campus to LMA • House Renewal • Wired and Wireless Core Upgrades • Distribution and Regional Upgrades • Fiber Refresh 	<ul style="list-style-type: none"> • Aruba/HP Access Layer Rollout (Wired/ Wireless Lifecycle) • Allston Campus – Move HA Regional to Gateway Building • Optical from Cambridge Campus to LMA • House Renewal • Wired and Wireless Core Upgrades • Distribution and Regional Upgrades • Fiber Refresh 	<ul style="list-style-type: none"> • 60% of Access Layer support by HP/Aruba Gear (Wired/ Wireless) • Allston Regional Core permanently located • Optical backbone capable of sustaining connectivity at Allston upon loss of Cambridge Campus Connection • Winthrop House Complete
Strategic Priority 2 CLOUD Network Enablement of Cloud Applications	<ul style="list-style-type: none"> • 60 Oxford Street Data Center Network Initial Migration • Network Self-Service Automation (CFAS, Ansible, Github) 	<ul style="list-style-type: none"> • 60 Oxford Street Data Center Network Final Migration • Network Self-Service Automated Configuration 	<ul style="list-style-type: none"> • Cloud Network Roll-out 	<ul style="list-style-type: none"> • 60 Oxford DC transformed into office space • Network configuration for cloud access is automated
Strategic Priority 3 SERVICE TRANSFORMATION ITS Services: Network Services are 2020 ready; Cloud Services are quick and efficient	<ul style="list-style-type: none"> • Network Access Control Principles Determination • Common Network Onboarding Implementation (Clearpass) for Freshman Houses (Wired), Law School, Chan School) • Network Identity Access Functionality and Security Planning • Wireless Improvement 2.0 • Core Upgrade to 100G Planning and Funding Request • Storage Strategy Development • ITS DevOps Transformation Planning & Approval 	<ul style="list-style-type: none"> • Implement NACL principles • Common Network Onboarding Implementation for FAS and Schools • Network Identity Access Functionality and Security Implementation for FAS and Schools • Wireless Improvement 2.0 • Core Upgrade to 100G • Implementation of Storage Strategy • ITS DevOps Transformation Implementation 	<ul style="list-style-type: none"> • Common Network Onboarding Implementation for Central Admin • Network Identity Access Functionality and Security Implementation for Central Admin • Wireless Improvement 2.0 • Core Upgrade to 100G (con't) 	Transformation of HUIT ITS Services: <ul style="list-style-type: none"> • Network is 100 Gig Capable • Wireless User Satisfaction is >85% • All devices self-identify with the network • NACLs are automated, minimal, or no longer needed • Cloud and DevOps Teams function as a one team

Data Management Services: Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	
Strategy/ Major Milestones				Future state
<p style="text-align: center;">Service Delivery</p> <p>Deliver Data Management services that meet the needs of faculty, students, and staff:</p> <ol style="list-style-type: none"> 1. Simplify data exchange 2. Provide tools and access to data 3. Facilitate the delivery of improved data 	<p>#1: Deliver Common API Platform Project</p> <p>#2: Complete MFR Project</p> <p>#3: Implement Qlik Sense and deliver Qlikview PaaS offering</p> <p>#4: Improve the process to request, approve, and provision access to data</p> <p>#5: Implement Service Delivery process improvements (Demand management, Shift-left, etc)</p>	<p>#1: Deliver Common API Platform Project</p> <p>#5: Implement Service Delivery process improvements (Demand management, Shift-left, etc)</p> <p>TBD: Deliver PaaS offerings for Informatica, OBI</p> <p>TBD: Improve access to logical data models to drive reuse</p>	<p>#5: Implement Service Delivery process improvements (Demand management, Shift-left, etc)</p>	<ul style="list-style-type: none"> ✓ A data integration architecture that is simplified more cost-effective ✓ Data is easy to find, understand, get access to, and use
<p style="text-align: center;">Stakeholder Ecosystem</p> <p>Improve engagement with stakeholders and build a self-service, distributed capabilities ecosystem</p>	<p>#6: Develop data management stakeholder map and engagement strategy</p> <p>#7: Establish/Improve Centers of Enablement</p>	<p>#7: Establish/Improve Centers of Enablement</p> <p>TBD: Implement Data Governance Management Framework</p> <p>TBD: Establish training (ITA) for Data Management Core Competencies</p> <p>TBD: Implement “data shopping portal” with consistent user experience across technologies</p>	<p>#7: Establish/Improve Centers of Enablement</p>	<ul style="list-style-type: none"> ✓ Engaged stakeholders with a strong awareness of their role(s) as data citizens ✓ Business-led working groups and oversight committees that actively manage access and risk ✓ Established IT Academy training program for core Data Management competencies
<p style="text-align: center;">Technical Ecosystem</p> <p>Simplify and modernize our data systems architecture to ensure it meets stakeholder needs</p>	<p>#8: Complete DMS Cloud Migration</p> <p>#9: Deliver Strategy and Roadmap for Oracle BI and Qlik tools</p> <p>#10: Establish/Improve standards for data architecture and interoperability (collaborate with E.A.)</p> <p>#11: Build and deploy Harvard Data Lake (Next-generation Data Warehouse)</p>	<p>#11: Build and deploy Harvard Data Lake (Next-generation Data Warehouse)</p>	<p>#11: Build and deploy Harvard Data Lake (Next-generation Data Warehouse)</p>	<ul style="list-style-type: none"> ✓ A modern, nimble technical ecosystem that reduces cost and time-to-market for data initiatives
<p style="text-align: center;">Staff and Operations</p> <p>Provide essential tools and development support for our staff, and efficiently operate the department</p>	<p>#12: Execute DMS org re-alignment (Phase 2)</p> <p>#13: Complete recommendation for HUIT data management rationalization</p> <p>#14: Create and Execute DMS Cloud Readiness training plan</p>	<p>#12: Execute DMS org re-alignment (Phase 3)</p>	<p>#12: Execute DMS org re-alignment (Phase 4)</p>	<ul style="list-style-type: none"> ✓ Professionalized DMS staff focused on tools, data- and data-systems architecture, and service delivery ✓ Our customers have a clearer sense of offerings and how to engage HUIT for data management needs

HUIT Administration- 3 Year Strategic Goals

	FY18	FY19	FY20	
Strategy / Major IT Milestones				Future state
<p>Simplification and Optimization</p> <p>Streamline administrative processes and reduce the complexity of HUIT finances to improve operational effectiveness and efficiency</p>	<p>Goal 1: Develop and begin implementation of the recommendations from the HUIT Finance assessment (models, reporting, org structure, processes, tools) -- Fin</p> <p>Goal 2: Finalize and execute strategy for cloud financial model -- Fin</p> <p>Goal 3: Redesign process for managing HUIT computer equipment/assets and integrate with on-boarding and off-boarding processes – Admin Ops/Fin</p> <p>Goal 4: Integrate lessons learned from Annual Salary Increase Program (ASIP) and implement enhancements – HR/Fin</p> <p>Goal 5: Support University workforce planning project – Fin/HR</p> <p>Goal 6: Streamline HUIT off-boarding process and automate within SNOW – Admin Ops/HR</p> <p>Goal 7: Develop process and guidelines for HUIT broadcast email use -- Comms</p> <p>Goal 8: Refine HUIT's branding guidelines and enhance brand alignment of HUIT departments -- Comms</p>	<p>Goal 1: Implement phase 2 of recommendations from HUIT Finance assessment – Fin</p> <p>Goal 2: Develop HUIT process to align with University plans on workforce planning – Fin/HR</p> <p>Goal 3: Implement HUIT's SNOW managerial onboarding and off-boarding features CADM-wide – Admin Ops</p> <p>Goal 4: Roll out redesigned computer equipment/asset process CADM-wide – Admin Ops</p> <p>Goal 5: Simplify and enhance process for managing and funding training opportunities for HUIT staff – HR/Fin</p> <p>Goal 6: Standardize platforms and create templates for HUIT broadcast email use – Comms</p>	<p>Goal 1: Assess impact of finance organization transition/ensure pain points have been addressed – Fin</p>	<p>HUIT operational processes reflect best practices and are sufficiently lightweight to allow managers and staff to focus on the work of technology</p>
<p>Workforce Development and Alignment</p> <p>Support the development and engagement of the IT workforce to support the technology needs of Harvard</p>	<p>Goal 1: Complete roll out of HUIT 101 and assess impact – Admin Ops/HR</p> <p>Goal 2: Support senior leadership in addressing feedback from HUIT pulse survey – HR</p> <p>Goal 3: Launch values-based interviewing – HR</p> <p>Goal 4: Develop and roll out plan to enhance support for and effectiveness of HUIT managers (manager forums, manager digest, budget manager training, ROHM) – HR/Finance/Comms/Admin Ops</p> <p>Goal 5: Develop and roll out phase 1 of IT Job Framework – HR</p> <p>Goal 6: Develop and roll out level III requirements for IT Academy foundational courses – HR</p> <p>Goal 7: Increase diversity awareness and inclusion efforts in HUIT – HR</p> <p>Goal 8: Support staff transition to cloud – HR</p> <p>Goal 9: Execute on Phase 2 of CADM IT integration – HR /Finance</p> <p>Goal 10: Support implementation/launch of contingent labor project – HR/Finance/ Admin Ops</p> <p>Goal 11: Partner with HBS to support IT Fellows Pilot - HR</p>	<p>Goal 1: Support HUIT leadership's engagement efforts with staff – HR</p> <p>Goal 2: Complete IT job framework – HR</p> <p>Goal 3: Integrate lessons learned and enhance IT Academy – HR</p> <p>Goal 4: Assess and enhance diversity and inclusion efforts – HR</p> <p>Goal 5: Leverage feedback from FY18 Performance Management Pilot in ATS to refine performance management in HUIT – HR</p> <p>Goal 6: Assess progress against and placement of #3 HUIT Risk and develop efforts to further mitigate - HR</p>	<p>Goal 1: Support HUIT leadership's engagement efforts with staff – HR</p>	<p>HUIT staff are engaged and set up to succeed in HUIT and are aligned with the organizational priorities of HUIT/Harvard</p>

	FY18	FY19	FY20	
Strategy / Major IT Milestones				Future state
<p>Community and Collaboration</p> <p>Enhance external and internal communications and reduce logistical barriers in HUIT to build community and increase collaboration among HUIT staff</p>	<p>Goal 1: Leverage FTS recommendations to rationalize HUIT digital strategy and begin implementation (digital properties, remaining CADM IT assets, etc) – Comms</p> <p>Goal 2: Develop system for using analytics to understand success of communication channels and content and better inform editorial strategy and employee engagement efforts – Comms/HR</p> <p>Goal 3: Redesign HUIT employee intranet as an online destination for staff – Comms/Fin/Admin Ops/HR</p> <p>Goal 4: Develop campaigns to build awareness and adoption of new technology systems and practices (Cloud, Grouper, Collaboration, EA, info sec) – Comms</p> <p>Goal 5: Assess and enhance HUIT events – Comms/Admin Ops</p> <p>Goal 6: Implement plan for HUIT Hubs hoteling and flexible spaces in key locations – Admin Ops</p> <p>Goal 7: Develop and implement plan for increasing co-location – Admin Ops/Fin</p>	<p>Goal 1: Implement plan for HUIT digital content strategy – Comms</p> <p>Goal 2: Build web analytics dashboard for HUIT website and intranet for consistent, shared access to data that relate to employee engagement – Comms</p> <p>Goal 3: Develop and execute communications plan to build awareness (and adoption) of redesigned intranet. – Comms</p> <p>Goal 4: Develop campaigns to build awareness and adoption of new technology systems and practices (TBD) – Comms</p> <p>Goal 5: Implement bookable work locations at key HUIT locations – Admin Ops</p>	<p>Goal 1: Implement plan for consolidation of final phase of HUIT’s 40+ websites -- Comms</p> <p>Goal 2: Develop benchmark content analytics to educate leadership and empower local content owners to enhance their content strategy -- Comms</p>	<p>HUIT staff are well-informed of organizational priorities and resources and feel a sense of belonging and pride in working in HUIT</p>

Technology Office Strategy and Multi-Year Plan (FY18-FY20)

	FY18	FY19	FY20	
Strategy/ Major Milestones				Future state
<p>Cloud and Infrastructure</p> <ol style="list-style-type: none"> 1) Migrate and close data center 2) Create cloud services 3) Establish enterprise presence 	<ul style="list-style-type: none"> • Complete HUIT Managed migration of remaining 310 applications from 60 Oxford • Establish new cloud services (Foundation, Cost Engineering) • Develop enterprise best cloud practices for school migrations and support 	<ul style="list-style-type: none"> • Complete migration of 160 non-HUIT managed applications from 60 Oxford and shut down data center • Establish Consulting and integrated DevOps service • Expand automation practices beyond initial migration set 	<ul style="list-style-type: none"> • Shut down program • Transition services to ongoing operational support 	<p>Cloud sourced infrastructure across the university and cost savings for the University</p>
<p style="text-align: center;">IAM</p> <ol style="list-style-type: none"> 1) Manage Service Transition 2) Migrate schools to Harvard Key 3) Evolve Grouper service 	<ul style="list-style-type: none"> • Complete cloud migrations and technical debt retirement • Provision HKS through IAM • Establish grouper as a service and governance model 	<ul style="list-style-type: none"> • Provide improved self-service capabilities for IAM • Provision HMS and replace eCommons through IAM • Improve HarvardKey application integration methods 	<ul style="list-style-type: none"> • Introduce improved guest services • Provision HLS and deprovision Waveset for the University • Retire Legacy functionality (Auth Proxy and Midas) 	<p>IAM as updated service</p>
<p style="text-align: center;">Enterprise Architecture</p> <ol style="list-style-type: none"> 1) Develop enterprise project ideation factory 2) Establish enterprise standards 3) Implement user experience project 	<ul style="list-style-type: none"> • Establish cross-enterprise communities and identify 3 most critical and value-rich opportunities for the university • Develop enterprise standards for interoperability, middleware, and data • Define enterprise personas and provide best practices for use across all projects 	<ul style="list-style-type: none"> • Establish cross-enterprise communities and identify 3 most critical and value-rich opportunities for the university • Develop enterprise standards for applications and networking • Establish user experience related services 	<ul style="list-style-type: none"> • 	<p>EA as critical problem solving group and living standards body for the University</p>
<p style="text-align: center;">Technology Project Leadership</p> <ol style="list-style-type: none"> 1) Assist with the ITCRB AD project 2) Assist with Collaboration 3) Assist with Storage and DAM 	<ul style="list-style-type: none"> • Define reference architecture for AD • Develop ITCRB request for group/department file share migrations • Review DAM pilot results for application university-wide 	<ul style="list-style-type: none"> • Establish university wide AD service • Complete group-department file share migrations • Review DAM pilot results for application university-wide 	<ul style="list-style-type: none"> • 	<p>Critical support for technical projects</p>

Academic Technology Strategy and Multi-Year Plan (FY18-FY20)

Strategy	FY18	FY19	FY20	Future state
<p>Maintain & evolve tools, platforms, and services</p> <p>Continue to evolve the set of tools, platforms and consultation available to FAS faculty and school partners to ensure they have the resources needed for teaching and instruction</p>	<p>Goal: Refine and expand executive and extended education service Goal: Provide technologies that improve teaching and learning</p> <ul style="list-style-type: none"> • <i>Develop and maintain University academic (teaching, learning, and research) technology landscape</i> • <i>Grow awareness of academic technology landscape at peer institutions</i> • <i>Define and promote deeper use of Canvas and other platforms to improve teaching and learning</i> <p>Goal: Deepen/broaden network of resources available for Arts & Humanities faculty research</p> <ul style="list-style-type: none"> • <i>Collaborate with museums, library, SEAS, and non-Harvard scholars</i> <p>Goal: Extend support for digital tools in Humanities & Social Sciences teaching</p> <ul style="list-style-type: none"> • <i>Including Omeka, Digital Toolkit, etc.</i> • <i>Extend outreach & support beyond DiTF departments</i> <p>Goal: Expand FAS workshop/training offerings to meet growing community needs</p> <ul style="list-style-type: none"> • <i>Including deeper use of Canvas; targeted offerings for administrative staff; Arts & Humanities research support</i> <p>Goal: Expand collaboration on new and renovated learning spaces</p> <p>Goal: Integrate platforms and technical processes for “One Harvard” experience</p> <ul style="list-style-type: none"> • <i>Deepen my.harvard and Canvas data integrations</i> • <i>Integrate HarvardKey and Groups Services with Mediasite and Kaltura</i> • <i>Integrate Group services and Openscholar</i> <p>Goal: Plan for Service-izing mobile app offering (primarily Modo)</p> <p>Goal: Determine video live streaming strategy</p> <p>Goal: Complete decommissioning of iSites application and infrastructure</p> <ul style="list-style-type: none"> • <i>Integrate applications with HUIT Group Services</i> • <i>Retire iSites application and related on-premises infrastructure</i> <p>Goal: Create a year-long plan around improving operational maturity</p> <ul style="list-style-type: none"> • <i>Roll out common templates, tracking, and practices to make projects more effective</i> • <i>Create process to evaluate tools and platforms for relevance (sunset vs. new offering)</i> <p>Goal: Partner with HUIT Account, Service, Project, & Vendor Management to continue to adopt best practices, standards, and common tools</p> <ul style="list-style-type: none"> • <i>Partner with VMO around contract management</i> • <i>Improve process for reporting faculty "pain points" internally & externally</i> 	<p>Goal: Extend support for digital tools in Humanities & Social Sciences teaching</p> <ul style="list-style-type: none"> • <i>Deepen support for digital methods courses</i> 	<p>Goal: Review academic platforms</p>	<p>Faculty, students, and staff are able to use well-supported tools and platforms for teaching, learning, and research.</p>
<p>Expand service offerings & audiences</p> <p>Expand and evolve service offerings to serve new audiences in new ways (including Exec Ed and Research Communities)</p>	<p>Goal: Expand and solidify support for the mission and priorities of the Office of the Vice Provost for Advances in Learning</p> <ul style="list-style-type: none"> • <i>Implement learning analytics service</i> • <i>Support pilot use of DART for re-use of learning objects in residential courses</i> <p>Goal: Plan & prepare for FY19-20 support for digital tools in Data Sciences</p> <ul style="list-style-type: none"> • <i>Pilot use of JupyterHub and explore RStudio options</i> • <i>Prepare for Data Science course support in AY18-19</i> <p>Goal: Expand adoption & use of IIF in research and teaching</p> <p>Goal: Propose HWP 3-5 year multi-platform strategy</p> <ul style="list-style-type: none"> • <i>Assess options for providing additional platforms such as Wordpress, and participate in HUIT's mobile strategy</i> <p>Goal: Standardize hosting options for scholarly/research applications</p> <p>Goal: Explore and pilot capabilities of video platforms (Mediasite, Kaltura, OpenCast) that go beyond current common use cases</p> <ul style="list-style-type: none"> • <i>Pilot Mediasite “Showcase”, lecture capture for FAS classrooms that have OpenCast recorders and do not have Mediasite recorders, and video platform integration with OpenScholar</i> 	<p>Goal: Expand adoption & use of IIF</p> <ul style="list-style-type: none"> • <i>Experiment with delivery beyond image resources</i> <p>Goal: Implement support for digital tools in Data Sciences</p> <ul style="list-style-type: none"> • <i>Implement shared computing environment</i> • <i>Implement course support</i> 	<p>Goal: Expand adoption & use of IIF</p> <ul style="list-style-type: none"> • <i>Expand delivery beyond image resources.</i> 	<p>Offerings continue to evolve to meet the changing teaching, learning, and research needs of the University.</p>

	<p>Goal: Solidify strategy, process and business model for exploring, evaluating, piloting, and implementing new technologies and services</p> <ul style="list-style-type: none"> • <i>Improve and streamline process for vendor-hosted or provided services, services and software run by HUIT AT, and software developed by HUIT AT</i> • <i>Evaluate existing piloted tools and platforms for development of service offerings</i> <p>Goal: Roll out new HWP support "retainer model"</p> <ul style="list-style-type: none"> • <i>New option for premium, on-demand services up to a set number of hours. Extend Openscholar support across schools.</i> 			
<p>Strengthen governance, communities, account management</p> <p>Partnerships Convening communities Governance</p>	<p>Goal: Maintain engaged and productive communities of practice</p> <ul style="list-style-type: none"> • <i>Convene communities for school academic technologists and around Kaltura and Sonic Foundry</i> • <i>Formalize communities of practice for IIF, VR/AR, Learning Spaces</i> • <i>Formalize engagement with external communities & partners, e.g. Timeline Consortium, ELI Learning Spaces, external scholars</i> 			Partners, stakeholders, and communities are well-informed and setting direction for services and offerings.
<p>Understand, capture and share emerging trends, best practices and innovations that support teaching, learning, and research across the University</p>	<p>Goal: Explore new teaching/learning/research tools and plan for support</p> <ul style="list-style-type: none"> • <i>Deepen collaborations re: research tools in classroom (w/FAS RC, IQSS, etc.)</i> <p>Goal: Facilitate development of strategic plan for FAS learning spaces</p> <ul style="list-style-type: none"> • <i>Expand classroom assessment practices</i> 	<p>Goal: Explore new teaching/learning/research tools and plan for support</p> <ul style="list-style-type: none"> • <i>Explore uses of AR/VR</i> 		Faculty, students, and staff have the best possible tools and support for their work.