Office of Information Technology
IT Plan: 2017 - 2020
Mission of OIT
The Office of Information Technology (OIT) provides technology-based solutions and services that support the academic, service, and administrative activities of Indiana State University (ISU). We partner with constituents in all areas to enable the efficient and effective use of campus resources, to promote innovation in research and teaching, and to foster the growth and success of our students.

Vision
OIT is the campus leader in identifying, implementing and supporting technologies, services and practices that support the strategic priorities and daily operations of ISU.

Guiding Philosophies
OIT must function well at three levels:
As a utility, to support the efforts of our customer areas
As a partner and enabler of change and improvement
As a leader and driver of innovation

The first of these levels is about operational excellence. The other two are largely about strategic relevance. Our plan is intended to address both of these commitments.
Planning Window

- Fall 2015: OIT SWOT Analysis
- Fall 2015: Dell Simplification Review
- Spring 2016: Ellucian Strategic Action Plan
- Summer 2016: Plan Development Begins
- Winter 2017: Plan Draft to CIO/Leadership Team
- March 2017: Draft Presentation to OIT
- April 2017: Draft Presentations to Advisory Committees
- May 2017: Finalize, Publish
Key Inputs to the OIT Plan

- Existing roadmaps (e.g. storage, cyberinfrastructure)
- Existing project portfolio
- OIT SWOT analysis results
- Dell, Ellucian review results
- External information sources (e.g. Educause annual issues list)
- Customers
- Vendor roadmaps
- ISU Strategic Plan (There’s More to Blue)
Goals

Goal 1: Create a flexible learning environment (2 objectives)

Goal 2: Advance the effectiveness and efficiency of our enterprise applications (4 objectives)

Goal 3: Expand and advance OIT’s level of operational excellence (4 objectives)

Goal 4: Create a customer support environment demonstrating principles of continuous improvement and IT service management (2 objectives)

Goal 5: Use the skills, mindset, and creativity of OIT staff, as well as OIT operations, in direct support of student career readiness and student, faculty, and staff success (2 objectives)

Goal 6: Support the growth and success of OIT staff in a rapidly-changing IT environment (2 objectives)
Goal 1  Promote innovative teaching/learning

Obj 1  Create flexible learning environment

- Initiative 1  Blackboard Community Engagement
- Initiative 2  Enhance support for mobility in the classroom
- Initiative 3  Increase ease of use of Blackboard and other key systems
- Initiative 4  Develop and promote use of templates in Blackboard
- Initiative 5  Identify and implement an attendance tool
- Initiative 6  Implement Blackboard Content Mgt
- Initiative 7  Partner with FCTE and DE to actively identify, showcase, and promote innovative use of technology for instruction

Obj 2  Deliver a high-quality experience to distance faculty and students

- Initiative 1  Develop minimum acceptable technical/quality standards for distance delivery modalities based on current state of the art and learning objectives as well as the method of assessment. Systems to be included are the LMS, lecture capture, video teleconferencing.
- Initiative 2  Initiate a user’s group to explore, evaluate and propagate the use of new technologies such as simulation, virtual reality, remote labs, etc. to enhance online education.
- Initiative 3  Implement Skype for Business for distance classes
- Initiative 4  Investigate Yuja to replace Collaborate

Related to: ISU Strategic Plan Goals 1, 6
Goal 2: Advance the effectiveness and efficiency of our enterprise applications

**Obj 1: Advance and simplify environment**

- Initiative 1: Migrate to Banner 9
- Initiative 2: Remove modifications from Banner
- Initiative 3: Replace campus portal
- Initiative 4: Replace current provisioning processes

**Obj 2: Evaluate and implement outsourced solutions for our major enterprise apps**

- Initiative 1: Develop a framework for evaluation
- Initiative 2: Develop a contract template
- Initiative 3: Identify and implement tools and processes to manage the hybrid environment
- Initiative 4: Migrate on-premise Exchange to Office 365
- Initiative 5: Implement OneDrive to replace hard drive and individual network storage (H: drive)
- Initiative 6: Move Blackboard to a SaaS environment
- Initiative 7: Evaluate outsourcing our residence hall network
- Initiative 8: Evaluate moving Banner to a SaaS environment
- Initiative 9: Continue with a “cloud first” implementation strategy for purchased applications
Goal 2  Advance the effectiveness and efficiency of our enterprise applications

Obj 3  Use analytics for student success and operational effectiveness

Initiative 1  Offer analytics support outside Academic Affairs
Initiative 2  Evaluate a student-facing analytics application
Initiative 3  Expand existing framework to include all key data

Obj 4  Expand the presence of and improve support for mobility

Initiative 1  Implement Blackboard mobile
Initiative 2  Implement Banner mobile
Initiative 3  Improve support for mobile devices
Initiative 4  Improve security for enterprise applications and data in the mobile environment
Initiative 5  Evaluate/update the current ISU mobile app
Goal 3: Expand and advance OIT’s level of operational excellence

**Obj 1 Improve customer satisfaction and operational effectiveness**
- Implement project management/ITIL/ITSM (Ph 1)
- Develop service metrics for all service catalog items
- Develop lightweight but effective methods to capture and use employee time data
- Implement configuration and asset management

**Obj 2 Deliver cost effective, reliable, and accessible unified communication and data Services**
- Minimize redundancy in monitoring and mgt tools
- Refresh and upgrade infrastructure in alignment with OIT’s and ISU’s strategic goals
- Change the existing network segmentation standard
- Change the IP address design to prepare for IPv6 and improve efficiency of address management
- Complete the UC implementation and eliminate traditional voice where possible
Goal 3: Expand and advance OIT’s level of operational excellence

Obj 3: Improve data security
- Initiative 1: Implement a data loss prevention solution
- Initiative 2: Implement advanced threat protection for email
- Initiative 3: Implement a risk management program
- Initiative 4: Improve security awareness training
- Initiative 5: Implement multi-factor authentication

Obj 4: Maintain a resource-efficient
- Initiative 1: Review and document our DRBC status, including future plans for enterprise applications
- Initiative 2: Increase use of virtual machines to industry std
- Initiative 3: Create an appropriate mix of off-site storage and backup
- Initiative 4: Decrease number of on-campus data centers
- Initiative 5: Develop a total cost of ownership view for use in evaluating major purchases and changes
- Initiative 6: Develop a budget process for OIT that considers environmental and vendor-driven cost increases
Goal 4: Create a customer support environment demonstrating principles of continuous improvement and IT service management

Obj 1: Ensure appropriate information about tools and services is available to customers

- Initiative 1: Develop a knowledge base
- Initiative 2: Develop a service catalog
- Initiative 3: Improve the OIT Website – contents and capabilities for customer self-service
- Initiative 4: Implement a support chat function
- Initiative 5: Develop the consultant role to for comprehensive promotion of OIT services to serve missions of departments supported

Obj 2: Build a culture of continuous improvement, and processes where the “voice of the customer” is actively listened for and demonstrably heard

- Initiative 1: Ensure performance metrics are built into operational procedures
- Initiative 2: Develop visible, regular, repeated processes for assessment using metrics
- Initiative 3: Continue to improve our processes for gathering and using customer input
- Initiative 4: Visibly and actively recognize and reward improvements
- Initiative 5: Define and implement visible/repeated practices for R&D and planning
Goal 5 Use the skills, mindset, and creativity of OIT staff, as well as OIT operations, in direct support of student career readiness and student, faculty, and staff success

Obj 1 Ensure OIT’s operations support staff, faculty and student success

Initiative 1 Regularly evaluate our technology, services, and operations for barriers to student success
Initiative 2 Create, promote, and support user groups to build and maintain best practices and to ensure effective use of the technologies we have

Obj 2 Implement programs to support student career readiness

Initiative 1 Customer service career readiness certificate
Initiative 2 BCOE/OIT partnership on technology skills for teacher prep
Initiative 3 Career readiness for IT-related majors
Initiative 4 Facilitate a digital citizenship initiative, working with Student Affairs, Res Life, Academic Affairs
Goal 6  Support the growth and success of OIT staff in a rapidly-changing IT environment

Obj 1  Support the professional development of OIT staff

Initiative 1  Maintain a targeted, funded, assessed program of professional opportunities for OIT staff
Initiative 2  Confirm appropriate awards and recognition for OIT staff who accomplish certified skills advancement
Initiative 3  Use the evaluation process to identify a career path for each employee

Obj 2  Support the success of staff by planning for and supporting them in times of change

Initiative 1  Actively use our planning efforts to identify upcoming staffing needs and changes 18 months to 24 months out
Initiative 2  Recognize and work toward advancement and support of staff moving toward new opportunities as changes occur
How Did We Assess Our Plan?

We assessed our plan against these original key inputs:

- Dell, Ellucian review goals and initiatives
- Comparison to Guiding principles (utility, partnership, leadership)
- Support for ISU Strategic Plan

Dell Review: Gap Analysis Results
The OIT plan addresses 13 of 17 critical gaps

Ellucian Review
The OIT plan includes the major initiatives to move to Banner 9 by December 31, 2018
Goal 5, Obj 2: OIT staff and operations participate in career readiness

Goal 1, Obj 1: Flexible technology environment supporting instructional innovation
Goal 1, Obj 2: Delivery high-quality distance experience
Goal 2, Obj 3: Analytics for student success
Goal 5, Obj 1: OIT operations actively support student, faculty, and staff success

Goal 2, Obj 1: Advance and simplify environment
Goal 2, Obj 2: Outsourcing where it makes sense
Goal 2, Obj 4: Mobility
Goal 3, Obj 1: Improve customer satisfaction
Goal 3, Obj 2: Reliable, cost effective
Goal 3, Obj 3: Secure
Goal 3, Obj 4: Resource efficient
Goal 4, Obj 1: Customer information is complete, reliable, useful, etc.
Goal 4: Obj 2: Continuous improvement culture in OIT
Goal 6, Obj 1: Professional development for OIT staff
Goal 6, Obj 2: Staff planning in time of change
## OIT Plan: Support for ISU Strategic Plan

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3. Use analytics for student success and operational effectiveness

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4. Expand the presence of and improve support for mobile devices

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5. Expand and advance OIT’s level of operational excellence

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These initiatives are planned to achieve the goals and objectives identified in this plan.