

The University of Memphis
Information Technology Division
Strategic Technology and Action Plan
(FY11 - FY13)

ITD Mission

The Information Technology Division (ITD) exists to improve the quality, efficiency, and effectiveness of higher education at The University of Memphis through the use of information technology and to facilitate the development of IT as an area of institutional distinction.

ITD Overall Goal (revised June, 2011)

University faculty, staff, and students look to ITD: 1) as a partner and resource in helping them to succeed; 2) as a leader in encouraging innovation and improving services; 3) to advise on using technology to be more efficient and effective; 4) and to deliver great customer service in everything ITD does. ITD sets annual goals and manages resources to align with and support UoM strategic goals: 1) Student Success; 2) Research and Creativity; 3) Access and Diversity; 4) Partnerships; 5) Campus Culture and Service Excellence; 6) Sense of Place.

ITD will invest in selected “*leading edge*” technologies and services in support of institutional strategic initiatives and centers of excellence that promote institutional strategic goals. ITD will pursue “*leading edge*” technologies where there is opportunity for competitive advantage in attracting the “best and brightest” faculty and students (e.g. serving as a digital crossroads for high performance networking and research computing in the Mid-South). In general, ITD will be an *early/mid-adopter* of other technologies and services which, while essential in support of ongoing UoM operations (both academic and administrative), do not provide competitive institutional advantages. These technologies/services should provide cost effective, reliable, stable, secure resources and services to support collaboration, student and faculty success, customer service excellence, and accountability.

In everything ITD does, we focus on customer service – both internal and external. Internally, ITD is an essential partner with colleges and departments to support their academic and business needs. Externally, we will continue to look for opportunities to collaborate and cooperate with partners and institutions in the Memphis area, TBR/TN, and nationally. Such opportunities are intended to advance UoM’s image and reputation and provide leadership, while seeking to leverage UoM skills and limited resources to generate additional resources.

University Strategic Goals and ITD Tactics/Action Steps
University Goal 1: Student Success

Provide distinctive learning experiences that foster lifelong success.

Goal	University Strategy	Objectives “anytime, anywhere”	Actions/Tactics	Metric – Measure of Success
Student Success	1, 1c: Expand the use of technology to enhance instruction and learning. 1, 3d: Expand modes for delivering academic programs	1) Realign TAF fees to support future technology expectations 2) Expand online software access to support “anytime/anywhere” instruction and learning	Work with the Provost and Deans to make most effective use of Technology Access Fee funds to support current and future student and faculty tech expectations Research and implement instructional applications, “virtual desktop environment” for TigerLan labs and smart classrooms to improve “anytime, anywhere” access to and delivery of IT resources	Plan approved and implemented 5 % increase in access to software from off campus

University Goal 2: Research and Creativity

Cultivate the scholarship of discovery, integration, application, and teaching to advance knowledge and enhance society.

Goal	University Strategy	Objectives	Actions/Tactics	Metric – Measure of Success
Research and Creativity	2, 3d: Strengthen research infrastructure	<ol style="list-style-type: none"> 1) Support for research grant management 2) Expand research infrastructure (High Performance Computing) and external collaboration to allow maximum use by research faculty and (graduate) students 3) Increase use of the Mid-South Coalition for Advanced Networking 4) In collaboration with the Provost and Academic Affairs, provide computation support for Memphis Research Consortium projects 5) Increase faculty awareness of Oak Ridge National Laboratory resources available to them 	<p>Create management dashboards for principal investigators</p> <p>Meet with researchers, provide support for HPC users</p> <p>Talk to researchers about the Mid-South Coalition for Advanced Networking; provide support for use of Mid-South Coalition for Advanced Networking</p> <p>Identify needs; develop strategies; implement</p> <p>Meet with Oak Ridge National Laboratory staff, update the High Performance Computing website with relevant information, talk with UoM researchers about Oak Ridge National Laboratory resource</p>	<p>Dashboards available in myMemphis portal</p> <p>Increase the number of High Performance Computing users and High Performance Computing utilization</p> <p>Increase the number of High Performance Computing users and High Performance Computing utilization</p> <p>Increase MCAN traffic</p> <p>Memphis Research Consortium researchers' computational needs are met</p> <p>Updated web pages, informed faculty</p>

University Goal 3: Access and Diversity

Promote and sustain an accessible, vibrant community that values diversity.

Goal	University Strategy	Objectives	Actions/Tactics	Metric – Measure of Success
Access and Diversity	3,2: Maximize access to academic programs	1) Ensure appropriate use of Technology Access Fees for student success 2) Support satellite centers	Align Technology Access Fees with University Strategic Plan Develop and maintain appropriate technology access and services at satellite centers	Approval of Deans’ Technology Access Fee Committee Technology access and services at satellite centers meet instructional and administrative needs

University Goal 4: Partnerships

Cultivate relationships which link the mission of the University to internal and external communities.

Goal	University Strategy	Objectives	Actions/Tactics	Metric - Measure of Success
Partnerships	4,1: Expand productive, sustainable community alliances 4, 4a: Increase giving to the U of M to support its mission	1) Leverage corporate partnerships to support student success, faculty research, and technology resources 2) Leverage regional, state, and national partnerships to enhance visibility, reputation, and resources 3) Centennial Campaign initiative support	Meet regularly with major vendors to leverage relationships Ensure Memphis as node on all regional and national network expansions Implement Sungard Higher Education Advancement Performance Management suite	Increase in number and value of corporate partnerships Memphis serving as node on regional and national networks. Information from Advancement Performance Management available to Advancement and Foundation staff

University Goal 5: Campus Culture

Create a culture that encourages and supports operational and service excellence

Goal	University Strategy	Objectives	Actions/Tactics	Metric - Measure of Success
Campus Culture	5,1: Enhance campus shared governance and transparency 5,4: Increase the efficiency of the University's operations 5,6: Be responsible stewards of our resources	1.) Enhance IT governance 2.) Partner with internal communities to continue process improvement initiative 3.) Partner with internal communities to improve disaster recovery and business continuity planning 4.) Re-design architectures to take advantage of evolving technology environments ("cloud" opportunities, etc.)		Increase campus participation in IT related decisions by measuring activity of governance groups At least five additional process improvement initiatives completed Disaster Recovery/Business Continuity plans in place for Business and Finance, Advancement, and portions of Academic and Student Affairs. Storage and Banner architectures re-designed and implementation in process; email migration to Live@edu complete

University Goal 6: Sense of Place

Develop a physically inviting, sustainable campus setting

Goal	University Strategy	Objectives	Actions/Tactics	Metric – Measure of Success
Sense of Place	6,1: Create a welcoming and identifiable campus	Expand the use of technology in community involvement, new construction, renovation of existing structures, classrooms and student activities that develop a physically inviting and sustainable campus		Increase number of new Information Technology developments across campus
Sense of Place		Occasional gaming events for students	Set up gaming environment	Number of participants and feedback from sessions
		Support Tedx Memphis events	Coordinate with Tedx Memphis to support future events	Participation/support of at least 1 Tedx Memphis event
		Sponsor Apple recycling of electronics event	Work with Apple, Physical Plant, Marketing & Communications, Student Green Committee, etc. to organize & publicize event	At least 100,000 lbs. of electronics collected for recycling