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Tina Kotek, Governor

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DEPARTMENT OF EDUCATION

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Director of the Department of Education

ODE IT Strategic Plan – Year in Review

Strategic plan review process

The ODE IT Strategic Plan was published in December 2023. 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 January of 2025, the IT Leadership (IT Directors, Team Leads, Operations and Policy Analyst, and the CIO) conducted a deep review of the strategic plan, including the status of all strategic initiatives and assessment of the environmental changes that could suggest adjustments to our mission, vision, and values statements, and to IT strategic goals. Part of the input was the latest iteration of the agency strategic plans and initiatives, and the feedback from agency leadership on IT performance and value. This update to the original ODE IT Strategic Plan was finalized in May of 2025.

Agency feedback guides strategy focus

In 2024, one year after embarking on the strategic plan implementation journey, Info-Tech Research Group conducted a Diagnostics survey of ODE satisfaction with IT. I was the same survey that was originally conducted in the summer of 2023, which provided input for the IT strategy focus areas. The respondents of this diagnostics survey were 50 agency executives, directors, and managers. The scorecard is provided below in *Figure 1: IT Satisfaction Scorecard*
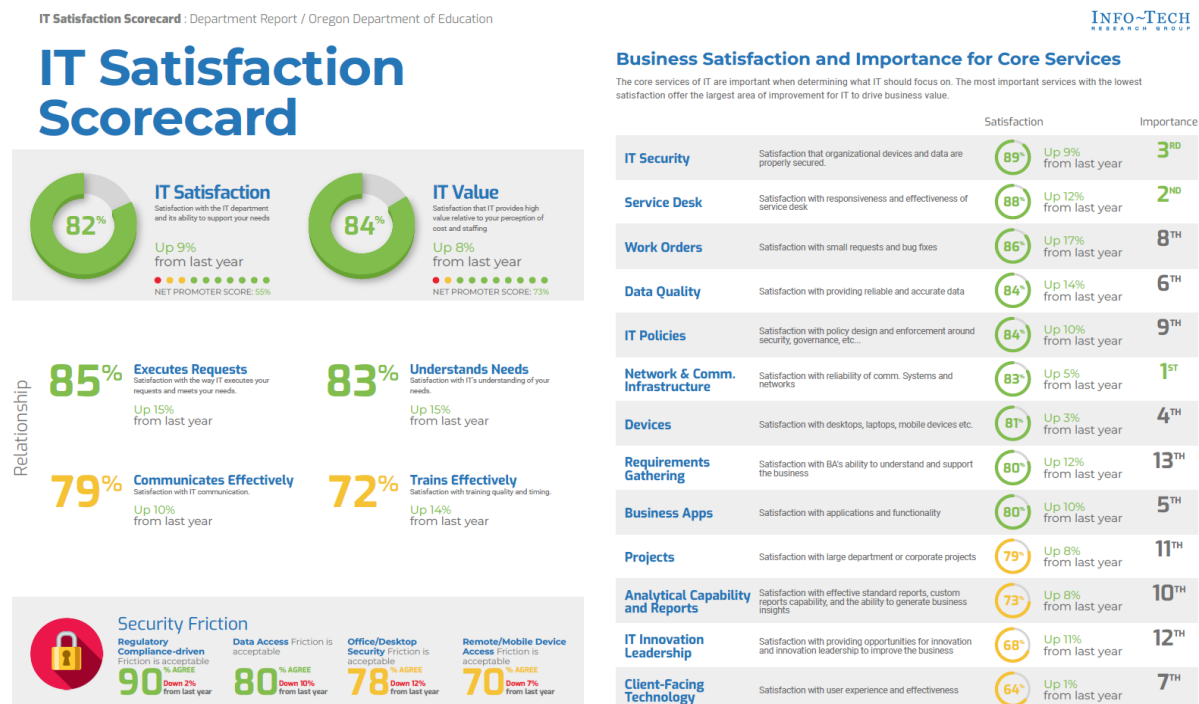

Figure 1: IT Satisfaction Scorecard

These results show significant improvement in different areas, as well as an overall jump in satisfaction level. It is worth noting that business satisfaction with services and capabilities that IT focused on improving (see page 13) went up by 8%-12%, which shows that our strategy and efforts are producing positive results for the agency.

Figure 2: Benchmarking

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. Two of those items, shown in *Figure 2: Benchmarking*, are also slightly below industry average and warrant additional attention. (The industry average benchmark by Info-Tech Research Group is based on 1024 government organizations.)

The results of the survey also provided some indication of our IT Maturity progress from "Trusted Operator" towards "Business Partner", which was defined as our target level. This is supported by double-digit satisfaction improvement in several related areas, including *IT Innovation Leadership, Requirements Gathering, Business Apps,* and *Work Orders.*

IT supports ODE's Mission, Vision & Values

The Mission, Vision, and Values of the Oregon Department of Education as a whole and the IT Section of OFIT have not changed since the publication of the original Strategic Plan document and can be found on page 10.

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. These included:
1. Continuously improve ODE's data collection system
2. Achieve IT operational excellence
3. Establish IT as a trusted technology partner
4. Ensure resilient, modern, and secure technology environments

Notable environmental changes

Some important changes that have impacted our strategic plan execution and adjustments to the tactical approaches and initiatives can be categorized into three main groups: Organizational, Technological, and Political.

The biggest organizational change since the publication of the original Strategic plan is the establishment of the ITGC, which has been functioning as designed since April 2024. ITGC provides agency level oversight of the IT Priorities, guidance in project prioritization, and proper allocation of agency resources for different IT initiatives and activities. Headed by the ODE Director's Chief of Staff, the ITGC has 7 voting members, all of whom (except for the CIO) are also members of the ODE Executive Team. ITGC holds regular monthly meetings, but emergency meetings can be held, if needed, according to the ITGC charter and the ODE Policy on IT Governance.

Another significant change is the reassignment of the Project Management Team to IT from the Business Services section of OFIT. This change will become effective July 1, 2025, and will allow greater focus of PM resources on IT related projects, as well as development of the proper Project Management Office (PMO) processes, techniques, tools, and practices aligned with PMBOK and other sets of best practices in project management, IT services management, and customer relationship management. The timing of this decision and its implementation does not allow for detailed planning of the additional initiatives and tactical activities for this update of the IT Strategic Plan, but it will be worked on during the upcoming period.

From the technological landscape perspective, the biggest change is AI proliferation and the associated risks and benefits. While the AI related issues constitute rapidly changing sea of challenges and opportunities, ODE IT is well positioned to partner with DAS/EIS and with other state agencies to safely and efficiently implement appropriate tools that can positively impact business effectiveness and efficiency.

The political environment changed significantly since the publication of the original IT Strategic Plan in December of 2023. The new focus of the Federal Government, based on the priorities of the newly elected President of the United States, created a significant level of uncertainty in the educational area, especially with regards to availability of Federal grants and other financial resources. Combined with the budgetary uncertainty due to the ongoing Legislative session in Oregon, the timing of the current refresh of the strategic plan creates significant difficulty in our ability to proactively plan for future initiatives and predict our ability to execute. While the resource requirements for new initiatives and projects are consistently growing, even the previously identified gaps in ODE IT resources, skills, and budget (see page 21) were not satisfactorily fulfilled. Nonetheless, the IT section of ODE is willing and ready to take on all the upcoming challenges.

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 2028.

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 2025. (Completed – In Progress (On Schedule) – In Progress (Overdue))

Item	Completion %	Target Completion Date	
		Original	Revised
Grant Consolidation	100%	Q3 2025	N/A
CTE Data Collections Corrections	100%	Q3 2025	N/A
Measures of Socio-Economic Disadvantage	100%	Q4 2025	N/A
Software License Admin Support & Deployment	N/A	N/A	N/A
Grant Management System Phase 1	50%	Q4 2025	Q4 2025
Statewide Facility Assessment Database	100%	Q1 2024	N/A
Data Visualization Servers	100%	Q2 2025	N/A
Special Education Compliance Software	45%	Q2 2025	Q2 2027
ODE Data Dashboard	5%	Q4 2023	Q4 2028
External Data Dashboard	100%	Q3 2024	N/A
State School Fund Software Modernization	20%	Q4 2024	Q4 2027
Activity Driver Application Portal	100%	Q2 2025	N/A
Revising the Foster Care Transportation Reimbursement Process		Q2 2024	Unknown
Migrant Education Program Software Transition	80%	Q2 2027	Q3 2026
State Board Video Upgrades	100%	Q2 2026	Q2 2026
IT Strategy Development	N/A	Q4 2024	Ongoing
IT Governance Plan Development	100%	Q4 2024	N/A
Application Portfolio Management	100%	Q2 2025	N/A
Knowledge Management	N/A	Q2 2024	Ongoing
Service Desk Enhancements	N/A	Q3 2024	N/A
Implement ITIL/IT Service Management	25%	Q1 2024	Ongoing
Requirements Gathering	100%	Q2 2025	N/A
Stakeholder Management	N/A	Q2 2024	Q4 2026
Disaster Recovery Planning	10%	Q2 2026	N/A
Improve Tech Environment/Technical Debt Reduction	N/A	Q2 2026	Q2 2026
Establish Innovation Process/Procedures	10%	Q3 2024	Q4 2027
Establish Information Sharing Best Practices	20%	Q4 2024	Q4 2026
Improve Data Collection Practices	100%	Q2 2025	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
Student Core Updates • Component 1: Update all Student Collections • Component 2: Data retention and clean up ODS and transactional systems • Some planning/info gathering completed, but didn't get off the ground with districts • Database cleanup, eliminating 47% of transactional data due to redundant truths per student	Yes	Q4 2027
Establish Relationship Management Practice • Craft based on ITIL practice • Cover customer engagement & needs understanding	No	TBD
Establish Combined Technology Intake Process • Prioritize all non-fix work • Coordinate with Project Management & ITGC prioritization • Establish Backlog and Grooming process with customers aligning with Relationship Management	No	TBD
Establish a PMO Practice	No	Q4 2026
Define and Establish a No/Low Code Solution Environment • Focused on simpler/limited duration solutions • Quick turn-around, with agile structure for requirements/design/development	No	TBD
Review options for aging data center equipment – SQL and Web	Yes	Q3 2027
Windows 11 Rollout	Yes	Q4 2025
Potential Move to Virtual Machines	Yes	Q4 2025
Fiscal Transparency • Governor's initiative of improving Fiscal transparency. Will be drillable data and transparent/accessible.	Yes	Q4 2028
Establish Power BI Guidelines and Governance	Yes	Q4 2026
Data Loss Prevention • Expanded to 3-step plan (UPN change, SSO, SITs/labels/DL)	Yes	Q3 2026
Implement Case Management Solution • Case management solution to support legal and investigations processes	Yes	Q2 2026