

***DENISON UNIVERSITY
INFORMATION TECHNOLOGY SERVICES***

STRATEGIC PLAN

2007 – 2011

BACKGROUND

Early in 2006, the Information Technology Services (ITS) department (formerly, Computing Services) kicked off its first strategic planning initiative. With the engagement of a planning consultant to help get it started, all thirty-two current employees of the ITS department participated in this day long event. Six broad goals for the department were defined. Afterward, teams were created using a cross section of personnel from each of the six groups within ITS (i.e. Administrative Systems, Technical Services, Support Services, Educational Technology, Media Technology, Web Services). Each team was charged with identifying actionable objectives associated with an assignment of one of the broad goals. The discussions and months of team meetings along with the 2007 and 2008 annual ITS retreats culminated in the development of this plan which included an ITS mission statement and five fundamental guiding principles; team building; introspective observations; the development of trust relationships; professional and personal introductions of working colleagues; mentoring opportunities; and overall, a shared conclusion that dedicated individuals of ITS are indeed passionate about serving this fine institution of higher learning with its technology needs.

The collective result of this effort identified an overwhelming 308 actionable objectives. Those have been trimmed and consolidated to a realistic twenty-four broader and longer-term initiatives for Information Technology Services to achieve by the year 2011. It should be noted that even during the planning period, several technology initiatives were well underway. Therefore, progress toward this plan may actually have begun before 2007. While we do not expect the ITS mission and guiding principles to change much over time, the strategic goals will be flexible when needed, with actions adjusting to the current needs of the community. In any case, we will continue to focus appropriate attention on the longer term.

It is our philosophy that this strategic plan for Information Technology Services will continue to position Denison University as one of the nation's top-rated prestigious liberal arts institutions. It will do so by facilitating the teaching experience of the faculty, the learning experience of the students, and the business experience of the administration with the perceived utility of technology that academic communities have come to expect and will enable the anticipated and unanticipated expansion of and exploration into technologies that are continually emerging.

OUR MISSION

With a commitment to excellence, our mission is to support the goals of the University through technology services and innovation in partnership with the broader Denison community.

GUIDING PRINCIPLES

We believe in:

- Supporting the significant and ever-increasing role of technology for teaching and learning;
- Optimizing technology resources and processes;
- Communicating in a concise, informative, and open manner with our ITS colleagues and the Denison community;
- Providing transparent reliability and security in accessing electronic information and technology services;
- Assessing our services regularly to promote continual improvement.

GOALS

TECHNICAL SERVICES

1. Implement a campus-wide wireless network to supplement the wired data network.
2. Upgrade the wired data network infrastructure to a network backbone capacity of 10 gigabit with desktop connections at speeds of 1 gigabit. Simultaneous upgrades and improvements to the data infrastructure will be made as necessary for the planning of new or improved telecommunications and emergency preparedness for the future. Internet bandwidth capacity will be addressed on an annual basis and appropriate increases initiated consistent with foreseen university need, utilization metrics, and in comparison to peer institutions.
3. Develop and adopt a comprehensive security strategy for technology use that addresses current safe practice issues, such as securing: mobile computing (especially related to extracting, transporting, and using sensitive data), network services, user authentication and access authorization, the college's technology equipment inventory, and the campus network operations center.

4. Enhance disaster recovery plans to incorporate use of an off-site facility readily equipped for rapid response to emergency situations by enabling critical communications methods to continue seamlessly or be restored within 24 hours and pre-determined critical applications to be brought online within 48 hours.
5. Consolidate and unify to one authoritative directory source for identity management and access control for Denison electronic services. Reduce the quantity of required user logins for individual software applications by consolidating and adopting single sign-on methodologies moving toward a single and secure set of credential (log-in ID and password).
6. Replace or upgrade the Novell Netware networking architecture with an alternative for directory service, network file storage, and print services that provides transparent reliability and services to Windows and Macintosh clients.
7. Adopt a technology strategy for implementing a remote computing architecture that enables authorized Denison community members secure remote access to academic software and suitable administrative applications.

WEB SERVICES

8. Adopt web architecture and associated technologies that provide a functional yet simplified process for distributed web content management by University departments and offices.
9. Expand and enhance the service offerings of the myDENISON portal and in general, the authenticated access to specialized services based upon community member role.
10. Establish a standard environment for web application development that utilizes a single database back-end for necessary data stores, leverages the Oracle platform where appropriate, and includes training of staff across applicable ITS groups in its functionality, administration, and tool set.
11. Develop a personal profile application for members of the community that enhances a web directory with both public and private views and includes such attributes as: a photograph, course schedule, office hours, office location, contact information and other profile data as deemed appropriate. Personal profile attributes will be included in the web directory only if designated by the owner through an administrative application available in myDENISON.
12. Implement a campus master calendar application that can target and disseminate event information to the appropriate user constituencies, regardless of location or access method, in a secure and flexible manner.

ADMINISTRATIVE SYSTEMS

13. Implement a document management solution and fully integrate it with the Banner ERP system.
14. Replace the primary administrative reporting platform with current technologies and functionality for individualized dashboards, ad-hoc query and reporting capabilities with diverse distribution options, and business intelligence solutions.
15. Integrate Banner ERP with the myDENISON portal and expand and enhance web-enabled administrative application services for community members.

USER SUPPORT SERVICES

16. Centralize technical support for all desktop computing with the Support Services group and establish roles and responsibilities to enhance this service. Expand and further develop use and practice of imaging and remote management technologies to create efficiencies of operation and to realistically enable expanded desktop and laptop offerings to the Denison community.
17. Implement a print management solution for appropriate computing lab environments to encourage responsible network printing by students and to reduce paper waste.
18. Improve the effectiveness of the IT Help Desk by addressing critical factors that include: an evaluation of hours of operation, phone support, formal training of student assistants, continual professional development of full time staff members, and tracking software including its technical configuration of appropriate data feeds and workflow processes. Develop metrics in regards to the number of calls received, timeliness of resolution, types of calls and other pertinent characteristics of problem call tracking.

EDUCATIONAL AND MEDIA TECHNOLOGY

19. Develop a strategy to address the growing need for computing resources. This will include the consideration of newer models for technology-enhanced learning environments to accommodate use of personal computers, expanded software licensing for student use, virtual desktop computing, and applicable emerging Web 2.0 technologies to serve curricular needs.
20. Determine appropriate technology environments for the academic and residential learning spaces and increase the number of technology-enhanced spaces with a goal of 100% for standard academic classrooms and selective installations for other areas as deemed appropriate.

21. Expand and enhance services regarding multimedia production such as: instructional audio and video, graphics, animation, and 3D modeling.
22. Work jointly with Library Services to research, develop, and implement a digital repository for the college that will support appropriate scholarly activities including: research, teaching materials, honors projects and other applicable uses.
23. Develop and implement a curriculum of technology training enhanced by community access to information resources for appropriate software and hardware.

GENERAL

24. Develop a formal assessment program to determine progress toward meeting ITS strategic goals. Include in the program a process for obtaining input from appropriate parties internal and external to ITS, periodic review of progress, the establishment of an assessment committee with rotating members, and a plan of adopted formalized procedures and measures to maintain both consistency and effectiveness of the process.