# Table of Contents

- About the Strategic Plan: 3-4
- Mission Statement: 5
- Vision Statement: 6
- Core Values: 7
- Guiding Principles: 8
- UNM Information Technology Goals: 9
- Dynamic Alignment Mapping: 10-13
- UNM Information Technology Aligned with Mission: 14
About the Strategic Plan

(Please be aware that this is a working draft undergoing active iteration; UNM IT welcomes comments from the community at all times.)

The University of New Mexico Information Technologies (UNM IT) Strategic Plan is a comprehensive working document intended to be a dynamic 3-year guide for departmental initiatives and activities. The primary function of the Plan is to operate as a roadmap and decision-making instrument to align our actions with our vision. The Strategic Plan has been intentionally developed to coordinate with UNM’s institutional strategic plan.

Background
In the past two years, UNM executive leadership has undertaken an expeditious initiative to transform UNM IT through strategic partnerships with campus constituents that will constitute a definitive paradigm shift of technologies delivery to our community. This shift began with the engagement of Kurt Solomon Associates (KSA) in 2015 to evaluate current information technologies, and the subsequent engagement of Technologies Information Group (TIG) in 2016 to develop recommendations regarding changes to IT structure, governance, funding, and UNM’s distributed model of information technologies service delivery. The resulting reports and recommendations incorporated direct feedback through a series of meetings, interviews, and open forums with more than 300 participants serving in a variety of roles on campus.

In summer 2016, Duane Arruti was appointed Interim Chief Information Officer and charged with the development and delivery of a strategic plan by August 2017 within the framework of the Effectiveness and Efficiency initiative to transform IT. The KSA evaluation and TIG recommendations form a foundational background for this Plan. Because of the nature of recommended changes to UNM IT, previous strategic plans are obsolete.

Current Process
Current work to develop a new strategic plan began with the engagement of several campus stakeholders in a half-day retreat to 1) determine strengths, weaknesses, opportunities and threats; 2) assess IT’s current reputation and develop a desired future reputation; 3) define core departmental values; and 4) craft new mission and vision statements.

The half-day retreat served as the kick-off to a process that has since incorporated presentations to and feedback from IT leadership, IT staff, Information Technology Officers, the Administrative, Academic and Research Technologies Advisory Boards, and the IT Governance Council, which includes the President, Executive Vice President, Provost and Health Sciences Center executive leadership.

The emergent theme from these exercises was that while UNM IT’s reputation on campus has consistently been improving through several collaborative efforts and key personnel outreach, trust remains a critical area of concern for the community. At the same time, in the current atmosphere at UNM, the opportunity exists to position IT as a key partner in providing solutions to several challenges the University faces. The convergence of financial constraints, innovations in technology, and the desire to reengineer the University make this an opportune time to examine how technology can advance and
About the Strategic Plan, (cont’d)

sustain the University’s missions through the delivery of timely, secure, reliable, efficient and intuitive services. Concurrent efforts to build trust through campus outreach, engagement and significant, mutually beneficial collaboration, under the umbrella of the Effectiveness and Efficiency initiative, remain foundational to the success of this Plan and IT’s positioning as a partner capable of reaching the goals detailed herein.

The success of every initiative UNM IT undertakes can be measured through Key Performance Indicators (KPIs) stemming from our Guiding Principles (p.8). KPIs are determined at the planning stage of a project and will be made visible through MyIT dashboards. UNM IT will also review important KPI metrics with advisory boards on an on-going basis.
Mission

(UNM IT’s all-encompassing task that is of special importance and current responsibility)

UNM IT provides effective and efficient information technologies and services to advance UNM’s educational, research and service missions.
Vision

(Simply stated, it is where UNM IT aspires to be in the future)

UNM IT will partner strategically with the community of New Mexico’s Flagship University to enable success without boundaries through innovative technologies and services aligned with its educational, research and service missions.
Core Values

(These incumbent values demonstrate how we conduct ourselves as a department)
(These values are subjective)

· Trust
· Quality
· Transparency
· Communication
· Empathy
· Accountability

Trust is built through a reliable pattern of honesty, communication and appropriate, timely action on communicated intentions. It should be clear that solutions offered are always grounded in a desire to do what is in the best interest of the University community.

Quality is achieved through the systematic provision of accurate and repeatable services with a focus on continual improvement through measurable outcomes. Standardizing repeatable processes and services and applying metrics to monitor and improve performance ensure quality. Accountability also supports continuous quality.

Responsiveness is perceived when 1) UNM IT proactively reaches out to the community in anticipation of needs; 2) community needs are understood and repeated; 3) problems are handled seriously and with prompt action despite scope or perceived importance; 4) services are delivered in a timely way, and 5) UNM IT proactively communicates estimated timelines, issues, and expected service delivery.

Transparency occurs with open, public disclosure of aims, initiatives, and resource limitations with IT employees as well as the community. Transparency requires that our organization and individuals within it must be held accountable.

Communication requires the consistent, pro-active exchange of information with the intent of producing and gaining understanding and clarification. Listening to the needs of the campus community is foundational, as is the ability to repeat those needs and outline intended responses to a variety of audiences on campus, through the spectrum of tools available.

Empathy underlies successful support of campus goals. In seeking to understand the perspectives of community members experiencing difficulties with technology that may impede their ability to achieve, we provide better service that respectfully addresses technical problems, solutions, and the people involved with them.

Accountability is demonstrated through identifiable ownership of the services and technologies we provide, and acknowledgment of responsibility for lapses, mistakes, solutions and successes.
Guiding Principles for Service Delivery

(Focus on these Guiding Principles – Guiding principles are simple and direct statements that guide a unit throughout its contributions to the organization. These principles establish a context for making operational decisions in areas that leverage technology and collaboration with our partners across campus. They result in measurable indicators that demonstrate the organization’s success in achieving those principles.)

· Secure
· Accessible
· Reliable
· Innovative
· Effective

Secure – We will minimize the University’s risk by protecting information in accordance with University policies and legal obligations. We will accomplish this in a cost-effective way by classification and valuation of assets and the use of access controls to ensure confidentiality, integrity and availability of information, including protection from unplanned events through disaster recovery and well-defined processes. We commit to continually assessing and improving the technology and practices employed to secure the University’s technology and sensitive data.

Accessible – We are committed to the deployment and maintenance of systems that are accessible by and available to users in alignment with the organization’s needs and priorities. Systems and solutions are agile, and able to respond quickly and appropriately to changing business and technical requirements while adding value to the institution.

Reliable – We will provide a consistent and measurable level of quality. UNM It will accurately deliver sustainable, maintainable, and scalable technology solutions to the UNM Campus that meet the needs and specifications of our faculty, students, and staff. Working with our customers, stakeholders, and governance groups, we will balance long-term university capability needs with cost effective technology solutions, and prioritize efforts to deliver well-documented solutions that meet industry standards and best practices in a reliable and consistent manner.

Innovative – We will foster an environment where we take calculated risks to experiment, assess, learn, and improve. This means encouraging creativity and ensuring opportunities for training on new tools, allowing ideas to flow from anyone at any level, and being willing to offer creative solutions that add value to the University.

Effective – We will target our efforts on initiatives that meet the needs of stakeholders and effectively and efficiently advance the institution’s mission. We create value for our faculty, staff, and students and improve their overall productivity. We work with governance groups to set priorities, deliver on promises, and optimize resources.
UNM Information Technologies Goals

1. **Support the Transformation of Teaching & Learning** - Provide information technology tools and services to support effective and efficient faculty instruction, improve educational delivery, and support desired learning outcomes for UNM students in the physical or online classroom.

2. **Support & Enhance Research** - Provide the cross-disciplinary UNM research community with a cost-effective research-dedicated cyber-infrastructure that enhances its ability to make new discoveries and drive new business development and employment, while creating a synergistic attraction for top students and collaborators.

3. **Simplify Service Delivery** - Provide a dynamic suite of tools to facilitate institutional outcomes while ensuring technology is not a barrier to University missions. Design, catalogue and deliver high-quality services that are efficient and scalable.

4. **Enhance Security & Privacy** - Create a secure and reliable environment that provides timely access to relevant information in a compliant and manageable manner. Reinforce a culture of awareness of information security concerns and mitigating measures.

5. **Strengthen the Recruitment, Retention and Professional Development of Staff** - Invest in information technology staff performance and wellbeing by recruiting and retaining a diverse workforce, providing professional development and career opportunities, and implementing succession planning.

6. **Build Trust through Effective & Transparent Governance and Communications** - Engage the campus community through inclusive, transparent, and responsive governance structures to ensure that campus priorities are aligned with institutional technology programs, and that resources are assigned effectively and efficiently. Use available communication tools to maintain a proactive, positive presence.

7. **Strengthen the Technology Foundation** - Enable future success through designing and implementing supportable architecture, developing and utilizing supportable skills, creating standardization, and integrating a thoughtful and strategic progression of work toward unified goals.
Dynamic Alignment Mapping

The graphic below represents how we are going to use fields in Cherwell (HELP) to tag programs and projects with their respective UNM IT Major Strategic Goals.

Mockup of HU Project – Strategy Tab (1)

A. Program (the program that this project falls under)
   [Link to PWA Program using PWA ID]

B. UNM Goals (all UNM goals that this project adds value to)
   [x] Goal 1
   [x] Goal 2
   [x] Goal 3
   [x] Goal 4
   [x] Goal 5
   [x] Goal 6
   [x] Goal 7
Dynamic Alignment Mapping, (cont’d)

The graphic below represents how we are going to use fields in Cherwell (HELP) to tag programs and projects with their respective UNM 2020 Vision Goals.

Mockup of HU Project – Strategy Tab (2)
Dynamic Alignment Mapping, (cont’d)

The graphic below represents a mock-up of how the dashboard will look when the fields in HELP have been populated, and the alignment mapping data is displayed. This example shows that “Lifelong Success” (the UNM 2020 Vision Goal), “Simplifying Service Delivery (the UNM IT Strategic Goal), and “Reliable” (the UNM IT Guiding Principle) have all been chosen. The applicable programs and projects with align with those goals and principles are displayed underneath. Note: The neighboring Goals and Guiding Principles in red are also related to these programs and projects, while the ones in grey are not.
### Dynamic Alignment Mapping, (cont’d)

#### Destination University
- Transforming Teaching & Learning
- Expanding Research

#### Lifelong Success
- Simplifying Service Delivery
- Enhance Security & Privacy
- Focus on Workforce

#### Promote Institutional Citizenship & Inclusive Excellence
- Governance & Communication
- Transforming Technology Enterprise

#### Secure
- Accessible
- Reliable
- Innovative
- Effective

### Program 1 - Total (Actual) Cost: $20,000 - 75% Complete

<table>
<thead>
<tr>
<th>Project</th>
<th>Impact</th>
<th>Governance</th>
<th>Proposed Start Date</th>
<th>Actual Cost</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuplacer test scores</td>
<td>All students</td>
<td>Academic</td>
<td>09/29/2017</td>
<td>$10,000.00</td>
<td>50%</td>
</tr>
<tr>
<td>Copy Center Web Application</td>
<td>Staff</td>
<td>CIO</td>
<td>02/10/2018</td>
<td>$10,000.00</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Program 3 - Total (Actual) Cost: $100,000 - 10% Complete

<table>
<thead>
<tr>
<th>Project</th>
<th>Impact</th>
<th>Governance</th>
<th>Proposed Start Date</th>
<th>Actual Cost</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heat Map for WiFi</td>
<td>Students, Faculty, Staff</td>
<td>CIO</td>
<td>01/01/2018</td>
<td>$50,000.00</td>
<td>10%</td>
</tr>
<tr>
<td>New Admission App for UNM Admissions</td>
<td>Students, Staff, Faculty</td>
<td>CIO</td>
<td>08/15/2017</td>
<td>$50,000.00</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Program 5 - Total (Actual) Cost: $55,000 - 35% Complete

<table>
<thead>
<tr>
<th>Project</th>
<th>Impact</th>
<th>Governance</th>
<th>Proposed Start Date</th>
<th>Actual Cost</th>
<th>% Complete</th>
</tr>
</thead>
</table>
UNM Information Technologies Alignment with Mission

The mission is the core of IT activity. Our goals are reached by the consistent application of our guiding principles to our mission.

INFORMATION TECHNOLOGIES

Provides effective and efficient information technologies and services to advance UNM’s educational, research, and service missions.