



California University of Pennsylvania

University Technology Services

2009 – 2012 Strategic Plan

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Version 1.0



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INTRODUCTION

As this is the first California University of Pennsylvania Strategic Plan focused on University technologies, some of the goals may seem more tactical than strategic; however, these goals are necessary to establish the foundation for a service organization capable of providing a high level of support to the University community. The goals and objectives contained within were developed in support of the California University of Pennsylvania Strategic Plan 2009-12 and with University mission statement keeping in mind the vision “To be recognized as the best comprehensive public university in America”. In order to meet that challenge, a solid University technology foundation and governance model must be established as well as the supporting processes and systems life cycles. It is imperative to the success of this strategy that University Technology Services partners closely with the University community and in doing so, understands their needs. The importance of partnering with the University community cannot be stressed enough.

My philosophy regarding University Technology Services is this; I do not believe in implementing technology for technology sake. What does this mean? I do not subscribe to the “build it and they will come” mindset. I believe the University is the driver and that University Technology Services enables; therefore, University Technology Services should be focused on the needs of the University and their solutions should align with those needs.

It is difficult to find an area of campus life where technology does not play a role. To say technology plays a role is to say that technology is a component and not the component.

While multiple areas of this strategic plan mention evaluating or researching various solutions, the outcome of these efforts may conclude that technology is not the answer. They may point to process improvement or training as the solution. Having that open mindset of every opportunity may not require a technology solution is essential in determining the best solution and vital to the success of this strategic plan.



The Goals of the Cal U University Technology Services Strategic Plan 2009 - 2012

- Goal 1 Network Infrastructure
- Goal 2 Staff Development
- Goal 3 Develop an Information Technology Quality Environment
- Goal 4 Establish a Best-in-Class, Customer Centric University Technology Services Organization
- Goal 5 Collaboration
- Goal 6 Datacenter
- Goal 7 Student Information System (SIS)
- Goal 8 Student Productivity
- Goal 9 Faculty / Staff Productivity
- Goal 10 Academic Excellence, Campus Safety, and Campus Quality of Life
- Goal 11 Budget / Finance



OBJECTIVES

The objective of this strategic plan is to challenge the norm of California University of Pennsylvania and change the way we use, manage, and maintain University technology assets and services. In doing so, enhance the user experience and stimulate the use of technology in creative ways that will help achieve the overall University goals and objectives.

Executive Summary

The guiding principles of the University Technology Services Strategic Plan are the Mission Statement of California University of Pennsylvania and the Strategic Plan for 2009-2012. With technology being a component and an enabler of virtually every University initiative, it is important to establish a strategic plan that aligns with the direction of the University. Table 1 Alignment with University Strategic Plan, visually represents the alignment of the University Technology Services Strategic Plan with those of the University’s Strategic Plan.

University Technology Services Goals	University Goals							
	Academic Excellence	High Quality of Student life	Diversity	Continuous Improvement	Improvement of the University’s Infrastructure	Service to the Region, the Commonwealth and the Nation	Enhancement of Existing Resources and Development of New Sources of Revenue	Building an Understanding of the Importance of Good Citizenship and Contribution
Network Infrastructure	✓	✓		✓	✓			
Staff	✓	✓	✓	✓	✓	✓	✓	✓
Develop an Information Technology Quality Environment	✓	✓		✓	✓		✓	
Establish a Best-in-Class, Customer Centric University Technology Services Organization	✓	✓		✓	✓	✓		✓
Collaboration	✓	✓	✓	✓	✓	✓	✓	
Datacenter	✓	✓		✓	✓			
Student Information System (SIS)	✓	✓		✓	✓			
Student Productivity	✓	✓	✓	✓	✓	✓	✓	✓
Faculty / Staff Productivity	✓	✓	✓	✓	✓	✓	✓	✓
Academic Excellence, Campus Safety, and Campus Quality of Life	✓	✓	✓	✓	✓		✓	✓
Budget / Finance				✓	✓		✓	✓

Table 1 Alignment with University Strategic Plan



Goal 1: Network Infrastructure

Design and implement a solid, secure, and scalable network infrastructure that will enable growth and sustainability over the next three to five years

Objective 1.1: *Redesign the Local Area Network (LAN) and build in redundancy and fault tolerance in critical areas to meet the demands of the University community.*

Method: This conceptual design will be developed by June 30, 2010, and implemented during the 2010 – 2012 calendar years.

Method: Segment Local Area Network (LAN). As part of the LAN redesign and in order to properly secure the computing environment, the LAN will be subdivided based on user communities and functional responsibility.

Method: Direct connect fiber optic cable to Philipsburg School, Roadman Park and Vulcan Village. This will provide a cost-effective solution to connect the new Philipsburg location and Roadman Park/Vulcan Village to the main campus. In doing so, this dedicated fiber will also provide flexibility and sufficient bandwidth to support today's needs as well as future requirements.

Method: Upgrade existing Local Area Network devices – The Local Area Network is the heart of the computing infrastructure and currently consists of 250 data switching devices. As with any technology, these devices require a certain amount of maintenance and support. Of the 250 data switching devices, approximately 235 or 94% have been operational for seven years and are no longer supported by the vendor. A technology refresh of these important infrastructure components is necessary to support current and future advancements in technology and University initiatives.

Method: Develop and implement a network technology lifecycle management program.

Method: Complete cup.edu domain conversion to calu.edu.

Success Criteria

This objective will be considered successful once the conceptual design has been completed, funding has been obtained, and the redesign effort has been completed. Additionally, the completion of the dedicated fiber optic cabling to Philipsburg, Roadman Park and Vulcan Village will complete this specific method. Once the redesign efforts and fiber optic cabling has been completed, a further requirement will be the development of the technology life cycle which will establish an ongoing strategic refresh and maintenance cycle of all network devices. The technology lifecycle will be delivered as part of the conceptual design. An ongoing process improvement metric for this objective will be end user response time and system up time. The baseline measurements for these metrics will be established upon completion of the redesign effort.



Objective 1.2: *Design and implement a ubiquitous, secure, and scalable mobile computing environment for all University properties.*

As computing and instructional techniques become more mobile, there exists a need to provide a mobile computing environment, which will not only meet the demands of today's technologies but also to position the University to take advantage of emerging mobile instructional opportunities.

Method: Expand and enhance the existing mobile computing environment to include all University properties. This design should consider 100% coverage with the ability to support voice, data, and video technologies.

Method: Implement an access methodology that provides a positive user experience for students, faculty, staff, and campus visitors while maintaining a secure and compliant computing environment.

Method: Investigate a University partnership with a capable service provider to design, implement, and maintain a leading edge mobile computing environment.

Success Criteria

A successful objective will include the implementation of a mobile computing environment that meets the requirements set forth in the objective. The ability to support leading edge mobile computing and instructional technologies will support productivity initiatives by providing the infrastructure, enabling faculty to develop leading edge instructional materials and offerings. Students will also benefit by having the opportunity to function in this advanced learning environment. Maintaining or surpassing the University enrollment goals will be one measure of success. An additional measure would be to meet or exceed the customer satisfaction goal of maintaining 4.5 out of 5 for the academic year ending 2011.

**Objective 1.3: Design and Implement a Secure Technology Infrastructure**

Method: Evaluate current security posture based on internal audit and risk assessment. An internal risk assessment will provide baseline measurements in order to gauge the effects of new security initiatives.

Method: Establish secure data network perimeter for Internet services. A secured network perimeter will protect our assets by allowing external access from the Internet while protecting the confidentiality and integrity of University information resources.

Method: Implement a security awareness program. A security awareness program will aid users in identifying threats to personal and University information.

Method: Evaluate, update and maintain University policies and procedures. Clear and concise communication to the University community in a convenient and well-known location will provide users with guidance on use of University information resources.

Method: Implement intrusion detection/prevention/firewall/forensic technologies where appropriate. This provides both proactive means of protection for University information resources as well as historical data to respond to security incidents.

Method: Establish a secure remote access strategy. Standardized, secure remote access will make resources available when off site for mobile computing and improve the end-user experience.

Method: Identify and secure data in compliance with mandated standards. Using regulations as a baseline, we will identify sensitive data and take appropriate measures of protection.

Method: Implement a method to track and report on security incidents and develop a security incident response plan. Formal tracking and reporting will allow us to track progress, to formulate response profiles, identify trends, and anticipate future challenges.

Success Criteria

Objective 1.3 will be deemed successful when security events are trackable, trendable, and user behaviors are favorably influenced through awareness training. Bi-annual Attack & Penetration tests conducted prior to each semester (Spring and Fall). Publish a monthly Security Awareness Bulletin during the Fall and Spring semesters.



Goal 2: Staff Development

Evaluate Department and Establish a Career Development Program in Support of Current and Future Needs

Staffing considerations begin with properly aligning the department with University goals and a strong knowledgeable leadership/management team. Once the management team is in place and knowledge gaps have been identified a career development program can then be developed.

Objective 2.1: *The initial objective is to evaluate the departmental resources.*

Method: Evaluate the department by reducing each position by its functional component thus decomposing the departments. This takes into consideration only the duties each position performs ignoring titles and job classifications.

Method: Once the individual functions have been identified, common functions are then grouped together forming the departments.

- IT Operations and Infrastructure
- Applications and Academic Support
- IT Security, Quality and Compliance

Method: With the functional departments established, the next step in the process is the evaluation of existing skill levels of current staff. This is accomplished by reviewing resumes, meeting with each individual team member regarding their personal goals and objectives, personal observations and discussions with faculty, staff and students, Customer Satisfaction Survey, and conducting a departmental S.W.O.T. (Strength, Weakness, Opportunity, Threat) Analysis.

Method: With the functional departments established and the current staff evaluated, the next step is to place the individual team members in to the appropriate departmental area based on their skill. Once completed, this effort will expose areas of opportunity in the organization.



Objective 2.2: *Once the team has been evaluated and functional areas have been assigned, job descriptions must be adjusted to reflect current positions and titles and aligned in accordance with collective bargaining agreements (CBA) and PASSHE job descriptions.*

Method: Review existing roles, responsibilities, and titles. Align with departmental organization structure. Adjust where necessary and in conjunction with CBA and PASSHE

Objective 2.3: *Establish Career Development Program based on current and future needs and University strategic direction.*

Method: The method for this objective is to identify future organizational and technology needs and determine the necessary supporting skill set. This will then be aligned with existing knowledge level within the University Technology Services Department. Necessary training programs will be established to fill the knowledge gap(s).

Success Criteria

Improving the knowledge level of the University Technology Services team will improve our delivery capabilities thus providing a better level of service to the University community. This in turn will enhance the quality of student life and increase academic excellence. A measure of success for this goal will be based on the results of the Customer Satisfaction Survey and the goal of achieving and maintaining an overall 4.5 out of 5 by the 2011 academic year-end. An additional measure is to establish a career development plan for all team members.



Goal 3: Develop an Information Technology Quality Environment

Objective 3.1: *Establish a University Technology Services Departmental Quality Management System (QMS) with the overall aim of increasing customer satisfaction and developing a methodology for process improvement.*

Method: Create a Quality Management System (QMS) Manual describing the overall quality program.

Method: Develop meaningful metrics that lend themselves to trending and analysis utilizing inputs such as:

- Customer Satisfaction Survey
- Service Level Agreements (SLA)
- Corrective Action Preventative Actions (CAPA)
- Training Requirements
- Helpdesk Statistics

Method: Establish change control process - Develop a trackable and auditable process of managing change requests for modification of production systems. This process will establish and maintain production system service performance consistency.

Method: Establish a mechanism to track required training that aligns with the University Technology Services Career Development Program.

Method: Establish a Corrective Action Preventative Action (CAPA) System. CAPAs strive to understand and correct detected nonconformities and prevent their reoccurrence in a systematic manner.

Method: Institute an audit program in support of conforming to ISO 9001:2001 QMS or other quality standards.

Success Criteria

Attain and sustain the ISO 9001:2001 Quality Management System Certification or equivalent for Information Technology. The above methods included in Objective 3.1 are inclusive to the quality management system and will therefore be deemed successful with the ISO certification.



Objective 3.2: *Establish software license management program*

Method: Develop process and tools to track University software licenses and lifecycle.

Success Criteria

Maintain compliance with software license agreements by establishing a software library and associated process. Success will be measured by passing a software license audit.



Goal 4: Establish a Best-in-Class, Customer Centric University Technology Services Organization

Objective 4.1: Establish a baseline of customer satisfaction

Method: Conduct an initial Customer satisfaction survey.

Method: Discuss the findings with the user community.

Method: Conduct an Incoming Freshman Survey to help determine incoming technologies and required level of services.

Objective 4.2: University Technology Services Department as a customer-service provider

Method: Establish and publish service level agreements (SLA's) with the University community for all services offered by the UTech Services department.

Method: Establish and publish a catalog of offerings of all services being offered by the UTech Services department.

Success Criteria

Service Level Agreement and catalog of offerings completed and published by December 31, 2010.

Objective 4.3: Meet and / or exceed customer expectations for UTech Helpdesk and Desktop / Laptop Support Services

Method: Define Helpdesk and Service Desk processes to include mission statement, service offerings, standards, and hours of operation, call routing, problem handling, notification, customer responsibilities, UTech Services responsibilities and internal communications.

Method: Define and implement processes and procedures to support incident management, problem management, request fulfillment and event management.

Method: Analyze and report on key call center statistics, Helpdesk tickets and end user satisfaction to determine support trends and areas of improvement.



Method: Develop continual Improvement culture ensuring processes and procedures meet and / or exceed customer expectations.

Method: Develop tier approach to end user support and define the career life cycle of support analysts, technicians and work-study students / graduate assistants.

Method: Implement new Helpdesk solution Numera Footprints.

Success Criteria

The success of this goal will be reflected when customer satisfaction surveys show that 90% of our customers are satisfied or extremely satisfied with the service they receive from the UTech Helpdesk and Desktop Support Services teams. An additional measure of success will be realized when the Numera Footprints helpdesk ticketing system has been properly implemented.



Goal 5: Collaboration

Develop Collaboration Service Offering that will provide a technical foundation enabling California University of Pennsylvania to continue increasing University excellence at both the undergraduate and graduate levels, enhance the quality of the student life and increase staff, faculty and student productivity.

Objective 5.1: Develop Collaboration Services Strategy

Method: Conduct a University wide Collaboration survey to receive feedback on current collaboration services and to understand the University's needs.

Method: Work with University leadership to complete a Collaboration needs assessment and prioritization exercise (Ensure representation from student, staff and faculty).

Method: Work with legal department to develop strategy to support Collaboration needs throughout the University while ensuring data and personnel are legally protected.

Method: Develop an operational strategy that will ensure University Technology Services at California University can properly support, operate and maintain Collaboration Services.

Objective 5.2: Develop technical and operational roadmap to support Collaboration Strategy

Method: Document and review current technology infrastructure and UTech Services operational support organization.

Method: Document a "to-be" architecture and support model for Collaboration Services Offering.

Method: Work with Industry experts, vendors and other Universities to develop a roadmap with a multi-year, phased approach.



Objective 5.3: *Plan and deploy prioritized Collaboration services to the University*

Method: Ensure funding is secured to execute prioritized solutions.

Method: Ensure architecture is in place to support and implement Collaboration services.

Method: Ensure Support processes and staff are in place to provide required service levels and uptime.

Method: Deploy Collaboration services in prioritized order.

Success Criteria

Goal 5 will be considered a success if 90% of respondents believe the collaboration solutions provided by UTech Services are helping the University increase excellence, enhancing the quality of the student life and increasing the productivity of the staff, faculty and students.

An additional measure will be the University meeting or exceeding productivity goals.



Goal 6: Data Center

Plan, design and implement University Data Center(s) to meet the current and future technology needs of the University

The data center is the foundation from which all other technologies emanate. As with any structure or program, a solid foundation is paramount to its longevity and success. The same can be said for the data center.

Objective 6.1: *Evaluate current data center and data closet design and the consumption of resources.*

Method: Perform a physical inventory and document current data center and data closet components. This effort should include identifying electrical power capacity, HVAC capacity, environmental sensors, fire suppression system, physical security, emergency power (generator) capacity, server inventory, voice and data network component inventory, voice and data circuit capacity, backup power Uninterruptible Power Supply (UPS) capacity, data backup, and storage.

Objective 6.2: *Define current and future requirements and strategy for campus data center(s) and data closets.*

Method: Work with University leaders to understand future data center requirements.

Method: Complete gap and needs analysis showing areas of risk for the University.

Method: Define strategy to design, implement and operate data centers and data closets.

Method: Discuss gap and needs analysis with University leadership to ensure support is obtained for design phase of project.

Objective 6.3: *Design data center and data closet physical and logical space to meet the current and future University needs.*

Method: Work with internal and external resources to complete detailed design for data center and data closets.



Method: In conjunction with the University community establish Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). RTO is defined as the period within which systems and/or applications must be recovered after an outage while RPO is defined as the maximum amount of data loss an organization can sustain during an event. The RTO and RPO are the basis for development of a disaster recovery/business continuance plan.

Method: Complete cost estimate for implementation of detailed design.

Method: Obtain funding for implementation phase of the project.

Objective 6.4: Implement data center(s) and data closet design.

Method: Work with internal and external resources to implement the data center and data closet design.

Objective 6.5: Data inventory categorize and classify sensitive data.

Method: Develop data classification schema to reflect current regulatory requirements.

Method: Develop policies and procedures for storage and life cycle of sensitive data.

Success Criteria

This goal will be deemed successful when the design has been completed, funding has been secured, and the design has been implemented. The success of the goal will be measured by reduced down time due to systems, environmental, equipment and process issues and the ability to maintain operations during a catastrophic failure or event. In addition, success will be measured by the ability of the data center to meet all current and future University data center needs and backup services are in place to ensure there are no single points of failure to critical services.

Data inventory and classification will be deemed successful when sensitive data has been properly categorized, segmented and secured, and policies and procedures regarding handling and life cycle of sensitive data have been developed.



Goal 7: Student Information System (SIS)

Implement a new Student Information System (SIS) to replace the existing SCT Plus.

***Objective 7.1:** Collaborate with other PASSHE universities to outline business needs and requirements with the end goal to select an SIS application.*

Method: Review product demos provided by the vendors through a standard functional format determined by PASSHE procurement with functional areas on campus.

Method: Determine product that best meets the University's needs and goals.

Method: Review cost matrix provided by PASSHE procurement office to ensure responsible use of University's funds.

Success Criteria

An application will be selected by June 2009 that is determined to meet or exceed the needs of the University.

***Objective 7.2:** Implement the selected SIS Package. (Collaborate where possible with other PASSHE institutions implementing new SIS packages to reduce overall state costs and ensure a consistent approach to academic support.)*

Method: A Student Information System Steering Committee will be established with members from University Executive Leadership and members from other key areas. This group will assume overall responsibility for a successful implementation.

Method: A Project Manager will be identified and will assume the lead responsibilities of completing the implementation. The Project Manager will provide regular updates to the University SIS Steering Committee. The Project Manager will work closely with the vendor Project Manager to keep the project on time and within budget.

Method: Functional team leads will be selected for each relevant area of the SIS implementation. These functional team leads, with assistance from the Project Manager, will be responsible for ensuring that they have proper representation from all relevant functional teams associated with their area of responsibility. These teams will then be responsible for proper implementation of their respective functional SIS areas.



Method: Working in conjunction with the vendor Project Manager a project schedule will be developed to meet the deadline for implementation of August 31, 2011.

Method: The Steering Committee and the Project Manager in collaboration with the selected vendor's Project Manager will closely monitor project milestones and budget adherence.

Method: The system will be tested to ensure proper configuration before any areas will be placed into production. This testing will be done with the functional and operational teams to ensure that all functional team members understand how to properly use the system, and operational teams know how to maintain and restore the system.

Method: The system will be implemented in stages and monitored to ensure that all functionality between the old system and the new system are compatible and no existing functionality will be lost without an acceptable alternative process being instituted.

Method: Staff will be properly trained to ensure that ongoing maintenance and support of the new student information system can be provided in a timely manner with minimal or no disruption to the user community.

Method: Student quality of life and productivity will be enhanced by ensuring web access is available for registration, advising, and degree auditing. In addition, web access to Financial Aid opportunities and general class information will be easily accessible.

Success Criteria

The selected student information system will be implemented by the end of August 2011 and without exceeding the allocated budget. The new system will meet or exceed the functional requirements existing on the current student information system.



Goal 8: Student Productivity

Improve student productivity and quality of life.

Objective 8.1: *Better understand the technology needs of the student population.*

Method: Develop and carry out an annual incoming Freshman Technology Survey.

Method: Develop and carry out an annual Customer Satisfaction Survey.

Method: Form a student focus group to discuss student technology use and needs. This group will be chartered with identifying potential technology solutions and process improvements and will be the voice of student technology needs.

Method: Partner with other PASSHE and non-PASSHE universities as resources of information.

Method: Actively participate in University engineering and technology programs

Method: Consider hosting campus technology night, innovation fair and brown bag lunch and learn workshops.

Method: Investigate sponsoring technology competitions between PASSHE universities

Method: Establish an online forum for students to share suggestions and ideas with the University Technology Services Department.

Method: Conduct Independent departmental research of technologies and applications such as soft-copy readers or e-books (e.g. Kindles), handheld devices, campus wide software offerings.

Objective 8.2: *Evaluate Data*

Method: Evaluate survey data and information collected during focus groups, suggestion box, and student discussions incorporating information gathered from University partnerships and departmental research.

Method: Identify requirements that will facilitate the selection of potential solutions.

Method: Determine feasibility and fit of solutions with University strategy and mission.

Method: Communicate findings and proposed solutions with focus groups and student community to ensure we have understood their requirements and proposed solutions will meet their needs.



Objective 8.3: *Select appropriate solution(s) and develop implementation plan*

Method: Prioritize the implementation of selected and agreed upon solutions.

Method: Obtain funding where necessary

Method: Adjust processes where necessary

Method: Measure success through survey results, customer feedback, and systems reporting

Success Criteria

This goal will be deemed successful once the surveys have been developed and implemented consistently year over year beginning in September 2009. Additionally, success will be judged on the participation and outcome of the focus groups, the purpose of which are to engage the students and provide a venue for their ideas and input. Focus Groups will consist of two students from each College meeting monthly during the Fall and Spring semesters.

Another measurement of success will be improved customer satisfaction based on survey results, meeting or exceeding enrollment goals, improved communication and collaboration, and improved academic success.



Goal 9: Faculty/Staff Productivity

Improve faculty and staff productivity

Objective 9.1: Better understand the technology and process needs of the faculty and staff

Method: Develop and carry out an annual Customer Satisfaction Survey.

Method: Proactively meet with faculty and staff to discuss technology needs and process improvement opportunities.

Method: Attend campus forums (Administrative Council, University Forum).

Method: Establish an online forum or discussion group for faculty and staff to share suggestions and ideas with the University Technology Services Department.

Method: Conduct Independent departmental research of technologies and applications such as soft-copy readers or e-books (e.g. Kindles), handheld devices, pod cast, campus wide software offerings, collaboration solutions.

Method: Partner and collaborate with other PASSHE universities openly in an effort to improve the overall PASSHE teaching and learning communities.

Method: Establish a Technology Council to include faculty, staff, and area business technology leaders in an effort to stay current with changes in the information technology environment and industry standards.

Method: Document existing business processes in an effort to identify process improvement opportunities

Objective 9.2: Evaluate Data

Method: Evaluate survey data and information collected during meetings, suggestion box, and faculty/staff discussions incorporating information gathered from University partnerships and departmental research.

Method: Define requirements that will facilitate the selection of potential solutions.

Method: Determine feasibility and fit of solutions with University strategy and mission.



Method: Communicate findings and proposed solutions with user community to ensure we have understood their requirements and proposed solutions will meet their needs.

Objective 9.3: *Select appropriate solution(s) and develop implementation plan*

Method: Prioritize the implementation of selected and agreed upon solutions.

Method: Obtain funding where necessary

Method: Adjust processes where necessary

Method: Measure success through survey results, customer feedback, and systems reporting.

Success Criteria

This goal will be deemed successful once the surveys have been developed and implemented consistently year over year beginning in September 2009. Additionally, success will be judged on the participation and outcome of the focus groups, the purpose of which are to engage the students, faculty and staff and provide a venue for their ideas and input. Focus Groups will consist of volunteers from the user community and will meet monthly during the Fall and Spring semesters.

Another measurement of success will be improved customer satisfaction based on survey results, meeting or exceeding enrollment goals, improved communication and collaboration, and improved academic success.



Goal 10: Academic Excellence, Campus Safety, and Campus Quality of Life

Objective 10.1: *Identify areas on campus where technology and processes can improve the way we currently conduct or support business.*

Method: Interview members of the campus community in an effort to identify outdated, manual, or inconsistent technologies and processes (e.g. video surveillance system, public safety call and radio recording, campus access/identification card (CalCard), manual data manipulation between systems, online manual forms).

Method: Conduct annual customer satisfaction and incoming freshman surveys.

Method: Conduct inventory and document existing campus technologies.

Method: Identify areas of opportunity and gather user and regulatory requirements.

Method: Develop use case scenarios utilizing the campus community to capture the entire user experience.

Objective 10.2: *Evaluate potential solutions and implement where needed*

Method: Based on user requirements and University direction, develop standards by which solutions can be selected.

Method: Identify and evaluate potential solutions.

Method: Obtain funding.

Method: Prioritize and implement in accordance with University strategic plan.

Objective 10.3: *Increase Academic Excellence*

Method: Support accreditation efforts by proactively engaging with faculty accreditation teams.

Method: Establish University Technology Services Quality Management System Corrective Action Preventative Actions process to manage accreditation and audit findings



Method: Assemble a representative committee and develop a transparent Tech Fee process that aligns with productivity funding and facility space initiatives.

Method: Develop a multiyear Smart Classroom Technology implementation and ongoing life cycle management plan.

Method: Partner with and support PASSHE technology programs such as LMS/LCMS.

Method: Improve collaboration technology offerings in support of research and publication activities.

Method: Review existing computer lab facilities. Consolidate where possible, enhance and upgrade where necessary. Develop a tracking process and life style for all campus labs.

Method: Research the feasibility of establishing a faculty training instructional design area and associated training programs in conjunction with Library Services.

Success Criteria

The success of this goal will be realized through improved process efficiencies and more effective utilization of associated resources. The approval for and the implementing of the SMART Classroom Technology and associated life cycle management initiative will also be an indicator of success. Achieving and maintaining the University accreditation goals will be an additional measure, as will the creation, utilization, and maintenance of the Instructional Design Center.

**Goal 11: Budget/Finance**

Develop a University Technology Services budget in support of University run, change, and grow initiatives.

Objective 11.1: *Establish budget model for relevant areas of University Technology Services to provide tracking, reporting, and projecting of departmental expenditures.*

Method: Run – Identify all expenses associated with the maintenance and support of day-to-day operations. These expenses are the costs associated with normal daily operational aspects of UTech Services (e.g. software licenses, hardware maintenance, salaries, travel and training).

Method: Change – Areas where upgrades or improvements in existing infrastructure and services or initiatives that change the way the University does business are typically associated with change. Strategic UTech Services initiatives will determine some of the change budget as will faculty and staff initiatives. For example, new software applications (faculty driven), data center improvements (UTech Services strategic initiative), and development of new processes. Areas of “change” encompassing UTech Services will be identified and prioritized in order to properly budget and support these initiatives as they transition from “change” to “run.”

Method: Grow – As we continue to grow, the University Strategic Plan, master plan as well as UTech Services Strategic Plan will foster growth initiatives. (e.g. Convocation Center, Manderino parking garage, CalUFusion) These initiatives typically transform the University. Growth areas as with many areas of the University have a technology component that needs considered from not only an initial funding aspect but here too as it transitions from “grow” to “run.” From a strategic viewpoint, growth initiatives need identified early on in the project life cycle to allow for proper resource loading and training of any new technologies and skill sets.

Method: Partner with the University Finance department to determine the proper alignment of fund centers.

Method: Engage with faculty and staff to establish a forum for planning and communicating technology initiatives in a strategic fashion. This method is a cultural shift away from reactionary short-term tactical solutions to a more planned approach to technology deployment.



Success Criteria

This objective will begin to put in place a UTech Services budget to which the department can manage. In doing so it will also provide visibility in to UTech Services spending. One success criteria will be to manage the department to the established run, change, and grow budget. Areas outside the control of UTech Services will be documented to show variances. An additional success criterion will be the implementation of a strategic planning forum, which should over time reduce or eliminate any last minute tactical initiatives thus shifting the culture to a more controlled implementation of technologies.

Objective 11.2: *Investigate grant opportunities to increase or provide funding revenues for technology improvement or expansion opportunities where possible.*

Method: Work with the Grants Office and University Development to identify and apply for grants and foundations supporting information technology initiatives.

Method: Develop grant writing training strategy for information technology directors and other UTech Services professionals as appropriate; participate in a grant-writing workshop to develop grant-writing skills.

Success Criteria

This objective will be considered successful when all UTech Services directors and essential staff members have completed grant-writing workshops. Quarterly meetings will also be scheduled with the Grants Office and University Development to review potential grant opportunities with the goal of submitting and receiving at least one grant per year.