



Annual Report

*The Story of Our Year:
Stability, Agility, and Growth*

July 1, 2024 - June 30, 2025



Cloud Infrastructure



Cybersecurity



Networking



Data Management

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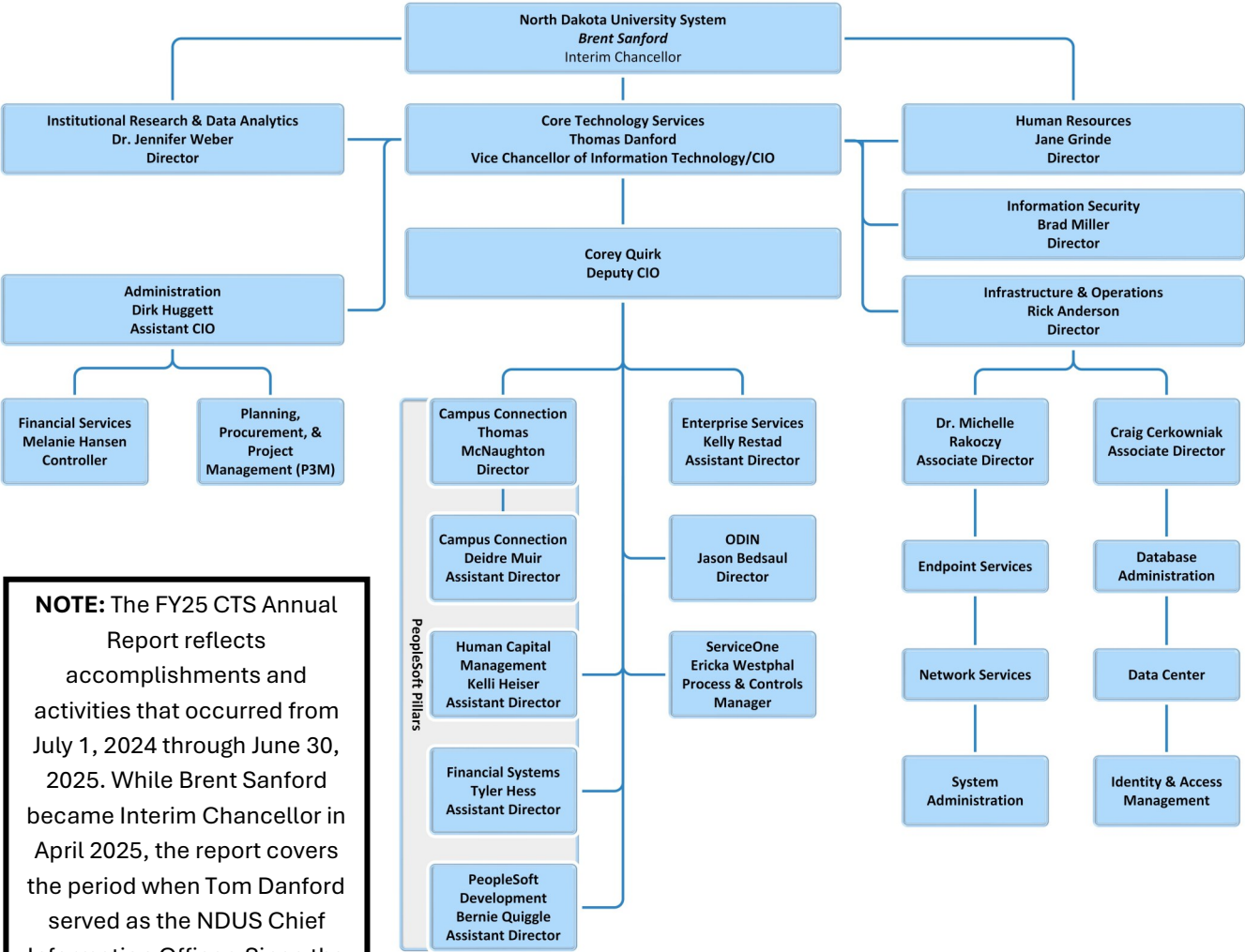
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Core Technology Services Leadership Team



NOTE: The FY25 CTS Annual Report reflects accomplishments and activities that occurred from July 1, 2024 through June 30, 2025. While Brent Sanford became Interim Chancellor in April 2025, the report covers the period when Tom Danford served as the NDUS Chief Information Officer. Since the close of the fiscal year, several leadership titles have changed - Chancellor is now Commissioner, and Vice Chancellor for Information Technology is now Chief Information Officer - to better align with systemwide governance terminology.



CTS staff gathered for the 2025 Summer Palooza, celebrating with a fun beach theme filled with tropical colors, laughter, and team spirit. A perfect way to close the summer and celebrate connection across NDUS!

Office of the CIO

A Message from the Vice Chancellor

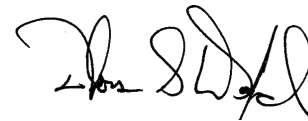
It is my honor to present the CTS Annual Report, which highlights a year of remarkable achievement and steadfast dedication. As a shared-services IT organization, CTS provides the North Dakota University System with economies of scale that amplify value across all 11 campuses. By providing Enterprise IT Services, we deliver stronger security, accelerate the adoption of new tools, and streamline compliance creating an environment where innovation and reliability thrive.

This past year, CTS advanced several critical initiatives. We enhanced ServiceOne to improve service management, invested thousands of hours in PeopleSoft upgrades and security patching to safeguard payroll and student services, and expanded automated testing to strengthen confidence in system reliability. At the same time, we laid the foundation for future priorities such as ERP modernization, NDBuys procurement automation, and systemwide improvements of user account deprovisioning. These projects reflect a forward-looking commitment to both operational excellence and long-term resilience.

At the heart of every achievement are the people of CTS. Their expertise, adaptability, and collaborative spirit turn challenges into opportunities and ensure that essential services remain stable, secure, and accessible. Together with our campuses, CTS is shaping the future of higher education technology in North Dakota building trust and readiness one system, one integration, and one project at a time.



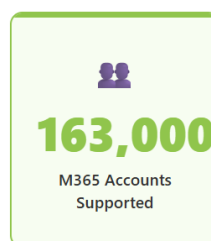
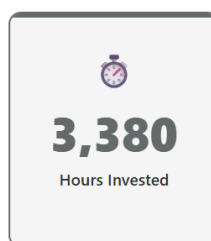
NDUS Vice Chancellor of
Information Technology;
CTS CIO



The Foundation - Maintaining What Matters

Behind every secure login, every payroll deposit, and every student enrollment record is the dedication of our CTS teams. This report shares how we maintained, innovated, and advanced in service of the North Dakota University System.

By the Numbers



Strong institutions are built on stable systems. For CTS, maintaining enterprise services is not a routine task but a strategic commitment to protecting data, streamlining processes, and empowering sound decision-making.

Over the past year, our teams devoted an average of 173 days to maintaining Finance (FIN), Human Capital Management (HCM), and Campus Connection (CC), the core modules of PeopleSoft (PS), the Enterprise Resource Planning (ERP) system. That represents nearly half the year dedicated to ensuring these systems operate at their best through proper maintenance.

Beyond PeopleSoft, CTS supports additional enterprise applications that are critical to daily operations. These include the Learning Management System (LMS), Blackboard, which enables teaching and learning across all campuses. In addition to its core services, CTS maintains ancillary systems that manage student housing, parking, and room space allocation. The team also supports essential security systems and Microsoft Office 365 (M365), ensuring secure collaboration, communication, and productivity tools are available to every student, faculty member, and staff member. Together, these applications provide consistent, seamless services that underpin both academic and campus life.

In total, CTS staff invested more than 3,380 hours in upgrades, security patching, and system enhancements. Each patch applied and every upgrade completed was more than a technical adjustment; it was a safeguard for payroll, tuition billing, financial reporting, and student services.

By keeping pace with updates and applying patches proactively, we prevented the buildup of technical debt. This disciplined approach ensures NDUS remains compliant with evolving regulations, ready to adopt new features, and positioned to avoid costly emergency fixes.

Building Confidence – Testing for Tomorrow

Maintaining stability is essential but testing is what builds trust. For example, this year, CTS expanded its automated testing capacity, developing 864 PeopleSoft Test Framework (PTF) scripts across the three major pillars.

*Automation is our multiplier.
It gives us scale, consistency,
and confidence.*

Automated testing scripts act as guardians of quality. Each time we introduce a patch, integration, or new feature, these scripts are used to verify functionality and minimize the risks of disruptions. They reduce errors, improve efficiency, and provide consistent results across environments.

Manual testing remains part of our process, but automation has multiplied our capacity. It allows us to test faster, cover more ground, and release updates with confidence so that employees, students, and institutions experience reliable services.

*“(I am) always impressed with how helpful CTS is.
They are willing to not only fix the problem, but train on the process.”*

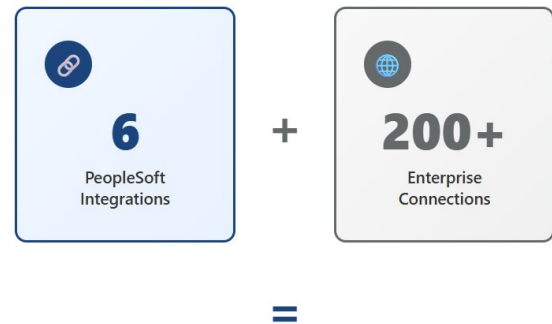
- Sandy Hageness, DCB

Connection – Integrating Systems, Empowering People

PeopleSoft does not stand alone. It is the hub of a larger enterprise. Integrations allow Finance, HCM, and Campus Connection to connect with third-party systems, vendors, and services including Blackboard and numerous other enterprise systems across NDUS. The integrations are used for a wide variety of learning tools including major publishers like McGraw Hill and Pearson. Other integrations include a video service called YuJa and a math and science solution called MyLab and Mastering.

This year, CTS maintained 122 active integrations to PeopleSoft, adding six new ones to support growing needs. Each integration represents a bridge, enabling real-time data flow and reducing the burden of manual processes.

From payroll to admissions, these integrations - together with enterprise-wide connections - make NDUS operations seamless. They eliminate data silos, reduce errors, and allow leadership to make decisions with up-to-date information.



Agility in Action – Change Requests

Why It Matters:

- * Supports business agility
- * Drives continuous improvement
- * Reduces risks through timely fixes
- * Demonstrates the value of CTS teams

Change is constant, and the ability to adapt quickly is what keeps NDUS moving forward. Change requests embody this agility, transforming evolving needs into tailored solutions. Whether sparked by new compliance requirements, departmental initiatives, or staff-identified improvements, these requests are the heartbeat of progress.

For CTS, each change request represents more than a task; it is an opportunity to demonstrate responsiveness, creativity, and collaboration. By carefully analyzing needs, developing solutions, and testing updates, our teams deliver enhancements that improve user experience, reduce risks, and showcase the value of shared services.

If integrations are bridges, then change requests are proof of agility. Over the past year, CTS completed nearly 1,500 change requests including 856 across PeopleSoft pillars and an additional 623 across enterprise infrastructure and systems outside of PeopleSoft.

➔ **Campus Connection (396):** From admissions to student records, these requests improved accuracy, automation, and user experience for thousands of students.

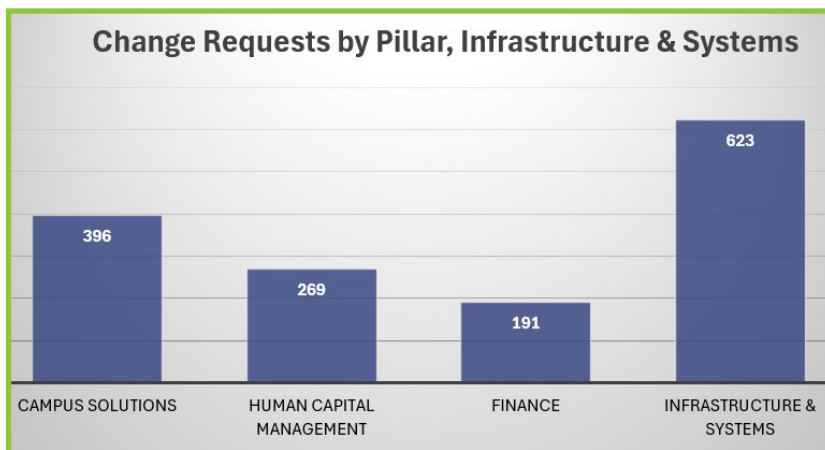
➔ **Human Capital Management (269):** Enhancements supported payroll, recruiting, benefits, and compliance, ensuring employees and HR staff could rely on efficient processes.

“Within CTS, staff are always willing to troubleshoot issues, and when a resolution is not readily available, they ensure the matter is advanced to the appropriate person so that the right answer is found.”

Nancy Kasper, NDSU

➔ **Finance (191):** Requests streamlined grants management, travel and expense, and general ledger processes, making financial tracking more precise.

Together, these efforts reflect the adaptability of CTS and its commitment to delivering services that meet the evolving needs of students, faculty, and staff.



Arul TT & Devin McCall accepted the Innovator Award on behalf of CTS from Oracle

Beyond Systems – Investing in People

Technology is only as strong as the people who support it, and CTS draws its strength from a highly experienced workforce. More than 40 employees have served for over 20 years, including several with 35 to 47 years of tenure, contributing invaluable institutional knowledge and experience. In FY25, CTS maintained a turnover rate of just 3.65%, with most departures due to retirements, which reflects the organization’s strong culture of retention and commitment. This depth of experience ensures stability, continuity, and mentorship while fueling innovation and strategic planning.

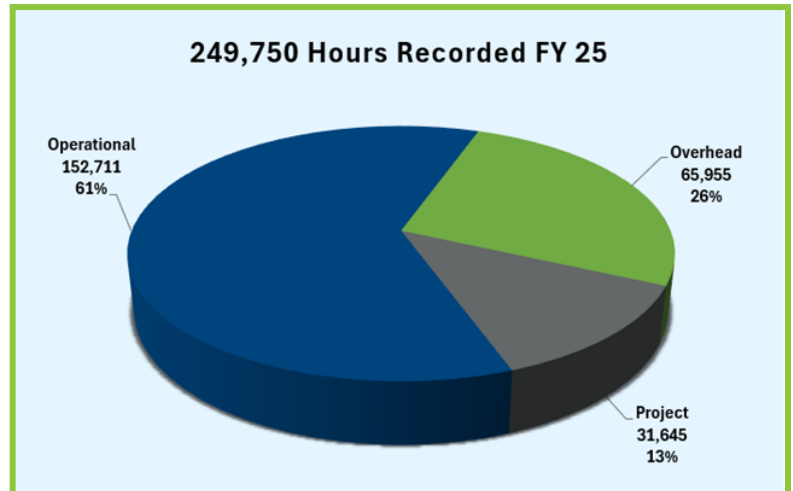
Why It Matters:

Investing in people builds organizational resilience, strengthens morale and retention, and positions CTS as both a reliable partner within NDUS and a thought leader in higher education technology.

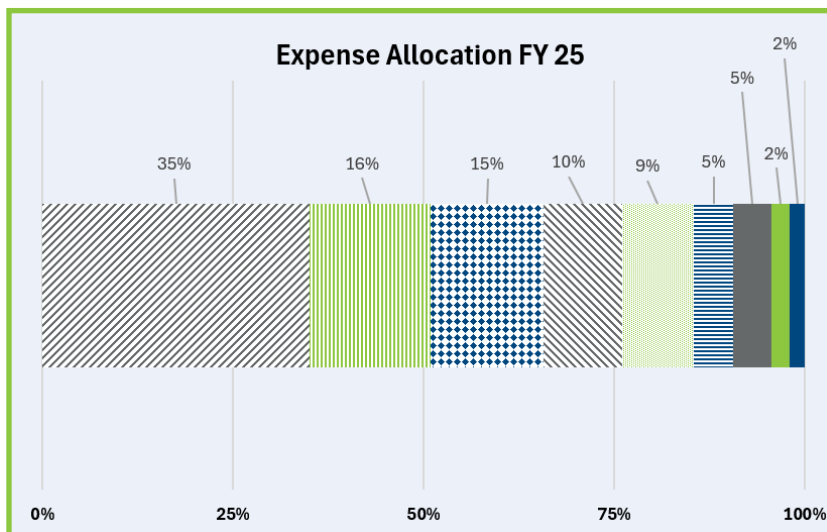
Building on this foundation of experience and retention, CTS invested in strengthening support systems and fostering community. The organization introduced a new Communications Specialist position, expanded job duties to support the HR department, and rolled out a series of micro-trainings - initiatives that streamline operations, improve employee services, and make knowledge more accessible. With the launch of an enhanced internal website, employees now

have a single, user-friendly destination for accessing training materials, educational resources, policy updates, and procedural documentation. This centralized platform has simplified how staff stay informed and engaged. Staff are further welcomed into a culture of communication through monthly all-staff meetings, quarterly meet-and-greets, and annual events such as the Summer Palooza, Chili Cook-Off, and Holiday Party, all of which strengthen community and morale.

In FY25, CTS staff recorded a total of 249,750 hours in operational, project, and overhead activities. Nearly two-thirds of this time - 61% - was dedicated to operational support that ensures daily reliability and system stability. Another 13% advanced project initiatives that drive innovation and growth, while 26% represented essential overhead such as administration, coordination, and compliance.



Operational time was down 4% and project time went up 3% from FY24, allowing more time to be spent on strategic initiatives. This balanced distribution illustrates how CTS strategically deploys staff time to maintain strong foundations while investing in initiatives that prepare the system for the future.



Just as CTS strategically manages staff time, it also carefully allocates financial resources to sustain operations and invest in people. In FY25, salaries and benefits accounted for half of all expenditures, underscoring CTS's commitment to attracting and retaining a highly skilled work force. The remaining investments supported operations through services, equipment, communications, and

professional partnerships that empower staff to deliver reliable and innovative technology across NDUS.

Professional development and leadership growth remained priorities as CTS built on this culture of connection to prepare staff for the future. Trainings focused on wellness, generational collaboration, positivity, and emerging technologies like AI, while leadership meetings were restructured to emphasize collaboration, accountability, and succession planning. These efforts were supported by new resources such as a career pathing framework and position description

warehouse, giving leaders the tools to guide employee development and strengthen organizational clarity.

Extending this spirit of growth beyond the university system, CTS staff also emerged as recognized leaders in the broader higher education technology community. Their influence reached national and international audiences through service on advisory committees, board appointments, and presentations at conferences such as the Higher Education User Group (HEUG), PinkElephant, and the Midwestern Higher Education Compact (MHEC).

Together, these contributions demonstrate how CTS employees not only sustain and strengthen NDUS but also contribute to shaping best practices across the higher education technology community.

From earning national awards for innovation to presenting at leading conferences, CTS has continued to demonstrate leadership in higher education technology. This year, the team was recognized as the Quest Customer of the Year and received the PeopleSoft Innovator Award for rapidly deploying Insights dashboards. Staff also shared expertise with national audiences through presentations at the Alliance and Blueprint 4D conferences.

2 National Awards

Quest Customer of the Year and PeopleSoft Innovator Award

5+ National & International Conferences

Presentations at Alliance, Blueprint 4D, HEUG, PinkElephant, and MHEC

Comprehensive Staff Development

Trainings on wellness, collaboration, positivity, AI, and generational dynamics

Leadership Resources

Career pathing framework and position description warehouse launched to support succession planning and organizational clarity.

Global Influence

CTS leaders served on advisory committees and boards shaping best practices in higher education technology.



NDUS CTS receives 2025 Distinguished PeopleSoft Service Customer of the Year Award

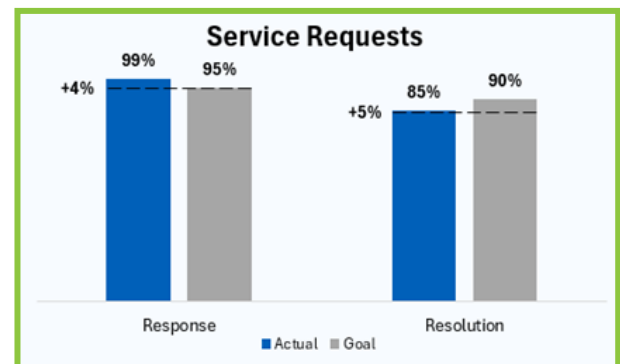
Expanding the Horizon – Going Above and Beyond

While PeopleSoft remains central to our mission, CTS's work extends well beyond enterprise systems. Our teams drive initiatives that shape not only the daily operations of campuses but also the broader communities we serve. From enhancing digital access and supporting research collaborations to strengthening cybersecurity and enabling innovative teaching tools, our efforts ripple outward touching students, faculty, and staff across North Dakota and even reaching international audiences. Each project reflects our commitment to building connections, fostering growth, and ensuring technology serves as a bridge rather than a barrier.

ODIN: Supporting over 300 libraries across North Dakota, ODIN provided system support, authentication services, and collaborative purchasing. These efforts saved libraries more than \$17 million annually, while ensuring rural communities had access to the same resources as major research institutions.

From rural libraries to global interactions, CTS is shaping the future of service.

ServiceOne: Our Information Technology Service Management (ITSM) platform continued its evolution, expanding reporting, knowledge management, and achieving Service Level Agreement (SLA) goals. This year also marked CTS's debut as presenters at the PinkElephant Conference on ITSM transformation.



"I enjoyed hearing about how your organization recognized organizational change strategy."

- Participant, navigating an ITSM Transformation Journey Session by Betsy Watts & Ericka Westphal, 2025 PinkElephant Conference

IDEG: The Information and Data Executive Governance (IDEG) structure reaches across all NDUS institutions, System Office, and Core Technology Services. This year's initiatives ranged from automating legislative tracking, which saved more than 500 staff hours and provided near real-time access to critical data, to modernizing the capital request process.

The team advanced the development of a lakehouse, a modern data warehouse that provides a scalable and cost-effective foundation for analytics. An example of how the data is used in the lakehouse includes the launch of a daily enrollment dashboard to inform the SBHE and system leadership on up-to-date enrollment trends, replacing manual processes with timely, accurate data. Together, these initiatives strengthened efficiency, transparency, and long-term success across NDUS, reflecting the broad scope of CTS's mission.

Infrastructure, Networks, & Cloud – Strength at Our Core

Every user login and application relies on a complex infrastructure that must continually adapt to growing demands. This year, CTS advanced major initiatives in networking, cloud adoption, endpoint management, and disaster recovery to ensure the North Dakota University System has the resilience, scalability, and security it requires.

CTS INFRASTRUCTURE GROWTH

Powering NDUS with Reliable Technology Solutions



DELIVERING EXCELLENCE

CTS provides the reliable infrastructure that powers the North Dakota University System.

CTS supported UND's transition of network management to an external managed service provider for more than 110 campus buildings. Enterprise-wide, a new IT Disaster Recovery Plan based off a Business Impact Analysis (BIA) was completed, providing faster recovery and stronger safeguards for mission-critical systems. Operational resilience also grew through the upgrades and enhancements in preparation for the installation of a third data center generator, enhanced network management, and significant upgrades to the NDUS private cloud.

Cloud adoption advanced with the restructuring of the Azure Landing Zone and the continued expansion of Intune for device management. In total, over 7,000 devices are fully or partially cloud managed within the NDUS tenant. In addition, CTS directly supports more than 150 CTS and System Office users and actively manages over 50 applications on their devices, ensuring staff have the secure, up-to-date tools needed to work efficiently. These advancements deliver not only greater flexibility but also significant cost savings – server hosting fees will be reduced from a base rate of \$401.95 to \$80 per month beginning in FY26 – removing barriers to secure and scalable infrastructure.

A complex network of servers, virtualization, storage, and enterprise-wide systems underpins every service. CTS maintains Red Hat and Windows server environments, manages more than 425 virtual machines across hyper-converged infrastructure and operates an Active Directory and Azure environment. Data resiliency is reinforced through backups, with 162 TB stored onsite and 261 TB offsite. Industry-leading enterprise-wide applications and services such as firewalls, WiFi onboarding with certificate-based authentication, DNS/DHCP, network design and support, and data center/WAN management are also maintained.

A resilient and secure infrastructure helps students, faculty, and staff maintain reliable access to the digital tools and services they need every day. By strengthening these foundations, CTS empowers campuses to innovate, adapt, and thrive in an increasingly digital world.

"CTS does a really good job of keeping us informed of planned and unplanned outages and the status of the outage. I appreciate that."

- Lisa Miller, BSC

Cybersecurity & Compliance – Safeguarding NDUS

Security and compliance remained top priorities for CTS throughout the year. Confirming its dedication to accuracy and resilience, CTS successfully managed multiple internal and external audits in finance, security, and operational procedures, with only minimal issues identified. These strong results underscored the effectiveness of system safeguards and reinforced trust across campuses. The NDUS Security Operations Center (SOC) exemplified this vigilance by investigating nearly 12,901 incidents ranging from phishing to malware and attempted intrusions. With a Security Operations Manager and three dedicated analysts, the SOC prevented attacks before they escalated, ensuring there were zero major breaches and that sensitive student and employee data remained protected. This capability was

Why It Matters:

Strong security and identity management protect student records, research, and institutional data from cyber threats, while ensuring that faculty, staff, and students can securely access the technology they rely on every day.



further enhanced by migrating SOC incident response and automation platforms to a new AI-driven system, enabling faster, more automated responses to threats. An advanced email security platform was also implemented, intercepting thousands of malicious emails daily and empowering analysts to investigate and respond to phishing attempts with greater speed and accuracy.

Alongside these defensive measures, CTS advanced several major security initiatives. Authentication was modernized through certificates, with progress

toward deploying an upgraded NDUS Access Manager. Microsegmentation enhanced security by isolating applications and workloads and network segments are isolated with firewalls, limiting threat movement, and reducing the attack surface. Shared services VPN deployment, expansion of high-performance computing resources, and enhanced campus-level support positioned NDUS institutions to adopt new tools, explore innovative models of education, and operate with confidence.

Cybersecurity investments also strengthened compliance and resilience across the system. Highlights included completing a system-wide OneDrive Security Audit, improving governance of SharePoint and Teams data, and advancing reporting and oversight for email authentication and security audits. Together, these initiatives safeguarded institutional data, protected research, and reinforced confidence in the digital tools that enable learning and operations.

Identity and access management remained central to this mission, ensuring NDUS accounts are secure and functional at scale. The centralized system supported 660,885 total accounts, created 47,010 new accounts in FY25, and managed 108,085 active accounts daily. CTS also added 23 new federated identity connections, bringing the total to 454, enabling seamless single sign-on across campuses.

Through these combined efforts, CTS not only maintained a vigilant defense but also strengthened compliance and operational integrity, preventing thousands of potential threats while reinforcing NDUS as a safe, trusted environment for learning, research, and work.

Shared Services – Key Achievements & Impacts

Why It Matters:

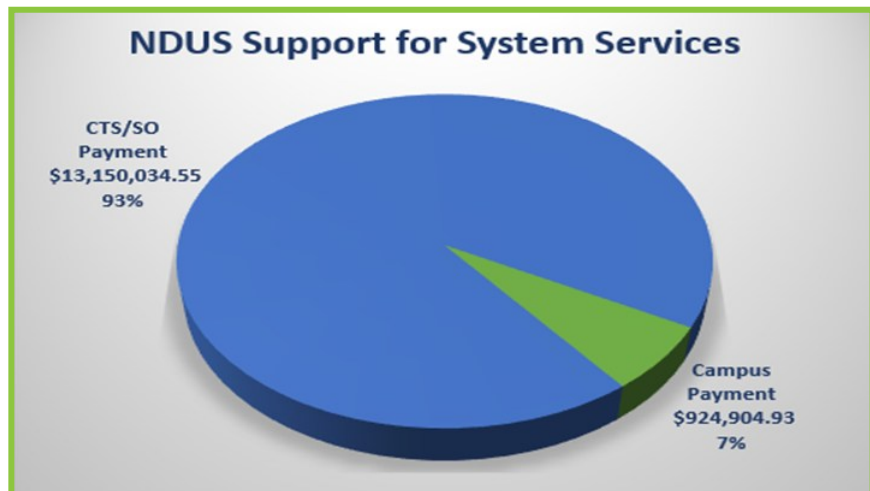
Shared services ensure that every student at any NDUS campus, large or small, has equal access to reliable, secure, and modern technology. By pooling resources through a shared funding model, CTS reduces duplication, controls costs, and provides consistent services across the system. This approach not only strengthens day-to-day operations but also builds the foundation for future innovation, ensuring that students, faculty, and staff can rely on technology that grows with their needs.

Shared services form the essential framework of technology across NDUS. They are the unseen yet indispensable functions that keep campuses connected, secure, and collaborative. From application support and infrastructure management to security, innovation, and accessibility, these services sustain daily operations and ensure that students, faculty, and staff can rely on technology to teach, learn, research, and work.

These services are funded through a shared model that balances central and campus support. In FY25, CTS/System Office payments covered the majority

of costs (**93%**), while direct campus contributions accounted for **7%**. This approach ensures that shared services remain consistent, cost-effective, and equitably distributed across all 11 campuses.

In FY25, CTS advanced system reliability, strengthened compliance, and launched new initiatives that directly benefited students, faculty, and staff. These achievements were more than technical milestones; they were tangible improvements in how campuses operate every day from registering for classes to running payroll. By continually evolving shared services, CTS provides the stability and innovation needed for NDUS institutions to thrive in a rapidly changing digital landscape.



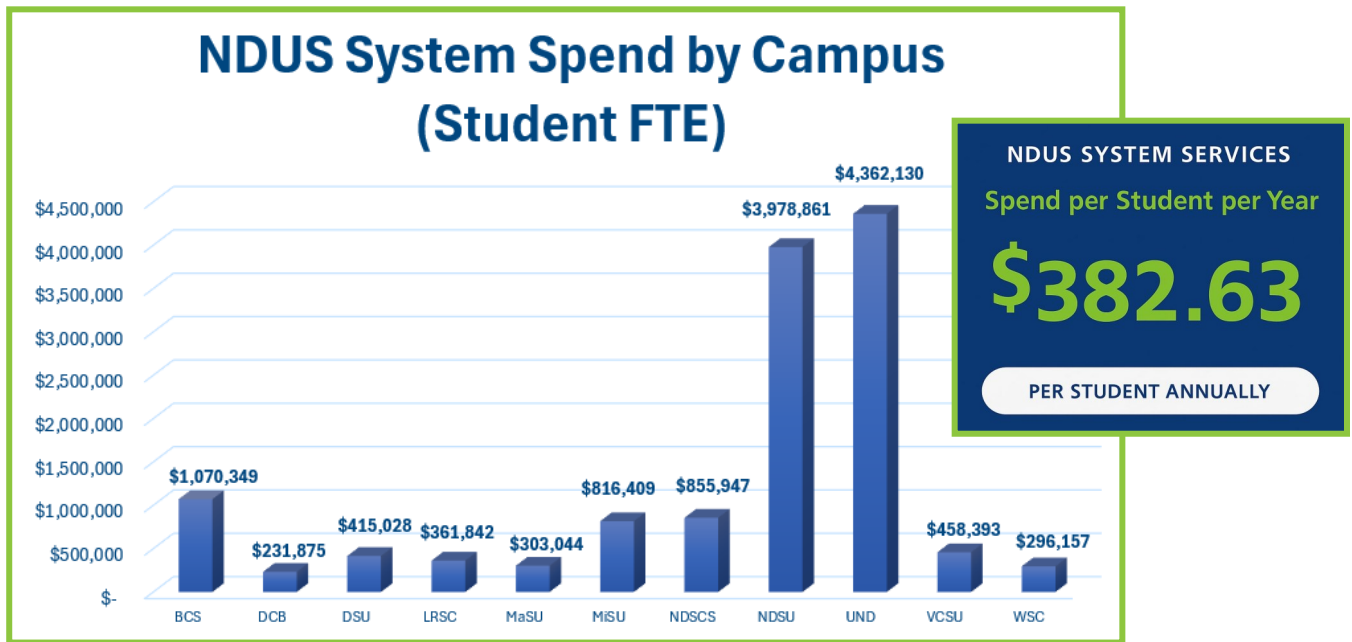
Collaboration & Institutional Benefit:

Collaboration remains central to how CTS operates. By working hand-in-hand with campus partners, we expand capabilities, strengthen accountability, and unlock innovations that serve the broader system.

- * Expanded use of Microsoft 365 tools
- * Migrated GT eForms to Helium
- * Enhanced ServiceOne with improved workflows

Why It Matters:

Collaboration helps campuses leverage shared resources, save costs, and create consistent technology experiences across the NDUS system.



Innovation & Reporting: Innovation drives efficiency. CTS builds custom solutions and reporting tools to help campuses gain insights, reduce costs, and improve services.

- * Built Power BI dashboards for licensing and user account deprovisioning.
- * Migrated GT eForms to Helium.
- * Enhanced ServiceOne with improved workflows and knowledge design.

Why It Matters:

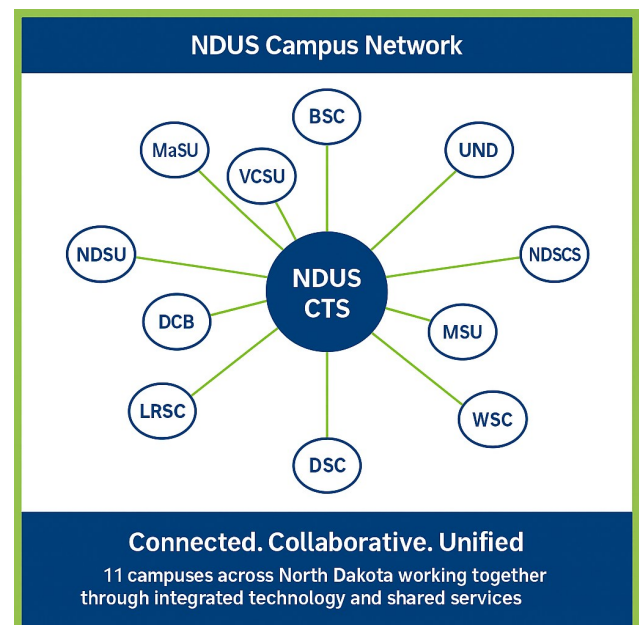
Innovation streamlines processes, reduces manual work, and empowers campuses to make better decisions with actionable data.

Accessibility & Inclusion: Accessibility is fundamental to NDUS. Through the Digital Access Collaborative and website redesign partnerships, we are building a culture of inclusion where digital services meet ADA standards and all users can engage equitably.

Why It Matters:

Accessibility ensures all students, staff, and stakeholders, including those with disabilities, have equal opportunity to learn, work, and engage with NDUS systems.

Shared services are about more than technology. They are about the foundation that connects 11 campuses, protects 660,000+ accounts, and empowers teaching, learning, and research across North Dakota.



Major Projects & Strategic Initiatives – Driving Innovation

Why It Matters:

LegiTrack AI demonstrates NDUS's commitment to innovation, leveraging AI to strengthen efficiency, advocacy, and responsiveness in higher education governance.

Every year brings transformative projects that shape the direction of NDUS technology. These initiatives go beyond daily operations, targeting long-term resilience, modernization, and user experience. From automation to disaster recovery, each effort reflects CTS's commitment to efficiency, security, and innovations – investments designed to strengthen the system, reduce costs, and improve the experience of students, faculty, and staff.

LegiTrack AI: CTS launched LegiTrack AI, an innovative tool that streamlines monitoring and analysis of legislative activity. Each biennial session introduces hundreds of bills and committees, creating a significant workload for NDUS staff. By automating this process, LegiTrack AI improves efficiency, accuracy, and advocacy while reducing the hours historically required for manual tracking.

"The LegiTrack AI system proved to be an invaluable asset by automating the demanding role of bill tracking coordinator during legislative session, saving countless man-hours. It provided a timely and seamless information flow of bill tracking information to the NDUS system."

- Bethany Kadrmas, NDUS System Office

Built on the NDUS Azure Cloud and powered by Azure Databricks, LegiTrack AI integrates near real-time data from the North Dakota Legislative Council's public API. The system applies artificial intelligence to deliver bill impact assessments, concise summaries, and recommended responses. The project, which went live in January 2025, saved hundreds of staff hours and enabled employees to focus on higher-value tasks and strategic decision-making.

Why It Matters:

Automation reduces errors, protects institutional data, and saves staff time freeing resources for more strategic work.

Why It Matters:

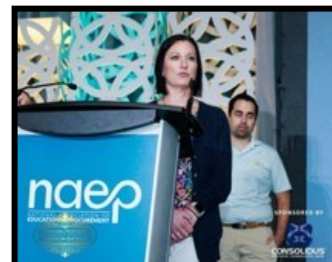
Streamlined procurement improves transparency, efficiency, and compliance in financial operations.

User Account Deprovisioning Project: CTS launched an automated process to remove inactive user accounts across NDUS. Within the first five days, 340,000 accounts were deactivated, with automation to continuously deprovision accounts moving forward.

Procurement Automation (NDBuys): In partnership with the State of North Dakota, CTS is working to implement and launch **NDBuys**, the first eProcurement and electronic contract management system for many NDUS and state entities.

Anticipated benefits are:

- * electronic procurement across NDUS
- * contract management functionality
- * project and change management support for smooth adoption



April Moser presents an award at the National Association of Education Procurement (NAEP) Educational Procurement Innovation Conference. She and Pam Nielsen were part of the Awards Committee.

Disaster Recovery & Secondary Site Implementation: CTS

updated the Disaster Recovery Plan and initiated development of a secondary site to safeguard essential applications.

- * Completed updated Disaster Recovery Plan.
- * Advanced work on a secondary site for mission-critical systems.

Why This Matters: A secondary site ensures business continuity in the event of outages or disasters, protecting operations across NDUS.

Why This Matters: A modern housing system enhances the student experience, improves efficiency, and reduces costs across campuses.

Student Housing Management System: CTS is partnering with all the campuses to review and modernize the decade-old housing system. A new single-source solution has been selected and is currently being tailored to meet the unique needs of each campus.

- * Ongoing system review across all 11 campuses.
- * Implementation of a modern, unified housing management system currently underway.

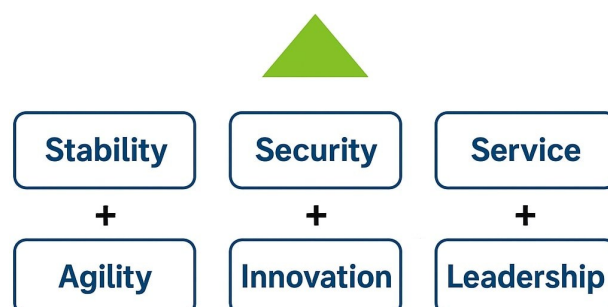
Purview Implementation: NDUS is initiating the implementation of Microsoft Purview to better manage and organize its data. Purview will help by automatically sorting and labeling information, keeping track of where data comes from and how it's used, and making sure data is handled correctly while maintaining accuracy. It will create one location where the institutions can easily find and share data. Purview also integrates with other tools such as Power BI, Azure Synapse Analytics, and Databricks, which aid in better data driven decisions.

Looking Ahead – Shaping the Future

The story of CTS is one of balance: stability and agility, security and innovation, service and leadership. This past year, we advanced system reliability, strengthened compliance, and delivered tools that empower every campus. Yet, our story is not one of maintenance alone.

Looking forward, CTS will continue to deliver technology with purpose, powered by people with passion. Each upgrade, integration, and collaboration is part of a larger vision: ensuring the North Dakota University System remains secure, connected, and ready to thrive in a rapidly changing digital landscape.

The story of CTS is one of balance



Departmental Spotlights – What They Do

Administrative Services

Administrative Services is made up of two key areas: Financial Services and P³/M. Together, the team delivers essential administrative and non-IT operational support for CTS. Their work spans financial management, procurement, IT planning, and project management ensuring that CTS operations run smoothly and efficiently.

Financial Services

With oversight of more than \$38 million each year, Financial Services safeguards CTS's financial health and ensures resources are managed responsibly. Beyond day-to-day accounting, budgeting, and reporting, the team drives efficiency through targeted initiatives. These efforts not only accelerate workflows but also enhance accuracy and reduce operational costs, strengthening CTS's capacity to serve the university system more effectively.

P³/M

P³/M (Procurement, Project, and Planning Management) plays a central role in aligning CTS operations with strategic priorities. The team develops and issues the mandated IT strategic plans, manages all CTS procurement, and oversees purchasing. In addition, P³/M guides some of the most complex projects across NDUS and provides Major IT Project Oversight for all NDUS IT initiatives with projected costs of \$500,000 or more. Through this work, the team ensures that large-scale investments are transparent, compliant, and positioned for long-term success.

Office of Human Resources

The Office of Human Resources (OHR) is a small but vital team comprised of a director, one full-time staff member, and one part-time staff member who provides HR services across CTS, the System Office, and support for the Chief Information Officer (CIO). Core responsibilities include employee development, performance management, conflict resolution, salary administration, and day-to-day HR operations.

OHR also assists administrators in shaping personnel policies and procedures, while offering coaching and mediation to supervisors and staff. Through recruitment, the office helps attract, develop, and retain a highly qualified and diverse workforce that strengthens the mission of CTS and NDUS.

Beyond CTS, the HR Director leads the NDUS Human Resource Council, advises the chancellor and State Board of Higher Education (SBHE) on HR policies, and supports the administration of NDUS retirement plans. Together, these efforts ensure consistent, effective, and people-centered HR practices across the system.

Institutional Research

Institutional Research (IR) serves as the hub for data, reporting, and analytics across NDUS. The department supports systemwide research and development for SBHE reporting, while also fulfilling data requests from the state legislature, governor, and chancellor.

IR maintains and analyzes key datasets covering enrollment, retention, degree completion, productivity, and more ensuring decision-makers have timely and accurate information. The team also provides reporting services to NDUS institutions and the North Dakota Department of Public Instruction (NDDPI), collaborates on statewide data initiatives, and coordinates federal reporting for North Dakota's public, private, and tribal institutions.

Information and Data Executive Governance (IDEG)

IR also oversees the operations and data initiatives of the Information and Data Executive Governance (IDEG), reinforcing a systemwide commitment to reliable, transparent, and actionable data. Guided by the oversight of the NDUS Chief Information Officer (CIO), this governance framework ensures a cohesive and unified approach to information and data management across the entire system.

Information Security

The Information Security (InfoSec) department is made up of three specialized teams – Security Operations, Security Engineering, and Application Security – who work together to protect CTS and NDUS institutions. Their responsibilities span security services, policy development and planning, incident response, and application access management.

InfoSec also leads the NDUS Information Security Council (ISC), a collaborative body with representatives from CTS and every NDUS institution. The ISC provides guidance to the NDUS CIO Council on information security policies, programs, priorities, and initiatives, ensuring a coordinated and systemwide approach to protecting data and digital assets.

Infrastructure & Operations

Infrastructure & Operations (I&O) forms the foundation of the NDUS technology environment. The division includes Identity and Access Management, Data Center Operations, Network Services, System Administration, Database Administration, and Endpoint Services. Together, these teams deliver a stable and secure platform on which every application and service depends.

Working in partnership with CTS colleagues, campus staff, vendors, and the North Dakota Information Technology (NDIT) team, I&O ensures that NDUS has a technology framework that is reliable, resilient, and adaptable. Their efforts safeguard sensitive data, support uninterrupted processing, and provide the operational stability needed for students, faculty, and staff to thrive.

Campus Connection

Campus Connection is the official student information system for the North Dakota University System, serving as the system of record for more than 47,000 active students. The Campus Connection team is responsible for maintaining, supporting, and enhancing this vital platform, ensuring that it remains reliable, secure, and responsive to the needs of students, faculty, and staff across all 11 NDUS institutions.

The platform manages nearly every stage of the student lifecycle. From the moment a student applies for admission, through enrollment, financial aid disbursement, course registration, grading, program and degree tracking, tuition billing, and payment processing, Campus Connection provides the framework for success. It also supplies the data and reporting tools

institutions rely on for performance monitoring and informed decision-making.

Beyond its core modules, Campus Connection connects to more than 40 campus systems, including housing, parking, facilities management, scheduling, and student support platforms such as Blackboard Learn and Starfish. These integrations create a seamless digital ecosystem that automates routine administrative tasks, reduces paperwork, and allows for greater self-service options.

For students, Campus Connection means access and transparency. They can view their financial aid, pay bills, register for classes, check grades, and monitor their degree progress all in one place. For institutions, it means efficiency, accuracy, and the ability to focus staff time on supporting student success rather than manual processes.

Financial Systems

The Financial Systems team manages the PeopleSoft Financial Management (FIN) application, the official system of record for NDUS business operations. FIN supports critical functions through modules such as General Ledger, Commitment Control, Accounts Payable, Grants, Supplier Management, and Travel and Expense. The team ensures the system remains reliable and compliant by developing enhancements, performing data cleanup and archival, and applying patches to meet regulatory and government reporting requirements.

In addition to system maintenance, the team carries out central processing activities that keep NDUS operations running smoothly. These include generating 1099s, completing fiscal year-end processes, extracting and uploading monthly PCard and bank statements, generating payroll journals, and troubleshooting financial transactions.

The Financial Systems team works closely with the NDUS Controllers and Financials User Group to gather requirements, address common issues, and identify opportunities for improvement. They also partner with the System Office to ensure compliance with Governmental Accounting Standards Board (GASB) requirements for financial statement reporting. Through this collaboration, the team supports consistency, transparency, and accountability across all NDUS financial operations.

Human Capital Management

The Human Capital Management team supports, maintains, and enhances PeopleSoft HCM, the single integrated human resource system used by all NDUS institutions, CTS, and the System Office. This system manages nearly every aspect of HR functions and reports for more than 8,600 employees, including benefits, time and labor, payroll, commitment accounting, absence management, performance, recruiting, and onboarding.

The HCM team also administers the NDUS semi-monthly payroll for all 11 institutions, CTS, and the System Office, ensuring that employees are paid accurately and on time. In addition, the team applies system patches, generates Workforce Safety and Insurance (WSI) annual workers' compensation reports, processes W-2s and 1095-Cs, and provides troubleshooting support for HR and payroll transactions.

Beyond daily operations, HCM contributes to long-term system reliability and user support by

offering training to campuses, facilitating knowledge-sharing through the HR User Group, and providing leadership within the NDUS Human Resource Council. Through this work, the HCM team ensures consistency, compliance, and efficiency across the university system's HR processes while directly supporting the experience of every NDUS employee.

Enterprise Services

Enterprise Services is made up of four highly collaborative teams: Applications, Academic Services & Training, Development & Integrations, and Enterprise Technology & Analytics. Together, they manage the design, development, integration, implementation, training, support, maintenance, and administration of enterprise-level systems and web applications.

Each team contributes to building and sustaining solutions that help NDUS stakeholders work more effectively, foster collaboration, and achieve strategic goals. Beyond daily operations, Enterprise Services provides IT leadership and vision, guiding the adoption of current and emerging technologies that enhance teaching, learning, and business functions across the university system.

ODIN

The ODIN Office supports library operations for more than 300 libraries across North Dakota, including all 11 NDUS institutions, the North Dakota State Library, private colleges, K–12 schools, public libraries, and special libraries.

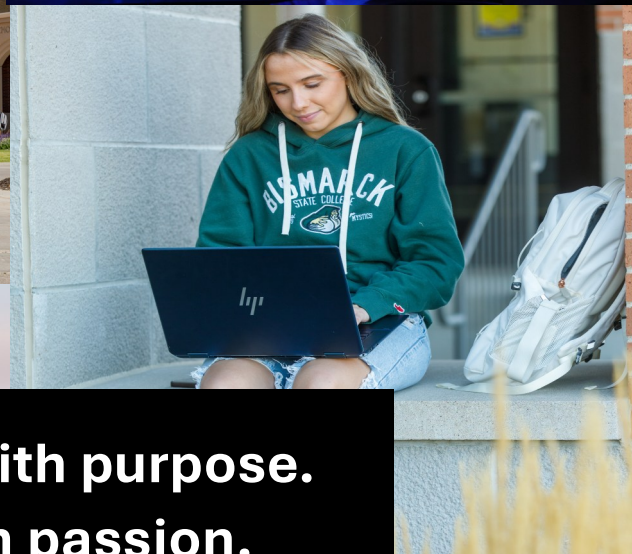
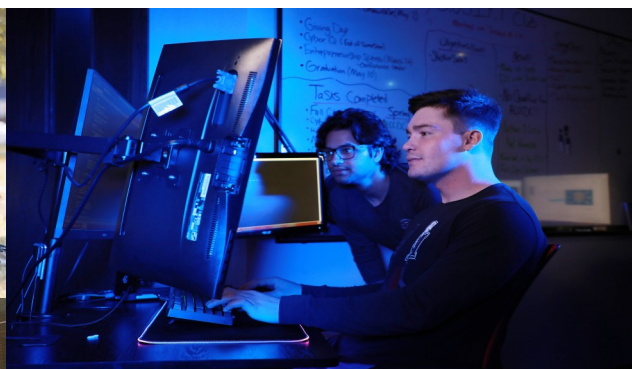
ODIN provides the technology that powers these libraries. Higher education institutions use the Alma library services platform to manage physical and electronic collections, while other member libraries rely on the Polaris Integrated Library System (ILS). In addition, ODIN delivers authentication services that give library users secure access to electronic resources anytime, anywhere.

By working closely with member libraries, ODIN continually evaluates and implements technologies that make resources easier to manage and access. Its mission is to provide secure, efficient, and cost-effective solutions that strengthen the role of libraries in education, research, and community life across North Dakota.

IT Service Management

ServiceOne is dedicated to improving how CTS delivers and supports products and services for NDUS institutions. Using the ITIL® framework, the department creates an IT environment that is secure, stable, agile, and cost-effective. Its six-member team, which includes a Communications Specialist, focuses on providing excellent client service, managing the CTS ServiceDesk, building strong campus relationships, and maintaining effective processes and controls.

These efforts are reinforced through transparent communication, structured change management, and consistent stakeholder engagement. Through continuous improvement of IT Service Management practices, ServiceOne streamlines operations, enhances client satisfaction, and ensures technology support across the university system is consistent, reliable, and user focused.



**Technology with purpose.
People with passion.
Together, we are CTS.**



