IT Transformation at K-State

Protecting K-State

To transform K-State, a three pillar strategy is being implemented to transform how the university **plans, governs, and organizes** its approach to Information Technology.

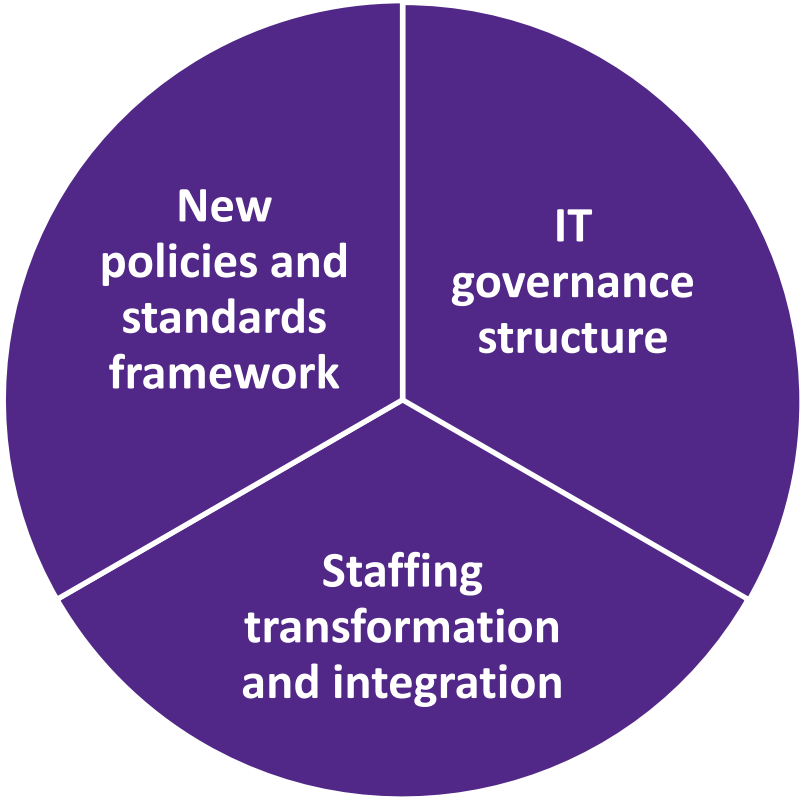
- Why we are transforming IT?
- What this initiative will accomplish?
- How will this be implemented?

Transforming K-State's IT Infrastructure: The Why

- We are **"One K-State"** in the eyes of KBOR, State of Kansas and our constituents.
- We are aware of vulnerabilities in our current technology environment:
  - Existing practices create significant risk to the entire organization.
  - Highly fragmented IT environment with a varying range of technical knowledge and alignment.
  - No consistent standard of cybersecurity preparedness or response.
- Recently Huron assessment identified issues of IT governance, IT policies and IT management and cybersecurity which introduce institutional wide risks.
- While some risks have been addressed, the next step is to institute best practices and standards across the university. **Investment and changes are needed to secure and protect K-State.**

What We Are Working to Achieve

Over the next several months we will be transforming IT to serve as a strategic partner of academic and administrative units.



Our Goals of IT Transformation

- Reduce risks by modernizing infrastructure and practices.
- Align standards of IT management and security frameworks.
- Enhance technical depth and expertise within the IT environment.
- Enhance cybersecurity preparedness, posture and defense.
- Create a standard of service across K-State.

Achieve One K-State

Modernizing Policies and Practices

- Currently, many IT polices are not adequate for current/future IT demands.
- There is no modern framework for adopting IT policies.
- K-State has collaborated with Huron to develop a policy lifecycle program and roadmap of priority policies for implementing industry best practices.
  - The new process will engage stakeholders for input,
  - Be agile and nimble to adapt quickly to an ever-evolving IT landscape,
  - Include enhanced communication and organizational training on policies and implementation.

Instituting A Cybersecurity Framework

- The State of Kansas has adopted the National Institute of Standards and Technology Cybersecurity Framework (NIST-CSF 2.0) and it is anticipated that KBOR will require this of all institutions.
  - Ensures consistency and standardization of services.
  - Improves change management, minimizing user impacts and addresses risk.
- NIST self assessment underway to determine each major unit's baseline "score".
  - Anticipated July completion by Huron.
  - Collaboratively, we will work to enhance each unit's maturity, and in turn our overall collective score.
- KBOR will also conduct a baseline assessment this year and annual audits.

Governing IT Structure

- Design an institutional IT governance framework with executive oversight and cross-functional representation to provide strategic guidance and codify decision-making in support of modernization, transformation and alignment with the Next-Gen K-State strategic plan.

- Goals
  - Increase agility to drive transformation through effective IT governance.
  - Improve collaboration, alignment and service through planning and engagement.
  - Develop strategic institutional wide approach for IT investment and direction while addressing unique needs.

Aligning K-State's IT Structure

- Visibility and importance of cybersecurity within the State of Kansas
- Legislation around alignment and accountability
- **SB291 – Cybersecurity Act**
  - **Aligns cybersecurity staff under the Chief Information Technology officer**
  - **Integrate all branch information technology services into the Office of Information Technology Services**
- KBOR will expect alignment with state requirements (expectation of compliance)
- KBOR members are crafting language and policy, adopting frameworks and developing standards to include affiliates

KBOR and the State of Kansas will expect us to meet these requirements.

Next Steps

New policies and standards framework

- Adopt 5 high priority security and data use policies *[ASAP]*
- Adopt additional high/medium priority policies *[3-5 months]*

IT governance structure

- Develop framework with assistance from Huron *[underway]*
- Request stakeholder feedback
- Implementation *[Jan. 2025]*

Staffing Transformation and Integration

- Implement Integrated Staffing Model
- Staffing and structure – Division of IT
- Staffing and structure – Distributed IT Leadership
- Staffing and structure – Distributed IT Departmental Staff

Implementing An Integrated Staffing Model

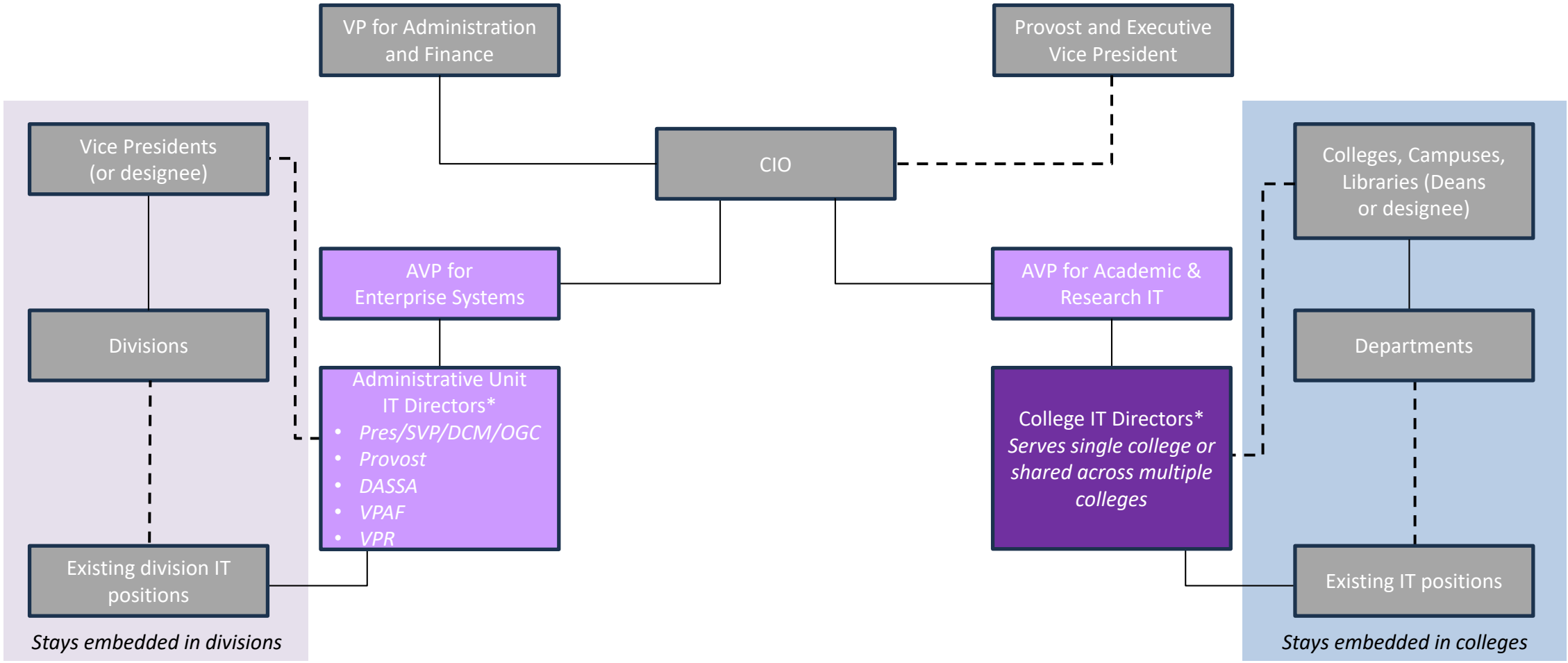
Affinity based model:

- Resources and expertise exist within the unit but aligns reporting responsibilities within the division of IT.
- Improves coordination and collaboration through a unified reporting structure.
- Improves ability to offer consistent technical experiences for our workforce, instructional spaces, and research areas.
- Implements consistent training for our IT workforce to meet ever changing technical standards and best practices
- Enhances cybersecurity and risk management through improved oversight

Staffing and Structure – Division of IT

- Additional IT positions to:
  - Infuse expertise in securing core infrastructure and improving security posture
  - Shift university security posture from reactive to proactive.
  - Develop and maintain secure data storage, computer and workstation environments.
  - Focus on creating scalable secure university IT solutions.
  - Modernize and streamline data integrations to strengthen data privacy.
  - Ensure accountability for service and consistency across K-State.
- Two new AVP positions to provide IT leadership and oversight to unit level IT staff
  - Assistant Vice President - Enterprise Systems
  - Assistant Vice President - Academic & Research IT

Staffing and Structure



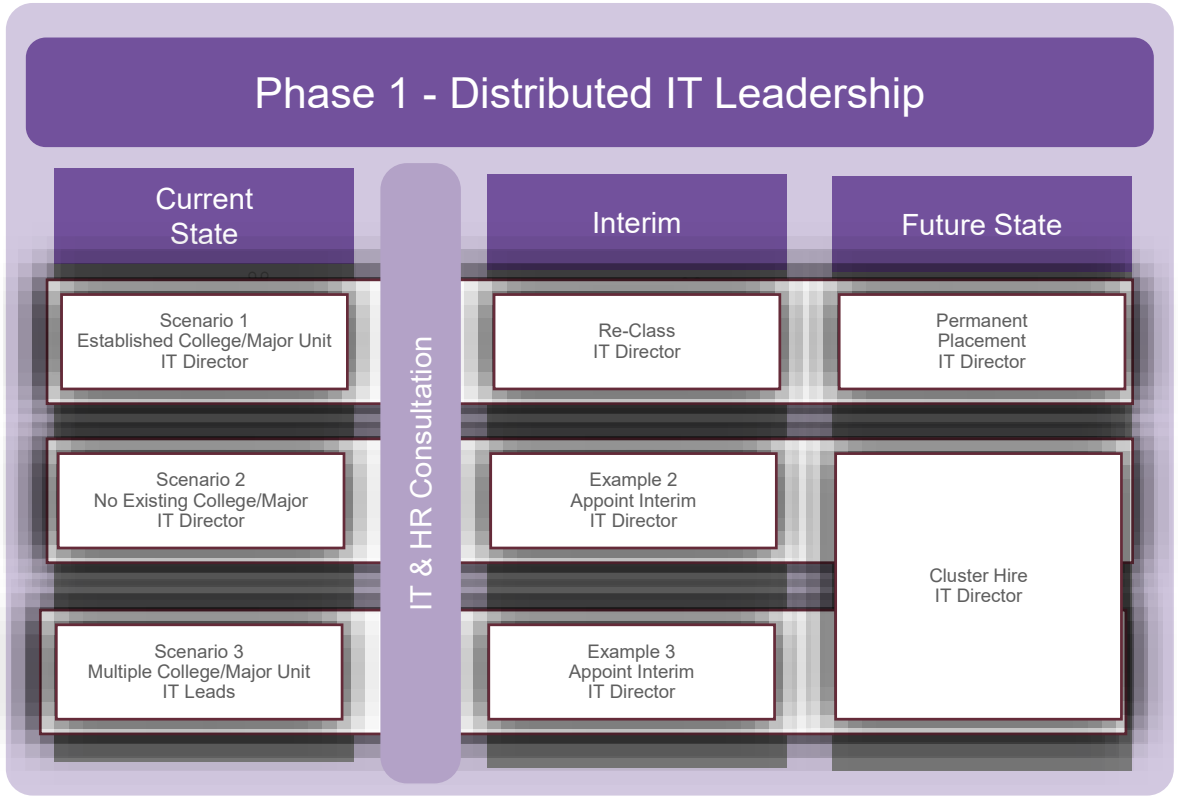
Existing Position **New Position** **New or Reclassified Existing Position**

*Positions funded centrally and remain embedded with unit

Staffing and Structure – Distributed IT Leadership

- New College/Major Unit IT positions aligned to:
  - Collaboratively develop and implement strategic IT plans for a college/major unit aligned with the college/unit's strategic plan.
  - Provide leadership for all college/major unit IT positions.
  - Ensure college/major unit operations and security posture align with university policies.
- Positions housed within each college/major unit.
- **Positions will have a solid reporting line to new AVP positions AND a dotted reporting line to the dean/major unit leader or designee.**
  - Deans may delegate responsibilities to Associate Dean with tenure to ensure academic interests are represented.
- Positions classified based on complexity of units they serve and will be centrally funded.
- A cluster hire approach will be utilized to recruit and hire IT director roles.

Phase 1 – Distributed IT Leadership Timeline



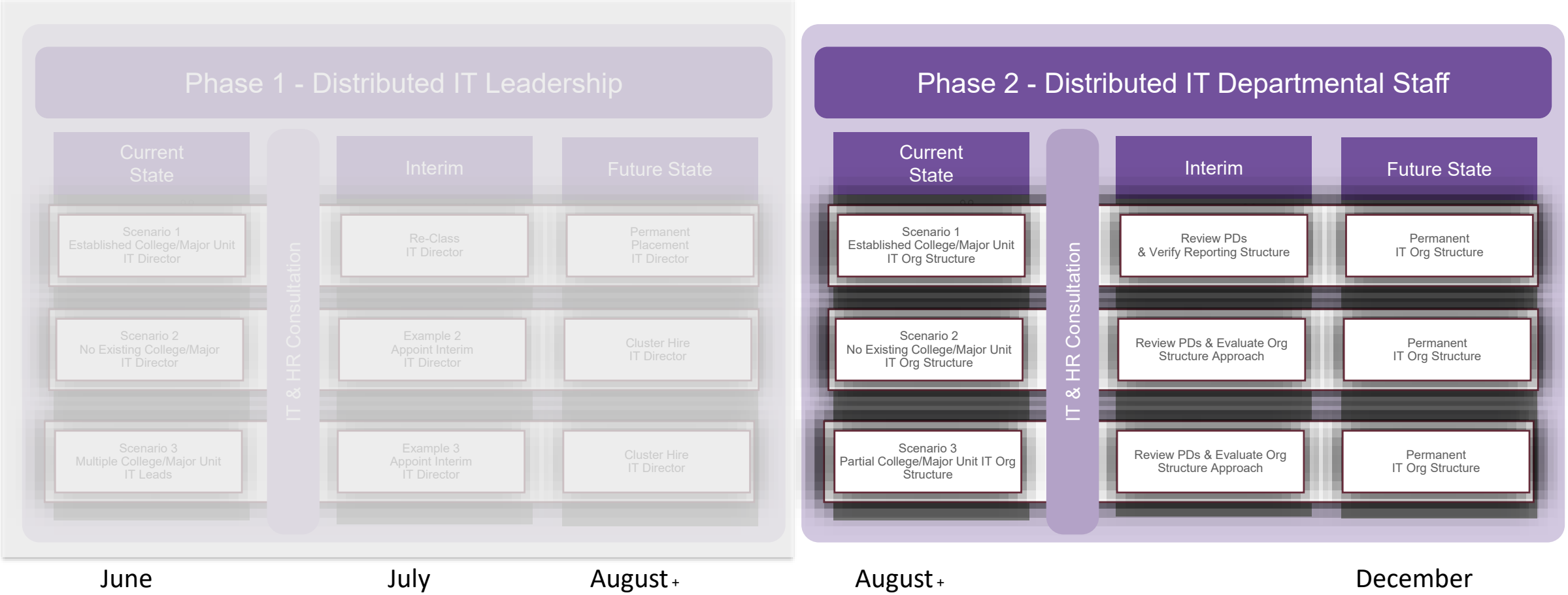
June July August+

Staffing and Structure – Distributed IT Departmental Staff

Review of existing department level IT positions

- Deans/vice presidents, college/major unit IT director and HR will review role, responsibilities, and technologies managed over next 3-6 months.
  - A consultative approach will identify FTE performing IT responsibilities and how these roles will align within the new IT structure.
  - **IT positions at the departmental level will have a solid reporting line to the college/major unit IT director with dotted reporting back to department or other college positions as determined by dean/vice presidents.**

Phase 2 – Distributed IT Departmental Staff Timeline



Implementation Next Steps

- Recruit Interim AVP for Academic & Research IT [underway].
- Begin college/major unit consultations *[July].*
  - College/major unit IT director positions are aligned with Director Level I, II, and III.
  - HR conducts reclassifications.
  - Effective July 21 pay period, college/major unit directors begin reporting to Interim AVP; college/major unit IT staff may immediately begin reporting to IT directors depending on complexity.
  - Complete college/major unit IT staff realignment target completion by CY24.
  - If no college/major unit IT director is in role, an interim may be named.
- Start recruitments for any new college/major unit IT directors *[August].*
  - Utilize cluster hire process which engages college/major units and central IT.
  - Allows distributed IT employees to apply for roles as they wish.

Roll out and Communication Next Steps

- Faculty Senate Leadership [June 25]
- Deans and Distributed IT Leadership/Points of Contact [June 25]
- Joint letter to Distributed IT staff (SYS Admin group) from Jesse and Ethan with K-State Today preview and nod to future open forum [June 27]
- Campuswide communication [June 28]
  - Website is available with FAQs, updated org charts, and it-transformation@ksu.edu for questions/feedback.
  - Transition Team is announced.
    - Executive Sponsors: Jesse Mendez, Ethan Erickson
    - Members: Thomas Bunton, Shanna Legleiter, Marci Ritter, Shannon Leftwich, Ashley Bourne, Interim AVP-Academic IT & Research to be named mid-July, the AVP for Enterprise Systems, and Kelly Moon
    - This transition team will work with key points of contact appointed by the deans and vice presidents as we move through implementation.