Strategic Plan
2016-2018
VISION
The University Information and Technology Services Department (UITS) will utilize technology and support services to Retain, Progress, and Graduate students at Columbus State University.

MISSION
We are committed to providing technology services to students, faculty, and staff for use in accomplishing the mission and meeting the goals established by the University.

PRIORITIES
- Secure and meet compliance standards of stakeholder data & computing environments
- Promote continuous improvement of systems & applications availability
- Embrace core technology to support current and future needs
- Provide prompt and precise technology services
- Empower stakeholders with innovative technology that promotes teaching and learning
- Support competitive Market Compensation and Benefits
- Provide training opportunities on current and emerging technologies
- Maintain Professional Development and Leadership Plan
STRATEGIC FOCUS #1

Provide a robust, secure, highly available IT infrastructure

Priority #1
Secure and meet compliance standards of stakeholder data & computing environments.

Goal #1
Secure access to the network

Recommended strategies:
- Policies remain consistent with USG best practices.
- Invest in technologies that will enable continuous improvement of network access.
- Continue to invest in training for staff responsible for network security.

Goal #2
Identify & prevent internal and external threats

Recommended strategies:
- Research and recommend risk mitigation strategies, including cyber insurance.
- Continue to invest in technologies that will enable us to prevent and mitigate cyber attacks both on the external and internal edges of the network.
- Continue to invest in training for staff responsible for identifying and preventing threats.

Goal # 3
Secure stakeholder data through encryption technologies and best practices

Recommended Strategies:
- Implement data encryption on CSU owned devices, files, and critical systems data.

Priority #2
Continuous improvement of systems and applications availability

Goal #1
Develop and implement a business continuity plan that supports the teaching, learning, and administration platforms.

Recommended Strategies:
- Implement an annual budget for networking equipment and related technology that adequately addresses academic needs and includes any needed training and maintenance costs.
- Identify business continuity plan components and associated costs to implement.
STRATEGIC FOCUS #1

Provide a robust, secure, highly available IT infrastructure

Priority # 3
Embrace core technology to support current and future needs.

Goal #1
Develop IT staff to accommodate the changing IT environment and facilitate openness and agility.

Recommended Strategies:
• Hold regular sessions for teams to ask questions of other teams. For example, a monthly “Ask the Infrastructure Team Anything” session where we would field questions or concerns of other teams.
• Develop cross team interviewing process to assure we are hiring staff with appropriate skills.
• Implement formal methodologies for software development and provide training to staff on the use of such methods. (i.e. Agile, Iterative, Waterfall, etc.)

Goal # 2
Develop an enterprise IT architecture that can respond to changing conditions and new opportunities.

Recommended Strategies:
• Implement technologies that includes sufficient training that will enable the automation of manual business processes.
• Develop a yearly leasing funding model that is used to keep our data center and enterprise storage systems current.
• Develop a formal plan starting with a Proof of Concept to build out a virtual desktop infrastructure.
• Form a tighter relationship with the CSU libraries to develop strategies for piloting new technologies and services.
• Form a tighter relationship with the Center Of Online Learning to address issues and concerns with our distance learning platform.
• Form a tighter relationship with Human Resources for the effective use and adoption of technologies and tools that can improve performance and efficiencies.

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STRATEGIC FOCUS #2

Exceed stakeholder expectations through IT services.

Priority # 1
Provide prompt and precise technology services.

Goal #1
Streamline support services to improve time to resolution.

Recommended Strategies:
• Establish Service Level Agreements for each area to enhance response and reduce resolution times.
• Utilize UITS approved “runners” to reduce the time it takes to resolve a simple problem and to build rapport with end users. For example, send a runner immediately across campus to address an issue within our current SLA window of 5 minutes.
• Re-engineer current work order ticketing system to simplify the user experience.
• Recommend UITS spaces for local resources in IT “hot spots” or areas with a high technology support need.
• Develop a formal plan to provide support personnel and services at the Riverpark campus.
• Provide a model for end user self-service software support.

Goal #2
Continuous process improvement

Recommended Strategies:
• Market the Banner Workflow product and utilize it to both automate and improve current business processes.
• Develop an internal UITS committee to develop and improve internal processes leveraging the skills and knowledge learned in the Lean Six Sigma training.
• Identify and purchase Scheduling Software (Automic) to replace home-grown/dated process for processing and applying updates to Banner Student System.
• Work with the BI team to develop an internal UITS dashboard to help in automating budgeting processes from Peoplesoft.
STRATEGIC FOCUS #2

Exceed stakeholder expectations through IT services.

Priority #2
Empower stakeholders with innovative technology that promotes teaching and learning.

Goal #1
Assist stakeholders with the integration of emerging technologies.

Recommended Strategies:
- Create a standard refresh plan to keep technologies current that includes a leasing program.
- Establish continuing training opportunities for stakeholders on use of technology.
- Engage faculty through groups such as the IT Utilization Committee to have input on technologies for instruction.
- Market the Business Intelligence Platform to faculty and show the power of data analytics and predictive modeling in an academic setting.

Goal #2
Create opportunities for student engagement to include traditional and nontraditional students (such as Military, ADA, International)

Recommended Strategies:
- Engage students from different academic areas to get input on technologies that will help them succeed.
- Partner with academic departments to offer an annual internship for several of their students.

Goal #3
Enhance students’ success through the diversification of support services, training, and technology.

Recommended Strategies:
- Market our services across campus with the use of students and signage, and use survey results to direct process.
- Increase access and transparency by holding open UITS forums during the semester to address both faculty and student concerns and questions.

STRATEGIC FOCUS #3

Retain & hire qualified staff

Priority #1
Support competitive Market Compensation and Benefits

Goal #1
Continue to encourage USG and CSU to provide educational opportunities for employees of UITS (TAP)

Recommended Strategies:
- Develop a policy to provide time off, at the discretion of the Manager, for staff to attend classes during business hours (8-5 M-F).
- Work with Human Resources to increase staff development opportunities.
- Develop a policy for flex time and working remotely, where applicable.

Goal #2
Compensate technical positions at current market rates.

Recommended Strategies:
- Develop an internal UITS committee to address salary concerns.
- Recommend an updated salary study for technical (UITs specific) positions to reflect current market salaries.
- Create a defined organizational chart that includes base salary per position, and each position should have a posted low-mid-high listed salary.
STRATEGIC FOCUS #3

Retain & hire qualified staff

Priority # 2
Provide training opportunities on current and emerging technologies

Goal #1
Include training in purchase of new technology

Recommended Strategies:
- Introduce requirement that any new contracts for products/services include training and any travel expenses for implementation or training of staff.
- Provide funding and/or support for on-going professional development and training programs.

Goal #2
Continue to develop a program of cross training, shadowing, and knowledge transfer

Recommended Strategies:
- Create a program to cross train staff across different departments within UITS.
- Establish written KRAs (Key Responsibility Areas) for each position.
- Allow students to sign up for job shadowing opportunities on a voluntary basis based on their area of interest and schedule availability.
- Work with other institutions within USG to promote cross-training and best practices from their organization that can potentially be brought back and used at CSU.

Goal #3
Promote a culture that supports innovation and creativity

Recommended Strategies:
- Develop a team of diverse stakeholders (Faculty and staff outside of UITS) that are early adopters of emerging technology who can help promote breakthrough technology that is adopted.
- Develop rich marketing strategies that will support reasons for innovation, using analytical tools.
- Create a process to track innovations (R&D).
- Offer employees “non-traditional” days of work where they are allowed to research/explore new technologies away from work. **If employees use these days, they must provide substantial feedback (written or oral presentation) on the benefits to UITS upon their return.

Goal #4
Provide financial support for technical training based on request and need.

Recommended Strategies:
- Mandatory completion of the template developed for management to formulate a yearly budget proposal that would also include training.
- Mandatory completion of the UITS Staff Individual Training & Professional Development Plans.
STRATEGIC FOCUS #3

Retain & hire qualified staff

Priority #3
Maintain Professional Development and Leadership Plan

Goal #1
Develop a methodology that will allow interested employees to pursue and maintain Professional certification.

Recommended Strategies:
- Develop a process (that includes funding model) to allow a certain number of employees to choose classes towards a relevant professional certification.

Goal #2
Develop and promote our UITS Mentorship Program

Recommended Strategies:
- Develop a UITS mentorship program oversight committee. The committee will review mentorship program applications, etc. and be responsible for placement of mentees and mentors.
- Develop Marketing plan that documents success stories resulting from the Mentorship Program. Include pictures of participants and bios on a link on our web site.