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Tina Kotek, Governor



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Director of the Department of Education

ODE IT Strategic Plan – Year 2 in Review

Strategic plan review process

The [ODE IT Strategic Plan](#) was published in December 2023. The first [update](#) was published in May 2025 after a deep review of the original IT Strategic Plan by the IT Leadership team; that update reported on the progress, reconfirmed IT strategic goals and mission, vision, and values statements, adjusted the strategic initiatives, and extended the Strategic Plan timeline through 2028. Since then, it has been monitored constantly and undergone regular progress reviews. Status and progress of the projects and initiatives are reported to the ODE IT Governance Committee (ITGC) monthly. In the beginning of 2026, we conducted another deep review of the plan and finalized this annual update in May of 2026.

Notable organizational and environmental changes

Two important changes have impacted our strategic plan: reorganization of the ODE structure, and adoption of the new ODE Strategic Plan and the accompanying Implementation Plan. Both these changes required an additional level of scrutiny in our alignment of IT goals and initiatives with the agency's strategies and targets.

The biggest and most relevant organizational change in ODE is separation of IT from the finance and business services: Office of Finance and Information Technology (OFIT) was split in December of 2025 into two separate offices, Office of Finance and Administration (OFA) and Office of Information Technology (OIT); one of the positive outcomes of this change was the inclusion of the ODE CIO as a member of the Executive Team, which improved the opportunities for direct communication between the CIO and the rest of the agency's executive leadership. However, while very important for our operations going forward, this change had little direct impact on the execution of the current strategic plan up to the point of the annual review period due to very short time lag: announced in December and gradually implemented through January and February of 2026, the organizational change practically overlapped with the starting point of the strategic plan annual review (February-March of 2026).

Additionally, the 2025 Legislative Session approved ODE's request for funding and position authority for the State School Fund (SSF) Modernization program, which increased the total FTE count and created a new modernization unit within OIT under the supervision of newly hired Director Smriti Kaw. The focus of this new unit is to work with other OIT units to modernize the SSF system and establish in-house experience and expertise for the future system modernization projects.

The [ODE Strategic Plan 2026-2028](#) was developed in the second half of 2025 and published in January 2026. This newly developed strategic plan created an opportunity for OIT to reevaluate the alignment of our strategic goals and initiatives to the Strategic Pillars and Priority Outcomes as defined by the agency. More on this realignment in the following sections of this document.

IT supports ODE's Mission, Vision & Values

The Mission, Vision, and Values of the Oregon Department of Education as a whole and the Office of Information Technology have not changed since the publication of the original Strategic Plan. However, the new ODE Strategic Plan introduced and operationalized the concepts of Strategic Pillars and Priority Outcomes (see *Figure 1*; picture copied from the ODE Strategic Plan 2026-2028, p. 11) in support of the agency's Mission, Vision, and Values.

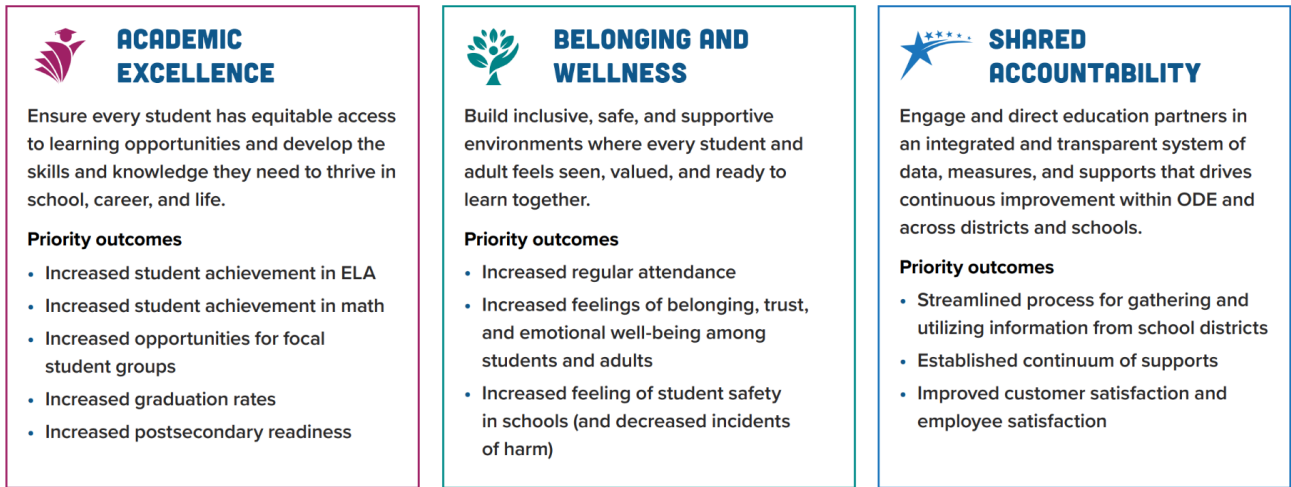


Figure 1: ODE Strategic Pillars and Priority Outcomes

Each of the Priority Outcomes has several high-leverage strategies, which allow operationalization of the Plan, and each strategy has associated activities and action steps to guide the implementation of the Plan (see *Figure 2*; picture copied from the ODE Strategic Plan 2026-2028, p. 6). For the alignment of our IT Goals to ODE's Priority Outcomes, we used the specific strategies as the alignment targets.

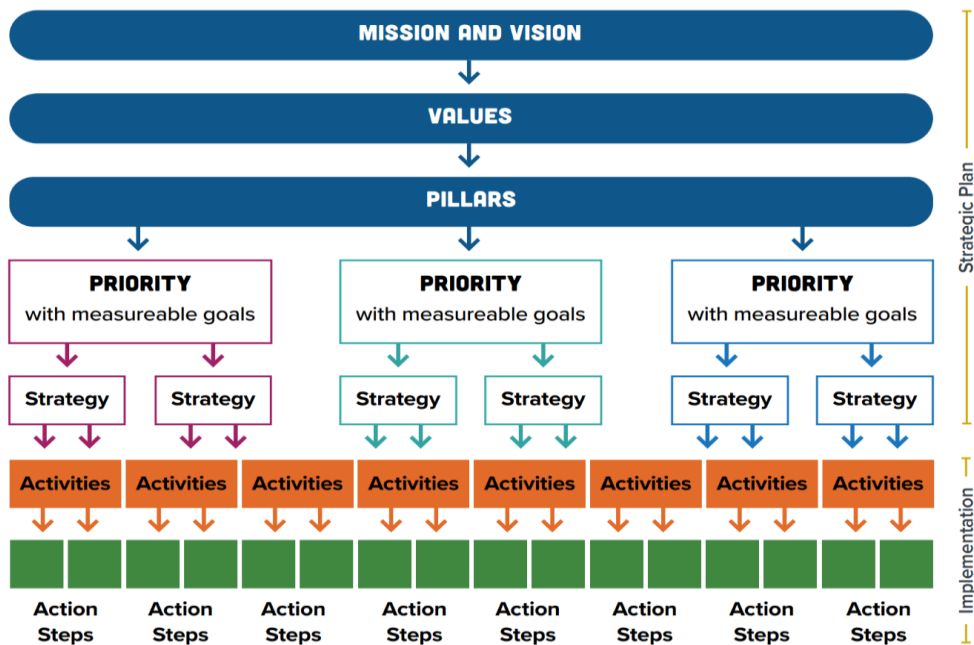


Figure 2: ODE Strategic Plan Framework

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IT Strategic Goals to enable ODE's success

The Strategic Goals of ODE IT have not changed since the publication of the original Strategic Plan in December 2023.

IT Goal 1: Continuously improve ODE's data collection system

This Strategic Goal directly supports:

- *Priority Outcome 1.1: Increased English language arts scores* – through alignment with the Strategy 1.1.3
- *Priority Outcome 1.2: Increased math scores* – through alignment with the Strategy 1.2.3
- *Priority Outcome 1.3: Increased opportunities for focal student groups* – through alignment with the Strategy 1.3.3
- *Priority Outcome 1.4: Increased graduation rates* – through alignment with the Strategy 1.4.3
- *Priority Outcome 2.1: Increased regular attendance* – through alignment with the Strategy 2.1.1
- *Priority Outcome 2.3: Increased feeling of student safety in schools (and decreased incidents of harm)* – through alignment with the Strategy 2.3.1
- *Priority Outcome 3.1: Streamlined process for gathering and utilizing information from school districts* – through alignment with the Strategies 3.1.1, 3.1.2, 3.1.4

IT Goal 2: Achieve IT operational excellence

This Strategic Goal directly supports:

- *Priority Outcome 3.1: Streamlined process for gathering and utilizing information from school districts* – through alignment with the Strategies 3.1.1, 3.1.3
- *Priority Outcome 3.2: Established continuum of supports* – through alignment with the Strategies 3.2.1, 3.2.2

IT Goal 3: Establish IT as a trusted technology partner

This Strategic Goal directly supports:

- *Priority Outcome 2.2: Increased feelings of belonging, trust, and emotional well-being among students and adults* – through alignment with the Strategy 2.2.4
- *Priority Outcome 3.2: Established continuum of supports* – through alignment with the Strategies 3.2.2
- *Priority Outcome 3.3: Improve customer and employee satisfaction* – through alignment with the Strategies 3.3.1, 3.3.3

IT Goal 4: Ensure resilient, modern, and secure technology environments

This Strategic Goal directly supports:

- *Priority Outcome 2.3: Increased feeling of student safety in schools (and decreased incidents of harm)* – through alignment with the Strategies 2.3.1
- This goal also fully supports all the Priority Outcomes of the *Strategic Pillar 3: Shared Accountability*: without the resilient, modern, and secure technology environments shared accountability cannot be established, measured, or presented to any audience. All the high-leverage strategies of this pillar are dependent on the availability and reliability of such technological environments.

Agency feedback guides strategy focus

In early 2026, one year after the first review and adjustment of the strategic plan, Info-Tech Research Group conducted a Diagnostics survey of ODE satisfaction with IT. It was the same survey that was previously conducted twice (in the summer of 2023 and in December of 2024), which provided input for the IT strategy focus areas. The respondents of this diagnostics survey were 65 agency executives, directors, and managers. The scorecard is provided below in *Figure 3*.



Figure 3: IT Satisfaction Scorecard

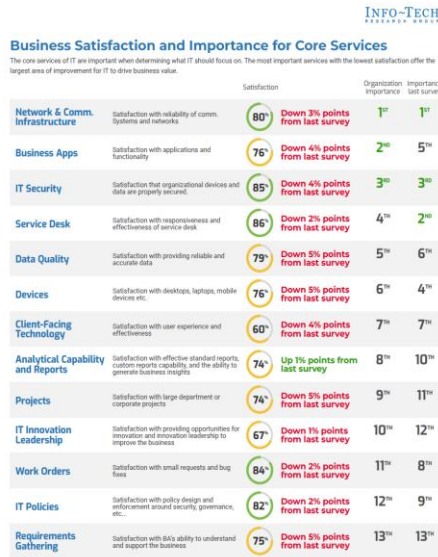


Figure 4: Benchmarking

Although these results show some decline in most areas of core services, the difference is statistically insignificant (5% or less) and can partly be attributed to a larger number of respondents with a very high response rate of more than 90%, including a high number of new managers and directors with different levels of initial expectations. Additionally, due to very high scores in last year's survey we expected a natural decline in the current results, and the level of decline doesn't present a reason for significant concerns. It is worth noting that business satisfaction with most of the services and capabilities of ODE IT is on par (one core service) or better (9 core services) than the industry benchmark and is below the benchmark only for 3 of them (see *Figure 4*).

Independent review of the diagnostics survey by the Info-Tech Research Group suggested the following interpretation of the results:

Stakeholder perceptions of ODE IT slipped modestly year-over-year, but the pattern of declines is consistent and points to a small set of systemic drivers. Overall IT satisfaction decreased from 82% (2025) to 80% (2026), while perceived IT value fell from 84% to 80%. Relationship measures tied to delivery and understanding also declined (Executes Requests: 85% → 81%; Understands Needs: 83% → 80%), suggesting that stakeholders are experiencing more friction getting work completed and less confidence in throughput and follow-through. At the same time, "Trains Effectively" improved (72% → 75%), indicating that recent enablement efforts are being noticed, even as demand outpaces coverage.

Service satisfaction dropped across most areas. The largest year-over-year declines were Data Quality, Devices, Requirements Gathering, and Projects (each down 5 points). Only Analytical Capability & Reports increased (+1), which—paired with the strong volume of comments about data access and stewardship—suggests pockets of progress but inconsistent experience across teams.

Business priorities also shifted. In 2025, stakeholders emphasized Network & Communications Infrastructure, Service Desk, and IT Security. In 2026, Network & Communications Infrastructure and IT Security remained top priorities, but Business Applications replaced Service Desk as the #2 priority—likely reflecting growing dependence on enterprise systems and heightened sensitivity to stability, performance, and enhancement cycle time. It should be noted, however, that the Top 6 Priorities of the organization remained the same as last year (just different ordering) and the industry priorities Top 6 were also the same.

What this means:

- *The organization is generally satisfied with day-to-day support, but confidence is eroding in areas that require cross-team coordination, data navigation, and sustained delivery (projects/enhancements).*
- *Demand is rising for self-service data and analytics, practical training on the modern workplace toolset, and clear guidance on AI.*
- *Perceptions are strongly influenced by transparency: stakeholders want a clearer “front door” for requests, better visibility into status/priority, and more proactive communications.*

Going forward, we will continue to focus on areas of high importance for the agency and the capabilities and services that scored below 80% satisfaction. Additionally, we are going to follow the recommendation from the Info-Tech Research Group, which recommended the following tactical actions: “To improve satisfaction and rebuild perceived IT value, focus on reducing friction in the request-to-delivery lifecycle and strengthening enablement for modern tools. The strongest levers are the ones that increase clarity (front door, service catalog, stewardship) and throughput (prioritization, capacity protection), while pairing governance with practical training (data, AI, and enterprise tools).”

The tables on the following pages provide detailed information on the progress of the current key initiatives, and the additional projects and initiatives that are being included into our strategic plan, which by this refresh is extended through the end of calendar year 2029.

IT Strategic Plan – Progress of Key IT Initiatives

The following is documentation of the progress IT had made in our Strategic Plan as of May 2026. (Completed – In Progress (On Schedule) – In Progress (Overdue) – Paused/Cancelled)

Item	Completion %	Completion Target	
		Original	Revised
Grant Management System Phase 1	20%	Q4 2025	Q1 2027
Special Education Compliance Software	75%	Q2 2025	Q3 2027
Fiscal Transparency	30%	Q4 2028	N/A
State School Fund Software Modernization	30%	Q4 2027	
Revising the Foster Care Transportation Reimbursement Process (Paused)	5%		Unknown
Migrant Education Program Software Transition	90%	Q2 2027	Q3 2026
IT Strategy Development	N/A	Ongoing	N/A
Knowledge Management	N/A	Ongoing	N/A
Service Desk Enhancements	N/A	Ongoing	N/A
Implement ITIL/IT Service Management	10%	Q3 2029	N/A
Establish Relationship Management Practice	5%	Q4 2027	N/A
Establish a PMO Practice	60%	Q4 2026	N/A
Disaster Recovery Planning	95%	Q2 2026	N/A
Establish Combined Technology Intake Process	50%	Q4 2026	N/A
Establish Innovation Process/Procedures	10%	Q3 2024	Q4 2027
Establish Information Sharing Best Practices	33%	Q4 2026	Q4 2027
Student Core Updates	5%	Q4 2027	N/A
Define and Establish a No/Low Code Solution Environment	5%	Q2 2027	N/A
Review options for aging data center equipment – SQL and Web	75%	Q3 2027	N/A
Windows 11 Rollout	100%	Q4 2025	N/A
Potential Move to Virtual Machines (no longer under consideration)	100%	Q4 2025	N/A
Establish Power BI Guidelines and Governance	100%	Q4 2026	N/A
Data Loss Prevention	100%	Q3 2026	N/A
Implement Case Management Solution (cancelled by customer)	80%	Q2 2026	N/A

IT Strategic Plan – Future Key IT Initiatives

The following is a list of items being added to the IT Strategic Plan.

	Started? (Y/N)	Completion Target
Unified Application	Y (25%)	Q1 2027
Index to PCA Change	Y (25%)	Q3 2027
Copilot	N	TBD
PBAM Update - Chart of Accounts	Y (5%)	Q3 2028
Central Login MFA	Y (5%)	Q3 2027
Establish Data Access Best Practices	Y (5%)	Q3 2027
Data access, reliability and usability <ul style="list-style-type: none"> Improve data auditing capabilities Evaluate current Data Governance Establish New Analytics Infrastructure Mature Access and Approval process 	N	TBD
AI enablement and education <ul style="list-style-type: none"> Communicate and enforce State AI Policy Elevate ITI Use Case awareness for AI Investigate DLP within AI deployments Publish ODE AI Guiding principles 	N	TBD
Training and digital enablement on Enterprise Applications <ul style="list-style-type: none"> Complete ODE Training assessment Publish and socialize latest Service Catalog Partner with other offices within ODE for future training needs Identify non-IT SME's across ODE 	N	TBD
Communication and Visibility in IT support and services: <ul style="list-style-type: none"> Policy Governance Assets Develop a Communications plan 	N	TBD
Capacity and Staffing Constraints: <ul style="list-style-type: none"> Develop Resource Education plan for ITGC Evaluate IT staffing alignment Evaluate IT Org structure Resource allocation 	N	TBD
Public Website Usability Enhancement <ul style="list-style-type: none"> Partner with ODE Communications to establish plans to enhance usability Keep ODE leadership informed on Public Website management and support Establish ongoing support for site governance 	N	TBD