The University of Memphis

Information Technology Strategic Plan

FY 2008

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Information Technology Strategic Plan (ITSP)

Executive Summary

Fiscal Year 2008

ITD has developed an Information Technology Strategic Plan (ITSP) in support of the University of Memphis strategic plan for FY08. The ITSP sets forth general guidelines, strategies, goals, and objectives to guide the IT Division (ITD), the technological elements of the University Libraries, Extended Education, and the other academic and administrative units of the university.

The **mission** of ITD is to improve the quality, efficiency, and effectiveness of teaching and research as well as business practices at The University of Memphis through the use of information technology and to facilitate the development of IT as an area of institutional distinction.

The following specific IT strategies are embedded within each university goal.

Goal 1: Student Success

ITD Strategy:

Provide a technology environment that contributes to superior learning experiences for all students.

Goal 2: Scholarship and Research

ITD Strategy:

Provide a technology environment that advances research and scholarly productivity with particular emphasis on focus areas.

Goal 3: Access and Diversity

ITD Strategy:

Promote technology services that will enhance communications and facilitate interaction within and beyond our campus.

Goal 4: Partnerships

ITD Strategy:

Engage with corporate, government and other educational institutions to develop partnerships for mutual benefits.

Goal 5: Resources and Infrastructure

ITD Strategy:

Provide a technology environment for appropriate instruction to support the broad range of learning, research and administrative functions.

ITD Goals for Fiscal Year 2008

Information Commons

1. Continue development and improvement of the campus infrastructure, with emphasis on security, performance enhancements, email and collaboration tools, communication/network services and LSP coordination.
2. Improve institutional capabilities to sustain business continuity and recover critical information assets in the event of a disruption.

Teaching and Learning

1. Look for innovative technology opportunities to enhance and improve student learning experiences.
2. Provide a secure and robust infrastructure and implement new technologies to support mission critical academic services.

Research

1. Provide the technology infrastructure (computation, software, storage, and networks) needed to support research growth.
2. Develop partnerships with government, corporate and other universities entities in support of research.

Administrative services

1. Complete the Spectrum implementation and realize its value through service and reporting improvements and data-based decision making.
2. Leverage various technology investments to improve information access and work flow.

Partnerships, leadership and resources

1. Develop services relationships to leverage institutional capabilities and use purchasing volume to reduce costs and/or generate new resources.
2. Grow local, regional, and national leadership to enhance institutional reputation and partnership successes.

The University of Memphis

Information Technology Strategic Plan (ITSP)

Fiscal Year 2008

INTRODUCTION

The Information Technology Strategic Plan (ITSP) is a supplement to the Vision 2012 that defines information technology as an area of distinction with the goal of achieving national recognition for IT fluency among students, faculty and staff.

This planning document sets forth general guidelines, strategies, goals, and objectives for the operation of the IT Division, the technological elements of the University Libraries, Extended Education, and the other academic and administrative units of the university in support of student learning and faculty research.

The plan provides information technology (IT) goals for The University of Memphis supplemented with measurable objectives for the 2008 fiscal year. All listed objectives are funded within the university budget and individuals/units have been assigned responsibilities for assuring that each is accomplished. This plan is revised and updated annually; objectives are evaluated quarterly throughout the fiscal year. The IT governance structure and working committees that support the ITSP are listed in Appendix I.

Comments, observations, and suggestions regarding elements of the ITSP are welcomed and should be submitted to Dr. Douglas E. Hurley, Vice President for Information Technology & CIO, Administration Building 377, The University of Memphis, Memphis, TN 38152-3370, (901) 678-8324. You may also send suggestions via email to Dr. Hurley dhurley@memphis.edu, Cheryl Leslie, Director ITD Planning and Budget, cleslie1@memphis.edu or Dr. John Wasileski, Associate VP and Project Spectrum Co-Lead, johnw@memphis.edu. Comments and suggestions are utilized as input in the continuous planning cycle.

SWOT Analysis

Strengths

- Strong staff
- Knowledge based
- Strong work ethic
- “Commons”
- Creative staff
- Good at creating partnerships
- Good Regional & National reputation and relationships
- Clear sense of direction
- Resourceful within context of campus politics/limited budget
- Strong intra-campus relationships

- Shared governance

Weaknesses

- Small staff (stress)
- Budgetary limits
- We do too much
- No depth
- New facilities (Law School/UC/West Hall)
- Communications – ITD and Campus
- Lack of BTD/Disaster Recovery Plan
- Project Planning/Alignment with External Customers

Opportunities

- Changing business practices with workflow
- Expand student learning experience – provide infrastructure
- Research technology support (high speed networks/graphics tools/storage)
- High Speed network with video gear (conferencing capability)
- Anywhere/anytime software
- Partnerships with centers of excellence (e.g., Earthquake Center and SuperComputing)
- PR with Wireless Initiative
- Hosting
- Business continuity/disaster recovery (Vanderbilt experience)
- Utilizing TAF funds effectively
- (student systems)
- Opportunity – there is no institution that is known for creative use of learning technology (assumes that free community college proposal goes through)
- Interviews with areas can be opportunity to garner recognition/awareness

Threats

- Budgets
- Federal regulations (CALEA)
- TBR policies/structure (not masters of our own destiny/bureaucracy)
- State regulations
- Natural disaster

VALUE STATEMENTS

The Information Technology Division (ITD) consists of the Office of the Vice President, the Associate Vice President, Client Support Services, Network and Computer Operations, Research and Infrastructure, Web and Portal Services, Data Administration, Administrative Applications Services, University Projects and Technology Utilization and the Advanced Learning Center (reporting jointly to the Provost and the CIO). Although the success of this plan depends upon the support and cooperation of the entire university, it is this division that has the most fundamental responsibility for the accomplishment of the stated objectives in the plan. It is therefore important that clients

know the declared values of ITD. The following shared value statements were developed by the individuals who make up the Information Technology Division.

We Believe:

our first priority is support of the University's mission.
our clients are our partners in success.
effective teamwork is a key to success in all endeavors.
in accepting responsibility for our work.
in securing trust through openness and integrity.
in listening with an open mind, speaking from a sincere heart, and educating in the spirit of cooperation.
in respecting people, their ideas, and their accomplishments.
in reflectively learning from both successes and mistakes.
the actions of our organization and each of its individuals are reflections of one another.
in providing a working environment that fosters creativity and professional development.
in recognizing and rewarding self-improvement, innovation, and individual achievement.
in understanding and adjusting processes to meet the changing needs of the University.
in working with the University community to provide a progressive information technology environment.

MISSION STATEMENT FOR THE DIVISION OF INFORMATION TECHNOLOGY

Fundamental Purpose

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. The division is entrusted with providing a robust and secure IT Commons, which includes good citizenship behaviors from all users of institutional IT resources.

Divisional Intent

The ITD at the University of Memphis strives to facilitate improved learning and the entire educational experience of our students, faculty, and staff. As part of this responsibility, we strive to continually support simplified administrative processes and quality services. In fulfilling this mission we encourage creativity, curiosity, critical thinking, ethical behavior, leadership, and sensitivity to the diverse cultures within our own community and in our interactions with global communities. We strive to achieve distinction in our work and for our University through our support of information technology fluency.

The IT Division is entrusted with the fundamental responsibility to provide strategic planning and technical direction in the integration of new and existing information technologies, to enrich the communication processes of the institution, and to provide leadership in the efficient and effective use of a vital university resource - information. Additionally, ITD will lead the effort to make information technology a key area of

excellence not only for the University but also for the entire mid-South. In support of the University's mission statement, ITD shall provide the highest quality information services to the campus community that available resources permit.

THE INFORMATION TECHNOLOGY COMMONS

The IT Commons is the campus information utility infrastructure. It is composed of equipment (e.g. desktop PCs, institutional servers, data storage), the campus communication network as well as access to multiple external communication networks, software, and systems; and is supported and maintained by technology staff in various departments across campus. To be successful, the IT commons must rely on a standards based architecture and commitment to cooperate across all departments and divisions.

Institutional processes and service delivery are dependent upon technology – from teaching and research; to administrative processes; to student, employee, alumni and community connectedness; to reporting; to legal and regulatory compliance. Ecommerce drives increased requirements for continuous availability and shorter recovery times. Because the Internet was designed in a trusting environment and has evolved in a piecemeal manner, it is increasingly difficult to protect against those with ill intent (hackers, exploiters, etc.).

The UoM's IT environment is complex and interdependent; connectivity extends beyond the campus. The campus needs to move towards a more cooperative/federated support model in order to more effectively provision critical services across the IT Commons. To that end, a social contract must evolve among the campus community in the use of the IT Commons. That contract depends on responsible and good citizenship behaviors from everyone who connects to the network and uses the institution's IT resources.

Support for the IT Commons is reliant upon the following factors:

- Managing the IT Commons as a mission critical utility
- Push technologies for virus protection and Windows patches
- Active network management
- Active security safeguards
- Adoption and adherence to standards
- Increased IT support staff coordination
- Adequate machine room space
- Development of policies, procedures and the continuous re-examination of business practices

IT STRATEGIES FOR THE UNIVERSITY OF MEMPHIS

It is the desire of the Information Technology Division (ITD) to provide a secure, robust, and useful "technology commons" that is based upon best practice standards, robust and flexible architectures, and policies and programs that ensure the resulting environment supports the University of Memphis' strategic plan and all University constituents in their use of technology in support of their daily work. To achieve this vision, the following strategies are put forth for fiscal year 2008:

- Provide a technology environment that contributes to superior learning experiences for all students. *Goal 1: Student Success*
- Provide a technology environment that advances research and scholarly productivity with particular emphasis on focus areas. *Goal 2: Scholarship and Research*
- Promote technology services that will enhance communications and facilitate interaction within and beyond our campus. *Goal 3: Access and Diversity*
- Engage with corporate, government and other educational institutions to develop partnerships for mutual benefits. *Goal 4: Partnerships*
- Provide a technology environment for appropriate instruction to support the broad range of learning, research and administrative functions. *Goal 5: Resources and Infrastructure*

ITD GOALS AND OBJECTIVES – FY08

The following Goals and primary Objectives (measurable items to be accomplished during the current fiscal year) have been derived for FY08:

Goal 1. Continue development and improvement of the campus infrastructure, with emphasis on security, performance enhancements, email and collaboration tools, communication/network services and LSP coordination.

1.1. Upgrade faculty/staff email
1.2. Migration student email to Exchange
1.3. Continue expanding Software Anywhere
1.4. Upgrade wireless as needed in resident halls
1.5. Explore options for upgrading campus voice services
1.6. Continued development of Enterprise Wiki
1.7. Implement a campus wide VPN solution
1.8. Campus wide migration to MS Vista
1.9. Campus wide migration to Office 2007
1.10. Redevelopment of ARS (Helpdesk tracking software)
1.11. Investigating network access control solutions (improve security)
1.12. Continue migration of all critical servers to new data center

Goal 2. Improve institutional capabilities to sustain business continuity and

recover critical information assets in the event of a disruption.

2.1. Review campus wide Business Impact Analysis and Continuity Plan to determine IT involvement
2.2. Investigate local, regional and national disaster recovery sites
2.3. Review disaster recovery plan to include new critical processes (administrative database)

Goal 3. Look for innovative technology opportunities to enhance and improve student learning experiences

3.1. Continue to install and upgrade smart classrooms
3.2. Implement campus wide podcast service
3.3. Implement campus wide student clicker system (PRS)
3.4. Implement D2L (Desire 2 Learn)
3.5. Investigate streaming content delivery and strategy

Goal 4. Provide a secure and robust infrastructure and implement new technologies to support mission critical academic services

4.1. Implement new Library management system
4.2. Increase amount of bandwidth for commodity Internet services
4.3. Investigate web-based file sharing/storage options
4.4. Promote and implement server hosting options for campus community

Goal 5. Provide the technology infrastructure (computation, software, storage, and networks) needed to support research growth.

5.1. Continue to obtain software needed by HPC (High Performance Computing) researchers
5.2. Establish usage and access policies in conjunction with ITRAC (Information Technology Research Advisory Committee)
5.3. Continue to schedule IBM HPC education for HPC researchers
5.4. Hire GA to support HPC researchers
5.5. Continue to work with HPC researchers to port their code to new facility throughout the fiscal year
5.6. Establish cost structure for access to HPC equipment

Goal 6. Develop partnerships with government, corporate and other universities entities in support of research.

6.1. Develop partnerships with Oak Ridge/TVA regional network
6.2. Continue support for GIS (Geographical Information Systems)
6.3. Promote the MARC consortium
6.4. Develop/facilitate corporate partnerships for participation with university initiatives
6.5. Re-establish vendor trade expo

Goal 7. Complete the Spectrum implementation and realize its value through service and reporting improvements and data-based decision making.

7.1. Provide leadership for and continued adoption of University portal and enterprise web content management throughout the fiscal year
7.2. Lead campus effort to evaluate and improve business/administrative processes

and workflow throughout the fiscal year
7.3. Provide leadership for Spectrum training throughout the fiscal year.
7.4. Continued deployment of Matrix Imaging System
7.5. Ensure campus collaborative reporting team which will develop procedures, and prioritize and create reports to meet University needs throughout the fiscal year
7.6. Continue implementation and support of Spectrum 3rd party software
7.7. Continue implement of Spectrum according to the project plans
7.8. Utilize the data warehouse for improved decision making

Goal 8. Leverage various technology investments to improve information access and work flow.

8.1. Implement SunGardHE Workflow software
8.2. Review all business processes for efficiency
8.3. Improve ARS forms to follow work flow

Goal 9. Develop services relationships to leverage institutional capabilities and use purchasing volume to reduce costs and/or generate new resources

9.1. Implement SciQuest (eprocurement software)
9.2. Review usage statistics for purchasing software licenses

Goal 10. Grow local, regional, and national leadership to enhance institutional reputation and partnership successes.

10.1. Present at regional and national conferences
10.2. Provide a state-wide helpdesk for D2L
10.3. Promote ITD involvement on and off campus
10.4. Continue participation with local and national professional organizations

IT STRATEGIES and CONCERNS
FOR COLLEGES AND ADMINISTRATIVE DIVISIONS

Academic Affairs (Provost)

Several projects initiated by Academic Affairs will have an impact on IT. They include:

- Law school building to be opened in 2009 needs to be on the overall IT agenda. Beyond '09: Nursing, Audiology-Speech Pathology and Research buildings should be included in plans for 2010 or before.
- Continue on process to move servers out of departmental areas and into more central locations. This may likely include the purchase of new machines for efficient consolidation. Would like to extend this to the academic areas as well.
- Learning Commons in the UC – Use data from student surveys in the library commons to help frame directions (focus groups, etc.) for the new UC construction.
- New dorms (e.g., West Hall) – will have classrooms in them. Thus, proper technology planning needs to go into those buildings beyond the typical dorm planning.
- Call-center issue – there are redundant call-centers across campus (Advancement, Sparks Bureau, Admissions, Criminology, etc.) and the Provost would like to explore some consolidation approach on this. Perhaps a single facility with multiple uses/users.
- Discussed iWebfolio and TrackDat as two strategic technologies that need to be explored for campus-wide support. Allow for automatic maintenance of professional CVs for faculty.
- AA support services discussed the issue of replacing up to 9 servers over the next year (two are coming out of warranty). The new server room in Jones could be an option for these servers, depending upon the cost for server hosting.
- Reinforced the notion of consolidating campus servers from other academic areas, but it needs to be "sold" to the LSPs, depending upon costs.
- Requested the option of providing shared (mapped) disk space for departments other than UMdrive. This could be very helpful as part of the overall DR plan for the campus to facilitate user-data backup.
- Asked about the MS Vista rollout and the implications for the campus. Would like information and guidance from ITD.

Additional IT needs include hardware upgrades for Institutional Research, more IT fluency embedded in departments across the campus and a Disaster Recovery Plan for the campus to facilitate use-data backup.

To extend the research facilities, the top four floors of Wilder have been designated and need to be wireless. The redistribution of space in existing academic buildings may result in re-tooling of smart presentation rooms. The continuation of the SAS Institute training at the Collierville campus will require further consideration of the space usage, which may impact IT resources and support.

Advanced Learning Center (ALC)

The ALC sees its major function as driving e-learning (e-courseware) on campus. New initiatives for e-learning include streaming server for online courses, podcasting (centralize or not), more media equipment for use in the classroom, experimental dollars for classroom technology research.

The ALC would like to change its direction from support services to a research role. The unit would need more funding to pursue research initiatives. They would like to see standardization of HW/SW across campus to aid in supporting their role to instruct the faculty on using IT in the classroom. The online resource, ElementK needs to be reviewed for possible replacement or renewal.

The ALC does not have a business continuity plan in place but feels a buy in from the campus is necessary for a plan to work. Some thought needs to placed on "process" over "product" and how IT decisions are made and approved on campus. ALC and the faculty need better support for IT from ITD.

Advancement (VP Office)

Advancement role is one of support to achieve the goals of the university. They currently use several methods of communication, such as alumni newsletter, online alumni community and portal to maintain and grow relationships with alumni and friends. Their focus is building relationships which will result in increasing donations.

An IT concern for Advancement is protecting the data of constituents. With the threat of identity theft, donor data is at high risk and every measure should be taken to prevent theft. Additional concerns include updating web pages, better navigating and use flash movies to help recruit students and donors.

Advancement would like to integrate Athletics gifts into the process of non-athletic gifts, such as annual fund, etc. New stewardships methods include fund status reports for donors, letter to donor from student to help build that relationship.

Advancement is an advocate of a centralized LSP program.

Arts & Sciences

The College of Arts & Sciences continues to support the use of technology in the learning experience and research efforts of the university's students and its faculty. Initiatives include online faculty evaluations, online tenure and promotion process with a projected completion date of 2009, improvements to the College's home page, centralization of the college servers, the need for a windows-based file server, and assistance from IT with SUDS servers. They would like to promote using end-user friendly wiki's and blogs and the standardization of "clickers".

The College of Arts and Sciences feels that there is a need for an increase usage of online process, communications, reduction of customization work with the use of Softricity in the labs, the need of a better file server and wireless system for the ROTC in Hayden Hall. College of Arts & Sciences would like clarification if Chucalissa has internet access, which would allow the installation of VOIP phones.

Athletics

The Athletic Department will begin design work on the expansion of the Athletic Office Building. There is a need for Video streaming capability across the Internet in the Field House, Softball and Baseball Fields in order to meet Conference USA Field and Arena IT requirements. An increase in the network infrastructure to the Athletic Complex on the South Campus is needed in order to meet future bandwidth requirements for Athletic services.

The Athletic Department does have a Business continuity Plan in the event of the interruption of normal IT services that will support their operations. They will be working to update and test their plan in the coming year.

Audiology & Speech-Language Pathology (AUSP)

If plans for a new building for the schools of AUSP and Nursing on the Park Avenue Campus move forward there will be a need for ITD personnel to consult on the inclusion of data, telecommunications, Internet, and general classroom, research lab, and student computer facilities.

AUSP is doing fairly extensive digital video recording of clinical activities at the medical center location using a system developed by Landro. There is a desire to deploy at least one Landro system at the Park Avenue Campus location. AUSP would like to be able to do long-term archiving of the video collection (currently stored locally on local DVR systems) as well as develop a way to share the video materials with remote clinical/educational sites via the Internet.

There are no IT dependent research grants pending for FY07/08. At this time, Dean Mendel does not think that faculty members are aware of the availability of high performance research computing (HPC) facilities. He suggested that a new faculty member in hearing sciences, may have projects planned that would benefit from use of HPC facilities in FY07/08.

AUSP does not currently plan to require any IT equipment. AUSP faculty discussed requiring a laptop computer, but there are concerns that confidential client reports would be inappropriately downloaded to the local systems and carried outside of the clinic.

At this time, AUSP does not have an IT business continuity plan in place. We discussed some strategies that might be available to backup and archive AUSP's clinic database files managed in a homegrown application called CLASP. The CLASP

system is currently using a MySQL database hosted on a local AUSP server, but the application is written in a manner that would accommodate a migration to a centrally maintained enterprise database (Oracle or MSSQL). ITD Data Administration should contact the CLASP system administrator and developer, to pursue this option.

There is concern that older computer systems used in the AUSP business offices will not be able to handle new resource requirements such as those associated with running Microsoft Vista. While AUSP doesn't expect to do a mass Vista migration during FY07/08, the existing trickle down process that moves computers from faculty to business offices may not yield adequately configured systems in the near future.

If plans for a new AUSP building moves forward, assistance in IT planning will be a critical need.

There is still interest in using the Matrix imaging system to store/retrieve clinical records if client information confidentiality concerns can be properly addressed.

AUSP would like us to investigate ways to generate more appropriately formatted service summaries and bills for clients of the Speech and Hearing clinic. It was stated that the Banner generated bills are fine for students, but the same reports don't work well for clinic purposes.

Business & Finance (VP Office)

Fiscal year 08 plans include the new construction of the University Center, the new Law School design and construction, the possible renovation of the Hospital Tower (Millington) and the explanation of classes at the Millington campus. More direct IT plans include the University's workflow system with the implementation of Banner, SciQuest and eProcurement systems.

Business and Finance also feels that there is a need to enhance campus efficiency by encouraging process analysis and re-engineering as well as the need for the entire campus to be wireless. The University is current involved in a "Land Acquisition Plan" which involves 57 properties surrounding the main campus which will need access to the campus network.

Mr. Lee believes that the current Business Continuity Plan is inadequate because it does not cover all areas and the need for backups to be stored away out of the Memphis area. This plan is being reviewed and updated by the business continuity committee.

Center for Earthquake Research and Information (CERI)

The Board of Regents feels that the Centers of Excellence may provide the opportunity to make progress toward goal of I2 faculty and students. Because of this directive, there will probably be more impacts that are significant internally to CERI rather than ITD.

CERI is a Regional Processing Center for the Advanced National Seismic System, which requires a primary and secondary communications path (one of which is dedicated and preferably land-based). CERI would like a dedicated circuit with the U.S. Geological Survey national Earthquake Information Center. CERI currently operates a majority of their workstations on MacOS. Improvements needed for these systems and determine the level of integration with the existing OS's. CERI also needs the Seismic network machines to operate autonomously.

CERI receives current automated earthquake notifications by e-mail, which depends on mx.memphis.edu. CERI wants to research methods to eliminate dependency on ITD servers for this function and relocate CERI wireless digital data backbone from Richardson Towers to another location. CERI wants to link the data and processes between the GWI, the FIT (by DES) and CERI. As CERI, progresses with research additional storage will be necessary as well as additional ports on their switch and gigabit connections to speed up backups. The proposed relocation of the Earth Scope National Office to the FedEx Institute is an important project. This relocation may require greater levels of data and application sharing between this facility and CERI. CERI would like a formal agreement/plan for providing notification and data exchange. IT has become a catalyst to leverage knowledge and share expertise between departments for issues such as cross-platform compatibility and integration, security and improving departmental IT Literacy.

Additional IT support includes, better training for LSPs, especially in security, faster and more reliable internet connection, MAC support and GCOS information available in LDAP to provide active directory like function to MACs.

Communications and Fine Arts, College of

CCFA's proposed relocation to the old Law School Building. CCFA would like to see the TAF purchasing guidelines to broaden to "technical" equipment and beyond the scope of computer based HW/SW. CCFA feels the amount of discretionary funds in the college is not enough. They expressed concerns regarding the Embark Project started by ALC a few years ago and the progress. CCFA would like to add course tracks in visual/digital imaging and an Interdisciplinary degree in Multi-Media Arts.

The college agreed the need for a business continuity plan was important but had not considered one for the CCFA.

Education, College of

Visited, summary not available

Engineering

Observations from EECE include, man power and logistic to acquire recognition as a urban research university, a more ubiquitous web presence (creating a virtual conduit

for the faculty/staff/student to connect to a wide range of high-quality, just-in-time information), rapid connectivity (high-speed networks to provide seamless access to the Internet as well as access to digital materials such as electronic books, periodical and/or journal from Libraries), increasing freedom with mobile devices (increasingly, people are choosing portable, small, and wireless devices for their computing needs, which helps them realize unprecedented mobility in information and network access), 24/7 service expectations (faculty/staff/student anticipate service and support assistance to be 24 hours a day, seven days a week) and sophisticated application (easier-to-use multimedia tools that has a great impact on educational technology in areas including course management systems and video editing software)."

Mechanical Engineering also requests more intensive research computing, better training and easier access to the HPC facility. Engineering recommends a transition from computer-based Tigerlan labs to an environment more contusive to student using their own laptops. Engineering suggested that the University obtain State-of-the-art educational technology, backup systems, network security, and better network infrastructure, integrated web-based services that are unified and supportable.

Additional IT needs include, educational technology, critical IT service to research labs, backup system, network security, better network infrastructure, web-based learning management system infrastructure capable of supporting every course.

Enrollment Services

Visited, summary not available

Extended Programs

Extended Programs suggested an On-line Masters Program in Engineering Technology, BA in History, Journalism, more Certificate programs and on-line Continuing Ed programs. In regards to Distance Learning:

> Millington campus - there is a concern over interactive video (LCD) that is not working properly in the large smart classroom. With the expectation of enrollment doubling when the University is able to move into the Hospital space, the need for a new LSP for the Millington campus.
>
> Collierville campus - currently enrolls approximately 1300 students. The University has a good chance obtaining a long-term lease for 25,000 sq. ft. from Collierville.
>
> Jackson - the equipment at this location is getting old and will need replacing.

Extended Programs is interested in using Pod casting as a distance learning solution and integrated with the on-line courses. Fees and charges for IT services should be communicated clearly prior to implementation.

FedEx Institute (FIT)

The FedEx Institute would like to have connections between R25, CPO and ITD/FIT websites for activities in FIT. However, there is an issue whether the public/private events should be open to the public. Should FIT/Fogelman/Hotel have the same event display software and share the information for customer service. FIT needs to develop a plan and budget for ongoing upgrades and "refreshes" to the building. FIT would like a wireless upgrade because the current equipment is dated. FIT recognizes the need for a Disaster Recovery Plan particular issue is the needs of the HPC system housed in FIT. Obtaining a letter-of-understanding for the HPC with IBM will aid in the creation of this plan. FIT must keep the "wow" factor consistent with the brand of the building, which is a significant issue.

It was also noted that the network equipment (switches and routers) is approaching end of life and should be replaced within two years.

Fogelman College Business Economics (FCBE)

FCBE has several major initiatives including STEP (Software Testing Program) that is being coordinated with FedEx, MIS (Jasbir) and Eagles Systems, an online MBA program is in development with the assistance of central ITD/ALC support, developing an International MBA program with the focus on China and a PhD program for business students in Asia. FCBE suggested a broader campus investigation of fiber optics as an infrastructure option. FCBE is planning to rework their website and pursuing pod casting.

FCBE suggested that IT explore new and better approaches in regards to security with more emphasis on campus data security. Improve standardization in classroom technology and support in a 24/7 framework. ITD should articulate its services to the campus and become more of a leadership role in decisions surrounding increasingly complex issues.

Graduate School

Graduate School is participating in the National Assessment of Research and Doctoral Programs, which will require creating a database, Time to Degree (TTD) data and Admissions data from Data Warehouse. Graduate School would like a searchable catalog for students to use on their website and possible application for Documentum.

The Graduate School's way of processing the GA Application Management is changing with the use of eSignatures, Matrix and Workflow. Contract continuation needs additional attention in order to operate properly. eDissertation student support model is not good; experiencing low/minimal usage and lack of communication. The Graduate School would like to review current technology with ITD.

Law School

The Law School expressed that there is no point in short-term strategic planning for technology in their current space given the scheduled move to the new building downtown. Their 2-Year Plan for Downtown includes Podcasting, classrooms with video/audio streaming, student clickers, which allow polling in the classroom, smart classroom with screens and smart podiums.

Their information system requirements include using flat screens for visual displays in the lobby of the building, which will require a system for input, a directional system for the building and kiosks. Additional needs are ubiquitous wireless turn-off in classroom, 14 seat computer lab, proximity cards for entrance into the building and IT's involvement with specific technology decisions. Consideration to what other Law School's are using in IT will help evaluate/compare services to our specific needs.

President's Office

The main focuses from the President's office are the goals of the campus strategic plan:
Goal 1: Student Success
Goal 2: Scholarship and Research
Goal 3: Access and Diversity
Goal 4: Partnerships
Goal 5: Resources and Infrastructure

IT is a major support group for all divisions in achieving these goals. We need to utilize the administrative database for stronger recruitment of specific programs, such as nursing. IT support services, like the high performance computing servers, can be used to recruit faculty and graduate students.

The use of technology in the classroom can also be used for recruitment, like podcasting. Further tools that can be utilized by admissions include online communities. The university needs to stay abreast of IT fluency testing to ensure the success of the student.

Additional marketing efforts, some aided by IT, need to be in place to promote the university in order to achieve the goals. This includes connecting the current student with the outside community in activities that promote education and community involvement (i.e. Blue Crush developed by UofM students for use by the MPD).

Nursing

Nursing anticipates a new facility by 2012. They have several combined project that involves their curriculum and technology. Students are required to have a PDA if they are Nurse Practitioners, however TigerLAN lab needs an increase in the number of PCs. Nursing administration uses only Mac's which creates problems with accessing certain administrative applications, getting reports, etc. Their server repositories for their

content have a “home grown” system developed in FileMaker Pro that assists them in their UG admissions process. UMDrive is an alternative to the home-grown system.

Nursing has concerns over their current video-on-demand service and the integration of Banner with D2L. The needs of Nursing for the coming year include the ability to obtain reports from Banner, using Data Warehouse for reporting Banner data and Document Imaging. The Nursing faculty continues to use new media in the curriculum so there is a need to store their digital assets into some common repository.

Student Affairs

The main concern for Student Affairs is the construction of the University Center (UC). The project will be ongoing regarding details of the computer lab, theatre and wireless capabilities. Additional wireless projects for student housing should be considered a budget item for Resident Life instead of TAF money. Resident fees may need to be increased to cover this cost.

New projects include software for resident life judicial which will require assistance from ITD in implementation. Adaptive technologies will maintain the current TAF budget of $31,000. Official web pages should be created with disability access option.

Additional Living/Learning Communities will increase as funding is available to replace existing dorms.

University Library

The University Library System will be integrating the new Integrated Library System (ILS) and the learning Commons (LC) project. The library would like to be considered as “part of the whole” when academic departments re-vamp, change or create new programs. The Library’s driving factor is in obtaining content for the library, which is “long term based” rather than short term. The library expressed its frustration on with what they felt was a lack of institutional commitment to create and maintain a digital repository within the library. All of the Library’s electronic “databases” are hosted solutions and are not housed at the U of M. The Library is challenged in maintaining and keeping the equipment up-to-date in their two smart classrooms.

Aside from IT issues, lack of funding is a major issue for the Library.

APPENDIX I

FY08
ITD Governance Structure
And
Working Committees

Governance Structure

ITD Policy & Planning Council (Dr. Mark Gillenson, Chair)

Serves as a decision-making body to the President & CIO for policy related matters on information technology. Voting members include: all Executive Officers; Deans; Presidents of SGA, GSA, Faculty & Staff Senates; Chairs of Advisory Committees; CIO.

ITD Administrative Advisory Committee (TBD, Chair)

Advises the CIO AVP-IT on IT matters related to administrative issues and systems;; establishes priorities of all IT administrative projects brought before the committee; participates in the development of IT standards, guidelines, and procedures related to administrative information technology; and helps facilitate communication across the campus on all IT related matters.

ITD Teaching & Learning Advisory Committee (Dr. Michael Grant, Chair)

Advises the CIO, AVP-IT, and Provost on IT matters related to academic teaching/learning technologies; shall participate in the development of related IT standards, guidelines, and policies; shall participate in establish priorities for all IT teaching/learning projects brought before the committee by the CIO, Provost, or Vice Provost for Academic Affairs; and shall help facilitate internal and external communications regarding teach/learning initiatives.

ITD Research Advisory Committee (Dr. Abby Parril-Baker, Chair)

Advises the CIO, AVP-IT, and AVP-Research on the quality and composition of the technology infrastructure to support competitive research at U of M, to encourage collaborative interactions among U of M faculty members, to advise on the most appropriate technology infrastructure to help incubate new U of M research programs, and to stimulate interaction/collaboration between U of M and various external research partners (corporations, government agencies, and other higher education institutions.

Student Information Technology Advisory Committee (Chair to be appointed)

Serves as an advisory group to the VP/CIO on matters related to information technology access for students; matters related to certain academic issues; use of student technology fees; and helps facilitate communication across the campus on all IT related matters.

Working Committees and Associated Charges

Administrative Systems Management Team (ASMT) – reviews and makes specific recommendations for all system support needs when new administrative software and hardware purchases are approved. They approve and prioritize essential modifications. Originally formed to insure that all administrative systems were put in place with only essential baseline modification. (Mr. Steve Terry, coordinator)

Advanced Learning Center Faculty Advisory Committee – to provide the ALC with faculty (K-20) guidance and direction on Center activity. (Mr. Sandy Schaeffer, Coordinator)

Data Stewards – campus data custodians entrusted with directing and managing the institutional data within their area of responsibility. (Ms. Danita Macon, coordinator)

Electronic Communications Group – to consider and offer advice regarding ways in which the messaging infrastructure can be used, enhanced, or adapted to provide specific added value to University communications. (Mr. Ed Koshland, coordinator)

GIS Group - under construction (Mr. Ed Koshland, coordinator)

Infrastructure Group – works with the AVP and ITD managers in planning and implementing technology access fee projects such as upgrades to academic labs. Provides feedback to ITD management on recommended standards for campus infrastructure, such as the data network, electronic mail standards or servers to support faculty clients.

ITD/Library Task Force – an ad hoc committee to study and make recommendations regarding the Library and IT interface that is needed at the U of M to meet student and faculty expectations for the 21st century. (Dr. Sue Hull-Toye, Coordinator)

Local Support Providers – to discuss common concerns and/or issues relating to the technology support for colleges and administrative units and to help facilitate communication across campus on all IT related matters. (Mr. Jeremy Dennis, coordinator)

Web & Portal Developers (WebDev) – campus technology personnel entrusted with developing and maintaining web sites within their area of responsibility (Mr. Joe Matesich, coordinator)

Security Task Force – an ad hoc committee to define new university policies and procedures in order to comply with the PATRIOT Act. (Mr. Mark Reavis, Coordinator)