



MEMORANDUM

Information Technology Services
Office of the Vice President
302 Hoyt Hall
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TO: David Hodge,
President, Miami University

FROM: Debra Allison
Interim Vice President for Information Technology

DATE: January 31, 2008

RE: IT Services response to Miami University Five Year Strategic Goals

Attached please find IT Services' response to the "Miami University Five Year Strategic Goals" document. The IT Services staff and leadership team have developed our Strategic Response to each goal, Specific Actions for 2008, On-going Programs and Initiatives, and Metrics for 2008.

This response outlines university-wide initiatives currently identified by IT Services, as well as critical initiatives communicated to us by other University departments. As a service and support division, IT Services anticipates that new opportunities will emerge from the responses of other divisions and departments to the strategic goals.

As each part of the university shares its plans to meet the strategic goals, IT Services stands ready to partner in initiatives that will help create Miami's third century.

Thanks,
Debi

Miami University Five Year Strategic Goals

Response from Information Technology Services

I. Make the Miami Undergraduate Experience the Best in the Country

A. Academic Goals for the Engaged University:

B. Student life goals for the Engaged University:

C. Provide multiple opportunities for students to embrace difference and learn skills for living/working in a multicultural world, across curricular, co-curricular, local and global contexts.

D. Become a national model for intercollegiate athletics by maximizing student development with the successful implementation of the Culture of Champions strategic plan.

*E. Become a national model for the use of information technology in supporting the intellectual and co-curricular life of the university. (Projects throughout the document marked with an * are anticipated to advance this goal.)*

Strategic response:

IT Services is committed to making the Miami undergraduate experience the best in the country by:

- a) Creating a technology environment and support structure that attracts the best possible students and faculty.
- b) Supporting the continued redesign of courses and classroom technology to empower teaching and learning, and to be ready for students who are producing knowledge, content and original thought.
- c) Providing support for the integration of research into the classroom and for undergraduate research.
- d) Preparing Miami graduates to be citizens of the digital, global economy.
- e) Streamlining on-campus business processes.
- f) Ensuring that co- and extra-curricular technology offerings are up-to-date and meet student's expectations.

Specific Actions for 2008:

- Support Top 25 initiative by providing instructional designers and media specialists. *
- Improve video services provided in residence halls in response to student's requests for enhanced offerings and reconfigure business model for providing cable television services to the university.
- Implement video on demand service that allows faculty to present video content for students to view at any time or anywhere.
- Bolster wireless network signal in locations that are currently weak; provide more reliable service.
- Engage with the Student Technology Advisory Board to pilot SharePoint collaboration software and mobile device offerings. *
- Provide input to Bicentennial Student Center planning to ensure information technology services and environments are designed to provide the best experience for Miami students. *

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Provide training and support for faculty to develop engaging, learner-centered courses and course content.
- Ensure that classrooms are up-to-date and in good repair to provide a positive learning environment.
- Provide support services to students delivered when they need them and where they need them.
- Develop the Miami Notebook Program to ensure students have appropriate personal computing resources. *
- Manage funds accrued from the Student Technology Fee to facilitate continuous improvement of student technology resources and services in collaboration with the IT Strategic Advisory Council and the Student Technology Advisory Committee. *

Metrics for 2008:

- Percentage of Top 25 courses using Academic Technology Services resources.
- Student satisfaction and learning outcomes as measured before and after each course.

- Adoption rate of new residence hall video premium services.
- Number of complaints/calls to Support Desk re: wireless service coverage compared with 2007.
- Number and length of unplanned outages to core services, compared with 2007.
- Percentage of first year students purchasing Miami Notebooks, compared with 2007.
- Number of unique viewings and broadcasts per semester of materials provided by video on demand system.

II. Ensure Excellence in Graduate Education

A. Promote graduate program excellence through more comprehensive program review, taking into account the evolving nature of academic fields, changing societal needs, the ability to leverage Miami University strengths, and program viability.

B. Promote interdisciplinary perspectives and innovative programs

C. Increase inter-university collaborations in light of changing fields and the changing expectation and needs of the State of Ohio

D. Facilitate the development of the teacher/scholar model for graduate students.

E. Strengthen competitive awards/support for the graduate school for graduate students

Strategic Response:

IT Services is committed to ensuring excellence in graduate education by:

- a) Supporting graduate student research by providing access to appropriate research technology and support staff.
- b) Supporting departments and Graduate School in the recruitment and retention of high quality graduate students.
- c) Streamlining on-campus business processes.
- d) Including graduate students on appropriate governance councils and in strategic planning.

Specific actions for 2008:

- Develop strategies for research cluster growth.

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Provide consulting and collaboration to graduate students via the research computing support group.
- Develop the relationship with Ohio Supercomputing Center as a member of the user group.

Metrics for 2008:

- Numbers of graduate students using Research Computing Support group consulting, compared to 2007.
- Hours of High Performance Computing Cluster time devoted to support of graduate student projects, compared to 2007.
- Number of graduate students serving on IT governance councils and/or committees, compared to 2007.

III. Raise the Level of Scholarly Accomplishments

A. Provide appropriate infrastructure to support faculty research and scholarship.

B. Identify and strategically communicate faculty, staff, student and faculty/student research accomplishments and collaborations.

C. Encourage/support student involvement in faculty research and undergraduate and graduate student research collaborations.

D. Make strategic investments in selected initiatives emphasizing state priorities and programs like Third Frontier.

E. Increase funded research from \$25 million to \$35 million.

Strategic Response:

IT Services is committed to assisting faculty in raising the level of scholarly accomplishments by:

- a) Providing excellent information technology infrastructure and support services.
- b) Nurturing relationships with faculty and departments to ensure that IT planning reflects faculty initiatives and needs.
- c) Continuing initiatives that maximize university purchasing power to provide lifecycle funding for hardware and software.
- d) Maintaining and developing the High Performance Computing Cluster as a central resource available to all.
- e) Providing support to departments as they recruit and retain faculty.

Specific actions for 2008:

- Pursue arrangements for a new data center in order to meet predicted growth in demand for storage.
- Develop strategies for High Performance Computing Cluster growth.
- Pilot IT/Faculty Liaison program to explore ways to improve communication between IT Services and faculty.

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail and other operational IT services.
- Provide collaboration and consulting to faculty engaged in research via the research computing support group.
- Provide support for research groups and/or communities (i.e. Kennedy group).

Metrics for 2008:

- Numbers of faculty using Research Computing Support group consulting services.
- Hours of High Performance Computing Cluster processing time devoted to support of faculty research projects.
- Results of IT/Faculty Liaison program pre- and post-engagement assessment.

IV. Increase the Impact of the Regional Campuses on the University and Their Communities

A. Change the degree mix offered by MUM and MUH so that they can better serve their place and time bound populations.

B. Create a system for delivering online courses that will serve the region and beyond.

C. Eliminate administrative barriers for any students who hope to relocate to the Oxford campus

D. Create a dynamic set of programming at the VOA Learning Center.

Strategic Response:

IT Services is committed to supporting the regional campuses to increase their impact on the university and their communities by:

- a) Providing continued support for online and other alternative course offerings.
- b) Providing course redesign for the new B.A. program offerings in Hamilton and Middletown.
- c) Streamlining business processes to support students who take courses at multiple campuses.
- d) Supporting development of collaborative infrastructure and tools for administrators across campuses.
- e) Pursuing extension of current and future hardware and software purchasing/licensing agreements to serve all Miami campuses.
- f) Ensuring that the special needs of students moving from campus to campus, non-traditional students and faculty/staff of regional campuses are included in all IT planning.

Specific actions for 2008:

- Support regional campus faculty and administration in creating new B.A. program offerings by providing instructional designers and media specialists.
- Pursue pilot of SharePoint and other collaborative software alternatives.
- Begin identity management project to facilitate role-based information management.

- Complete project to require authentication for access to web services.
- Bolster wireless network signal in locations that are currently weak; provide more reliable service.
- Work with VOALC planning to ensure appropriate technology and support are provided, within budget limitations.

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Continue to support faculty initiatives to develop online and hybrid courses, including Saturday Select and Center of Online Learning.
- Work to reinforce quality standards in online and hybrid course design through participation in statewide collaboration of institutions using Quality Matters rubrics.

Metrics for 2008:

- Numbers of students enrolled in hybrid and/or online courses, compared to 2007.

V. Improve the Future of Ohio

A. Provide increased access and success for Ohio Students of all backgrounds at the regional campuses, VOA learning center and the Oxford Campus.

B. Increase the number of students graduating as professionals and teachers in strategic areas such as STEM.

C. Build partnerships with schools to improve K-12 education and strengthen connections with Miami University.

D. Build collaborations with businesses and other universities that drive the economy.

Strategic Response:

IT Services is committed to improving the future of Ohio by:

- Actively participating in evaluation of possible collaborations with other state universities.
- Supporting university initiatives to provide access to higher education for Ohio residents.
- Supporting partnerships formed with K-12, industry and other schools by providing collaborative tools.
- Including consideration of other state universities, K-12, and industry in IT planning.

Specific actions for 2008:

- Pursue arrangements for a new data center in order to meet predicted growth in demand for storage.
- Continue to develop strategies and tools for management of information to serve the University's decision-making needs. *

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Continue to develop relationships and partnerships across the university including the IT governance councils, IT/Faculty Liaison Program and other on-going initiatives to ensure support for partnerships and or initiatives can be provided.
- Collaborate via Ohio Learning Network's Innovative Teaching and Learning Committee to improve courses and faculty development statewide. *

Metrics for 2008:

- Successful delivery of retention model predicting which students may have need for intervention.
- Results of IT/Faculty Liaison program pre- and post-engagement assessment survey.

VI. Elevate the National Profile of Miami University

- A. Clarify the core identity brand for Miami and use it consistently throughout the entire university.*
- B. Create effective means for internal strategic communications*
- C. Create effective means for strategic communication of Miami's success at the regional and national levels.*

Strategic response:

IT Services is committed to supporting the university in activities designed to elevate its national profile by:

- a) Providing required IT support for marketing and branding efforts, including the development of the university's web presence.
- b) Encouraging IT Services staff to participate in local, regional and national professional organizations and conferences.
- c) Providing the best internal and external communications technologies to meet Miami's needs.

Specific actions for 2008:

- Continue to develop strategies and tools for management of information to serve the University's decision-making needs. *
- Collaborate with University Communications in proposed web redesign project. *
- Pilot cell phone/integrated mobile device service and SharePoint collaborative software to determine suitability for Miami environment. *

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Regular attendance at statewide, regional and national conferences focused on information technology. Active participation in state and national organizations.

Metrics for 2008:

- Number of presentations at conferences or publications advancing the field.
- Successful selection, in collaboration with University Communications, of vendor to complete university web redesign.

VII. Strengthen our Identity as the Employer of Choice for Faculty and Staff

- A. Advance a culture that values community, diversity, and personal development.*
- B. Adopt best practices for increasing and supporting a diverse faculty and staff.*
- C. Increase the proportion of minority faculty and staff to at least equal to the State of Ohio.*
- D. Create policies to adopt best practices for faculty and staff development that promote professional growth and support personal/family life.*
- E. Ensure that compensation and benefit packages remain competitive.*

Strategic Response:

IT Services is committed to strengthening Miami's identity as the employer of choice for faculty and staff by:

- a) Creating and maintaining appropriate career paths, work standards, and mentoring for IT staff.
- b) Advocating for competitive salaries and alternative work arrangements, as appropriate.
- b) Providing appropriate professional development opportunities.
- c) Ensuring that the culture within IT Services embraces diversity and respect.
- d) Supporting HR and OEE0 with appropriate technology resources.

Specific actions for 2008:

- Complete the implementation of a new Knowledge Base system to provide better, more easily accessed support for all faculty and staff. *

- Develop business plan for new "software store" to offer bulk-purchased or site-licensed software to all departments and, when possible, individual faculty and staff. *
- Begin identity management project to facilitate role-based information management.

On-Going Programs and Initiatives:

- Creating a workforce plan that outlines skills and training needed over the next five years.

Metrics for 2008:

- Staff satisfaction as measured annual survey.

VIII. Maximize the University's Resource Base

- A. Create a reliable long-term financial model that is transparent, credible and comprehensible and that provides a foundation for sound long-term decision making.*
- B. Provide benchmarking of expenditures with our peers as part of the creation of a culture that values efficiency and prudent use of resources.*
- C. Create a culture committed to continuous improvement and caring service.*
- D. Clarify standards for faculty workload that aligns faculty time with University priorities and provides the balance of teaching and scholarship for which Miami is known.*
- E. Encourage entrepreneurial activities across the University to generate new revenue streams consistent with the University mission (e.g., summer sessions).*

Strategic Response:

IT Services is committed to maximizing the university's resource base by:

- a) Ensuring that all IT costs are transparent and that all resources are carefully managed.
- b) Creating a culture of service within IT Services.
- c) Providing technology support that enables faculty and staff to focus efforts on their primary responsibilities.
- d) Providing good data for university decision-making.

Specific actions for 2008:

- Continue to develop strategies and tools for management of information to serve the University's decision-making needs. *
- Begin implementation of Voice over Internet Protocol (VOIP) as replacement for current telephone system. (Pending approval.)
- Develop and document e-mail backup, archiving, eDiscovery procedures and policies.
- Implement laptop encryption to protect university data.
- Develop business plan for new "software store" to offer bulk-purchased or site-licensed software to all departments and, when possible, individual faculty and staff. *
- Continue and expand "Big Buy" bulk purchasing for technology hardware. *
- Pursue analysis of the upcoming release of Banner v.8 to determine appropriate timeline for upgrade.
- Pursue arrangements for a new data center in order to meet predicted growth in demand for storage.
- Pursue reduction or elimination of little-used service that provides dial-up Internet access to faculty, staff and students.

On-Going Programs and Initiatives:

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, course management system, and other operational IT services.
- Develop service catalog, along with costs to provide each service.
- Continue to seek ways for the Partnership program to provide high-quality desktop support via service level agreements that allow departments/offices to purchase support to fit their needs. Expand partnerships, as appropriate, to include other services.

- Continue information security awareness training and activities to ensure all faculty, staff and students are aware of their responsibilities.
- Champion the use of collective purchasing to reduce software and hardware costs across the university.

Metrics for 2008:

- Documented savings on per unit hardware and software purchases due to collective buying arrangements.
- Number of reported security breaches.
- Actual (or projected) savings due to VoIP project.
- Actual savings due to changes in dial-up Internet access service.

IX. Create a Culture of Giving that Ensures Success for Miami's Next Century

A. Focus on the Bicentennial as a platform for reflection on our past and envisioning new horizons for the future.

B. Achieve the \$500m "For Love and Honor" campaign goal.

C. Increase annual alumni giving to at least 25% from the current level of 16%.

D. Receive sufficient commitments to construct the Bicentennial Student Center.

E. Create a culture in which giving contributes significantly to core functions, especially faculty and student support.

F. Increase the number of professorships and chairs from the current number of 40 to at least 100

Strategic Response:

IT Services is committed to supporting a culture of giving at Miami by:

- a) Supporting the IT needs of University Advancement, including business intelligence and data warehouse tools.
- b) Supporting systems and services that keep alumni and other groups connected to Miami: i.e. life-long e-mail, iTunesU.
- c) Working in concert with University Advancement to leverage donations from IT vendors.

Specific actions for 2008:

- Continue to develop strategies and tools for management of information to serve the University's decision-making needs. *
- Implement laptop encryption to protect university donor data.
- Collaborate with University Communications in proposed web redesign project. *

On-Going Programs and Initiatives

- Continue to develop robust, secure computing infrastructure including wired and wireless networks, e-mail, ERP information management system, and other operational IT services.

Metrics for 2008:

- Client survey measuring increased efficiency in data access and internal business processes.