



# RADFORD UNIVERSITY

## Division of Information Technology

### STRATEGIC PLAN 2013-2018



In an era of growing demand for IT services, it is imperative that strong guiding principles are followed that will allow for the fulfillment of the Division of Information Technology's mission. This will require innovative strategic thinking before making technology decisions. The plan as presented in this document focuses on:

- Cultivating an IT culture committed to excellence and service
- Supporting teaching and learning
- Supporting efficient, integrated administrative systems
- Establishing a robust IT Infrastructure (data and voice)
- Providing a unified online presence (University website, MyRU portal and social media)
- Providing quality customer-centric support
- Maintaining a secure IT environment
- Providing services to meet ancillary business needs of the University community
- Promoting an IT culture of sustainability

While focusing on innovation, agility, customer service and stewardship, this plan will help ensure Information Technology priorities are appropriately aligned with Radford University's Strategic Plan.

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## ANNUAL REVIEW AND UPDATE OF THE STRATEGIC PLAN

The Division of Information Technology (DoIT) notes that substantial progress is continually being made toward meeting many of the goals and objectives of the strategic plan. An Annual Report is published on the DoIT website to reflect that progress.

### Revision History:

May 4, 2018 – A new university strategic plan, *2018-2023 Strategic Plan: Embracing the Tradition and Envisioning the Future*, was released in January 2018. An initiative to update the Information Technology Strategic Plan to align with the university's plan is underway. Expected completion of a new plan is expected by May 2019.

May 4, 2017 – No updates were recommended.

May 17, 2016 – Goal 5 security objectives clarified. Goal 7 rewritten to reflect restructuring of the prior Web Strategies functions to University Relations.

May 15, 2015 – No updates were recommended.

May 15, 2014 – No updates were recommended.

January 21, 2014 – Approved by President Penelope W. Kyle

September 19, 2013 – Reformatting and updates to extend the plan to 2018

May 1, 2013 – Removed Appendix II which reflected annual updates. A DoIT Annual Report now replaces Appendix II. It should also be noted that while RUExpress, Parking and Vending were restructured to Finance and Administration, Goal 8 still applies to DoIT initiatives.

May 15, 2012 – Objectives added to Goals 2, 4, and 6.

May 13, 2011 - Due to the addition of RUExpress, Parking, Printing and Vending to the Division of Information Technology, Goal 8 has been added to the strategic plan. Goal 9 has been added to support enhanced university and community focus on sustainability.

May 14, 2010 – No updates were recommended.

November 5, 2008 – approved by the Board of Visitors.

## INTRODUCTION

Technology has become a vital necessity on college campuses as the need for information sharing and academic support continues to accelerate at astonishing rates. As needs continue to increase, technology itself continues to change at a rapid pace. Keeping up with this growth and these advancements in technology will present wonderful opportunities in the years ahead.

In January 2018, the university released a new strategic plan, *2018-2023 Strategic Plan: Embracing the Tradition and Envisioning the Future*. To align with the university's new plan and objectives for the next five years, an initiative has launched to update the Information Technology Strategic Plan by May 2019.

## MISSION STATEMENT

The Division of Information Technology (DoIT) is committed to delivering a strategic advantage to Radford University by fostering the creative and innovative use of technology to achieve the University's directives. DoIT promotes effective stewardship of information assets and provides a secure, highly reliable technology infrastructure along with high-quality, customer-oriented services and support, so as to meet the ever changing needs of students, faculty and staff.

## GUIDING PRINCIPLES

- Implement technology based on defined functional needs and the strategic objectives of the University
- Design all new systems and technologies with integration and ease of use as expected features
- Manage IT projects in accordance with industry best practices
- Implement cost effective technology solutions and standards
- Provide responsible stewardship for University budgets and resources
- Maintain appropriate technology lifecycles that optimize value to the University
- Facilitate communication in the campus community
- Provide trusted and reliable systems
- Maintain a high level of security and privacy for all sensitive data
- Value employee diversity and commitment
- Implement accessible IT systems
- Recognize that people supporting and using technology are more important than technology itself
- Anticipate change in technology and the needs of customers
- Promote a responsive governance structure to engage the University community in decisions and strategic directions for IT

## **GOAL 1: CULTIVATE AND PROMOTE AN IT CULTURE COMMITTED TO EXCELLENCE, INNOVATION AND SERVICE.**

**OBJECTIVE 1.1:** Recruit and retain talented and qualified staff by:

- Providing challenging opportunities for professional growth.
- Advocating for competitive salaries.
- Providing opportunities for telework or other flexible work arrangements.
- Providing recognition based on performance.
- Providing opportunities for staff to explore new ideas.

**OBJECTIVE 1.2:** Evaluate and adjust organizational structure and processes to optimize the alignment of IT resources and University needs.

**OBJECTIVE 1.3:** Involve students to enhance IT support and to develop student marketability after graduation by:

- Using student involvement and feedback to enhance systems and services.
- Providing employment opportunities for students to gain real-world experience.

**OBJECTIVE 1.4:** Communicate regularly with the campus community.

**OBJECTIVE 1.5:** Evaluate new and emerging technologies.

**OBJECTIVE 1.6:** Use faculty/staff involvement and feedback on enhancements, new technologies, policy review, and planning.

**OBJECTIVE 1.7:** Leverage project management methodologies and best practices to effectively plan for new and innovative technologies.

## **GOAL 2: PROVIDE TOOLS AND SERVICES TO SUPPORT INNOVATIVE TEACHING AND STUDENT-CENTERED LEARNING.**

**OBJECTIVE 2.1:** Design, build, maintain and support technology rich and pedagogically flexible learning spaces.

**OBJECTIVE 2.2:** Ensure faculty members have training opportunities to use supported technologies.

**OBJECTIVE 2.3:** Provide faculty members with technology to meet instructional and research needs.

**OBJECTIVE 2.4:** Evaluate and maintain software standards and license agreements to meet instructional and research needs.

**OBJECTIVE 2.5:** Provide flexible e-learning technologies that support a variety of teaching methodologies.

### **GOAL 3: STREAMLINE CAMPUS OPERATIONS THROUGH EFFICIENT, INTEGRATED ADMINISTRATIVE SYSTEMS.**

**OBJECTIVE 3.1:** Integrate administrative systems to reduce duplication of data, enhance functionality and streamline access to services.

**OBJECTIVE 3.2:** Continually evaluate and re-engineer business processes and policies to fully use the system's capabilities and to optimize productivity.

**OBJECTIVE 3.3:** Maintain a reporting environment that supports information access for reporting, planning, decision making and trend analysis.

**OBJECTIVE 3.4:** Increase electronic access to information and reduce the use of paper forms and reports.

**OBJECTIVE 3.5:** Implement an identity and access management system for provisioning and de-provisioning of access to University resources and services.

### **GOAL 4: USE A COMBINATION OF LOCAL AND CLOUD TECHNOLOGIES TO PROVIDE A RELIABLE AND ROBUST INFRASTRUCTURE.**

**OBJECTIVE 4.1:** Evaluate and use hosted/cloud services when secure, cost effective options are available.

**OBJECTIVE 4.2:** Design and implement systems to provide a foundation for other services using sustainable maintenance and funding models.

**OBJECTIVE 4.3:** Provide a trusted technical environment that ensures availability and reliability.

**OBJECTIVE 4.4:** Maintain multiple data centers to distribute development and production systems and provide disaster recovery options.

**OBJECTIVE 4.5:** Enhance the campus network infrastructure to eliminate single points of failure where funding and technology permit.

**OBJECTIVE 4.6:** Provide bandwidth to meet the needs and expectations of the University community by:

- Evaluating usage patterns and trends to forecast bandwidth upgrades.
- Establishing cost effective methods of providing additional bandwidth as the need arises.

**OBJECTIVE 4.7:** Provide a cost effective telephone system that meets the needs of the entire University community.

**OBJECTIVE 4.8:** Provide students, faculty and staff with access to email storage and archival systems.

**OBJECTIVE 4.9:** Maintain and support a campus cable television, radio, audio/visual and television studio infrastructure.

**OBJECTIVE 4.10:** Enhance electronic communications and services to the University and surrounding community by leveraging relationships and developing partnerships.

**OBJECTIVE 4.11:** Use virtualization technologies to establish flexible cost effective computing environments.

**GOAL 5: PROVIDE A MODERN, MOBILE RESPONSIVE ENVIRONMENT TO ENHANCE THE UNIVERSITY’S DIGITAL PUBLIC FACING OFFERINGS AND TO FACILITATE IMPROVED FUNCTIONALITY AND SERVICES.**

**OBJECTIVE 5.1:** Provide leadership to the campus community by continually enhancing the digital environment used to publicize the University’s contributions to the region, the Commonwealth, the nation and the world; and to support the recruitment and retention of highly qualified students, faculty and staff by:

- Constantly reviewing and researching new technologies and developments that could enhance the user experience on the University’s web site, portal, and mobile and web applications.
- Working with University Relations and other departments to ensure that all web sites meet the current standards and best practices needed to ensure a consistent and professional digital presence.

**OBJECTIVE 5.2:** Execute a web architecture that meets the changing needs of the University by:

- Ensuring the web presence reflects best practices for achieving accessibility as defined by the guidelines pertaining to U.S. Department of Health and Human Services Section 508.
- Implementing effective search strategies and employing effective search engine optimization practices.
- Using technology to track usage and statistics.
- Using web analytics to improve the functionality and usability of the website.

**OBJECTIVE 5.3:** Embrace and expand the use of self-service access to campus systems and business services by:

- Providing mobile responsive, self-service applications to empower users.
- Continually evaluating and engineering portal technology to meet the evolving needs of the University constituents.
- Developing platform agnostic applications that offer features in demand by current and prospective students.

**OBJECTIVE 5.4:** Facilitate discussions with campus communicators regarding social media challenges and opportunities.

**OBJECTIVE 5.5:** Execute a mobile strategy for the University’s web presence that responds to growing and changing usage of mobile technologies.

## **GOAL 6: PROVIDE A QUALITY CUSTOMER FOCUSED SUPPORT ENVIRONMENT.**

**OBJECTIVE 6.1:** Invest in technology training to aid in increasing the knowledge and skills of University employees.

**OBJECTIVE 6.2:** Provide superior customer support for faculty, staff and students in the use of campus technologies by:

- Aligning support models with customer needs and service best practices.
- Monitoring metrics and service levels based on academic cycles to allocate support staff to meet demand.
- Using customer satisfaction surveys, focus groups and other methods for continuous feedback and improvement.

## **GOAL 7: BUILD AND MAINTAIN A SECURE IT ENVIRONMENT THAT PROTECTS UNIVERSITY DATA.**

**OBJECTIVE 7.1:** Promote an IT security program to minimize security threats and incidents by:

- Providing IT security awareness programs for the University community.
- Providing technical security training for staff that own or manage systems.
- Staying abreast of new threats, taking appropriate security measures, and communicating those measures to the University community.

**OBJECTIVE 7.2:** Implement and adhere to security policies and standards and security best practices by:

- Collaborating with internal and external auditors to enhance security processes based on audit recommendations.
- Working with System Owners to remediate and protect their systems using best practice frameworks to help meet security compliance requirements.
- Leveraging widely accepted, effective security practices appropriate for higher education environments.
- Consulting with Data and System Owners on the deployment of new systems and advising on security controls appropriate for those systems.

**OBJECTIVE 7.3:** Maintain a current Business Impact Analysis, Risk Assessment and Disaster Recovery plan for sensitive University systems.

**OBJECTIVE 7.4:** Continually monitor and enhance the security of the University's information assets by:

- Scanning sensitive University systems and providing security guidance.
- Responding to network intrusions and working with law enforcement and other partners to resolve incidents on the University's domain.
- Employing a range of security tools to evaluate and improve security of campus systems.
- Using firewalls, intrusion prevention systems, malware filtering and other resources to proactively reduce security threats.
- Providing database management system controls to ensure integrity of data.

**OBJECTIVE 7.5:** Use effective change management processes to minimize risks through review and approval of documented changes to hardware and software.

**OBJECTIVE 7.6:** Foster partnerships with local, regional and Commonwealth security professionals.

## **GOAL 8: PROVIDE SERVICES TO MEET ANCILLARY BUSINESS NEEDS OF THE UNIVERSITY COMMUNITY.**

**OBJECTIVE 8.1:** Produce high-quality production printed materials for the university community while minimizing costs and ensuring timely delivery.

**OBJECTIVE 8.2:** Manage a centralized multi-function device program and ensure high quality, cost effective print, copy, and scan functions for departments.

**OBJECTIVE 8.3:** Manage hardware, software and other IT assets to maximize utilization while containing costs by:

- Creating standard software images to improve usability, performance, security, energy efficiency and serviceability.
- Implementing an IT asset management system to enhance the lifecycle replacement process of technology equipment.
- Implementing cost effective repair models for University owned technology equipment.

## **GOAL 9: PROMOTE AN IT CULTURE OF SUSTAINABILITY.**

**OBJECTIVE 9.1:** Reduce power consumption for data centers, classrooms and desktop computers.

**OBJECTIVE 9.2:** Educate technology staff on best practices in IT sustainability.

**OBJECTIVE 9.3:** Establish baselines for power consumption for hardware and systems.

**OBJECTIVE 9.4:** Provide resources and support for departments to reduce paper usage.