



IT Strategic Plan Renewal Report

March 2009

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Executive Summary

The original IT Strategic Plan (ITSP), adopted in May 2004, identifies major goals and imperatives and seeks to guide change within Miami University. A renewal process is carried out annually to assess whether the original goals and imperatives identified in the ITSP remain relevant.

Our conclusion is that the time is right to formally close the 2004 Strategic Plan and initiate a new planning process. With the Miami University Five Year Strategic Goals as the guiding principles, this process will refresh our goals and objectives and provide a lens for decision-making over the next three to five year period. As with the creation of the existing plan, IT Services will actively engage the Miami University community in the strategic planning process.

Internal Environmental Analysis

Dr. David A. Hodge was named Miami University President in July 2006. In September 2008, President Hodge presented the Miami University Five Year Strategic Goals. These goals serve as a roadmap for the future of the university. As part of our renewal process, the internal environmental analysis consists of IT Services' response to Miami University's Five Year Strategic Goals.

External Environmental Analysis

An external environmental analysis has also been completed. This analysis employed research from important opinion and policy leaders in the field of technology and higher education, including Gartner, EDUCAUSE, the Campus Computing Project and the New Media Consortium's Horizon Project.

The results of the external environmental analysis revealed several themes including:

- Information technology services exists to support the institutional mission. IT leaders must ensure that decisions about service are made in light of what supports the mission of the institution and how the institution will be impacted.
- While social computing tools will never fully replace the formal collaboration environments found within higher education, IT leaders should consider when these tools should be added into the current range of collaboration options.
- Staffing considerations remain key with regard to attracting qualified new staff, training and retention of current staff, as well as maintaining the institutional knowledge of retiring workers.

Appendix A lists the original projects undertaken in support of the IT Strategic Plan and their status as of March 2009. Appendices B thru D highlight key IT Services programs and projects that are ongoing or have been completed over the last year.

The full IT Strategic Plan and associated materials are available on the web site www.muohio.edu/itplan. Should you have comments on the plan or the associated materials, please contact Debra Allison (Debra.Allison@muohio.edu, 529-8338) or Cathy McVey (Cathy.McVey@muohio.edu, 529-1379).

Internal Environmental Analysis - Introduction

An in-depth review of Miami University's Five Year Strategic Goals was conducted. All IT programs and initiatives were reviewed to ensure that current projects support the goals. For ease of review, IT Services' responses are listed under the corresponding goal.

Miami University Five Year Strategic Goals Response from Information Technology Services

I. Make the Miami Undergraduate Experience Among the Very Best in the Nation.

The defining hallmarks of an engaged Miami education are a broad foundation in the liberal arts and an intense focus on both the intellectual and personal development of highly motivated undergraduates, leading to exceptional student success.

Strategic response:

IT Services is committed to making the Miami undergraduate experience among the very best in the nation 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) Championing the streamlining of on-campus business processes.
- f) Ensuring that co- and extra-curricular technology offerings are up-to-date and meet students' expectations.

Specific Actions for 2008-2009:

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 anytime or anywhere.
- Bolster wireless network signal in locations that are currently weak; provide more reliable service.
- Engage with the Student Technology Advisory Committee to pilot mobile device offerings.
- Provide support for the new academic integrity initiative.
- Support sophomore residency requirement, as requested.

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 the distribution of 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.

II. Ensure Excellence in Graduate Education

Miami is committed to excellence in the graduate programs it chooses to offer. Selective excellence provides for focused accomplishments that best benefit graduate students and contribute most effectively to our teaching and research missions.

Strategic Response:

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

- a) Supporting graduate student research and teaching by providing access to appropriate research technology and instructional support resources.
- 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 2008-2009:

- Develop strategies for providing appropriate research cyberinfrastructure.

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.
- Provide support for use of technology in teaching and learning for graduate students with teaching assignments.
- Develop the relationship with Ohio Supercomputing Center as a member of the user group.

III. Raise the Level of Scholarly Accomplishments

The teacher/ scholar model is at the heart of Miami's model for faculty, and discovery is at the heart of the Miami student experience. Professors who are at the intellectual frontiers of their respective disciplines make important contributions to knowledge, and they provide exceptional learning and discovery opportunities that define the engaged undergraduate experience at Miami.

Strategic Response:

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

- a) Providing excellent information technology infrastructure and support services.
- b) Developing and nurturing relationships with faculty and departments to ensure that IT planning reflects faculty initiatives and needs.

- c) Maintaining and developing the High Performance Computing Cluster as a central resource, available to all.

Specific actions for 2008-2009:

- Pursue aggressive virtualization of the data center in order to meet predicted growth in demand for storage.
- Develop strategies for providing appropriate research cyberinfrastructure.
- 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).

IV. Maximize Miami's Contributions to Regional, State, National and Global Communities.

We recognize and embrace our responsibility to contribute to a greatly improved economic and civic future for our region, our state, our nation, and beyond, by providing significant innovative educational, scholarly, creative, service, and outreach opportunities.

Strategic Response:

IT Services is committed to maximizing Miami's contributions to regional, state, national and global communities by:

- a) Providing continued support for online and other alternative course offerings.
- b) Streamlining business processes to support students who take courses at multiple campuses.
- c) Supporting development of collaborative infrastructure and tools for administrators across campuses.
- d) Pursuing extension of current and future hardware and software purchasing/licensing agreements to serve all Miami campuses.
- e) 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.
- f) Providing required IT support for marketing and branding efforts, including the development of the university's web presence.
- g) Encouraging IT Services staff to participate in local, regional and national professional organizations and conferences.
- h) Providing the best internal and external communications technologies to meet Miami's needs.

Specific actions for 2008-2009:

- Support regional campus faculty and administration in creating new B.A. program offerings and enriching current programs, both traditional and online, by providing instructional designers and media specialists.
- Pursue collaborative opportunities with other state universities.
- 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.

- 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 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.
- 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.
- Regular attendance at statewide, regional and national conferences focused on information technology in higher education. Active participation in appropriate state and national organizations.

V. Establish a Firm Foundation for our Future Success by Maximizing and Leveraging our Resources

The future success of Miami rests on our ability to create a strong foundation of resources and best practices to attract, support and enable the very best faculty and staff to carry out our mission.

Strategic Response:

IT Services is committed to maximizing and leveraging our resources to establish a firm foundation for success by:

- a) Ensuring that all IT costs are transparent and that all resources are carefully managed.
- b) Providing technology support that enables faculty and staff to focus on their primary responsibilities.
- c) Creating a culture of service within IT Services.
- d) Creating and maintaining appropriate career paths, work standards, professional development, and mentoring for IT staff.
- e) Advocating for competitive salaries, desired benefits, and alternative work arrangements, such as telecommuting and flexible scheduling, as appropriate.
- f) Ensuring that the culture within IT Services embraces diversity and respect.
- g) Supporting the needs of University divisions and departments through technology support that enables faculty and staff to focus on their primary responsibilities, i.e. business intelligence and data warehousing tools to aid in decision-making.

Specific actions for 2008-2009:

- Pursue virtualization and consolidation project in the data center 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.
- 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 provide cost-effective purchases of software to all departments and, when possible, individual faculty and staff.

- Begin implementation of Voice over Internet Protocol (VOIP) as replacement for current telephone system.
- Develop and document e-mail backup, archiving, eDiscovery procedures and policies, as a follow-up project to the server virtualization and tiered storage project.
- Receive approval to issue an RFP for business intelligence software.
- Implement laptop encryption to protect university data.
- 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 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.
- 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.
- Develop service catalog, and identify total costs to provide services.
- 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.

External Environmental Analysis - Introduction

As part of our effort to refresh Miami University's IT Strategic Plan, we conducted an external environmental analysis during the Spring 2009 semester.

The following resources were used to gauge where there have been significant changes since the IT Strategic Plan was published in May 2004:

1. The annual EDUCAUSE conference, attended by members of the IT Services Leadership Team
2. Gartner Group's research on IT issues in higher education and overall
3. EDUCAUSE and ECAR surveys and research
4. The Campus Computing Survey 2008 – prepared by the Campus Computing Project
5. The New Media Consortium's (NMC) Horizon Project – a collaboration between the NMC and the EDUCAUSE Learning Initiative

EDUCAUSE Top Ten IT Issues, 2008 (598 institutions responding)

Since 2000, EDUCAUSE has conducted its Current Issues Survey to identify what campus information technology leaders see as their most critical IT challenges.

Three overall findings for all respondents to this year's survey are especially notable.

1. **IT Security** continues to be a top strategic issue facing institutions of higher education. The prevalence of critical information available online makes securing and protecting information resources paramount.
2. **Change Management** and **E-Learning/Distributed Teaching and Learning** make their first appearance among the top-ten strategic issues in 2008, while **Course/Learning Management Systems, Strategic Planning** and **Faculty Development, Support, and Training** drop from the list.
3. The reemergence of **Staffing/HR Management /Training** on the list, after a six year hiatus, signifies the difficulties IT leaders are currently facing in both recruiting and retaining a skilled IT workforce.

EDUCAUSE Top 10 IT Issues

2008	2007	2006	2005	2004	Issue	Related Projects & Jobs
1	2	1	2	3	Security	PCI Compliance, Tiered Architecture Redesign Project
2	3	3	3	2	Administrative / ERP / Information Systems	Banner 8 Upgrade, myMiami for Families
3	1	2	1	1	Funding IT	
4	7	6	5	6	Infrastructure	Voice over IP (VoIP), Server Virtualization and Consolidation, Video on Demand via IP, Big Print Buy, Novell Migration
5	4	*1	*2	*3	Identity/Access Management (* was categorized with Security until 2007)	Manual Distribution Lists/Groups
6	5	4	-	10	Disaster Recovery/Business Continuity	Hoyt UPS Installation
7	10	8	8	9 (tie)	Governance, Organization, and Leadership for IT	Build Online Service Catalog
8	-	-	-	-	Change Management	
9	-	-	-	-	E-Learning/Distributed Teaching and Learning	Top 25 Course Redesign, Saturday Select Program, Blackboard Upgrade
10	-	-	-	-	Staffing/HR Management/Training	Web-based Training Provider Selection

Note: bolded issues are ones with significant change: they either advanced one place over the previous year, or appeared in the Top Ten for the first time.

EDUCAUSE ECAR Study of Undergraduate Students & IT, 2008

This 2008 study is a longitudinal extension of the 2004 - 2007 ECAR studies of students and information technology. This study is based on quantitative data from almost 27,500 freshman and senior students at 98 higher education institutions.

1. Laptop ownership continues to increase. Almost 81% of respondents own them and that number jumps to almost 91% for students living on campus. Over 71% of first year students own a laptop that is less than one year old.
2. While two-thirds of respondents reported owning internet capable phones, less than one third actually use the phones to surf the web because of concerns with usage costs.
3. Over 90% of students access the institution's library website.
4. Over half the respondents report they are mainstream adopters of technology, while approximately 35% claim to be early adopters and 13% are late adopters. Early adopters tended to be males, individuals with stronger technology skills and students who spent the most time online.
5. Fifty percent of the respondents enjoyed learning through simulations and video games, and approximately one third of the respondents benefited from learning by contributing content to websites, through podcasts or via webcasts.
6. Approximately 82% of the students reported using a course management system (CMS). Almost 70% of the students view their CMS experience as positive.
7. Roughly 50% of the respondents reported that their institution provided IT services that are always available when needed. About one third were neutral on this issue, while 17% were not in agreement.
8. Slightly over 85% of respondents use one or more social networking site (SNS). This percentage has increased greatly over the last two years.
9. Age dictated student usage of SNS. Over 95% of students age 18 and 19 use SNSs, but that number decreases sharply to 37% for student over the age of 30.
10. Facebook is the most preferred SNS (89%) with MySpace coming in a distant second (48%). Students age 18 – 24 tend to favor Facebook, while older students prefer MySpace.
11. Half of the respondents reported using SNS to correspond with classmates about course work. About 6% of students use SNS to correspond with their instructors about course work.
12. About 87% of the students restrict access to their SNS profiles. Traditional college age respondents generally revealed their e-mail address or instant messaging (IM) screen name, last name and their date of birth.

Gartner Group - Key Issues for Education, 2008

Planning for the aging of the IT workforce.

IT leaders should look at the coming impact of an aging workforce. There is a critical need to capture the institutional and nuts and bolts wisdom of critical people in the IT department who may be nearing retirement. It is essential that their knowledge be catalogued and passed on in some type of systematic way. Therefore, IT leaders must consider effective ways to do this, such as mentoring newer employees and inventorying IT knowledge. Determinations about who has critical knowledge and how to capture this must be made. Also, considerations about succession plans need to be formed.

Technologies that provide the greatest opportunity for learning and research in higher education.

Technologies that consumers need, want and bring are all impacting IT decision-making within institutions. IT leaders must offer vision for investment in new technology as well as management of both physical and increasingly virtual campuses. Considerations of if and how technologies will impact the learning environment must be made. Also, IT leaders need to think about how various technologies will be supported and how consumers' expectations can be managed.

Ensuring effective IT governance, strategic planning and alignment of IT.

It is essential that IT decision-making be done within the institutional framework. Management and planning of IT are increasingly taxed by the number and variety of stakeholders in recent years. It is therefore vital for IT leaders to manage expectations of stakeholders while building and supporting an IT service portfolio with the institution. IT leaders should set internal and external benchmarks for measuring success.

Providing or delivering quality IT services within higher education.

IT leaders need to ensure that the needs of the institution are being met with regard to IT services. It is vital that quality services are implemented in both a timely and cost-effective manner. IT leadership must therefore determine measures for assessing cost and quality. Other considerations, such as whether to perform the service in-house or to out-source, must also be included in decision making.

Technologies and standards that higher education institutions evaluate to adopt enterprise infrastructure.

Both the institutions and the participants in higher education exist in an increasingly global environment. As a result, it is critical that standards and technologies help faculty, researchers and students to effectively interact with those outside the institution. Also, it is vital for the institution that technologies and standards can be seamlessly implemented and be flexible in the future.

Selecting and implementing mission-critical administrative and academic enterprise systems in higher education institutions.

While there are more and better choices for administrative and academic systems, IT leaders need to consider which offer long-term operability. Planning should also consider what opportunities open-source applications offer.

Gartner Group - Setting IT Priorities in Higher Education

Information Technology (IT) services exist to support the institutional mission. Demand for services and support is increasing. At the same time, higher education institutions are facing serious budget constraints. Therefore, it is imperative that only IT projects with the highest potential for institutional impact move forward.

It is essential for IT projects to be viewed through the lens of the institution. There must be “buy-in” from the institution as a whole to ensure success. In order to accomplish this, it is essential for IT personnel at all levels to “market” their services and expertise to the larger institutional community. Each and every encounter with clients throughout the institution must be seen as a chance to promote the value of IT. IT leadership must also offer a solid vision with regard to the future of technology in the higher education community. They need to be up on the current trends and to help determine future directions for the institution. In addition, they must show strong leadership as new problems and opportunities arise. Ultimately, IT leaders need to be skilled at showing when IT can help solve problems or when IT shouldn't be the focus.

IT leaders must ensure that decisions about service are made in light of what supports the mission of the institution and how the institution will be impacted. Services that are mission-positive and high impact are therefore considered “must do projects.” IT priority setting committees can help to decide which projects move forward by considering mission and impact. It is essential for all IT projects to go through such a vetting process to ensure that institutional priorities are maintained and that funds are available in the future to support these services.

Gartner Group - The Business Impact of Social Computing on Higher Education

Institutions of higher education must be flexible enough to deal with the rapidly-changing technology world of their in-coming users. On the one hand, there is the traditional, more structured IT services that are currently in place; on the other, there are the more chaotic, yet increasingly widespread social computing tools. Students increasingly use a wide variety of social sites to support their learning without institutional involvement. The challenge for the institution is to balance supporting these external inputs while ensuring security, privacy and regulatory obligations. Due to the fluid and fickle nature of social computing, the goal of the institution is not to necessarily recreate these services for students and staff, but to effectively utilize what students are currently using to support their learning.

Institutions of higher education must look at current services to investigate if and how they can leverage support and pull together informal interactions. This includes looking at current applications to ensure that they support IT strategies for social interaction. Students and faculty already utilize social software to stimulate participation through informal interactions. And while this usage will never fully replace the formal collaboration environments found within higher education, social software should be added into the current range of collaboration options. There are many examples of effective use of social software within higher education (such as PubWiki, Google Docs and UstreamTV). Recognizing this, it is vital for institutions of higher education to work out strategies for determining which services will be provided by the IT department, and which will be supported by outside providers. In all cases, security of the institutional network must be ensured.

Ultimately, institutions need to work toward integrating the ease and flexibility offered by social software with proven effective formal collaboration systems. In the future, success will come to those institutions that are best able to support, rather than supply communication and collaboration tools for higher education consumers.

The Campus Computer Survey 2008

This annual survey is the longest continuing study of the role of computing and information technology in American higher education. The survey was conducted from September - October 2008 and a total of 531 institutions responded.

While “Upgrading/enhancing network and data security” was again reported to be the top priority among IT campus officials, the recent survey indicates that there is not one clear dominant issue unlike years past. While the top three issues - security, staffing and instructional integration - remain, the survey results show that these concerns account for only 49% of the responses. This presents a real challenge for institutions as they struggle to spread staff and financial resources among an even greater number of issues.

The survey data point to continued concern regarding staffing issues. Hiring and retaining quality IT staff members was reported a top concern by 16.4% of all institutions. What’s more, staffing issues jumped to number one among public institutions, with a full 29.3% citing this as their top concern. While “ERP upgrade/replacement” did not rank among the top three issues for all institutions, it did continue to rank highly for public institutions. Just over 17% of such groups report this as a concern, second only to staffing issues. In addition, “Instructional Integration” again appeared to be a top concern for most institutions this round, with 11.9% of all institutions reporting this among their top three.

It should also be noted that security did not even rank among the top three concerns for public institutions. This declining priority may be the result of the significant investment that many institutions have made in network and data security in recent years. A full 70% of institutions continue to report a strategic plan for IT security and 60.6% report a strategic plan for disaster recovery. This serious investment seems to be paying off with breaches of campus networks down slightly from 2005 and fewer campuses reporting serious problems with viruses and spyware. However, 22.2% of institutions report problems with stolen computers with vital data last year as well as increases in the percent of groups reporting security problems with identity management.

The survey reveals significant gains in emergency notification among institutions. Nearly 71% have a strategic plan for emergency communications and a full 94.5% report currently having a working emergency notification system. This is up from only 75% in 2007. The rapid rise in this area illustrates how institutions can be effective in responding to new needs as they arise.

Institutions continue to make gains in addressing the problem of peer-to-peer downloading, with 80% of all public institutions possessing plans to combat illegal downloads. What’s more, nearly 55% of institutions are utilizing antiplagiarism software. Implementing these plans and ensuring that institutions are in compliance with newly-passed laws exerts even more financial pressure on already tight IT budgets.

The survey also shows that the use of course management software or learning management software (such as Blackboard) continues to climb. As a result, nearly 64% of institutions report having a strategic plan to address these systems. Other than e-mail, IT officials do not show a significant interest in outsourcing IT services in the coming years. However, there are a small number of institutions that are outsourcing help desk/user support services. Finally, IT officials continue to point to the need for strategic evaluation of IT activities.

With the economic downturn, IT budgets are certainly not immune from cuts. The percentage of institutions reporting cuts in IT budgets more than doubled in the last year, with 45.4% of public institutions reporting cuts. Ultimately, tightening budgets coupled with increased IT priorities will present significant challenges for IT departments in the coming years.

The Horizon Report, 2009 Edition

This annual report by the New Media Consortium's Horizon Project seeks to identify and describe emerging technologies likely to have a significant impact on teaching, learning or creative expression within higher education.

KEY TRENDS:

1. Increasing globalization continues to affect the way we work, collaborate and communicate.
2. The notion of collective intelligence is redefining how we think about ambiguity and imprecision.
3. Experience with and affinity for games as learning tools is an increasingly universal characteristic among those entering higher education and the workforce.
4. Visualization tools are making information more meaningful and insights more intuitive.
5. As more than one billion phones are produced each year, mobile phones are benefiting from unprecedented innovation, driven by global competition.

CRITICAL CHANGES:

1. There is a growing need for formal instruction in key new skills, including information literacy, visual literacy, and technological literacy.
2. Students are different, but a lot of educational materials are not.
3. Significant shifts are taking place in the ways scholarship and research are conducted, and there is a need for innovation and leadership at all levels of the academy.
4. We are expected, especially in public education, to measure and prove through formal assessment that our students are learning.
5. Higher education is facing a growing expectation to make use of and to deliver services, content and media to mobile devices.

TECHNOLOGIES TO WATCH:

1. **Mobiles** - Portable devices that can be used for multiple tasks such as making phone calls, taking pictures, recording audio and video, storing data and music and connecting to the Internet.
2. **Cloud Computing** - Computing tools that can be scaled to serve as many users as desired.
3. **Geo-Everything** - Groups of technologies that enable users to pinpoint the exact location of objects and data.
4. **The Personal Web** - Marked by high flexibility, these web tools allow users to customize their personal web presence.
5. **Semantic-Aware Applications** - Tools designed to use the meaning of information on the Internet to make connections and provide answers that would otherwise entail a great deal of time and effort.
6. **Smart Objects** - A physical object that includes a unique identifier that can track information about the object.

Status of Original (2005) Tactical Projects

Status as of March 2009

IT Strategic Plan Major Goal and Tactical Projects	32 projects completed; 3 projects in progress; 1 project cancelled
Strategic Goal #1: Empower and Enhance Learning & Research	4 of 5 projects completed; 1 project cancelled
Classroom Support Strategy (support unit, funding for upgrades, Classroom Enhancement Council)	Completed
Information Technology Literacy Project	Cancelled as a stand-alone project in favor of an increased focus on technology skill development as new technologies are released.
Limited scope web-based course projects to demonstrate team model (Instructional designers, Nursing program, Fine Arts, COOL)	Completed
Establish the Research Support Model (Support staff, research cluster)	Completed
Online Course Management System Enhancements (New Blackboard Infrastructure)	Completed
Strategic Goal #2: Build and Expand Reliable, Robust, Secure Access to Information	11 of 11 projects completed
E-mail & calendaring study replacement	Completed
Campus wide storage/server study implementation	Completed external assessment study In progress
Wireless deployment	Completed
Off-campus wireless cable modem pilot and resulting strategy	Completed evaluation test Decided not to deploy at this time
Proactive workstation management (pushing virus protection, quarantining infected machines from the rest of the network)	Completed
Network architecture and strategy for future growth	Completed
Third Frontier Network migration	Completed
Implement critical incident response process for IT Services	Completed
University Network Security Support Staff	Completed
Commence a security awareness training program	Completed
Implement managed security services	Completed
Strategic Goal #3: Promote Customer-Centered IT Support and Services	3 of 4 projects completed; 1 projects in progress
Customer Service Support Model Study Project	Completed assessment; Implemented Partnership program; Began baseline support needs studies; Remote support software has been deployed to all Campus Partnership clients; Rollout across campus is dependent upon Altiris 7 upgrade, which is a scheduled project.
Alternative TSR Pilot Project for End-user Workstation Support	Completed
Establish IT customer advocacy role	Completed
Extend support desk hours to 24x5	Completed

Status of Original (2005) Tactical Projects Continued...

Strategic Goal #4: Ensure Continuous Innovation	2 of 2 projects completed
Collaborative Innovations Projects (for example, Miami Notebook, Altiris, iTunes U, etc.)	Completed
Design a virtual collaboration center for managed IT innovation	Completed via Tech Fee process

Strategic Goal #5: Support University Administration and Management	2 of 4 projects completed; 2 of 4 in progress
Decision Support strategy, plan and organization	Completed study; Implementation Phase In Progress
Banner 6 Implementation	Banner v6 & 7 Completed
Portal and Content Management Study and Strategy Development Project	Completed assessment; Completed Phase I: myMiami moved; Completed Phase II: definition of functions needed
Banner As It Should Be - Prune Unneeded Mods, Implement Remaining Unimplemented Features & Make More User-Friendly	Completed mod assessment; Implemented Online Purchasing; Imaging Workflow in progress; Banner 8 Upgrade planned for September 2009.

Strategic Goal #6: Plan and Manage Information Technology	10 of 10 projects completed
IT Project Management Office	Completed
IT planning process - ensure continuous planning and assist college, schools, libraries and regional campuses in developing their IT plans	Completed
Review and Manage IT Purchases Institutionally	Completed
Software license management	Completed
IT Funding Model - Implement Technology Fee	Completed
CIO Management System (Pinnacle)	Completed
IT governance and policy structure - staffing to support	Completed
IT Services performance management enhancement	Completed
IT staff compensation analysis, definition of standards-based IT job descriptions	Phase 1 completed; Phase 2 dependent upon available survey data and funding.
Address Pent Up Demand - Understaffing at FY04 levels in programming staff, operations center, support center	Completed

Student Technology Fee Allocation Process

The Student Technology Fee was approved by the Board of Trustees in February 2006. It funds programs and services that support students in achieving their academic program goals and that enhance their life at Miami. The IT Strategic Advisory Committee (ITSAC), an IT governance committee chaired by Provost Herbst, implemented a plan for distributing the \$1.5 million generated annually by the Student Technology Fee. The plan divides the total fees into three portions, described below:

- \$525,000 innovation pool to be distributed through a competitive process with proposals reviewed by a committee of 6 students, including a member of the Student Technology Advisory Committee (STAC), and 5 faculty/staff members.
- \$525,000 allocated to Schools, the College, and the Library for student-focused technology initiatives.
- \$450,000 allocated to IT Services to pay the continuing staffing costs of services initiated in FY07.

This is currently the second year that a pool of funds has been available to stimulate the development of innovative student-focused technology projects on the Oxford campus. A total of \$525,000 is available and any student, faculty or staff member may apply for funding. The funds are awarded through a competitive process that is governed by the Student Technology Fee Proposal Review Team, co-chaired by Carolyn Gard, Senior Director of Academic Technology Services and Hunter Olson, student chair of STAC. All proposals are reviewed to ensure each is in compliance with the Guidelines for Expenditures which provide a framework for the evaluation process. The deadline for FY10 proposals was Friday, February 27, 2009.

A small sampling of the 30 funded proposals for FY09 includes:

- **BuildingGreen** – Submitted by the Department of Architecture and Interior Design, this proposal funded software for architecture students researching sustainable products and practices.
- **Diversity Awareness through Digital Media** – Funds from this student submitted proposal, helped provide diversity exposure to students through digital media such as podcasts and online videos.
- **Digital Media Equipment** - Equipment for students in Journalism and Mass Communication to use in gathering audio-visual content for use in a wide variety of classes involving online media components.

For more information about the student technology fee, please visit www.muohio.edu/techfee.

Delivering Values/IT Showcase

In January of 2008, newly appointed Interim Vice President Debra Allison challenged the staff of IT Services to seek new ways to deliver value to Miami University. To build enthusiasm and recognition for staff members who stepped up to that challenge, a friendly competition dubbed “Delivering Values” was created.

The goal of the competition was to encourage everyone within IT to approach problem solving in new ways. Staff members were asked to submit proposals in any of four categories: Cost Savings, Improved Cost Efficiencies, Improved Service to Students and Improved Quality of Service. Twenty-two proposals were received, representing all units of the IT Services division.

Some proposals identified significant benefits to the university in terms of increased efficiency and quality. In addition to those intangibles, over \$611,000 in real savings and cost avoidance was outlined.

To highlight the Delivering Values competition, an IT Showcase was held November 5, 2008 in the Heritage Room. Each staff member who entered the contest was asked to develop a poster presentation describing their project and how it met the goals of the program. With the support of graphic designers from IT Communications and digital media specialists from Academic Technology Services, staff members created visual documentation of how their project delivered value to the university community.

To maximize the impact of the IT Showcase, offices and units within IT Services were invited to participate. Thirteen additional presentations highlighted the breadth of services offered and promoted projects not included in the competition.

Sixty-five IT staff participated in the event and nearly 100 individuals attended. Each attendee was asked to vote for the presentations that best illustrated the Delivering Values concept in each of the four categories. First and second place winners were recognized with cash awards via the PRIDE awards fund.

The IT Showcase was successful in raising awareness of the breadth and scope of the services and activities in which IT Staff are engaged. Both IT staff and Miami community members commented, specifically, on their surprise at seeing the wealth of resources available.

Voice over IP Project

Beginning in fall of 2008, IT Services, working with Cincinnati Bell Technology Solutions and Cisco Systems, began to transition Miami's telephone service to a new Voice over Internet Protocol (VoIP) service. All university telephones will be replaced as part of this project and a variety of new services and features will be available.

VoIP is the current generation of technology in support of the transmission of voice communications over an IP network such as Miami's MUNET.

The VoIP project is planned to replace approximately 5,500 phones across all buildings in Oxford, Hamilton, Middletown and VOALC. The new VoIP system, based on Cisco technology, seeks to standardize feature sets for all users and provide a platform for the convergence of voice, video, and data onto a single network based platform.

Because of this convergence, the university expects to reduce overall costs for infrastructure and support of two previously disparate networks, as well as provide opportunities for improved capabilities among the two systems. Additional cost savings will be realized through the standardization of features across all phone types, and a reduction in the need for on-site visits when making changes.

A standardized set of features will be deployed with the new VoIP phone system such as caller ID and Unified Communications. New features that leverage the convergence of voice and data will continue to be deployed including Unified Fax, Mobility, Softphones, and the ability to deploy XML applications to the phones.

For more information about the VoIP project, including the conversion schedule, please visit www.muohio.edu/voip.