



IT Strategy

2025 - 2028

How the IT team supports Higher Education Coordinating Commission business strategy, goals, and objectives



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Oregon Higher Education Coordinating Commission

MESSAGE FROM THE CIO

I'm pleased to share our IT Strategic Plan, which serves as our roadmap for the next 2–3 years. This comprehensive plan outlines how we will align our resources, efforts, and investments to support the agency's strategic priorities and key initiatives.

Successfully executing this strategy will require continued focus on the core IT initiatives detailed within. These initiatives are designed to empower our stakeholders and help them achieve their goals.

This strategy was developed collaboratively—with input from departmental stakeholders, IT leadership, and team members across the organization. It reflects a shared vision and a collective effort to align and gain buy-in across our staff.

Thank you to everyone who contributed by assessing our current state, envisioning our future, and identifying the steps we must take to bridge the gap.

I look forward to working with all of you as we help the agency realize its 2025–2028 Strategic Goals.

Executive Summary

The 2025-2028 Strategic Plan outlines the roadmap and priorities for both our IT and Data Analytics functions, ensuring alignment with the Agency's overarching strategic goals.

The plan aims to advance IT process maturity to reduce risk, enhance operational excellence, strengthen core competencies, and foster technology innovation. It is built around three key pillars:

1. Achieve IT Operational Excellence
2. Improve the Agency Security Posture
3. Effective Data and Analytics

HECC IT Governance Committee will serve as both the gatekeeper and steering body for the successful realization of this strategy.

Additionally, the plan identifies resources required to implement targeted improvements and continue to deliver measurable business value.

Core Strategic Plan Elements

Mission and Vision

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

Guiding Principles and Measures

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

Roadmap of IT and Data Initiatives

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

HECC IT Mission and Vision

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

Mission



Champion, develop, and manage secure transformative technology that advances data-driven and value-based decision making through collaboration.

Vision



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

IT Values and Guiding Principles

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

- **Accountable & Transparent:** hold ourselves accountable by taking responsibility for our decisions and actions and being transparent with open and honest communication with our customers.
- **Accessibility:** We are dedicated to making our services accessible to diverse audiences, ensuring inclusivity and equal opportunity.
- **Collaboration:** Our commitment to collaboration strengthens relationships, enhances creativity, improves ownership and leads to more positive outcomes.
- **Customer Success:** We are committed to customer success by providing exceptional service and support.
- **Diversity, Equity and Inclusion:** Our commitment to Diversity, Equity, and Inclusion is our strength, ensuring every voice is heard and valued.

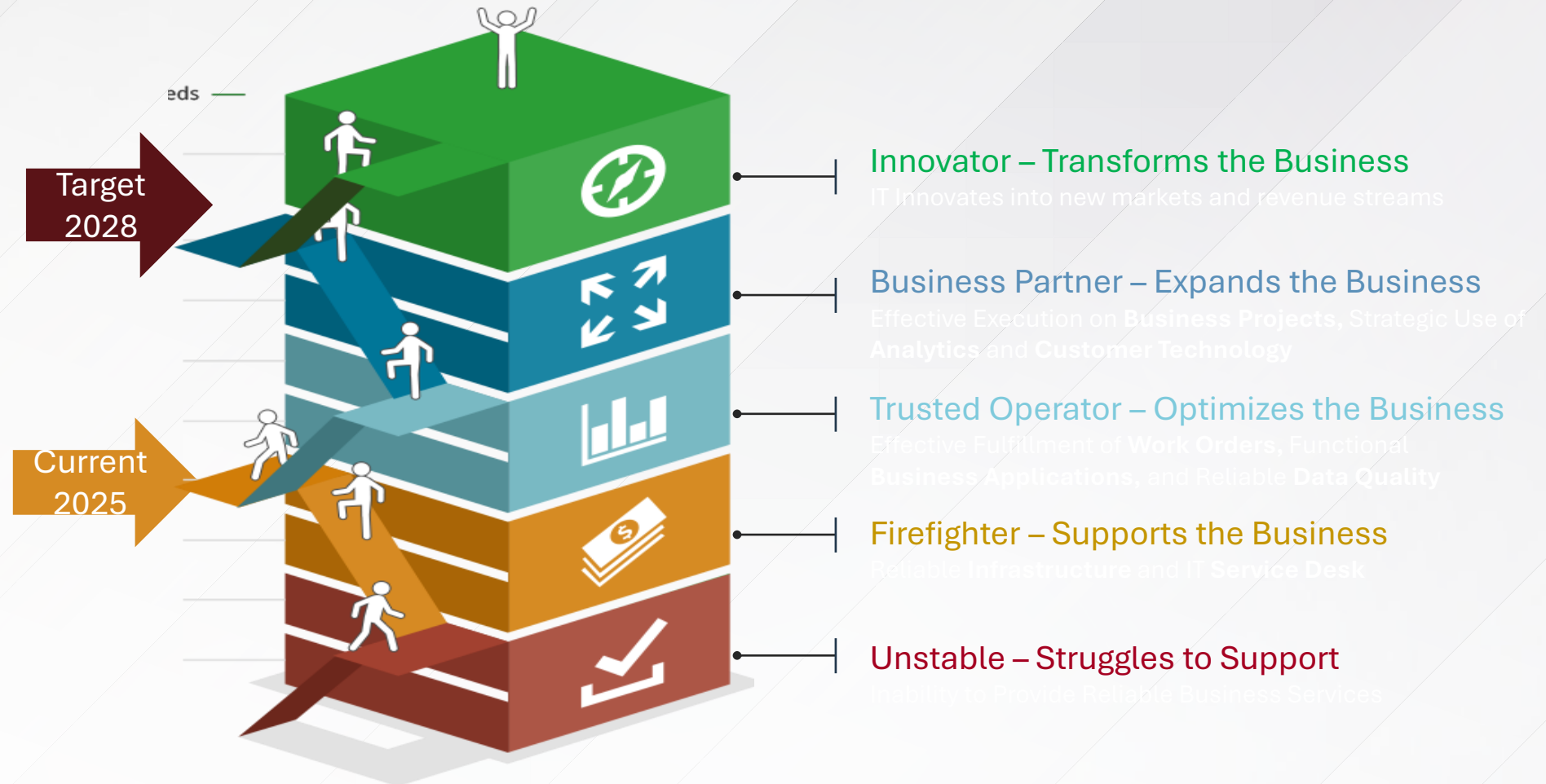
Values

Guiding Principles

IT Principle	IT Principle Statement
Value Focus	We aim to provide maximum long-term benefits to the enterprise through continuous improvement, optimizing total costs of ownership and minimizing risks through a systematic change approach.
Manage and govern enterprise data	We manage and govern enterprise-wide data in compliance with our retention and security policies.
Innovation	We seek innovative and effective ways to use technology to deliver business value, both in improvement of current services or implementation of new services.
Strategic Collaboration	We collaborate with our customers to achieve strategic objectives by delivering best experiences with our services and products.
Supportive & Respectful	Treat everyone with respect, support and dignity.
Diversity, Equity & Inclusion	We aim to support efforts to align our service models to advance equity in the HECC.

Current and Future State of HECC IT Maturity

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



IT Initiative and Projects Categorization

Today's CIOs have three key mandates:

Support the Enterprise, Run an Effective IT shop, and Lead/Support IT Innovation

2025-2028 IT Key Initiative Plan

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

1

Business Support

Support Major HECC Priorities

HECC initiatives requiring IT capabilities are supported by key IT projects

+

2

Improve IT
Excellence

Reduce Risk & Improve IT Operational Excellence

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

+

3

Drive Innovation

Drive Technology Innovation

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

Business Support Initiatives

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

2025-2028 IT Key Initiative Plan

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

Business-Supporting IT Initiatives

- ✓ Replacement of legacy systems starting with FAMIS and PCS Vets
- ✓ Maturing Data Management Practices and Governance
- ✓ Enable Data-Driven Decision Making

IT Excellence Initiatives

- ✓ Strengthen IT Strategy and Governance
- ✓ Creating a Great Place to Work Developing our People
- ✓ Improve the Agency Security Posture
- ✓ Migrate Other Legacy Systems to the Platform
- ✓ Implement Integrated Data Analytics Solution
- ✓ Establish Project Portfolio Management Structure

IT Initiatives Supporting Innovation

- ✓ Advance HECC's Mission Through Artificial Intelligence

Key Initiative/Project Roadmap

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

To view data by Owner/Type/Goal, select the entire chart starting with row 7, and turn on filtering (Data / Filter)							CY2026								CY2027								CY2027					
#	Initiative Name	Initiative Type	IT Goal	Priority			Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3	
1	Support the replacment of FAMIS, PCSVet, and ETPL	Business Support	Workforce Empowerment	Essential																								
2	Implement Cloud Strategy (Migrate to the Cloud)	Business Support	IT Operation Excellence	Essential																								
3	Improve Data quality and governance	Business Support	Data Quality	High																								
4	Strengthen IT Governance	IT Excellence	IT Security Maturity	Essential																								
5	Establish Platform Architecture and Development Environment (Dynamics)	IT Excellence	Workforce Empowerment	High																								
6	Grow DevOps Capability and Skillsets (ie. Upskilling and training - Dynamics 365)	IT Excellence	Workforce Empowerment	High																								
7	Develop an (Go Live) IT resource plan	IT Excellence	Customer Satisfaction	Medium																								
8	Security (overall, including data, MFA, etc.)	IT Excellence	IT Security Maturity	Mandatory																								
9	Develop a plan to migrate existing (legacy) systems to a modern solution(s)	IT Excellence	Workforce Empowerment	Essential																								
10	Establish Quality Data analytics	IT Excellence	Data Quality	High																								
11	AI – research and presentation	Innovation	Workforce Empowerment	Medium																								



Business Supporting Initiatives



Improve IT Excellence



Drive Innovation

HECC IT Goals and Goal Statement

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



Achieve IT Operational Excellence

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



Effective Data and Analytics

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



Improve security and risk Posture

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

IT Goals, Metrics & Targets

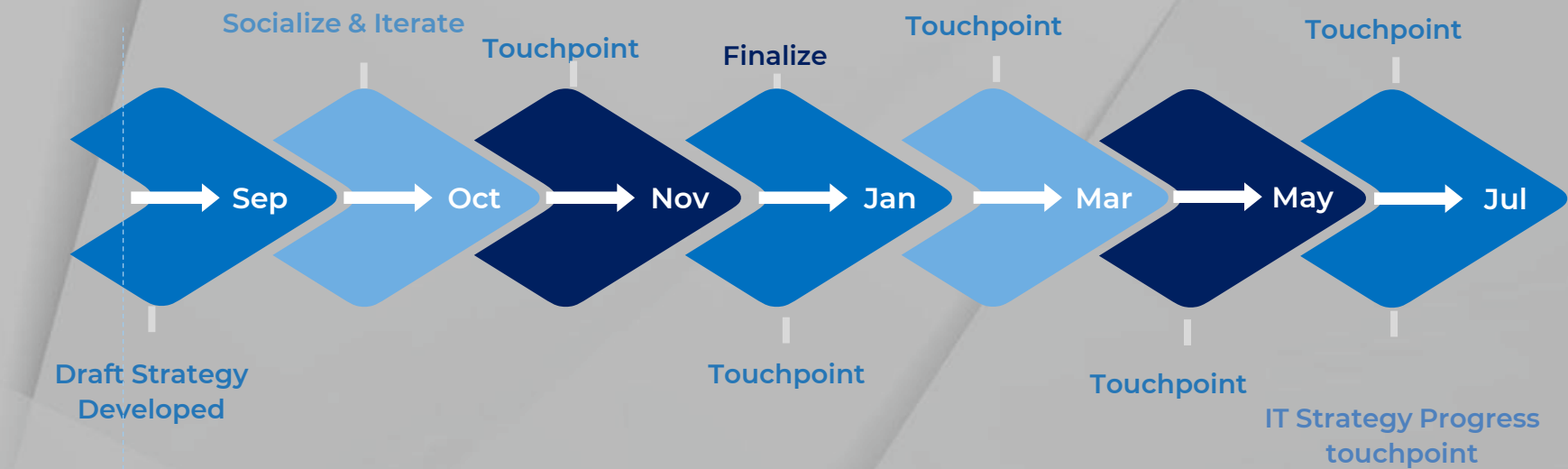
Describe how we will **measure** the outcomes of our efforts and the business value that we bring to HECC

IT Goals	Business Facing Objectives	Targets Metrics
Achieve IT Operational Excellence	<ul style="list-style-type: none">• Customer Satisfaction• Project success rates• Application reliability and stability• Skills Development	<ul style="list-style-type: none">• Survey of Customer Satisfaction score – use InfoTech Template• Establish baseline and Improve response time by 5% YoY• Establish baseline and Reduce support calls by 5% YoY
Improve Agency Security Posture	<ul style="list-style-type: none">• Cyber Security Improvement• Cyber Security Awareness	<ul style="list-style-type: none">• Increase the agency CSS Security assessment of the EIS control from 40% to 80%• 100% HECC employees complete the cybersecurity awareness training and increase of detection rate
Effective Data & Analytics	<ul style="list-style-type: none">• Database consolidation• Single source of truth	<ul style="list-style-type: none">• Improve quality of data collection from institutions by 20%• Consolidate existing databases to Azure within 12 months• Data governance process set up within 12 months

HECC IT Strategy Refresh Plan

Describe how we are going to keep the Strategic Plan a living document of **continuous** adjustments

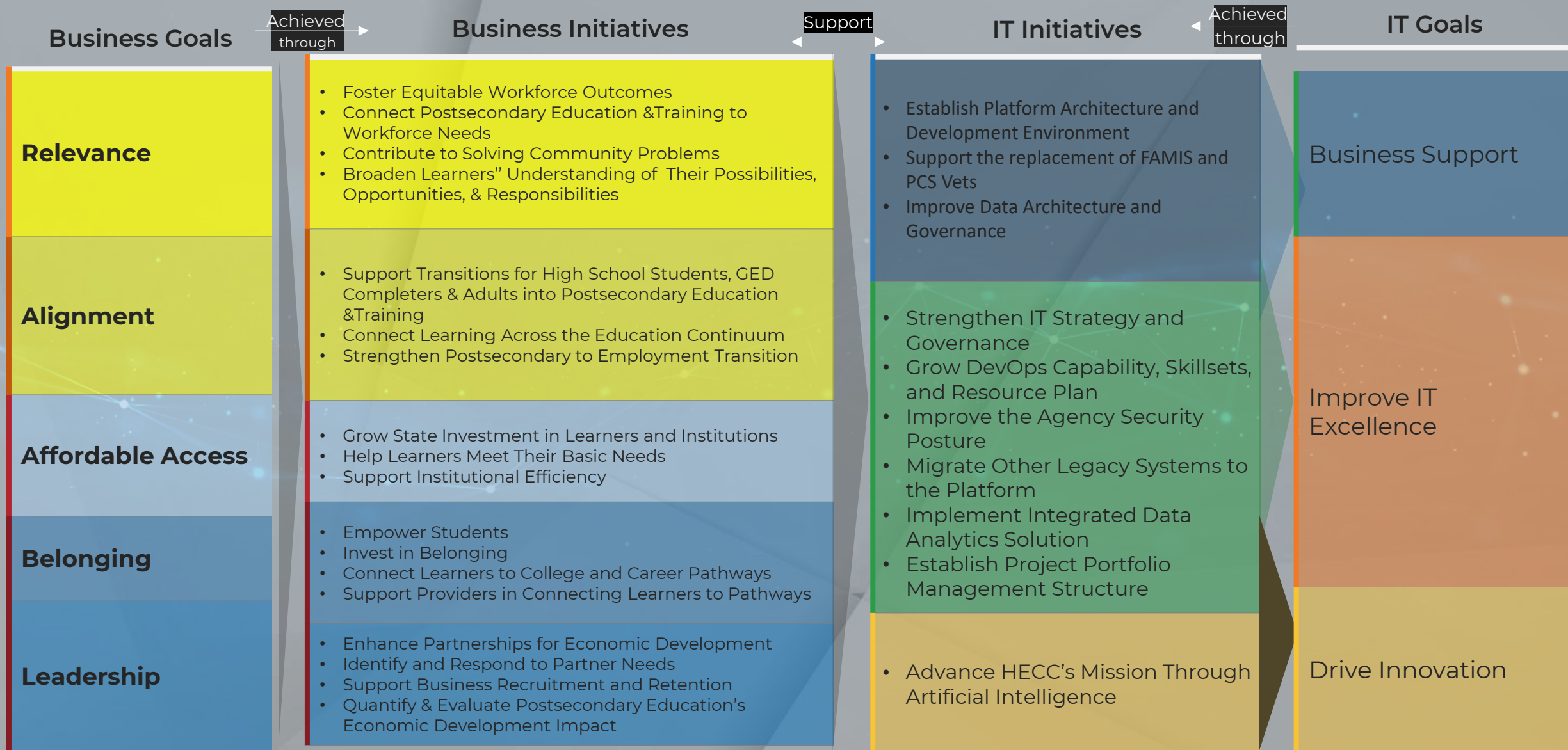
Frequent reviews of the IT strategy to ensure we are proactive in addressing changes to the IT's strategy or direction.



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

FREQUENCY	AUDIENCE	SCOPE	DATE
TOUCHPOINTS (Bi-Monthly)	IT Management Team	<ul style="list-style-type: none">Initiative's status updatesOrganization updatesNew projects / initiativesRisks / constraintsChanges in prioritiesUpdates	<ul style="list-style-type: none">NovJanMarMayJul
ANNUALLY	Executive Management Team Stakeholders IT Management Team	<ul style="list-style-type: none">Re-survey (MGD, BV, CEO-CIO Alignment)Review / validate strategyUpdate to schedule/initiativesAnalyst conversations	<ul style="list-style-type: none">Oct 2024
EVERY 2-3 YEARS (REBUILD)	IT Leadership Group	<ul style="list-style-type: none">Full PlanningITRG SurveysITRG Workshop or Guided Impl.	<ul style="list-style-type: none">Sep 2025 or Aug 2026

IT will ensure that our key initiatives continue to enable all HECC's objectives and initiatives



Appendix

1. Diagnostic Results Overview
2. Next Steps and Communications Plan
3. Skills/Resources Potential Impacts
4. Additional Info-Tech Resources

Valuable information from three Info-Tech diagnostic or surveys served as key inputs to the Workshop



Audience: CEO

Establishing an alignment between the CEO and CIO means IT stays on track with the CEO's vision for the future of your business.

CEO-CIO Alignment

Satisfy your most important stakeholder – the CEO.

Business Vision

Audience: Business Unit Leaders

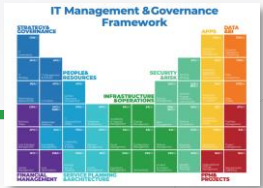
Measuring the business' satisfaction with IT's services means you can use these insights to understand your key business stakeholders, find out what is important to them, and improve your interactions with them.

Business Vision

The most important thing a CIO can do is understand the business' needs and actively measure that the business is satisfied.

Management & Governance

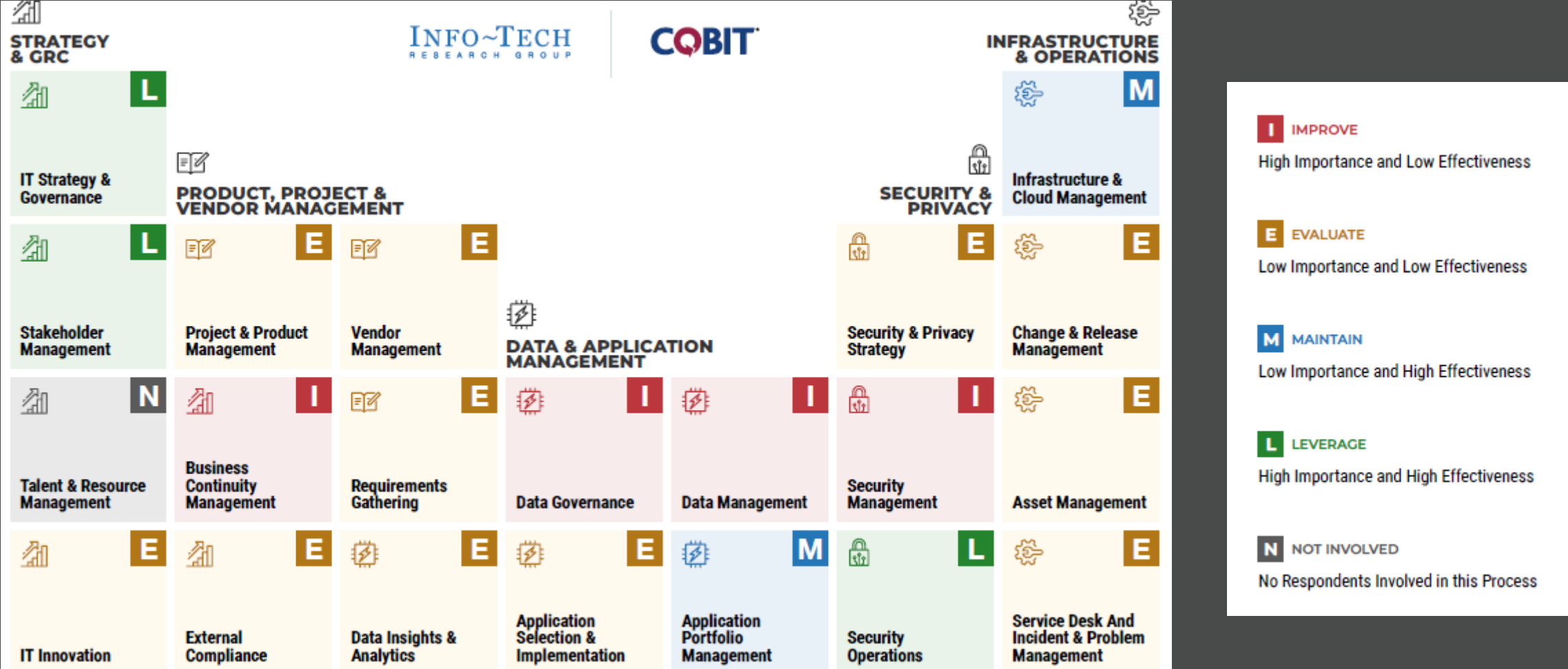
The overall success of an IT department will depend on the strength of its underlying core processes.



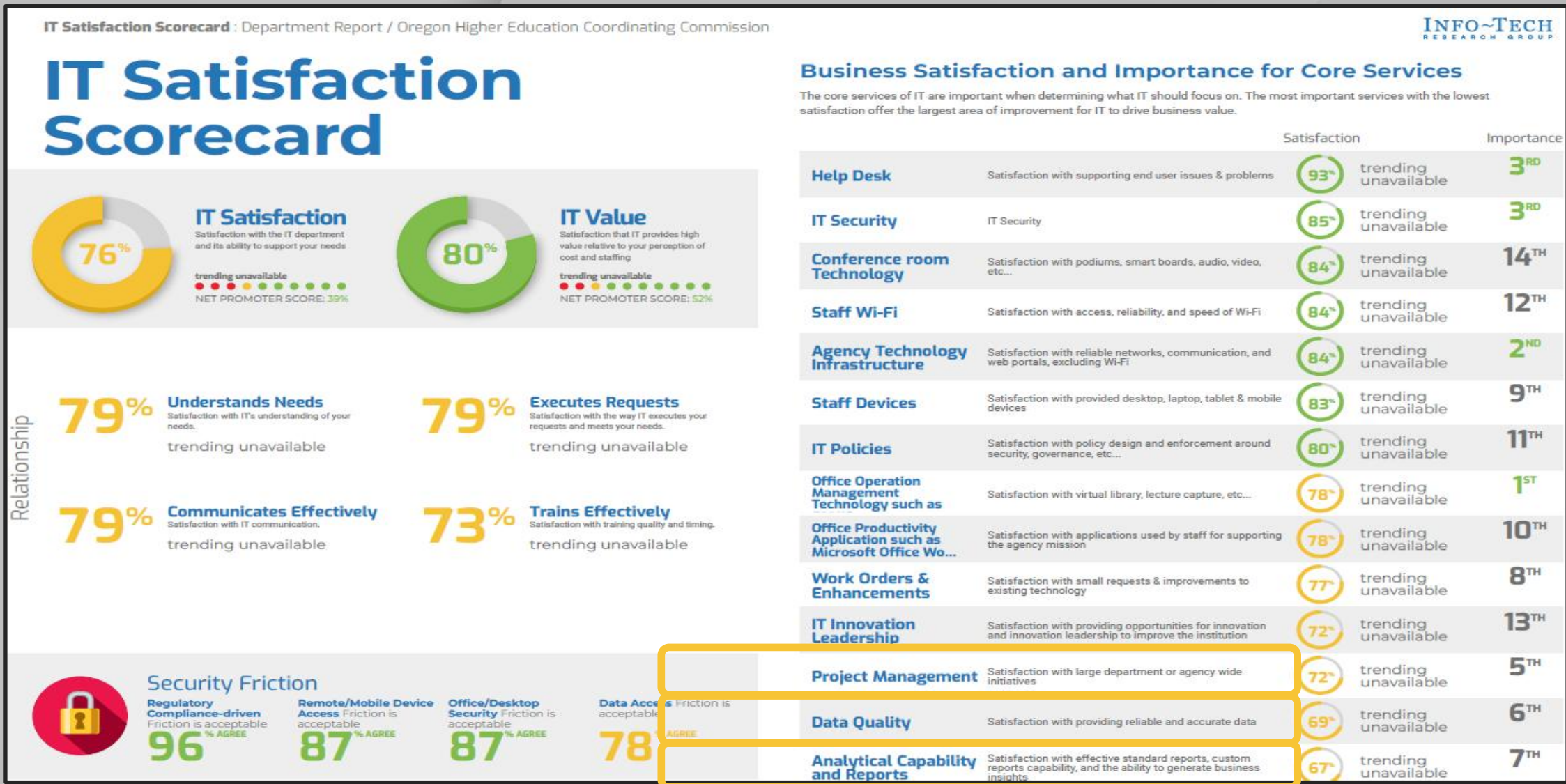
Audience: IT Team

Improving your processes means that you spend less time fighting fires and more time delivering exceptional business value.

A critical self- assessment of our core processes and capabilities helped IT prioritize the most important areas for improvement



Stakeholder satisfaction results highlight our strength in foundational IT elements, and helped IT prioritize core services needing focus/attention



IT Strategy Communication Plan

Audience	What	Mode Options	Owner	Timing
ITGC	<ul style="list-style-type: none"> IT Strategy Presentation (DRAFT) Relevant Workshop Details 	<ul style="list-style-type: none"> Meeting Incorporate Feedback 	<ul style="list-style-type: none"> HECC CIO 	<ul style="list-style-type: none"> December
Executive Team	<ul style="list-style-type: none"> IT Strategy Presentation 	<ul style="list-style-type: none"> Meeting; agenda item in a scheduled meeting 	<ul style="list-style-type: none"> HECC CIO 	<ul style="list-style-type: none"> January/February
HECC Commissioners	<ul style="list-style-type: none"> IT Strategy Presentation 	<ul style="list-style-type: none"> Meeting; agenda item in a schedule meeting 	<ul style="list-style-type: none"> HECC Director 	<ul style="list-style-type: none"> TBD
All IT Staff	<ul style="list-style-type: none"> IT Strategy Presentation 	<ul style="list-style-type: none"> Next “All Hands” Virtual Meeting 	<ul style="list-style-type: none"> Deputy CIO 	<ul style="list-style-type: none"> January
All HECC Staff	<ul style="list-style-type: none"> IT Strategy Summary 	<ul style="list-style-type: none"> Publish to Intranet Notification message 	<ul style="list-style-type: none"> Deputy CIO 	<ul style="list-style-type: none"> January
HECC Offices (Departments)	<ul style="list-style-type: none"> IT Strategy Summary 	<ul style="list-style-type: none"> In person meeting Scheduled meetings 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> January-March

Workshop Journey – IT Strategy



Additional Resources

Objectives	Resources
COBIT Process Framework	<u>Core IT Processes</u>
Enterprise Architecture	<u>Design an Enterprise Architecture Strategy</u>
IT Governance	<u>Improve IT Governance to Drive Business Results</u>
Application Portfolio Management	<u>Application Portfolio Management</u>
Incident Management	<u>Incident Management</u>
Organizational Change Management	<u>Organizational Change Management</u>
Data Architecture	<u>Modernize Data Architecture for Measurable Business Results</u>
Cyber Security	<u>Cyber Security</u>
Human Resource Management	<u>Human Resource Management</u>
Service Desk	<u>Service Desk</u>