

**Georgia Southern University**

**LEVEL II University Implementation Plan**

**TECHNOLOGY AND INFORMATION RESOURCES PLAN**

**Approved by President's Cabinet**

**Spring 2009**

## **INTRODUCTION**

In the fall 2008 the Information Technology Advisory Committee was formed by the Vice President of Information Technology and charged to advise and assist the Vice President on the development of an information technology strategic plan. Input was gathered from a wide range of sources from across the University. The resulting plan is an update to the 2004 Level I University Strategic Plan for Technology Advancement and Level II Technology and Information Resources Plan and creates the technology planning scaffolding for the creation of detailed Level III action plans. The plan is valid for a 3-5 year window, but should be assessed and updated on an annual basis to ensure maximum relevance to the changing environment and the University's strategic intent.

## **VISION STATEMENT**

Georgia Southern University uses technology to enhance the mission of the university through innovative applications and excellence in service to the University community. The vision of technology and information resources at Georgia Southern University is to utilize appropriate technologies and services to:

- enthruse faculty to innovate in their teaching and scholarship;
- inspire students to learn and grow as 21st-century world citizens;
- enable excellence, effectiveness, and efficiency among staff and administrators serving our learning community;
- excite our alumni by engaging them as stakeholders in the continued success of the University;
- and seek new opportunities to facilitate the prosperity and well-being of the citizens of the State of Georgia.

## **ACHIEVING THE TECHNOLOGY VISION**

To enhance Academic Distinction, the University must use the best and most appropriate technological tools available to support teaching and learning opportunities and effective administrative practices. The full integration of technology into all appropriate functions of the University will aid in attracting and retaining high-quality students and highly-qualified personnel. Technology, for our purposes, is defined as all devices involved in the creation, storage, and dissemination of knowledge, including classrooms, laboratories, and libraries; the entire spectrum of communications; the maintenance of habitable environments; the transportation of people and goods, and the efficient delivery of services.

Technology contributes to Academic Distinction when it is integral to the attainment of the University's goals and objectives. Technology serves students by facilitating the learning process both in and outside of the classroom, linking students to faculty and learning resources, and delivering

effective administrative services. Technology serves faculty by expanding pedagogical alternatives, opening new avenues in support of scholarly activities, and increasing opportunities for outreach and service. Technology serves administrators by promoting effective planning, enabling informed decision making, and encouraging efficient allocation of resources. Technology serves our alumni and other supporters by extending access to the University community and its resources, facilitating the development and function of alumni communities and providing opportunities for alumni and friends to remain engaged with the University.

## **MAJOR GOALS**

The University Strategic Plan Level I Technology and Information objectives provide the highest level description of the strategic technology advancement plan. These objectives serve as a basis for the development of Level II strategies and Level III action plans, and are as follows:

- Integrated technology systems, equipment and services that enable faculty to enhance teaching and learning, facilitate academic advisement, conduct research, perform service and extend the global reach of the University.
- Technology, information resources and support services for students that enrich learning, encourages collaboration, facilitates communication, expands access and promotes personal development as 21<sup>st</sup> century world citizens.
- Technology and services that facilitates the exchange of information, builds relationships and encourages participation within the University Community including the alumni, fosters partnerships with state and private enterprise, and supports philanthropic endeavors.
- Systems and processes that utilize appropriate technologies to securely, efficiently and effectively deliver the highest level of service to the University community;
- Technology infrastructure that supports the University Master Plan, is technically current, highly reliable, resilient to loss, flexible to changing needs, and fully maintained;
- Ongoing technology planning at all levels that foster continuous improvement by creating transparent processes, establish clear priorities, create measurable objectives, assess outcomes and inform the University community.

ACADEMIC DISTINCTION

Goal I. Integrated technology systems, equipment and services that enable faculty to enhance teaching and learning, facilitate academic advisement, conduct research, perform service and extend the global reach of the University.

Strategy 1. Utilize Instructional technologies that foster academic distinction through enhancement of teaching and learning, improving access and engagement, and building information literacy. (Academic Distinction)

Tactic 1. Create an assessment framework for “smart” classrooms to include utilization and other factors by fall 2012.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Emerging Technology Center	None	By 8/1/12	Published framework and subsequent assessments	

Tactic 2. Automate attendance reporting in online courses and improve attendance system for traditional courses by August 2011.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Center for online learning technical support services.	TBD	8/1/10	Reports that accurately depict criterion for attendance in online course.	

Tactic 3. Identify and pilot the decision criterion, model services, and process necessary to support a laptop computer requirement in specific program or a college by August, 2011.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Technical Support Services	TBD	8/1/11	Students and faculty report satisfaction with laptop program.	

Tactic 4. Improve data collection and integration capabilities of Taskstream™ and Digital Measures™ while extending the use of these systems to more students and faculty.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	TBD		Ability to easily move data among the systems.	

Tactic 5. Organize and hold an emerging technology conference of at least 500 participants in cooperation with COE and CIT during the fall 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of ETC	Self-funding ETC	November	Attendance reports	

Tactic 6. Implement multimedia technical services to support faculty in development of courses based on institutional “best practices” by fall 2012.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	None ETC/CET	12/1/12	Utilization of established services.	

Tactic 7. Introduce and support integrated “Web 2.0” instructional technology (e.g. wiki, blogs, virtual reality, social portals) by January 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs.	TBD ETC/ TechFee	5/1/10	Student and faculty utilization and satisfaction of Web 2.0 applications.	

Tactic 8. Deploy Google Applications for faculty, staff and student use by January 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems	Existing Staff/ ITS	5/1/10	90% of students are using Google Apps by January 2010.	

Tactic 9. Introduce new personal web space capability for faculty using Microsoft SharePoint™ services by August 2011.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	Licensing ITS	8/1/2011 - 11/1/2011	75% of faculty have established a presence on Sharepoint.	

Strategy 2. Provide technology resources that support faculty in scholarship and research. (Academic Distinction)

Tactic 10. Develop library technologies that improve the collection, storage and dissemination of scholarly works.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Dean of Library, Chief Info Officer	TBD ITS/Tech Fee	TBD	Measured improvements in and use of such applications	

Tactic 11. Provide high performance computing capabilities for faculty research.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Computer Center, Director of IT for Academic Affairs	TBD	9/1/2009	Available facilities and six pilot faculty using the system for research.	

Tactic 12. Improve the capacity, reliability, and security of data storage for faculty and student research.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Computer Center	\$200,000 Tech Fee ITS	10/1/2009	Storage architecture in place and integrated with server applications.	

Tactic 13. Implement a web-based research services and sponsored programs system for management of grants and contracts;

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Associate Vice President for Research	\$10k Licensing Academic Affairs	1/1/2010	System installed and operational.	

Strategy 3. Improve academic advisement through the use of information technology. (Academic Distinction

Tactic 14. Implement an on-line academic advisement, degree audit and transfer articulation system to help students and advisors (e.g. DegreeWorks by SunGard) by August, 2014.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for SAEM	TBD Institutional	8/1/2014	Comprehensive Implementation plan milestones.	

Tactic 15. Expand the use of the document management system to include academic advisement documentation.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for SAEM	TBD, Institutional	TBD	Comprehensive Implementation plan milestones.	

Strategy 4. Use technology to extend the global reach of the University to provide opportunities for faculty and students to access the University and collaborate through regional, national and international channels. (Transcultural Opportunity)

Tactic 16. Utilize video and web conferencing capabilities to facilitate instruction, collaboration and assessments.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Emerging Technology Center	TBD/ Emerging Technology Ctr.	Annually	Applications, persons using web conferencing. Metrics of utilization.	

Tactic 17. Apply Internationalization capabilities to web-based information systems and websites.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Services	TBD/ Center Online Learning	TBD	List of systems that support internationalization features.	

Tactic 18. Update systems and processes to ensure compliance with new SEVIS regulations.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems	\$75k, Institutional	10/1/ 2009	Implementation and documented success in use of system that meets current federal regulations.	

Tactic 19. Provide information technology products that can be securely integrated into FaceBook and other internet social sites popular with students.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems	TBD/ ITS	1/1/2011	List of applications that are integrated with social websites.	

Tactic 20. Enhance online course/program development, delivery and assessment of program effectiveness.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Center for Online Learning	TBD/ Center for Online Learning	TBD	Completed courses and documented enhancements to models and programs.	

Tactic 21. Provide increased technical support for and integration of learning applications with WebCT (Georgia View) applications in traditional course content.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	TBD/ Center Online Learning	TBD	Documented improvements to WebCT.	

Tactic 22. Apply technology and services to promote "best practices" and increase the quality of all online course/program delivery.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO , Provost	TBD/ Center Online Learning	TBD	Documented improvements to online programs	

STUDENT CENTERED UNIVERSITY

Goal II. Technology, information resources and support services for students that enrich learning, encourages collaboration, facilitates communication, expands access and promotes personal development as 21<sup>st</sup> century world citizens.

Strategy 5. Enhance learning, improve access, expand collaboration opportunities, and build information literacy. (Student Centered University)

Tactic 23. Implement e-collaboration software for students to share work team assignments and to interact with peers and faculty/staff (e.g. Google Apps)

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems	None Google	2/1/2010	Implementation complete and 50% students using the capabilities.	

Tactic 24. Develop and implement resources for Internet-based student file storage for the purposes of student academics and research.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Computer Center	\$200k Technology Fee	9/1/2009	Implementation completed and students using the resources.	

Tactic 25. Expand wireless access in accordance with the University's established wireless plan.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Telecommunications and Networking.	\$250k/ Technology Fee	/1/2010	Improvements to wireless networking completed.	

Tactic 26. Improve Internet access and performance for learning and instruction.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Telecommunications and Networking	\$75k - \$150k/ Technology Fee	TBD	Internet bandwidth utilization.	

Tactic 27. Create a process for systemically gathering information concerning the technology needs and expectations of students.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	None	3/1/10	Documented needs and priorities collected from students.	

Tactic 28. Implement virtual application services that allow students to remotely access software applications using their personal computer and the Internet.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Services	TBD	8/1/09	Number of applications available and students using service.	

Tactic 29. Implement and support technology to foster out of classroom learning and student activities.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director Technology for SAEM	TBD	By 2012	TBD	

Tactic 30. Provide a WebCT site resource for every course to include at least the syllabus of the course.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	None	TBD	% of courses with syllabus in WebCT	

Tactic 31. Integrate library information sources and services into WebCT courses.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	None	TBD	List of integrated services and utilization metrics.	

#### TRANSCULTURAL OPPORTUNITY

Strategy 6. Promote technology that creates opportunities for trans-cultural learning among American and international students.

Tactic 32. Document and promote the technology that can be used for international communication and collaboration.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of IT for Academic Affairs	None	TBD	Documentation and metrics of utilization.	

PRIVATE AND PUBLIC PARTNERSHIPS

Goal III. Technology and services that facilitates the exchange of information, builds relationships and encourages participation within the University Community including the alumni, fosters partnerships with state and private enterprise, and supports philanthropic endeavors.

Strategy 7. Develop and implement a web information services strategy. (Technology Advancement)

Tactic 33. Implement content management systems (CMS) capability for external and internal web page development and management.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Marketing and Communications	\$10k-\$40k/ ITS	9/1/2010	Availability of systems and metrics concerning degree of completeness.	

Tactic 34. Enhance the my.georgiasouthern web service to be an Intranet portal to University community information, communication and technology resources by September 2009.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Marketing and Communications	None	9/1/2009	Availability of systems and metrics concerning degree of completeness.	

Tactic 35. Implement a web-based University events calendar that is integrated with multiple sources of official calendar and University community information.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Marketing and Communications	\$4k/ ITS	9/1/2009	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 36. Identify and implement appropriate technology to support the expanding role of online communications and relationships with state and private enterprise, alumni, friends and donors.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for University Advancement	TBD	TBD	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 37. Utilize social networking media and other online mechanisms to increase the flow of information and frequency of communications to key audiences.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Marketing and Communications	None Required.	1/1/2010	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 38. Create mobile enabled web sites compatible with popular hand-held devices that provide information and services including support for purchases, donations and other University business transactions.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Marketing and Communications	None/ Required. Programming, ITS	9/1/2010	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 39. Implement web-based parent services through the My.GeorgiaSouthern portal by January 1, 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems, Director of Parent Programs	None/ Required. Programming ITS	1/1/2010	Availability of systems and metrics concerning utilization and user satisfaction.	

Strategy 7. Collaborate with University System, State, local and private entities to bring about new technological capabilities and efficiencies of service. (Private and Public Partnerships)

Tactic 40. Collaborate with the City of Statesboro to provide integrated wireless services in the greater Statesboro area.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	None	4/1/2010	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 41. Realize enhanced capabilities in Georgia View (WebCT) by working collaboratively with University System technology staff to derive greater flexibility in addressing instructional interests and priorities.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	None/ OIT & COL	9/1/2009	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 42. Collaborate with the University System Office of Information Technology in the development and implementation of USG financial (Peoplesoft) and student (Banner) information systems.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Technical Staff /OITT	1/1/2010	Peoplesoft and Banner upgrades completed.	

Tactic 43. Adopt and adapt new technologies, services and business processes in support of the University Systems' Shared Services initiatives.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for Business Affairs	Existing staff/ ITS	7/15/09	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 44. Review USG reporting and data management initiatives and articulate with University data resources.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Existing staff/ ITS	9/1/2010	Documentation concerning articulation of data.	

Tactic 45. Develop systems and capabilities in support of online programs through Georgia on My Line.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO, Dean of Continuing Education.	Existing Staff/ ITS	9/1/2010	Improved administrative processes. Increased capacity and enrollment.	

TECHNOLOGY ADVANCEMENT

Goal IV. Systems and processes that utilize appropriate technologies to securely, efficiently and effectively deliver the highest level of service to the University community;

Strategy 8. Build and manage a technical services and training plan that supports the effective use of current technology applications and new initiatives.  
 (Technology Advancement)

Tactic 46. Organize technical support resources in a federated support model to provide high quality technical support in each college and division of the University (e.g. C IT, COBA, SAEM, BFA)

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Support Services	TBD – Primarily existing staff/ Various	12/1/2009	Availability of systems and metrics concerning utilization and user satisfaction.	

Tactic 47. In coordination with Human Resources Department and other stakeholders, develop a comprehensive training curriculum and organize supporting technology education resources.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Existing Staff/ Various	TBD	Documented curriculum and metrics concerning courses attended.	

Tactic 48. Implement a knowledge management solution to create a knowledge pool for the university's technical staff.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Services	Existing Staff/ ITS	4/1/10	FAQ facility available and documented use.	

Strategy 9. Improve business processes through application of technology and process improvement methodologies. (Technology Advancement)

Tactic 49. Standardize service mapping and process improvement techniques and tools.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Existing Staff/ Various	4/1/12	Documented improved process and metrics of efficiency/effectiveness gains.	

Tactic 50. Develop workflow technology capabilities for automating information flows, approvals, document storage and other business process tasks.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Information Systems	Existing Staff/ Various	4/1/12	Documented capabilities that are supported by ITS.	

Tactic 51. Identify candidates for process improvements and coordinate projects through TASC.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Existing Staff/ Various	4/1/10	Documented process for identifying, prioritizing and execution of process improvement activities.	

Strategy 10. Security and risk management policies, plans and systems that guide the University community, minimize risks and protect the University's assets from threats and loss. (Technology Advancement)

Tactic 52. Develop, approve, and promote a comprehensive information security policies and standards suite.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer	None	4/1/12	Documented comprehensive security and risk management plan.	

Tactic 53. Develop an effective risk management program and a disaster recovery process that contains both the definitions and the practical guidance necessary for assessing and mitigating risks identified within IT systems.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer	None	4/1/12	Documented comprehensive security and risk management plan.	

Tactic 54. Design and implement an IT Security incident response program to ensure that the proper methods for handling IT Security incidents are followed and reported.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer	Existing Staff/ Various	4/1/12	Documented comprehensive security and risk management plan.	

Tactic 55. Develop and implement an ongoing university-wide security awareness and training program, to ensure that faculty, staff and administrators understand their security responsibilities, USG and organizational policies, laws and regulations and how to properly use and protect the resources entrusted to them implement a Security Awareness and Training Program for all university faculty, staff, and students.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer.	Existing Staff/ Various	4/1/12	Documented comprehensive security and risk management plan.	

Tactic 56. Develop a Continuity of Operations Plan (COOP) that focuses on restoring the university's essential functions at an alternate site and performing those functions for up to 30 days before returning to normal operations.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer.	Existing Staff/ Various	4/1/12	Documented comprehensive security and risk management plan.	

Tactic 57. Develop authorization requirements for public computing assets and track utilization of computer resources and labs.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer.	Existing Staff/ Various	4/1/12	Documented comprehensive security and risk management plan.	

Strategy 11. Standardize and integrate IT systems that serve similar functions across academic and administrative units. (Technology Advancement)

Tactic 58. Standardize University Foundations accounting systems on a single financial management software solution that will allow integrated, but separate, access for Foundations.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	\$65k-100K/ Foundations	6/30/11	Implementation of upgraded/new accounting system for foundations.	

Tactic 59. Identify high risk databases on department/personal computers and assimilate them using appropriate software systems.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Chief IT Security Officer, Director Information Systems	Existing Staff/ Various	1/1/12	List of identified high risk systems and completed assimilation projects.	

Tactic 60. Implement a print quota system based on University Standard print management system.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Services	TBD/ ITS	8/1/10	Documented print quota system and associated metrics of use.	

Strategy 12. Implement an IT human resources strategy that seeks to attract, develop and retain technical staff who demonstrates superior technical competency, skills and attitudes. (Technology Advancement)

Tactic 61. Implement a broad-band classification system for technology support positions.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Vice President IT, Director of Human Resources	None	1/1/10	Documented broadband classification system.	

Tactic 62. Increase the use of student employees and interns to provide technology services to the University.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	\$50k / TBD	8/1/12	% of student employees/hours worked as total effort of the division.	

Tactic 63. Continue and enhance the current leadership program in cooperation with the Director of Human Resources.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Vice President IT	\$17k/ ITS	8/1/09	Documented curriculum and attendance and associated assessments of program.	

Strategy 13. Acquire or upgrade systems to improve business process and ensure compliance with all federal, state and University policies and procedures. (Technology Advancement)

Tactic 64. Maintain a catalog of current systems and predict candidates for upgrade or replacement to coincide with technology budgeting tasks.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Budgets and Planning	None	8/1/09	Documentation that reflects upgrade plan and projected costs.	

Tactic 65. Implement a Research Services and Sponsored Programs system that facilitates proposal development, submission, review board approvals and grant administration;

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Assoc VP for Research, Director of Information Systems	\$10k/ Academic Affairs	1/1/10	Operational system.	

Tactic 66. Upgrade the current Loan Management System by December 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for Business Affairs	\$90k-\$120k / Institutional	1/1/12	Operational system.	

Tactic 67. Upgrade the International student management systems capabilities to remain compliant with SEVIS regulations.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for SAEM	\$65k/ Institutional	10/1/09	Operational system.	

Tactic 68. Upgrade the University’s E-commerce capabilities to maintain Payment Card Industry (PCI) and Payment Application (PA) Data Security Standards compliant by July 1, 2010. (e.g. Sequoia, Touchnet).

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for Business Affairs	\$120k-\$150k / Institutional and-or Auxiliary Enterprises	7/1/2010	Operational system and metrics of operational success.	

Tactic 69. Improve online transaction processing functionality including better reporting, scheduled credit card, check processing and EFT payments capability.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for Business Affairs	TBD	7/1/12	Documented improvements to the system and metrics of operational success.	

Tactic 70. Ensure the timely development, adoption, acquisition, support and retirement of computer equipment and software.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT Budget and Planning	None	1/1/12	Documented plans and schedule and metrics of operational success.	

Tactic 71. Implement integrated document management system capabilities for the entire University including fax, copy, print, image, workflow, storage, retrieval and disposal.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT for Information Systems	\$50k-\$75k/ Telecom	1/1/10	Operational system and metrics of operational success.	

PHYSICAL ENVIRONMENT

Goal V. Technology infrastructure that supports the University Master Plan, is technically current, highly reliable, resilient to loss, flexible to changing needs, and fully maintained.

Strategy 14. Develop an asset stewardship strategy for tracking and maintaining the technical currency of the University's technology assets. (Technology Advancement)

Tactic 72. Implement an automated system to track personal computers, servers and network devices.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	TBD	10/1/09	Documented system and metrics of use.	

Tactic 73. Develop reports on the currency of technology assets to assist departments in establishing upgrade plans and budgets.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director IT Budget and Planning	Existing staff/ ITS	1/1/10	Documented reports, plans and budgets.	

Tactic 74. Develop and maintain a 3-year projection of computer, network and storage needs.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technology Budgets, Planning and Assessment	None	10/1/09	Documented projection.	

Strategy 15. Develop and maintain technology infrastructure that is resilient, reliable and flexible.  
 (Physical Environment)

Tactic 75. In cooperation with OIIT, develop and implement a backup/alternative connection to Peach-Net.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	TBD	10/1/10	Operational status.	

Tactic 76. Implement diverse carrier capability in the telephone system.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	TBD	10/1/11	Operational status.	

Tactic 77. Complete critical paths for fiber optic service loops on the University campus and extend new optics as integral elements of building projects.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	\$50k-\$250k/ Telecom	10/1/12	Completed plans and projects.	

Tactic 78. Implement or refresh uninterruptable power sources on life-safety and mission-critical systems.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	\$50k-\$100k / Various	8/1/10	Completed plans and projects.	

Tactic 79. Develop and publish comprehensive technology specifications and standards for construction of new and renovated buildings and facilities.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	None	10/1/12	Specifications created, maintained, adopted and used.	

Tactic 80. Implement improvements to University alarm, door locking, environmental monitoring and surveillance systems according to prioritized needs identified in risk assessments.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom, Director of IT for Business Affairs	\$250k-\$750k/ Various	8/1/12	Completed plans and projects.	

Tactic 81. Collaborate with the local exchange carrier (Frontier) on development of fiber-based service facilities to the University campus and other locations used by the University in the city.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	TBD	10/1/12	Completed plans and projects.	

Tactic 82. Move mission critical computer assets to the NOC 2 facility from Pittman building and the Auxiliary Services computer center.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Computer Center	\$30k/ ITS	8/1/10	Systems operational in NOC2.	

Tactic 83. Leverage converged network applications (Voice, video, data) capability to cut costs, create flexibility and add functionality in building construction, information and facilities management services.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	TBD/ Telecom	8/1/12	Completed projects and associated metrics on ROI.	

Tactic 84. Develop a storage architecture plan and expand the institution's storage and backup capacities.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Computer Center	\$250k-\$500k/ Various	1/1/10	Implementation of storage and backup system.	

Strategy 16. Utilize technology that contributes to the conservation of energy resources and reduce the institution's green house gas emissions. (Technology Advancement)

Tactic 85. Implement and monitor the results of a University personal computer power conservation plan by January 1, 2010.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Services	None	6/30/11	Metrics associated with power conservation plans.	

Tactic 86. Implement new technology disposal processes that maximize re-use of technology and minimize impact on land-fills.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	None/TBD	10/1/12	Completed plans and projects.	

Strategy 17. Develop and implement an enhanced database reporting strategy. (Technology Advancement)

Tactic 87. Implement new data warehouse management processes that improve data processing efficiencies and maximize availability.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director Information Systems	Existing staff/ITS	4/1/11	Documented system that does not need to replicate every record nightly.	

Tactic 88. Identify and train resources to develop expertise in the use of tools (e.g. Crystal Reports and Business Objects) and provide training and consulting to university staff to meet departmental and university reporting needs.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Networking and Telecom	TBD	10/1/12	Completed plans and projects.	

#### TECHNOLOGY ADVANCEMENT

Goal VI. Conduct ongoing technology planning at all levels that foster continuous improvement by creating transparent processes, establish clear priorities, create measurable objectives, assess outcomes and inform the University community.

Strategy 18. Promulgate the established project methodology, tools and training throughout the university to foster a culture of effective technology project planning and management. (Technology Advancement)

Tactic 89. Develop project management training and education initiatives appropriate to the roles of university faculty/staff (e.g. mandatory, detailed project management training for project leaders, overview education/training for other project participants & upper level management).

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Existing Staff/ ITS	10/1/11	Documented training and support strategy, assignment of resources and associated metrics of training effectiveness.	

Strategy 19. Develop and maintain IT policies that serve to educate and guide the University Community on new problems and issues created by technology. (Technology Advancement)

Tactic 90. Based on State regulations, USG guidelines and institutional needs document a records retention policy and procedures guide.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	Collaboration among business units/Existing staff	10/1/12	Completed documentation of retention plan and procedures with associated metrics of effectiveness of operations	

Tactic 91. Develop and implement a workstation Management and Technical Services Policy

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
Director of Technical Services	None	10/1/12	Documented policies and associated metrics of successful implementation.	

Strategy 20. Exercise a technology planning strategy that continuously assesses progress, clarifies tactics and implements new initiatives in support of the University Strategic Plan.  
(Technology Advancement)

Tactic 92. Each College/Division will develop a Level III technology plan that reflects the technology priorities of that unit and address pertinent Level I and Level II technology planning objectives and strategies.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	College and business unit members	4/1/10	Documented Level III Plans.	

Tactic 93. Conduct an annual assessment of and make revisions to the Technology and Information Resources (IT Strategic Plan) portion of the University strategic plan.

Responsible for Implementation	Resources Required/Source	Timeline	Measure of Progress	SPC Review
CIO	TBD	4/1/10	Report of assessment.	

APPENDIX

**Information Technology Advisory Committee**

Chair: Steven Burrell,  
Vice President of Information Technology and Chief Information Officer

**University Advancement**

Janice West, Assistant Director

**Student Affairs & Enrollment Management**

Ted Williams, Director of Student Affairs Technical Support  
Jayne Perkins-Brown, Associate Vice President Strategic Research & Analysis  
Malcolm Howard, Student Government Representative  
Forrest Rackham, Graduate Student

**Business & Finance**

Kim Thompson-Brown, Comptroller  
Tom Palfy, Director of Auxiliary Services  
Wendy Jacobson, Director IT for Business and Finance

**Academic Affairs**

Dr. Bede Mitchell, Dean of the Henderson Library  
Dr. Charles Paterson, Assoc. VP of Research and Sponsored Programs  
Dr. Gary Means, Dean of Continuing Education  
Dr. Gerald Ledlow, Assoc Professor, College of Public Health  
Dr. Kera Bell, Asst. Professor, College of IT  
Dr. Joe Pellegrino, Assistant Professor, College of Liberal Arts and Social Sciences

**Information Technology Services**

David Ewing, Assistant Director Information Technology Computer Center  
Pam Deal, Director of Emerging Technology Center