



Division of Information Technology
Services

Strategic Plan

2020

INFORMATION TECHNOLOGY SERVICES STRATEGIC PLAN

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INTRODUCTION

Technology is tightly integrated with key activities supporting the institution's mission. This strategic plan aligns with other institutional plans and reinforces the strategic themes of Stockton's 2025 Strategy Plan – Choosing Our Path. The vision and core values described within this plan reflect the existing culture and future direction of the University.

Information Technology Services supports a complex, multi-site technological infrastructure, the majority of which enriches learning, working, and living on campus. The University selects, deploys, and uses technology carefully, assuring alignment with institutional and strategic goals. These considerations, and the needs and opportunities that members of the Stockton Community identify, have guided the key metrics and methods in this plan.

The Information Technology Advisory Board (ITAB) advises the Chief Information Officer, and other senior officers at Stockton University as appropriate, on resources and priorities concerning all aspects of computing, information management, communication infrastructure, and technology. The ITAB observes shared governance guidelines and represents multiple constituencies of the University.

This strategic plan will guide the selection and prioritization of large-scale, institutional IT projects. Annually, Information Technology Services (ITS) will maintain a portfolio of projects with input from each University division, the ITAB, and the Faculty Senate standing committee on Information Technology and Media. The prioritized portfolio will guide budget requests during the University's annual program review. At midyear, ITS will review and assess progress in meeting the goals and objectives of the plan and the institutional IT portfolio.

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VISION STATEMENT

We strive to support ubiquitous, integrated, and fully engaging learning experiences.

MISSION STATEMENT

We take a proactive and collaborative approach to deliver innovative, reliable, and sustainable technologies that optimize satisfaction and desired outcomes.

In support of our mission, our intention is to:

- Enhance the University's existing technology infrastructure
- Explore and encourage the creative and innovative use of technology
- Deliver services and solutions that enable a quality user experience
- Increase effectiveness and efficiency through the use of technology
- Enhance technology support and promote universal design accessibility practices for all users of our technology resources
- Align technological resources including equipment, personnel, and budget with institutional priorities and initiatives

Our Core Values

- Service Excellence—Being responsive, respectful, and delivering needed solutions.
- Reliability—Utilizing robust technologies to satisfy our user community.
- Innovation—Advancing the state of technology within the University to improve efficiency and effectiveness.
- Security—Implementing measures and systems designed to help our community securely protect and safeguard personal and institutional information.

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STRATEGIC INFORMATION TECHNOLOGY PLAN Key Goals, Strategies, Objectives, Tactics

Goal 1: Adopt Innovative Technologies & Solutions to Provide Reliable IT Infrastructures for Teaching and Learning

Key Strategies:

- a. Evaluate and uphold reliability standards for adopted technologies
- b. Adopt innovative technologies and solutions in accordance with institutional needs, initiatives, financial priorities, and regulatory compliance
- c. An operational testing and updating schedule for adopted technologies
- d. Network and processing redundancy to ensure availability of critical resources

Tactics:

1. Continually implement enhanced business continuity strategies and instructional continuity resources.
2. Further implement cloud solutions for enterprise communications and collaboration.
3. Upgrade network infrastructure, servers, electronic classrooms and computer lab equipment.
4. Enhance video capture and production quality using emerging audio/video technologies and equipment.

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Goal 2: Strengthen Inclusive Student Success Opportunities by Providing Efficient and Effective Access to Information and Technology Resources

Key Strategies:

- a. Foster knowledge related to efficiency, effectiveness, and timely access to information
- b. Adopt technologies and solutions for efficient and effective access to information and technology resources
- c. Enabling user-friendly innovative technology solutions that consistently support the learning needs and process
- d. Promote and ensure quality, accuracy, and access of information and data
- e. Successfully implement solutions to support access to information and technology resources across the University

Tactics:

1. Build enrollment strategies and close equity gaps by continuing development of intelligence solution for business process analysis/reporting and student success initiatives.
2. Offer comprehensive support systems by implementing automated workflows, electronic approvals and paperless online processes that streamline business practices and interactions with students.
3. Enable and enhance access to instructional resources, information capitals and data through mobile and remote connectivity.
4. Close the equity gaps in students' access to learning by exploring continued enhancement to Learning Management Systems and associated technologies to assist with student learning.
5. Offer comprehensive support systems that recognize how a more diverse student body brings a broader range of academic, social, and cultural assets, challenges, and needs by assisting with the University review of assistive technologies for ADA accommodations.

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Goal 3: Enhance Teaching and Learning through Services to Promote Quality and Reliable Technology Support

Key Strategies:

- a. Emphasize the importance of technology usage and support to users
- b. Prioritize the resolution of technology issues as needed
- c. Monitor constituency satisfaction
- d. Expand and enhance technology support services
- e. Minimal turnaround time for help desk support actions
- f. Use data to drive decisions to enhance operation and user support services

Tactics:

1. Monitor help desk response measures to identify targets for improvement and enhancement to promote student success and business efficiency.
2. Conduct a user satisfaction survey and share results with staff to identify targets for improvement and enhancement.
3. Review ITS hours of operation and adjust based on measured demand.
4. Expand the purpose and information contained on the Information Technology Services website.
5. Review and enhance event support scheduling procedures within the division.

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Goal 4: Support Financial Sustainability by Enhancing Protection of Institutional and User Data

Key Strategies:

- a. Reduce risk by enabling user participation in training and sense of ownership
- b. Implement technical and behavioral controls to protect institutional and user data
- c. Implement technical best practices to ensure business continuity and disaster recovery
- d. Prioritize identifying and addressing security vulnerabilities
- e. Identify and adopt industry standards and best practices to mitigate security risks
- f. Strong identity systems for user authentication and authorization
- g. Account provisioning and de-provisioning practices in place
- h. Security standards and controls for server, network devices, and workstations

Tactics:

1. Review IT risks and controls; adopt current standards and best practices.
2. Implement new security solutions to help protect users and data.
3. Implement internal controls regarding data change management.
4. Conduct disaster recovery exercises for restoration of enterprise systems in the cloud.
5. Uphold relevant security standards for all servers, network devices and workstations.
6. Evaluate additional protective measures for university email systems.
7. Review and update relevant ITS policies and procedures.
8. Continue to enhance ITS security measures through new initiatives and testing.
9. Conduct information technology security awareness and training programs.

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Goal 5: Nurture a Dedicated and Professionally Talented Workforce

Key Strategies:

- a. Foster a working environment that encourages staff satisfaction, engagement, and development
- b. Enhance knowledge of effective recruitment and retention strategies
- c. Encourage personal and professional growth through collaboration and continuing education
- d. Successful recruiting of new staff
- e. Strong retention of highly qualified staff

Tactics:

1. Support staff participation in professional development and learning experiences for the purpose of advancing technical skills and abilities.
2. Promote knowledge transfer through cross training and collaboration.
3. Continue producing and organizing ITS support documentation.
4. Standardize personnel practices throughout ITS areas.

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Goal 6: Stimulate Inclusive Student Success through Institution-Wide Awareness of Learning Technologies and Resources

Key Strategies:

- a. Monitor learning technologies and communicate across the institution
- b. Collaborate with Faculty Senate standing committee on Information Technology and Media, Information Technology Advisory Board, The Center for Technology and Learning Design, and other academic entities to evaluate and disseminate information regarding learning technologies
- c. A monthly (or otherwise periodic) communication to appropriate constituencies on developments related to new and existing learning technologies

Tactics:

1. Discover, implement, and support new learning technologies through aggregated media resources, employee suggestions, and learning opportunities that also assist in closing equity gaps of our students.
2. Evaluate organizational structure to align institutional resources more effectively as they relate to learning technologies.
3. Expand the promotion of learning technologies through various mediums of communication to the community.
4. Provide advanced technical resources to support multiple in-person and remote modalities of pedagogical experiences.

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Goal 7: Refresh IT Strategic Plan on a Regular Basis

Key Strategies:

- a. Set a schedule for refreshing the plan
- b. Involve key stakeholders in the review of the plan
- b. Evidence of goal obtainment
- c. Refresh strategic plan

Tactics:

1. Communicate schedule for plan refreshment to stakeholders
2. Gather as much input as possible regarding evidence of successful plan execution as well as areas of concern/challenges