GONZAGA UNIVERSITY

INFORMATION TECHNOLOGY SERVICES

STRATEGIC PLAN

GONZAGA UNIVERSITY MISSION STATEMENT

Gonzaga University is an exemplary learning community that educates students for lives of leadership and service for the common good.

In keeping with its Catholic, Jesuit, and humanistic heritage and identity, Gonzaga models and expects excellence in academic and professional pursuits and intentionally develops the whole person -- intellectually, spiritually, culturally, physically, and emotionally.

Through engagement with knowledge, wisdom, and questions informed by classical and contemporary perspectives, Gonzaga cultivates in its students the capacities and dispositions for reflective and critical thought, lifelong learning, spiritual growth, ethical discernment, creativity, and innovation.

The Gonzaga experience fosters a mature commitment to dignity of the human person, social justice, diversity, intercultural competence, global engagement, solidarity with the poor and vulnerable, and care for the planet. Grateful to God, the Gonzaga community carries out this mission with responsible stewardship of our physical, financial, and human resources.

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MESSAGE FROM THE CHIEF INFORMATION OFFICER

Dear Gonzaga University Community,

As we stand on the cusp of a rapidly evolving technological future, we are pleased to present our Information Technology Services Strategic Plan. This plan has been created with a view to the future, fully recognizing the essential role technology plays in transforming the academic landscape, enhancing operational efficiency, and fortifying cyber security.

Over the years, Gonzaga University has been a hub of innovative thought and action, and our intent is to propel this spirit forward in the digital realm. The evolving needs of our students, faculty, staff, and the wider community, as well as dedicated support for the university's mission and the revised university strategic plan, form the foundation of this strategic plan.

Our approach to shaping this plan has been multi-faceted, based on understanding our current technological strengths and opportunities, and envisioning the transformative potential of technology in the academic space. This plan is the result of extensive collaboration, involving key stakeholders, aimed at identifying and addressing our technological priorities.

The ITS Strategic Plan outlines our vision to implement advanced technological systems and practices that are student-centric, promote active learning, support faculty teaching and research, enhance administrative efficiency, and uphold robust cybersecurity standards.

We understand that technology is dynamic, and our strategic plan is built to be flexible and adaptable to changing circumstances and needs. Our commitment is to ensure that Gonzaga University remains at the forefront of technology utilization in higher education, providing the best possible resources and environment for our community.

As we embark on this strategic journey, we invite you to be active participants in this digital transformation. Your input, feedback, and engagement will be vital in ensuring our success as we navigate this exciting path together. We are excited for what the future holds and confident that, together, we can realize our vision for a technologically integrated Gonzaga University.

Best regards,

Borre Ulrichsen
Chief Information Officer, Gonzaga University

ITS VISION

At Gonzaga University, we believe in the power of strategic planning to guide our actions, shape our future, and propel us towards our vision of academic excellence, social justice, and a transformative student experience that educates the whole person. This strategic plan serves as a roadmap, providing a clear direction for Information Technology Services (ITS) as we navigate the ever-evolving landscape of technology and its impact on higher education.

In today's rapidly changing digital world, it is imperative that we proactively adapt to emerging technologies, anticipate the needs of our community, and align our efforts with the broader goals of Gonzaga University. Our strategic plan sets the stage for our journey of continuous improvement, innovation, and service excellence.

This plan reflects our shared commitment to leveraging technology in a way that supports Gonzaga's mission, values, and strategic goals. It serves as a blueprint for ITS to provide high-quality, dependable, and innovative technology services that empower our community to thrive in a digital age.

As we embark on this exciting journey, we recognize that our success depends on strong partnerships, effective communication, and a culture of continuous learning and improvement. We are committed to fostering collaboration across campus, leveraging the expertise and creativity of our team members, and staying at the forefront of technological advancements. Together, we will embrace new opportunities, address challenges, and ensure that technology plays a pivotal role in advancing Gonzaga University's mission of educating the whole person, promoting justice, and fostering a spirit of service.

With this strategic plan as our guide, we are confident in our ability to shape a future where technology enhances the Gonzaga experience, fosters innovation and collaboration, and empowers our community to make a positive impact in the world. Together, we will navigate the ever-changing technological landscape, seize opportunities for growth and improvement, and remain steadfast in our commitment to delivering exceptional technology services that support the success and well-being of our students, faculty, staff, and the Gonzaga community.

ITS MISSION

Gonzaga's ITS Mission is to leverage technology to support the university mission to educate the world. Our vision is to be recognized as a leading technology organization in Higher Education.

ITS VALUES

Integrity: We seek to be truthful and accurate in all our actions. One, whole team. We deliver what we promise.

Fun: We will celebrate our successes and build a collaborative team while doing it.

Collaboration: People are at the center of everything we do, from our students to those who touch Gonzaga to the communities we call home.

Empathy: We place ourselves in the shoes of our constituents.

INFORMATION TECHNOLOGY SERVICES PRIORITIES

Information Technology Services (ITS) is a complex organization that encompasses multiple channels of accountability, functions in a shifting competitive environment, serves a variety of constituencies, and pursues a wide array of goals. ITS is compelled to become more sophisticated in decision making, digital content delivery, and support to our students, faculty, and staff. Meeting these expectations involves the work of more than sixty-five full-time employees who manage and support the campus technology infrastructure and over two hundred software applications with an annual operating budget of $12.5 million.

Recognizing that Gonzaga University's strategic plan is being updated and that new capabilities will be needed as goals and actions are modified and clarified, the Chief Information Officer and the Senior ITS Leadership team has set forth seven information technology priorities to guide decision making and technology investments:

- Strengthen technology governance
- Enhancement of data analytics capabilities
- Foster innovation and collaboration
- Strengthen and secure cyberinfrastructure
- Foster professional development
- Promote Diversity, Equity, and Inclusion
- Advance organizational agility

In the current plan, these seven Information Technology Services priorities have been further elaborated in the form of three "commitments" – an acknowledgement that we do our work in a relational context, in rapidly changing technology world.

Each commitment, in turn, will point to goals that service as declarations of continuous improvement. The goals provide a means of defining Information Technology Services success in achieving commitments, and later our actions constitute specific activities undertaken in service of the goals.

COMMITMENT 1:

INVEST IN AND MODERNIZE A SECURE AND RELIABLE CYBERINFRASTRUCTURE

Investing in and modernizing a secure and reliable cyberinfrastructure is crucial in today's digital age, where students, faculty, and staff depend heavily on technology. A robust cyberinfrastructure is vital for protecting sensitive information, ensuring the stability of critical systems, and facilitating innovation and student enrollment. By investing in a secure and reliable cyberinfrastructure, Gonzaga provides a safe and secure environment for teaching and learning, and prepare students, faculty, and staff for the evolving digital landscape, where cybersecurity is of paramount importance.

COMMITMENT 2:

OPTIMIZE TECHNOLOGY SERVICE DELIVERY AND STEWARDSHIP

Optimizing technology service delivery and stewardship in higher education institutions is essential to provide efficient and effective technology solutions while managing resources responsibly serving the university's mission. By optimizing service delivery and stewardship of existing technology platforms, Information Technology Services provides a technologically advanced environment that supports teaching and learning, and administration while managing resources efficiently.

COMMITMENT 3:

TRANSFORM CONSTITUENT EXPERIENCES

Transforming constituent experiences at Gonzaga University through seamless integration of advanced technology is crucial to meet the needs and expectations of students, faculty, staff, alumni, and other stakeholders. By creating more engaging, personalized, and efficient experiences, technology enhances student success, the university's competitiveness, and the overall quality of teaching and learning.

GOALS

The goals for Information Technology Services arise out of Gonzaga's Mission Statement, the University strategic plan, ITS's mission and vision statement, and three commitments listed above. Goals are established in this document recognizing the new context into which the University enters in its next chapter from 2023 to 2028, benefiting from learnings during our previous seven years, from new teachings provided by the Catholic Church and the Society of Jesus, and from our evolving understanding of how our community and the world needs us to lead. Goals provide a means of defining institutional success in achieving the commitments. These are expressions of how we engage our ongoing work and lean into our mission.

COMMITMENT 1:
INVEST AND MODERNIZE IN A SECURE AND RELIABLE CYBERINFRASTRUCTURE

GOALS

Goal 1: Modernize technology infrastructure. Upgrading networks to support higher speeds, increased capacity, and improved resilience provides a solid foundation for reliable communication channels, ensuring seamless operations.

Goal 2: Develop a risk-based investment and operations strategy for infrastructure and cybersecurity. As resources are limited, it is imperative to prioritize investments based on risk assessments. ITS will evaluate potential threats and vulnerabilities, and will allocate resources strategically, focusing on areas most susceptible to attacks or disruptions. This approach ensures that investments are aligned with operational needs, enhancing the overall security and reliability of the cyber infrastructure.

Goal 3: Streamline and automate operations to free up resources for innovation and growth. By identifying and automating routine operations, our goal is to free up valuable resources for supporting the University's updated strategic plane enabling teams to focus on high-value activities. Automation will also enhance incident response capabilities, ensuring swift action in the face of cyber threats, minimizing downtime, and maintaining uninterrupted operations.

COMMITMENT 2:
OPTIMIZE TECHNOLOGY SERVICE DELIVERY AND STEWARDSHIP

GOALS

Goal 1: Simplify and streamline processes for technology fiscal management. We aim to make the most of Gonzaga's existing technology investments, ensuring they are aligned with our financial resources, which will lead to enhanced transparency and clear accountability.

Goal 2: Improve technology governance. We aim to maximize the value of our technology by establishing a robust governance framework. This will ensure that our existing technology resources are used efficiently, risks are effectively managed, and the services we provide offer high-value results to our users, all while being aligned with the university's revised strategic plan.

Goal 3: Continued deployment of strategic enterprise applications. The aim is not just to introduce new software applications, but also to optimize and better utilize existing ones, leading to streamlined business processes and delivering maximum value to our community.

COMMITMENT 3:

TRANSFORM CONSTITUENT EXPERIENCES

GOALS

Goal 1: Engage campus technology partners in approach and rollout of innovation and experimentation. IT Services aims to engage with campus technology partners and involve them in the approach and rollout of innovative initiatives. Collaboration with these partners is essential to tap into their expertise, gain insights, and create a collaborative ecosystem that fosters creativity, experimentation, and continuous improvement. By working closely with technology partners, IT Services can identify emerging trends, evaluate innovative solutions, and leverage external knowledge and resources to drive innovation within the department and across the university.

Goal 2: Incorporate predictive and prescriptive analytics using artificial intelligence. By harnessing the power of AI and advanced analytics, IT Services seeks to unlock valuable insights from the vast amount of data generated within the university. Predictive analytics will enable the university to anticipate trends, identify potential issues, and optimize resource allocation. Prescriptive analytics will empower decision-makers with data-driven recommendations, enabling them to make informed choices that drive efficiency and effectiveness. By incorporating these analytics capabilities, IT Services can support teaching and learning, enhance research outcomes, and improve outreach strategies.

Goal 3: Create processes and spaces that inspire innovation. Creating processes and spaces that inspire innovation is a crucial aspect of this strategic priority for IT Services. The department recognizes the need to provide an environment that encourages IT professionals to think creatively and push boundaries. By establishing innovation processes and frameworks, IT Services can facilitate the generation and evaluation of innovative ideas. Additionally, dedicated spaces such as innovation labs, collaborative workspaces, and maker spaces will be created to foster a culture of experimentation and cross-functional collaboration. These spaces will serve as hubs where IT professionals can collaborate with stakeholders from various disciplines to develop and implement transformative technological solutions.

INCLUSIVE EXCELLENCE

In April of 2021, the Information Technology Services (ITS) organization began a concerted effort to understand Inclusive Excellence and to take steps to improve our behavior and results. After taking the DiversityEdu training, we realized we have much more to learn and much further to go, but we are going to make steady progress. Inclusive Excellence is the recognition that ITS and Gonzaga's success is dependent on how well it values, engages, and includes the rich diversity of its students, staff, faculty, administrators, and alumni constituents. This is non-negotiable for us.

Critical to our success in achieving inclusive excellence is the ITS Inclusive Excellence Climate Ambassador Team, whose work energizes our efforts to mature in this area. This team provides sponsorship and assistance for specific inclusive excellence tasks and programs, but most importantly provides a safe place to explore inclusive excellence topics.

To serve our community it takes a community – the whole community. We are committed to becoming a model of inclusive excellence in Information Technology Services, and we welcome your comments, questions, and suggestions.

--Inclusive Excellence Climate Ambassador Team
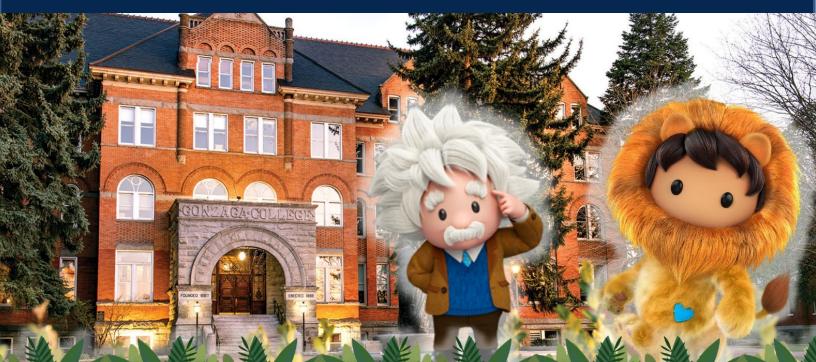
ZAGS RELATIONSHIP MANAGEMENT (ZRM)

Gonzaga University launched the Zag Relationship Management (ZRM) program in 2019 to improve how staff and faculty engage with the university's constituents, from prospective students to current students, alumni, donors, and beyond. The main goal of the ZRM program is to provide a single pane of glass for the university's constituents, including GU relationships, affiliations, and interactions by integrating with other university enterprise tools, such as Banner and Canvas (and consolidating disparate systems where able). Additionally, the ZRM program aims to:

- Define new (or refine existing) strategies for managing our interactions and relationships with constituents, while maintaining the high-touch, personalized culture the University is known for.
- Support the development of more effective, personalized, and targeted marketing and communications efforts.
- Collect appropriate demographic and behavioral information across various communication channels (email, print, visits) and compile it into a single database.
- Enable the aggregation, analysis, and visualization of data for more data-driven decision-making across campus, including predictive and prescriptive analytics for student success.
- Empower students, faculty, and staff to work more collaboratively across campus, promoting shared governance across campus.
- Automate and streamline manual, labor-intensive processes to improve efficiency and effectiveness of university services.
- Provide easier access to information through improved reports and dashboards.

The university successfully implemented Slate for Recruitment for its three admissions offices (undergraduate admissions, graduate enrollment management, and the law admissions office). In 2023, the university entered a contract with Salesforce for their Education Cloud platform, which includes the following solutions: Student Success Hub, Marketing Cloud solution, and University Advancement. The Student Success CRM implementation will start in the fall of 2023, with Advancement's implementation expected to start in the summer of 2024.

CYBER SECURITY

Gonzaga University continues to thwart ever increasingly frequent and sophisticated cyber-attacks against University IT resources. Whether these attacks are against servers, cloud infrastructure, endpoints, or user accounts the Information Security team has been able to stop the majority at our perimeter defenses. Those attacks that succeed in penetrating our perimeter are quickly identified, isolated, and prevented from either spreading or causing additional damage.

To reduce the risk of cybersecurity incidents, in the past five years Information Security has seen the following major changes:

- Information Security has grown from one dedicated employee to a team of four.
- Annual Cybersecurity Awareness Training has become mandatory by Policy.
- Multifactor Authentication (MFA) is required for the majority of authentications.
- Implementation of Windows Defender 365 offers Pre and Post incident defense coordination across endpoints, identities, email, and applications.

In coordination with other ITS teams, the implementation of the following has also strengthened our security posture:

- Next Generation Firewall in use
- Diversified backup strategy in effect
- Cloud hosted user and department files utilizing OneDrive and SharePoint

The Information Security team aims to strategically bolster our defenses further and position ourselves ahead of peer organizations by establishing a Security Operations Center to monitor, detect, analyze and respond to threats and incidents 24/7 365 as well as implementing automated data retention procedures to limit potential sensitive data exposure. We face mounting threats by technologically empowered children, petty criminals, hacktivists, organized criminal enterprises, as well as nation state funded hacker groups. Through our continued efforts we hope to prevent the onslaught of cyber threats constantly bombarding our community.

ACTIONS

In this update of the Information Technology Services Strategic Plan, we continue to focus on concrete actions and initiatives that carry us forward into the next chapter. These are the new initiatives that we believe we are called to do, and are borne out of our individual discernment, collective campus conversations, and meetings. We believe these actions represent opportunities for Gonzaga to grow and richly live up to its mission.

Implement Computer Procurement and Disposal policy to standardize university-provided computing devices' lifecycle management. (Target 6/1/2024)
The policy enhances the university's cybersecurity, contributes to the institution's financial and environmental sustainability efforts, and helps ensure departmental equity related to hardware needs. Information Technology Services strives to secure our environment and protect the university's data and end users' hardware has been identified as a potential vulnerability. A consistent hardware management system for all university-owned machines allows the university to detect information security vulnerabilities more quickly and address them across the institution efficiently and effectively. Standard enterprise-grade hardware with repair agreements and extended warranties means a longer lifespan, lower annual cost, and less electronic waste than consumer-grade devices.

Complete wired and wireless network refresh. (Target 7/1/2024)
A secure, dependable, and high-performance network infrastructure is critical in higher education for enhancing the learning experience, promoting, and advancing collaboration, managing administrative operations, and ensuring campus safety. For the past 22 years, Gonzaga has partnered with Alcatel Lucent for network hardware. Gonzaga will be transitioning to Aruba HPE and has an estimated replacement cost of $6 million.

Create and maintain reports which details all the systems an employee has access for supervisors/ITS to easily add and remove (or copy from existing users) access to campus systems as needed. (Target 5/2025)
Create dashboards and views for four major community groups; faculty, staff, students, and non-Gonzaga affiliates, to analyze data about how users access and interact with different systems, applications, and data. This will help Gonzaga maintain security, compliance, and efficient access control practices.

Improve maturity of continuous improvement culture by deploying Problem Management. (Target 12/31/23)
We plan to execute a comprehensive Problem Management Process by 12/31/2023. This will involve the incorporation of problem tickets into the TDX system, creating an accessible reference knowledge article, and ensuring appropriate communication and training is provided across the Information Technology Services team.

Establish Technology Project Group in ITS to evaluate and prioritize technology requests quickly and transparently. (Target 6/1/2024)
Establish an internal Technology Program Group (TPG) to assess the feasibility (infrastructure, existing applications, architecture, resource capacity) and increase visibility within ITS of incoming projects as a part of a revised intake and Project Review Advisory Council (PRAC) process. All project requests will flow through the TPG assessment process.

Select and implement a new Project and Portfolio Management (PPM) tool. (Target 6/1/2025)
Identify and implement a new PPM tool to be used campus-wide that improves project management efficiency by streamlining processes, automating workflows, and providing real-time visibility into project status and

performance. The tool should provide a better user experience and enable better decision-making through comprehensive data analysis, reporting capabilities, and resource allocation optimization, resulting in improved project outcomes and resource utilization. The goal is to enhance overall project portfolio management capabilities, leading to increased productivity, greater collaboration, and the reduction of multiple tools used across campus. A new enterprise-wide PPM tool will be implemented and used by the internal ITS department and socialized for university-wide use.

Meet with major campus stakeholders regularly to evaluate satisfaction with IT partnership and efficacy of systems for future planning and upgrade prioritization. (Target 12/20/2023)
Touch bases should inform expected outputs and deliverables, as well as desired business outcomes, and be documented using product roadmaps, support tickets, and qualitative feedback.

Establish annual process to audit and clean up users and record access; thereby increasing security and financial stewardship of software licenses. (Target 12/31/2024)
We will standardize and document audit activities, including a review of users and groups each February and August. Pull user list with security groups annually and review with department lead to modify access where needed. Validate license volume every August. Create a daily process to retrieve licenses and make them available to other users.

Establish 24/7 data security hotline for campus. (12/31/2023)
Establish a dedicated phone line or communication channel that operates around the clock to provide immediate assistance and support for data security-related incidents, concerns, or emergencies.

Publish Service Level Targets for the seventeen most popular technology services. (Target 12/31/2023)
Establish Service Level Targets (SLTs) for the seventeen most frequently used services within the ITSM framework, complete with designated response and resolution times. To aid in managing these targets, each area supervisor will be equipped with a service management dashboard.

Boost Awareness and Utilization of Customer Service Self-Service tools. (Target 6/1/2025)
Increase the usage of our self-service tools such as Apple Self Service, Software Center (PC), Knowledge Base (TDX), training (InfoBase), and ticket submissions through the Support Portal. This goal will be achieved through increased promotion on social media, Morning Mail, and email communications regarding upcoming training. We also aim to grow the Support Portal ticket creation source from 23% to 35% and increase InfoBase users from 117 to 400.

Publish escalation paths for all ITS Services to speed up service fulfillment and increase user satisfaction. (Target 12/30/2025)
Generate a comprehensive internal knowledge base article outlining the tier one support responsibility for the top ten requested ITS services and the subsequent tiers of support that may be required.

Offer Business Analysis resources to the campus to assist with process improvement and automation in departments (Target 12/31/2028)
Establishing a library of ready-to-use business process tools, GU community members can access best practices, templates, and other shareable resources to support process improvement efforts within their respective areas. As part of this goal, we will also create mechanisms for storing diagrams of university processes, so they are accessible to other community members for subsequent use.

Implement automated vulnerability management to identify security vulnerabilities and then mitigate them. (Target 12/31/2025)
Implement automated vulnerability management that involves using automated tools and technologies to identify, assess, prioritize, and remediate vulnerabilities in computer systems, software applications, and networks.

Publish expanded software portfolio. (Target 12/20/2023)
Include all ITS and non-ITS managed contracts and department-purchased software so that these solutions are searchable by Budget Officers and other stakeholders.

Create standard data sets for the most frequently needed information so it is accessible, clearly defined, and interchangeable between university systems (i.e., advisor list, student list, budget managers, etc.). (Target 12/31/2023)
Establish and maintain a system agnostic source of truth for constituent data so the most up-to-date information can be accessed by appropriate staff and used to personalize and enhance our student and constituent experience. This will also add consistency to our data across systems. Maturing our integration capabilities and adopting an API-focused approach will help us modularize data to achieve this goal.

Initiate Technology Literacy Training Program for campus community members to pursue training on technology they are interested in. (Target 5/1/2024)
By Spring 2024, we intend to instill a solid foundation of technological literacy among staff and faculty through existing and added resources. Each member will receive a "Welcome to GU, here's what you need to know" training.

Roll out Tech Talk Tuesday program to highlight helpful technology tips and hints for the campus community. (Target 6/1/2024)
Foster increased community engagement via a monthly event or post that delves into a specific technology tool or topic. The Service Experience team will collaborate with other ITS departments on the topics and outreach efforts, thereby ensuring a diverse range of discussions. The team will also manage coordination, promotion, tracking, and measurement of engagement.

Implement Service Management Technician Survey to gather input from practitioners for continuous improvement. (Target 12/31/2024)
Create, administer, and analyze a survey for TDX Technicians. The insights gained from this will help shape actionable steps to further enhance the Service Management system.

Establish Service Level Agreements (SLAs) for the seventeen most popular Services. (Target 3/31/2025)
Convert the seventeen key Service Level Targets (SLTs) into Service Level Agreements (SLAs) by 3/30/2025. An SLA is a formal commitment that defines the standard of service expected. By securing these agreements with campus leaders, we aim to enhance our service delivery consistency and quality.

Establish Citizen Project Management Program (CPM) for campus partners. (Target 12/31/2023)
The program aims to equip community members with the skills and resources for effective project management, establishing a framework to support citizen project managers in various aspects, including planning, resource allocation, risk management, and stakeholder engagement. By December 2023, we aim to have completed an initial beta pilot of a newly created Citizen Project Management (CPM) program which enables community members to take on the role of project manager for their own small departmental projects at Gonzaga University.

Implement an Adaptive Project Management Methodology to enable the most effective delivery and flexibility to university projects. (Target 6/1/2025)
Introduce an adaptive project management methodology that empowers project managers to choose the appropriate project management approach based on the unique characteristics and requirements of each project. By adopting a hybrid methodology as the primary approach, the objective is to combine the strengths of different project management frameworks and adapt them to specific project needs. This strategic initiative aims to foster agility, promote iterative and incremental delivery, and enhance the ability to respond to changing project dynamics, resulting in improved project outcomes, stakeholder satisfaction, and overall project management effectiveness.

Establish an Enterprise Project Management Office (EPMO) to expand project management to non-IT areas.

(Target 12/31/28)
By December 2028, we aim to create an Enterprise PMO that extends project management expertise and best practices to departments and initiatives beyond the IT realm. The Enterprise PMO will serve as a centralized hub for project governance, methodology standardization, and resource allocation, ensuring consistency, efficiency, and alignment across the organization's diverse projects. By establishing the Enterprise PMO, the objective is to enhance project management maturity, improve cross-functional collaboration, and drive successful project delivery across all departments, resulting in optimized resource utilization, reduced project risks, and increased overall organizational success.

Transition to real-time, or near real-time, integrations where possible. (Target 5/31/25)
As our major technology partners move to SaaS-based delivery models, and the number of cloud applications we support steadily increases, the university needs to future-proof our applications with an API-first strategy. APIs can be reused across multiple applications and platforms -- promoting code modularity and reducing development effort. Instead of managing hundreds of custom integration processes, an API-first strategy enables flexible processes that can adapt to evolving business requirements, integrate with various systems, achieve digital automation, and foster collaboration among development teams.

Adopt a DevOps continuous delivery model. (Target 5/31/26)
We will create and implement a new model to work across ITS teams to modernize, mature, and speed up service delivery, adjusting processes to ensure adequate staffing, delivery, and response times for university operations.

Migrate to a cost-effective, better performing Web Content Management System for the public website and myGU. (Target 1/31/2027)
Our current content management system has a high developer overhead, is not as editor friendly as other competitors, requires enormous amounts of resources to meet performance needs during NCAA tournament games, and the combined licensing and hosting costs are over budget. Moving to another editor system would free up developer resources to focus more on innovation, allow easier edits for university editors, and deliver reliable performance during NCAA tournament games.

Establish new student advisory council. (Target 6/33/2024)
We will establish a new student advisory council to weigh in on technology planning & delivery decisions. We will develop student-facing solutions with students.

Establish two student internships in ITS to create student learning opportunities and grow the university's technical talent pipeline. (Target 12/31/2023)

Implement automated data retention procedures based on Campus Data Retention policy for all major systems on campus. (Target 12/31/2025)
We will automate data retention procedures and make available tools that will facilitate the systematic and technology-driven processes that Gonzaga uses to manage and control the retention, archiving, and eventual disposal of data in a consistent and compliant manner.

Deploy a single, holistic student portal. (Target January 2028)
In support of a university portal strategy, and in collaboration with university partners, we will deliver a student portal which allows student access to their personalized support team (advisors, resident advisor, proctors), success plans, university reminders, and degree progress front & center. From this portal, students will be able to navigate to commonly referenced resources and tools easily and intuitively.

Conduct strategic review of need, fit, and usage for all assets and applications in the university software portfolio. (Target 12/20/2025)
In alignment with the university's commitment to institutional sustainability, we need to monitor the relevance and efficacy of existing solutions. In partnership with university partners, we will develop a plan to retire

underperforming solutions that do not serve the university and prioritize efforts on those which are delivering organizational value.

Deploy a single employee portal. (Target May 2027)
Deploy a portal that displays personalized employment tasks, outstanding approvals, university reminders, and other immediate team members. From this portal, employees will be able to navigate easily and intuitively to commonly used employee tools.

Deploy first phase of ZRM Student Success. (Target 8/30/2024)
Go live with the minimum viable product (MVP) which will provide enough features to promote early adoption by staff and faculty including data requirements, integrations, access levels, and functionality to enable the use of the CRM to support first year priorities set by the ZRM Steering Committee and Provost's office.

Deploy Salesforce Marketing Cloud. (Target 6/30/2025)
In partnership with Marketing & Communications, implement university-wide multi-channel communication tool.

Deploy first phase of ZRM for Advancement. (Target 6/30/2025)
Go live with the minimum viable product (MVP) which will provide enough features to promote early adoption by staff and faculty including data requirements, integrations, access levels, and functionality to enable the use of the CRM to support first year priorities set by the ZRM Steering Committee and the University Advancement department.

Introduce a Microsoft User Community Group to encourage the collaboration and engagement with campus technology partners. (Target 3/29/2024)
Introduce a new Microsoft User Community Group, accessible through Zoom, exclusively for our faculty and staff. By cultivating a vibrant community of at least one hundred participants, we aim to nurture collaboration and knowledge exchange.

Establish a Partner Innovation Transformation and Collaboration Hub (The PITCH) as an innovation lab to foster cross-departmental and cross-functional collaboration. (Target 6/1/2025)
The creation of a physical innovation lab aims to cultivate a culture of innovation, cross-departmental collaboration, and knowledge. THE PITCH will enable teams from different departments and functions to work together on projects, initiatives, and process improvements. By achieving this goal, the organization aims to drive innovation, enhance efficiency, streamline university services, will break down silos between university units, and will foster a collaborative work environment that supports the overall success and growth of the organization. We aim to have a team of advisors, physical space, technology, and furniture identified and space fully in operation by June 1, 2025.

Build and propose a shared model of project management resources with AJCU schools to achieve cost reduction. (Target 12/31/2028)
The strategic goal is for Gonzaga's PMO to lead the AJCU project management offices in the investigation, research, and creation of a shared services model of project management resources, with a focus on sharing skilled personnel across institutions. By leveraging the diverse talents and expertise within the AJCU network, the objective is to reduce costs associated with project management by effectively sharing and allocating project management professionals across schools based on project needs. The PMO aims to have all discovery work and a business case completed so that a proposed model can be socialized.

Engage campus partners in implementing industry standard security controls to ensure we remain at the forefront of security best practices. (Target 12/31/2028)
Implement industry standard security controls to establish best practices, guidelines, and measures to enhance Gonzaga's cybersecurity posture and protect information systems, data, and assets.

Implement AI Chatbot for personalized IT support (Target 12/30/2026)

Embracing innovation, we are working to bring an AI-powered chatbot as an additional avenue as a technical resource. This chatbot will be at the forefront of user support, offering tailored recommendations and generating support tickets based on interactions.

Establish Automation Task Force to strengthen innovative thinking and operation in the operations area. (Target 12/31/2024)
Establish a group or team within Gonzaga that is responsible for identifying, implementing, and overseeing the automation of various processes and tasks. The primary goal of an Automation Task Force is to streamline operations, improve efficiency, reduce manual work, and enhance overall productivity using automation technologies and techniques.

Establish Security Operations Center to strengthen security and innovation. (Target 12/31/2028)
Implement a Security Operations Center (SOC) for monitoring, detecting, analyzing, and responding to cybersecurity threats and incidents within an organization. The primary purpose of a SOC is to ensure the security of Gonzaga's information systems, networks, applications, and data by proactively identifying and mitigating security risks and responding effectively to security incidents.

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