

Strategies Worksheet

Goal 5 – Strategy 3: Develop a Comprehensive Technology Plan

A. Introduction and Background

Information Technology (IT) has become the new “backbone” of most organizations in today's world. Never before has the educational institution become more reliant on technology for the process of teaching and learning. Best practices push institutions toward technology integration, students seek out learning opportunities that are driven by technology, and employers seek a workforce prepared to function in a technologically-driven world. The Information Technology (IT) department at ECU provides quality technical leadership, resources, and services to all students, faculty, staff and other patrons of the university, with a priority focus on teaching and learning. During the past 4 years, the IT department has realized significant growth in its scope of responsibility as the university has moved to centralize campus technology under its oversight.

The IT planning function is carried out through a variety of committees and campus governance structures, with the main entities consisting of the Academic Affairs Council (AAC), Academic Technology Advisory Committee (ATAC), Module Managers Committee (MMC), and Student Government Association (SGA). Additionally, the Chief Information Officer (CIO) meets quarterly with the President and Cabinet.

The IT department was recently restructured in March 2018. Prior to this, the departmental structure was completely flat, as all 12 staff members reported directly to the Director. Since the reorganization, the overall quality of the IT function has improved tremendously. Help Desk tickets are now routinely resolved in a timely manner, communication to end-users is appropriate and timely, and projects are being managed and executed in a structured manner with appropriate prioritization and resource allocation. Responsibility and oversight are more fairly balanced across the department which has created an environment where employees are empowered to take ownership of their areas and maintain accountability for their duties and responsibilities.

Although the March 2018 restructure set the stage for a more sustainable, healthier, and productive organizational unit, the department has several areas that it must work to improve upon:

1. Technical deficiencies from lack of training
2. The need for departmental cross-training in critical areas
3. The remediation of critical security risks
4. IT employee retention
5. Pace or upgrading is not matching the pace of outdated core technology areas such as:
 - a. Wireless Network
 - b. Servers
 - c. Data Storage
 - d. UPS Systems
 - e. Datacenter Infrastructure

In order for ECU to achieve its Mission and Vision, a comprehensive technology plan must be developed.

B. Contribution to Other Goals:

Goal 1: Achieve academic excellence through innovative programming, outstanding faculty, continual assessment, a flexible learning environment and community engagement.

Goal 2: Maintain strong undergraduate and graduate enrollment and high retention, graduation, and job placement rates

Goal 3: Create and nurture an inclusive, dynamic, and engaging experience for all stakeholders.

Goal 4: Create a culture of effective communication

C. Specific Actions, Elements, Steps, and Timelines

Action

- Develop a 5-year Comprehensive Technology Plan to address the areas of networking including (core, edge, wireless, data closet, UPS systems, and wiring), datacenter including (storage, servers, power & UPS, fiber channel & FC Switching, and backup systems), voice and telephony including (VOIP phone system, phone and other telephony hardware, and unified communication services), applications and software, academic technology, classrooms and learning spaces, enterprise computing resources including (ERP, document management, email), learning management systems, tools, training, and emerging technologies.

Elements

- Academic Technology Advisory Committee
- Module Managers Committee
- Student Government Association
- IT Strategic Planning Committee
- Information Technology Employees

Steps

- Develop IT Strategic Planning Committee which will be responsible for defining the data needed and why that data is important.
- The ITSP will direct the MMC, SGA, ATAC, and IT employees on the type of data to be collected.
- The ITSP will work with the MMC, SGA, ATAC, and IT employees to analyze the data
- The ITSP will organize the analysis into a comprehensive technology plan

Timeline

- 6 months to complete from beginning to end

D. Potential Models

<https://huit.harvard.edu/pages/harvard-it-strategic-plan>