

Information Technology Services

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Information Technology Services Objectives and Key Results (OKRs) for 2026-2027

OKRs for the coming year are outlined below, together with their alignment to the three overarching goals detailed in the “Wesleyan 2020” framework for strategic planning (see below).

Wesleyan 2020 Goals:

1. Energize Wesleyan’s distinctive educational experience.
2. Enhance recognition of Wesleyan as an extraordinary institution.
3. Work within a sustainable economic model while retaining core values.

OKRs for 2026-2027 are grouped in the following three areas:

- Enterprise Risk Management
- Continuous Service Improvement
- Building Future Capabilities

	Enterprise Risk Management		Continuous Service Improvement		Building Future Capabilities
	O₁: Execute security roadmap ¹		O₁: Complete Workday Student Implementation		O₁: Build AI capacity (systems and people)
	O₂: Expand security awareness training		O₂: Implement HR Service Delivery		O₂: Consolidate redundant communications systems ¹
	O₃: Modernize data governance to enable AI efficiencies		O₃: Support internal web redesign with Sharepoint and AI in ServiceNow portal		O₃: Prioritize technology spending to create needed capacity ¹

Enterprise Risk Management (All objectives in this area tie to Goal #3 above as mitigating risk reduces potential loss)

O₁: Execute Security Roadmap (details redacted from public-facing PDF)

O₂: Expand security awareness training

KR₁ – Transition from Litmos to KnowB4 platform (October, 2026)

KR₂ – Conduct phishing simulations to test response (Timing TBD)

KR₃ – Conduct annual training and evaluate performance (Dec – Feb)

O₃: Review and update data classification and governance – Recent and ongoing changes to campus systems of record (e.g. PeopleSoft to Workday), along with considerations of the appropriate use of AI to analyze institutional data, compels us to review our data classification, security, and access.

KR₁ – Conduct a data governance model maturity assessment by 12/1/2026

KR₂ – Update data classifications and assigned stewards within Workday by 2/1/2027

KR₃ – Develop a long-range plan for the technology stack by 6/30/2027

This objective was delayed until the arrival of the new CISO and the completion of the Workday Student implementation as all relevant resources were consumed on those two objectives. This OKR is being rebooted for Fall 2026.

¹ indicates a multi-year effort

Continuous Service Improvement (All objectives in this area tie to Goal #1)

O1: Complete Workday Student Implementation – The success of the Workday Student implementation is critical to operations and is the number one focus of Enterprise Systems over the next 6-12 months. All students, courses, and related functions are live in Workday as of September, 2026. Extensive community training and engagement will occur in the coming academic year. A detailed project description and timeline are on the project [website](#).

KR1 – Onboard first year students, enable course registration by 9/1/2026 (Done)

KR2 – Migrate continuing students from PeopleSoft to Workday by 9/1/2026 (on schedule)

KR3 – Complete all academic semester activities (fall/spring) for the first time in Workday (June, 2027)

O2: Implement and optimize Human Resources Service Delivery platform using ServiceNow December, 2026)

KR1 – Launch new HR Service Delivery module in ServiceNow (September, 2026)

KR2 – Develop and populate MS Sharepoint site to support redesigned HR website, complete with NowAssist chatbot (December 2026)

KR3 – Onboard new Assistant Director of Service Delivery to support ServiceNow environment, including new Human Resources and Facilities operations

O3: Support internal web redesigns for the Web Re-engineering Project with Sharepoint and AI in ServiceNow portal

KR1 – Provide Microsoft Sharepoint training for internal-facing website content managers (December 2026 and ongoing)

KR2 – Supervise content migration and connect to NowAssist chatbot to enable self-service through WesSupport (as new sites come online).

KR3 – Measure content consumption for new sites to evaluate success

Building Future Capabilities (All objectives in this area tie to Goals #1 and #2)

O1: Build AI capacity (systems and people)

KR1 – Pilot local LLM (December 2026)

KR2 – Implement and refine AI governance structure to manage risk and compliance, and to ensure sustainability (December 2026)

KR3 – Continue staff development program for AI skills (set participant goals for fall and spring)

O2: Consolidate redundant communications systems – we currently pay for and support two full-featured communications platforms (MS Teams and Zoom), both of which provide critical and complementary capabilities to the administrative and academic enterprises at Wesleyan. Both of these solutions are also capable of providing Voice over Internet Protocol (VOIP) telephone service, which we currently provide using the Avaya phone system. To make better use of limited resources, we propose to migrate from Avaya to either MS Teams or Zoom phones. Each has advantages and disadvantages which we will evaluate in route to a solution.

KR1 – Conduct a thorough evaluation of the pros and cons of each platform, including cost, functionality, and user experience (December 2026)

KR2 – Contract with selected vendor (January 2027)

KR3 – Implement new solution, including training, documentation, etc. (June 2027)



O₃: Prioritize technology spending to create needed capacity - Contractually obligated increases for existing technology solutions, combined with an increased reliance on technology in all areas of the institution, have outpaced our current funding model. Tough decisions lie ahead.

KR1 – Develop options for consideration by all cabinet areas (March 2027).

KR2 – Present plans to Information Technology Committee (Fall 2026 and Spring 2027)

KR3 – Begin executing budgeting changes in FY28 (May 2027)

Please contact Dave Baird, VP/CIO, at dbaird-at-wesleyan.edu with any questions on these initiatives.