

**Carnegie
Mellon
University**

Computing Services

STRATEGIC PLAN

FY23

FY25

Our Vision for Computing Services

One Team, Innovating and Collaborating to Drive Transformation

One Team...

In my group, I act locally and think as part of the university community...
Personally embracing individual and group interactions...
Sharing common goals, plans, practices, priorities, and resources...
Considering the potential opportunity and impact of my actions to affect others...

Innovating...

Continually learning and maturing my skills, capabilities, techniques, and tolerance...
Listening, watching, thinking, imagining, and applying novel ways that might make us more effective...
Candidly and quickly transforming a failing path to a learning opportunity for iterative improvement...
Being patient, kind, and fearless in how I share and respond to new possibilities...

Collaborating...

Openly contributing my own energy and perspective, without bias or prejudice...
Actively seeking diverse, honest input and feedback from experts, clients, peers, and partners...
Faithfully using and supporting maximum effectiveness in shared resources, tools, and processes...
Honestly committing to my own responsibilities and actively supporting the success of my peers...

to Drive Transformation...

Being an energetic, positive force to inspire improvement...
Equally considering the value of both opportunities we have and challenges we must face...
Leveraging dependable, effective, and sustainable shared practices for agility in dynamic circumstances...
Creating services that learn and mature through continuous improvement...

ONE TEAM

Innovating and Collaborating to Drive Transformation

CLIENT FOCUS



Client Focus

Computing Services' purpose is to enable the vision of Carnegie Mellon University to... "have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship." As a division, we believe in fulfilling our purpose through the pursuit of excellence in how we deliver value to our campus partners that not only meets but exceeds expectations. To achieve these outcomes, Computing Services must manage active, structured relationships with university partners and constituent groups to gather feedback and identify opportunities for positive, sustainable change in the dynamic technology landscape. Through this laser focus on the needs, drivers, and goals of campus partners, Computing Services will ensure that services and technologies are delivered in the pursuit of enabling the university community to successfully complete their transformative work.

Key Initiatives

Continuous Service Improvement

Endpoint Protection, Detection, and Response Service

Productivity and Collaboration Solutions

Exchange to Google Email-Calendar Consolidation

Strategic Campus Partnerships

DIGITAL TRANSFORMATION



Digital Transformation

Digital transformation is about reimagining services, products, and business processes by using data, emerging technologies, and taking a strategic approach. Organizations like Carnegie Mellon University have engaged in digital transformation efforts throughout its history and will continue to do so into the future. Digital transformation is achieved by fostering a culture of creativity, leadership, collaboration, and innovation which can revolutionize efficiency and value across the board, in areas including teaching and learning, research and entrepreneurship, and administrative efficiency. Computing Services will be leaders through transformative efforts extending across the university while remaining continually informed and better equipped to respond to changing circumstances in the world around us.

Key Initiatives

Budgeting System

Content Management System Modernization

Financial Data Warehouse Modernization

Robotic Process Automation (RPA)

University Leadership Dashboards

OPERATIONAL EXCELLENCE



Operational Excellence

Operational Excellence is focused on maximizing the value and impact of both operational effectiveness and efficiency through pillars of leadership, collaboration, and development. In order to focus on valuable, achievable outcomes, Computing Services must collaborate through inclusive teams using standard tools and processes. We strive for organizational agility and resilience across resource shifts and unforeseen challenges. We believe excellence in IT requires explicit focus on defined business outcomes that include resource planning, project management, communication strategy assessment, and continuous learning and improvement. It is through an inclusive blend of these skills and perspectives that we not only create better outcomes, but also unleash the full potential and diverse creativity of our people. Computing Services will create and operate within a holistic environment focused on operating consistently and transparently to deliver timely, quality service for our internal work and our collaborative engagements across the institution.

Key Initiatives

IT Governance

Project Management Center of Excellence

Service and Project Portfolio Management Program

RESEARCH SERVICES



Research Services

Research activities require many different types of information technology support including storage, networking, data management, and compliance. As a critical mission component and leading opportunity area for the university, there is much to be gained by providing centrally supported computing services to augment the localized research support resources available within the colleges and their departments. Computing Services will partner with these academic departments to oversee the technology deployments and creation of sustainable research computing services. This includes the necessary funding, operational, and technology models to support the development and growth of a viable service framework.

Key Initiatives

Central Research Computing Program Development

WORKFORCE DEVELOPMENT



Workforce Development

Computing Services is an organization affected by continuous change, driven by the accelerated pace of technology advances, demands for digital transformation, and desire for business process efficiencies. Creating and improving an environment where all staff may learn, thrive, and contribute in accordance with their unique strengths is critical for successfully keeping up with change. A key component is to deliberately focus on building a diverse, equitable, and inclusive culture where all contributors with various life experiences are encouraged to bring perspectives with broader, more heterogeneous visions of how to engage, innovate, and serve.

To attract, retain, and develop staff and create a top-notch workplace with world-class IT professionals, we will commit to the continual renewal of our workforce to develop their talent and enhance their well-being. The vast and varied knowledge and experience of our people goes well beyond IT applications, systems, networks, and security. It includes planning, reading, and writing skills; speaking, listening, and facilitation skills; and creativity, resilience, and patience.

Key Initiatives

Leadership Development

Diversity, Equity, and Inclusion

Staff Development

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