# INDIANA UNIVERSITY
## KOKOMO

Office of Information Technology

Strategic Plan

2007 – 2012

*"A Vision for Success"*

# Office of Information Technology

## Strategic Plan

### INTRODUCTION

There are a number of factors that drive the need to examine the current state of Information Technology at Indiana University Kokomo and to put in place a strategic plan that will provide guidance for the next five years as well as lay a solid foundation upon which we can build for the next decade. Beyond all of the customary reasons for having a strategic plan, higher education is faced with some unique challenges. These challenges make it necessary that, as we enthusiastically embrace the future, we have a technology roadmap to guide us. This strategic plan is intended to be that roadmap.

The Council of Higher Education Management Associations (CHEMA) is an organization of nonprofit associations representing the administrative functions of colleges and universities. In August 2006 CHEMA, in conjunction with the EDUCAUSE Center for Applied Research (ECAR), published a report entitled "*The Future of Higher Education: A View from CHEMA*". A survey of the members of the boards of directors of each association asked each respondent to indicate the factors they felt would be the most significant drivers of future changes in higher education. The report identified the top two change drivers over the next ten years as insufficient financial resources (60.5%) and technology change (32.6%).

The lack of financial resources is anticipated as a result of reduced federal and state funding, increased costs (particularly in healthcare benefits and utilities) and the inability to raise tuition in order to ensure that a higher education is available to as many as possible.

The respondents indicated that they anticipate technology will:
- Enable students, faculty and staff to adopt significantly different ways to communicate, access information and deliver campus services
- Transform the learning experience altering where students learn and how students learn
- Provide productivity gains that will allow enhancement of services while controlling costs

If these two anticipated trends do in fact occur, the Information Technology department will be expected to expand and improve its services in an environment of decreased resources. This challenge can best be met by ensuring that IT is efficient, effective and agile; and by identifying those technology-related projects that are of real importance to the mission and vision of our campus. Buget priorities must be driven by the strategic plan. It will be essential that the right projects are provided the limited resources. This strategic plan will provide a framework for making decisions about project funding in a rational and objective manner.

# Office of Information Technology

## Strategic Plan

**KEY TRENDS**

**KEY ASSUMPTIONS**

# Office of Information Technology

## Strategic Plan

### PROCESS

The process of developing this strategic plan involved many people working over a period of several months. It began with the development of a draft by the staff of the Information Technology Department.  That initial draft was based on information gathered from a number of sources:

- Internal discussions

- Input from the campus community

- Trends in higher education

- Visits to local competition and other IU regional campuses

- Exposure to new technologies

- Our commitment to service

Next, the draft plan went through several iterations of revision which involved updating the IT Advisory Committee and incorporating their input.  That input was valuable in shaping the final document.

The IT advisory committee finally approved this plan at their meeting of ??/??/??.

This strategic plan, like any IT strategic plan, must be a living document updated periodically to reflect changes in institutional priorities or technologies (annual)

Following final approval, the plan will be communicated by the newsletter, website, blog, meetings.

# Office of Information Technology

## Strategic Plan

## PARTICIPANTS

### IT Advisory Committee Members

| | | |
|---|---|---|
| Diane Bever | Librarian/Head of Public Service | Library |
| Denise Brehmer | Professor | |
| Robert Dibie | Dean | School of Public and Environmental Affairs |
| Sharon Calhoon | Director | Center for Teaching, Learning and Assessment |
| Fred Hakes | Director | Division of Continuing Studies |
| Cathy Hightower | Director | Alumni Relations |
| Melanie Hough | Registrar | Office of the Registrar |
| Nadene Keene | Professor | |
| Joung Yeon Kim | Professor | School of Business |
| Andrew Kurtz | Assistant Professor | NIMS |
| Peggy Lane | Director | Bookstore |
| Carl Pennington | Director | Computer and Technology Services |
| Tim Sehr | Assistant Vice Chancellor | Academic Affairs |
| Ellen Sigler | Professor | Division of Education |
| William Yost | Vice Chancellor | Administration, CIO, CFO |

### IT Staff

| | |
|---|---|
| Debbie Burns | VIC Coordinator |
| Kelly Gebhart | Helpdesk Support Specialist |
| Melissa Hinze | Coordinating, Student Computing |
| Steve Holaday | Audio-Visual Technician |
| Rudy Kizer | Campus Web Manager |
| Mike Lynch | Technical Support, Student Computing |
| Carl Pennington | Director of Computing and Technology Services |
| Chris Rivers | Associate Director, Computer Services |
| Derek Schermer | Micro Support Technician |
| Shirley Sellers | Support Center Coordinator |
| Craig Swoverland | Assistant Director, Student Computing |

# Office of Information Technology

## Strategic Plan

### MISSION, VISION AND VALUES

### Mission

To provide excellent, highly-valued services and support as well as leadership in emerging technologies that enable the campus to fulfill its commitments to teaching and learning, research, student life, and community engagement.

### Vision

To be a technology-rich campus bolstered by responsive support from a knowledgeable Information Technology staff.

### Values

Our core value is that of professional integrity with the ultimate goal of complete customer satisfaction.  The Information Technology Department staff  is committed to continual self-improvement and to providing service that exceeds the customer's expectations.These commitments requires that the Information Technology Department staff be results-oriented, respectful, persistent, diligent and proactive in the provision of services.

### GOALS

1. *Provide a solid foundation of IT infrastructure that supports and adapts to the needs of the campus and is continuously improved.*

   Over the last decade, Information Technology has played a more vital role in the provision of academic and administrative services.  As technology usage has increased on campus so has the need for mobility and increased availability.  It is critical that the IT infrastructure support the devices and services that the academic and administrative units need in order to provide their services in an effective and efficient manner that is also convenient for the people they serve.  In addition, the infrastructure must be adaptable to meet changing technology standards and the changing needs of the campus.  IT must maintain a solid technology foundation which enables on-campus and off-campus teaching and learning, communication and collaboration, as well as data storage and sharing.

2. *Provide security and continuity of the IT environment, ensuring the integrity, privacy and availability of information.*

   Information and information systems are assets of high value to IU Kokomo, because they are essential to many academic and administrative activities. They must be protected with the same care as valuable physical assets from threats such as disclosure, damage or loss, whether accidental or deliberate.  IT must work to safeguard information assets while supporting operations and activities dependent on electronic access to information.

3. *Proactively develop robust and pervasive IT resources and services that enhance the academic, administrative and co-curricular functions of the campus.*

   Information Technology is already a major component in the knowledge-sharing that occurs during the teaching and learning processes, in the day-to-day business operations of the campus, and of our students' life experience on campus. As the trend toward mobile computing continues, and as students' immersion in technology and expectation of instant on-line access to university and campus services increases, IT must be prepared to work with the campus community to develop resources that address these changing needs and expectations.

   In the classroom, Information Technology has proven to be valuable in enabling faculty to convey concepts as well as enhancing the ability of students to grasp those concepts. IT has broken down the walls of the traditional classroom, opening up a world of relevant information and learning opportunities. IU Kokomo must continue to build upon this success by offering new classroom IT tools and supporting the faculty's imaginative use of IT in the teaching and learning processes.

Information Technology has made positive contributions by streamlining the administrative functions of the University. Members of the campus community are able to register for classes, pay bursar bills and check salary or benefits, as well as perform many other functions. However, many services provided at the campus level have not yet been automated through the use of technology. The scheduling of resources and many other administrative functions must be streamlined by making further use of Information Technology in order to satisfy the needs of the consumers of these services.

Students at IU Kokomo have long realized that technology plays a critical role in their academic success; more recently though, technology has played a larger role in their lives outside of the classroom. In recognition of this trend, IU Kokomo has made the acquisition of basic IT skills a priority, preparing our students to be lifelong learners. IT must support this effort and also find ways of applying technology to enhance student life and foster a sense of community among the students.

4. ***Develop a multi-tiered support system that addresses the varying levels of expertise and the specific needs of the campus community.***

   IU Kokomo faculty, staff and students should not have to search for IT support; it should be readily available and easily accessible. Support for the use of the IT environment should empower the campus community, not encumber it. IT must develop a support model that addresses the needs of multiple constituencies and various levels of expertise on campus. Support staff must be easy to contact and must guide users to helpful, clear solutions. Support must be available in multiple forms, e.g., in person, in an online knowledge base and via telephone and email, to provide users options in seeking assistance based on their particular needs.

5. ***Develop and maintain communication channels that ensure ongoing and meaningful dialogue between the campus community and the IT staff.***

   The IT Strategic Plan, as well as the annual IT Tactical Plan, must be driven by the needs of the campus community – faculty, staff and students. For this to be the case, it is essential that an open dialog with a sense of collaboration and partnership exist between the user community and the IT staff. IT must seek out advice from the user community, actively request support for the IT initiatives that they have helped to shape and provide timely, pertinent information regarding changes that affect the user community.

6. ***Continuously assess and improve the efficiency, effectiveness and capabilities of the Information Technology Department staff and processes.***

   As the cost of technology continues to decline and the innovative use of technology continues to grow, there is every reason to believe that the adoption rate of technology in higher education will quicken. To keep pace, it is essential that IT continually evaluate the

effectiveness of its processes, revising them where they have become inefficient or ineffective.

Technology changes at a rapid, and rapidly increasing, pace. As with any rapidly changing profession, effective and timely staff development is an critical component for success. If the IT staff is to be responsive and knowledgeable, it is essential that they be provided opportunities to learn the technologies deployed at IU Kokomo.

7. *Ensure sound fiscal planning for IT that leverages existing university and campus investments and expends funding resources in the most responsible and efficient manner.*

8. OBJECTIVES

> *Provide a solid foundation of IT infrastructure that supports and adapts to the needs of the campus and is continuously improved.*

Objective 1A:

> *Provide security and continuity of the IT environment, ensuring the integrity, privacy and availability of information.*

> *Proactively develop robust and pervasive IT resources and services that enhance the academic, administrative and co-curricular functions of the campus.*

> *Develop a multi-tiered support system that addresses the varying levels of expertise and the specific needs of the campus community.*

> *Develop and maintain communication channels that ensure ongoing and meaningful dialogue between the campus community and the IT staff.*

> *Continuously assess and improve the efficiency, effectiveness and capabilities of the Information Technology Department staff and processes.*

> *Maintain sound fiscal planning that leverages existing university and campus investments and expends funding resources in the most responsible and efficient manner.*

Objective 7a.
IU Kokomo should build life-cycle replacement funding into its planning at every level of investment in information technology, including both hardware and software for personal, departmental, and central systems. IT should develop a life-cycle replacement model to use, both for its own resources, and for the broader campus IT resource environment. A funding plan should be developed in support of this model that is reflective of the campus' valuation of its IT environment.

At present, lifecycle funding has been established for most desktops on campus. This lifecycle must be extended to cover the remainder of the desktop fleet and the emerging fleet of mobile computers as well as all network infrastructure components. Productivity often suffers because of incompatibilities with modern technology and equipment failures. Without

a funded strategic plan to meet the long-term needs of a growing infrastructure, IU Kokomo staff, faculty, and students will not have the levels of capability and consistency needed to fully utilize the network in pursuit of their operational, teaching, and learning goals.