

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.

A. Advance the academic success of students.

B. Broaden students' learning and growth through active engagement with student life opportunities.

C. Develop in students the adaptive and creative capacities for lifelong learning and success in a rapidly changing world.

D. Become a national model for intercollegiate athletics by maximizing student-athlete development and creating an engaged student body with the successful implementation of the Culture of Champions strategic plan.

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.

Metrics for 2008-2009:

- Percentage of Top 25 courses using Academic Technology Services resources.
- Adoption rate of new residence hall video premium services.
- Number of complaints/calls to Support Desk re: wireless service coverage compared with previous year.
- Number and length of unplanned outages to core services, compared with previous year.
- Percentage of first year students purchasing Miami Notebooks, compared with previous year.
- Number of unique viewings and broadcasts per semester of materials provided by video on demand system.
- Level of student satisfaction in the use of information technology, compared with previous year.

Possible Metrics:

- Student satisfaction and learning outcomes as measured before and after selected courses in coordination with faculty.
Or: Survey the faculty about the quality of the support provided.
Or: Survey the faculty to see if learning has been enhanced.

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.

- Promote graduate program excellence through 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.*
- Promote interdisciplinary perspectives and innovative programs*
- Increase inter-university collaborations in light of changing fields and the evolving needs of the State of Ohio.*
- Facilitate the development of the teacher/scholar model for graduate students.*
- Strengthen competitive awards and support for graduate students.*

Strategic Response:

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

- Supporting graduate student research and teaching by providing access to appropriate research technology and instructional support resources.
- Supporting departments and Graduate School in the recruitment and retention of high quality graduate students.
- Streamlining on-campus business processes.
- 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.

Metrics for 2008-2009:

- Numbers of graduate students using Research Computing Support group consulting, compared to previous year.

- Hours of High Performance Computing Cluster time devoted to support of graduate student projects, compared to previous year.
- Number of graduate students serving on IT governance councils and/or committees, compared to previous year.

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.

- A. *Provide appropriate infrastructure to support faculty research, scholarship, and creative activity.*
- B. *Encourage and support student involvement in faculty research and creative activity, and undergraduate and graduate student research and creative activity collaborations.*
- C. *Make strategic investments in selected initiatives to strengthen or create recognized Centers of Excellence.*
- D. *Increase extramural funding to \$35 million (from \$25 million).*
- E. *Identify and strategically communicate faculty, staff, and student research accomplishments and collaborations.*

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).

Metrics for 2008-2009:

- 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. 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.

- A. Provide increased access and success for Ohio students of all socio-economic backgrounds.*
- B. Contribute to the success of Ohio by enhancing Miami's national reputation and by attracting talented and diverse students, faculty, and staff to Ohio.*
- C. Become a leader in the statewide transformation of regional campuses, providing appropriate educational opportunities to better serve the needs of our communities.*
- D. Increase our partnerships with K-12 schools and health and human service agencies to improve the education and well-being of children, families, and communities.*
- E. Build collaborations with businesses and other universities, both national and international, to strengthen the economy in our region and in the state of Ohio.*

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.

Metrics for 2008-2009:

- Numbers of students enrolled in hybrid and/or online courses, compared to 2007.
- Number of presentations at conferences or publications advancing the field.
- Successful selection, in collaboration with University Communications, of vendor to complete university web redesign.

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.

- A. *Foster an environment that values both the professional success and personal fulfillment of our employees by ensuring that they are recognized, rewarded, supported and given the opportunity to grow professionally and personally.*
- B. *Establish diversity as an educational resource and marker of excellence by maximizing the representation and engagement of diverse and multifaceted viewpoints and life experiences.*
- C. *Adopt strategic practices that maximize the effectiveness of our human and financial assets.*
- D. *Become a leader in environmental sustainability by implementing economically viable environmental best practices.*
- E. *Create a culture of giving that ensures success for Miami's next century.*
- F. *Raise our state and national profile as a leading innovative university that is a leader by strategically and effectively communicating our accomplishments both externally and internally.*

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

Metrics for 2008-2009:

- 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.
- 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.
- Level of faculty and staff satisfaction in their use of information technology, compared with previous year.