

SOFTWARE SERVICES

Mission

Software Services delivers innovative, customer-focused, enterprise-quality solutions in a robust and stable environment, increasing productivity, and enhancing the customer's experience.

Vision

Software Services will provide the most advanced technology solutions to campus enhancing teaching, research, and administrative functions through advanced automation. Additionally, Software Services will:

- Be a nationally-recognized leader in providing innovative technology services;
- Exceed customer expectations through stable and robust services;
- Be a leader in technology solutions that enhance the learning process; and
- Enhance the effectiveness of critical business systems provided to Software Services customers.

Core Values

Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement.

Integrity – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal One: Increase academic and administrative services delivered to faculty, staff and students electronically.

Critical Success Factors:

- Increase the number of academic automation systems by one per semester through deep collaboration with faculty and students
- Increase portal application integration by 2 new services per year
- Increase the number of systems and services that use a single username and password by 30% a year

Objectives:

Objective 1.1: Increase academic resources provided.

Strategies:

- Develop and deliver a functional portal to the campus.
- Move information technology systems to a true single sign-on system (one username/one password).
- Develop online learning and teaching services to integrate with student information system.
- Develop a clinical education system for the OSU-Center for Health Services campus.

Objective 1.2: Increase usage of existing services.

Strategies:

- Work with marketing staff to increase exposure to existing web-based systems.
- Engage customer focus groups to select service direction and advertise underutilized systems.
- Locate existing non-technology based services and work with their respective business units to bring the system online.

Objective 1.3: Increase the accessibility and functionality of existing services.

Strategies:

- Build a suite of enhancements to the existing Web4Students product.
- Bring up a new, more functional, email and collaboration system.
- Obtain customer feedback on existing systems and modify as appropriate.

Objective 1.4: Increase the number of applications available via portal and single sign-on.

Strategies:

- Portal-enabling existing information technology services.
- Engage non-information technology departments to provide single sign-on and portal services to other business units across the system.

Goal Two: Provide excellence in customer satisfaction focusing on customers throughout all phases of the business process.

Critical Success Factors:

- At least one non-Software Services customer representative for 50% of our projects minimum.
- 100% of initial customer responses within one business day of the request. (Help Desk Ticket)
- Reduce the number of unscheduled downtimes by 10% annually.

Objectives:

Objective 2.1: Involve constituents throughout the course of a project.

Strategies:

- Establish formal milestone-based meetings to involve customers in all aspects of all projects.
- Establish communications mechanisms, such as bulletin boards, to encourage the exchange of ideas related to information technology projects.
- Provide frequent community meetings for projects designated “infrastructure” in nature, with enterprise-wide impacts.

Objective 2.2: Shorten staff response time to customers.

Strategies:

- Utilize customer relationship tracking technology to ensure timely responses to customer needs.
- Encourage staff training in customer services through the use of existing programs in the Department of Human Resources.
- Reward consistent, strong customer service.

Objective 2.3: Enhance reliability of delivered services.

Strategies:

- Develop systems monitoring tools to detect service interruptions and provide rapid notifications to response teams.
- Implement extensive testing and staging systems to allow applications to be more thoroughly evaluated before being placed in a production environment.
- Provide direct mechanisms for users to report difficulty with department systems.

Goal Three: Provide the strongest safeguards to protect the security of institutional information.

Critical Success Factors:

- Reduce security-related incidents to no more than 1 per semester
- Follow standardized security practices
- Audit systems for security-related issues on regular intervals
- Implement the campus-wide identification program, which replaces social security numbers with a campus-wide identification number in the student information system

Objectives:

Objective 3.1: Reduce the number of security incidents.

Strategies:

- Work directly with vendors in assessing the security vulnerabilities and capabilities of their products before purchase.
- Architect multi-tiered systems with appropriate physical and technological safeguards such as physically limiting access and protection with firewall technology.

Objective 3.2: Increase the security testing of Software Services systems.

Strategies:

- Procedurally dictate that the office of security is to evaluate all developed systems through penetration and vulnerability testing prior to production release.

Objective 3.3: Make security a formal requirement of all projects.

Strategies:

- Procedurally dictate that the office of security is to evaluate all developed systems through penetration and vulnerability testing prior to production release.

Objective 3.4: Remove social security numbers as the primary index in the enterprise information system.

Strategies:

- Implement the vendor-supported campus-wide identification for the OSU Student Information System.
- Implement the vendor-supported campus-wide identification for the OSU Human Resources System.

- Provide mechanisms for other departments on campus to obtain business-required data without social security numbers.

Goal Four: Develop active communications and collaboration channels with internal and external customers

Critical Success Factors:

- Standardize on collaborative tools
- Meet quarterly with our peers at partner institutions
- Meet quarterly with our local constituents
- Ensure our vendors are here annually
- Participate in at least two conferences a year

Objectives:

Objective 4.1: Consolidate communications mechanisms.

Strategies:

- Ensure department-wide usage of the consolidated OSU messaging system (Microsoft Exchange/Outlook).
- Encourage division and university-wide utilization of the consolidated OSU messaging system.

Objective 4.2: Ensure regular communication with our constituents.

Strategies:

- Develop customer advisory boards for Student Information Systems, Human Resources Systems, and Financial Resource Systems projects and applications.
- Hold meetings open to the campus community to discuss the activities of the department at least once a semester.
- Produce a newsletter of departmental information each semester.

Objective 4.3: Ensure regular communication with our vendors.

Strategies:

- Conduct quarterly meetings with vendors to brief them on OSU projects.

Objective 4.4: Increase participation in industry and professional associations.

Strategies:

- Send at least two staff members from each area to a trade conference every year.
- Encourage membership in professional organizations by financing memberships in those organizations.

Objective 4.5: Encourage inter-departmental communication

Strategies:

- Engage in no less than two projects a year that require staff members from more than one department to interact without management involvement.
- Finance social events that allow staff members from different departments to engage each other outside of their office duties.

Goal Five: Encourage the use of innovative technology and innovative problem solving

Critical Success Factors:

- Build a testing lab/staging facility
- Provide online reference materials
- Provide 40 hours a year to each staff member for “play time” during which staff can research tools, technologies and trends in the industry at their leisure
- Provide \$2000 a year for subscriptions to trade magazines
- Modify project groups to build teams of diverse professional and personal backgrounds
- Provide a retreat once a semester for developers and designers in the department to brainstorm on tools that could be developed to assist in the learning process

Objectives:

Objective 5.1: Increase development and testing facilities.

Strategies:

- Develop a permanent testing laboratory for project development.
- Provide staff with contemporary tools to aid in their daily activities.

Objective 5.2: Increase professional development of staff.

Strategies:

- Ensure staff is provided with no less than \$5000 of technology reference materials a year.
- Offer formal training to at least 50% of the employees in each area in the department per year.

Objective 5.3: Encourage diverse and new relationships between staff.

Strategies:

- Locate groups of staff that aren't usually assigned projects and try to create a team based on these groups for at least one project a year.

Objective 5.4: Encourage staff to design creative tools and solutions to enhance the faculty-student experience with technology.

Strategies:

- Expose employees to the student experience through staff-student meetings and discussions.

- Offer monetary incentives to new solutions designed by employees that are adopted and help in the teaching and/or research activities of OSU's faculty, staff, and students.