UIS ITS Strategic Plan, 2013-2016

Statement of Purpose

UIS Information Technology Services Strategic Plan outlines the priorities that will guide IT investments and operations in support of UIS vision, mission, and strategic goals. The plan focuses on six mission areas:

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Mission

Information Technology Services provides a wide range of information technology solutions and services to the University community that are innovative, accessible, timely, reliable, accurate, efficient, and responsive to customer needs. We collaborate to proactively identify opportunities, mitigate risks, plan future initiatives, and solve problems by leveraging all of our information technology resources and knowledge.

Vision

To be an engaged partner within our University community to advance the institution’s teaching, research, service, and administrative functions through innovative, cost-effective information technologies and services. We will be known for our leadership, integrity, and dedication to customer service.

Guiding Principles

- Commitment to excellent and responsive customer service
- Respect for colleagues and customers
- Commitment to fairness, consistency and trust
- Accountability, Integrity
- Fostering cooperation and collaboration
- Adaptability
- Effective and efficient use of resources and time
- Innovation and leadership
Mission Areas

Infrastructure

UIS requires a foundational infrastructure of reliable information technology resources on which other systems and services depend. These infrastructure services must maintain a superior level of performance and reliability in order to support the mission of the University while being cost-effective, scalable, and accommodating to changing needs and technologies. ITS will strive to provide a reliable world class high-performance network and application infrastructure that provides anytime, anywhere access to services to all faculty, staff, students.

Objectives and Initiatives

Provide reliable, high performance infrastructure services. Ensure that critical systems are stable, scalable, and secure.

- Establish policies and procedures for updating campus technology.
- Ensure all systems are operating current supported versions of software.
- Develop and maintain a technology roadmap for the campus that is aligned with the University strategic priorities.
- Continue to build robust, stable wireless network and systems that support multiple platforms and devices.
- Provide advanced unified communications services (email/calendar/voice/video conferencing) to support teaching, learning, and administrative functions.
- Perform security risk assessment of all critical systems.
- Implement ongoing compliance monitoring including internal and external audit compliance.

Metrics

- Network uptime
- Number of security incidents
- Audit findings
- User feedback
Provide robust, accessible and cost efficient data center, storage, backup and business continuity/disaster recovery services including data security along with physical security.

- Schedule review of possible points of failure and verify that all possible points have redundant solutions.
- Ensure redundant solutions are in place, tested, and functional for all critical systems and services.
- Perform periodic review of backup strategy, schedule regular test of backup and restore procedures.
- Develop and maintain comprehensive set of documentation, ensure that all information is available to the staff.
- Fully define and test procedures for recovery from catastrophic failures of equipment and/or applications.
- Systematically monitor all network equipment, network services, and core applications.
- Expand and improve security-related initiatives and activities (vulnerability scanning, patch management, data classification, endpoint management, etc.).

Metrics
- Scheduled reviews of backup and restore procedures
- Results from testing procedures for recovery
- Periodic reviews of network services
- Implementation of security initiatives

Leverage cloud architecture to provide robust and cost effective systems for teaching, learning, and administrative functions.

- Provide a robust and optimized Citrix Virtual Desktop experience.
- Continue to explore cloud computing opportunities and expand the use of both private and public cloud services.

Metrics
- Number of cloud services available
- Number of virtual desktops available
- Number of users using virtual desktops
- User feedback
Teaching and Learning

As a technology-rich university, we have deep knowledge and extensive IT resources that need to be harnessed to drive our ability to educate through and with technology. We must be proactive in anticipating emerging needs to support different approaches in teaching and learning. Our IT services must seamlessly connect students and faculty using modern communication, computing, and teaching tools, regardless of physical location and discipline.

Objectives and Initiatives

Increase the effective use of technology in courses for both faculty and students.

- Instructional Technology Resource Lounge to work with faculty and students on course projects.
- Instructional Technology Showcase to promote innovative uses of technology in the classroom and to acknowledge the faculty who use technology effectively.
- Emerging Technologies program for the campus to experiment with and evaluate new technology resources.

Metrics

- Number of faculty and students using the IT Resources lounge/Technology Showcase/Emerging Technologies
- Faculty feedback
- Usage reports and feedback regarding available technologies
- Increased usage of technology in courses

Provide facilities and learning spaces technologies that enable and enhance the teaching and learning experience.

- Create/redesign learning spaces that better meet the needs of students and that better coordinate the teaching styles of our faculty with the learning styles of students.
- Continue to provide easy methods for connecting personal devices in the classrooms.

Metrics

- Number of new learning spaces
- Faculty and student feedback
- Demand for using the new spaces

Provide technologies that enable students, faculty, and staff to access the services and information they need when, where, and how they are needed.
• Continue the development of virtual desktops to provide users with easy, anytime-anywhere access to software applications.
• Continue to enhance Wi-Fi coverage, performance, and ease of use to ensure that each faculty, staff and student has campus-wide access to computing resources and the Internet.
• Design and deploy mobile-friendly and easy to use teaching and learning systems and educational content.

Metrics

• Number of learning spaces with mobile-friendly teaching and learning systems
• Reduction in number of tickets related to wireless access issues
• Increased variety of applications available on virtual desktops (without impacting speed or reliability), including persistent desktops.

In coordination with faculty and academic units, deploy technology tools that have a direct impact on teaching and learning.

• Continue to improve and expand the MS Lync communication and collaboration services.
• Continue to improve and expand digital media services (Kaltura, etc.).
• Provide technology tools and services to support faculty development, contribute to Faculty Development Office (FDO) workshops.

Metrics

• Usage reports on Lync meetings show increase, with few support issues
• Digital media services usage reports
• Increase number of FDO workshop offerings

Technology Support Services

A key part of ITS mission is to provide the highest level of service to students, faculty and staff through individual and departmental consulting, helpdesk, and development of new services.

Objectives and Initiatives

Provide technology services that meet and exceed the need of faculty, staff, and students.
• Streamline services for the campus community, eliminating the need to log into services individually.
• Increase the number of mobile-accessible services.
• Provide online students the same access to campus services and resources as what is available to on-ground students.
• Conduct periodic customer satisfaction and needs assessment surveys.
• Provide customer support and specialized training (software / applications) to enhance and expand Client Services’ Staff skill sets in providing more in-depth support to the campus community.
• Measure and act on relevant performance metrics for customer service.

Metrics

• Number of issues and problems resolved by the first-level support
• Faculty/staff/student feedback
• Number of logins and passwords required

Provide improved communication and information to the University community to enhance awareness and increase usage of IT Services.

• Communicate IT issues and problems to the campus in a timely manner.
• Increase and improve marketing and outreach of ITS services to the campus community.
• Arrange for visiting classrooms and meetings to discuss available ITS services.

Metrics

• Percentage of faculty/staff/students who are aware of and are using ITS services, based on surveys and usage report
• Increase in number of classroom and meetings visited
• Promotional materials and contributions to digital signage content

Continue to improve enterprise application development and related services.

• Provide faster turnaround time for enterprise reporting requests to facilitate administrative decision making.
• Maintain awareness of existing solutions and give priority to using available options in addressing application development needs.
• Enable Application Development team to provide more mobile development and support services.
Student Success

Ubiquitous information technology is an essential element in the lives of today’s students. The University must provide students with services, tools, and timely information without boundaries to stimulate success at the University and beyond. These resources must proactively fulfill students’ expectations.

Objectives and Initiatives

Enhance the student learning environment to improve outcomes.

• Actively support development and deployment of assessment tools to support learning and evaluate student outcomes.
• Seek student input when designing learning spaces and selecting learning technologies.
• Develop and offer targeted workshops and other learning opportunities for students.

Metrics
• Number of tools available
• Number of targeted workshops
• Faculty and student feedback

Actively support University initiatives for improving student retention and graduation rates from the institution.

• Develop mechanisms for supporting undergraduate research.
• Take advantage of the Federal Student Work Force initiative to provide employment for students with financial needs.

Metrics
• Number of work-study students
• Faculty and student feedback
IT Human Resources

Information Technology Professionals at UIS are our most valuable IT asset. They provide front-line support to students, faculty and staff and are responsible for the day-to-day IT operations at the University. They are also responsible for fulfilling the strategic objectives and initiatives as outlined in this plan. ITS will strive to recruit, retain and develop the best IT talent.

Objectives and Initiatives

Recruit and retain IT professionals by providing opportunities that enrich their careers.

- Offer competitive salaries.
- Provide an environment which facilitates the exchange of information and build environments where professionals can network, share tools, and work together on solutions.
- Assess staff satisfaction and develop actions based on feedback.

Metrics

- Administer staff satisfaction survey
- Compare salaries to similar positions at other universities and private industries

Provide professional development opportunities to IT professionals to help expand their technical skillset as well as their leadership qualities.

- Provide opportunities for ongoing skills development and enhancements.
- Provide support to staff furthering academic pursuits.
- Provide challenging and meaningful work and provide opportunities for advancement.

Metrics

- Increased involvement of staff in professional development opportunities
- Number of staff furthering academic pursuits
IT Governance

It’s important that IT investment choices be guided by stakeholders, support University strategies, and ensure the most important items receive the highest priority. IT governance (ITG) promotes the intelligent use of resources, providing a shared, rational, and transparent framework for the selection and prioritization of IT investments.

Objectives and Initiatives

Seek broad participation in setting IT priorities. Pursue ongoing communications with stakeholders concerning priorities and future needs.

- Review resources allocations annually with the IT Governance for an efficient balancing of support for current and future endeavors.
- Establish and maintain ongoing relationships with students and student groups to discuss technology needs and solicit feedback.

Involving ITG in IT planning process.

- On an ongoing basis, provide an overview of what ITS is doing and planning to do to the governance groups (ATC, Dean’s Council, Provost Team, etc.).
- Actively participate on the University Technology Management Team (UTMT), Information Technology Leadership Team (ITLT) and their subcommittees.
- Use standard Project and Portfolio Management (PMM) for proposing, selecting, and prioritizing, and managing projects.