Information Technology
FY14 Strategic Plan

IT@Sam
Communicate + Collaborate

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IT Planning Summary

The IT@Sam Planning Strategy

The Office of Information Technology seeks to provide the highest quality technology-based services and resources, in the most cost-effective manner, to facilitate the mission and goals of the University.

This is accomplished through a commitment to the core values of the University by setting measurable objectives; realistic actions to support those objectives; providing a flexible, client centric support structure; and adhering to a broad based communicate and collaborate branding and communication methodology.

IT@Sam Planning Process

IT@Sam will consider these guiding tenets when planning and implementing this IT Strategic Plan.

1) Handheld, highly mobile communication and computing devices are currently pervasive among campus constituents demanding new tactics for support, integration and connectivity to campus resources.
2) The various components of the ERP system will require a strong continuous-improvement process as imaging, workflow, multi-vendor and in-house developed systems become increasingly integrated into a 24/7, online, real-time operational environment.
3) Security and privacy needs will continue to evolve over the period and require broad-based education and support to effectively meet needs for ubiquitous access with information security concerns.
4) Needs for effective academic and administrative collaboration technologies and reporting strategies will continue to increase over the next five to ten years.
5) For every administratively sponsored adoption of a new technology service or application on campus, sufficient funds will be invested to ensure acceptable implementation and sustained support.
6) Capital funding for HEAF will be competitive within the University and offers opportunities for effectively funding planned, administratively sponsored projects.
7) Primary staff and operational funding will continue from technology fees tied to semester credit hour production. IT will be managed as cost effectively as possible to mitigate significant annual or biannual increases to these fees.
8) Modest gains in enrolled semester credit hours will provide modest funding increases to support annual fixed cost increases for IT service support.
9) Long term success ultimately is based on a commitment to shared values, principles, and objectives that consider efficient business needs and supporting technology in a holistic manner in support of the academic mission.

State of the University

Sam Houston State University
Strategic Plan

Mission

Sam Houston State University provides high quality education, scholarship, and service to qualified students for the benefit of regional, state, national and international constituencies.

Vision/Values

Best at **Educating** the Texas Workforce
- Excellence in academics
- Effective in student success
- Efficient in operations
- Loyal to traditions
- Dedicated to innovations

Messaging

Sam Houston, a great name in Texas education.
At Sam, you can dream and succeed.
When you are here, you can feel it.

Goals

SHSU will:

- Foster a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals.
- Promote a stimulating learning environment through the integration of academic settings, campus culture and service.
- Increase and develop university resources and infrastructures that support the intellectual transformation of students.
- Enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels.
- Promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination.
- Cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents.
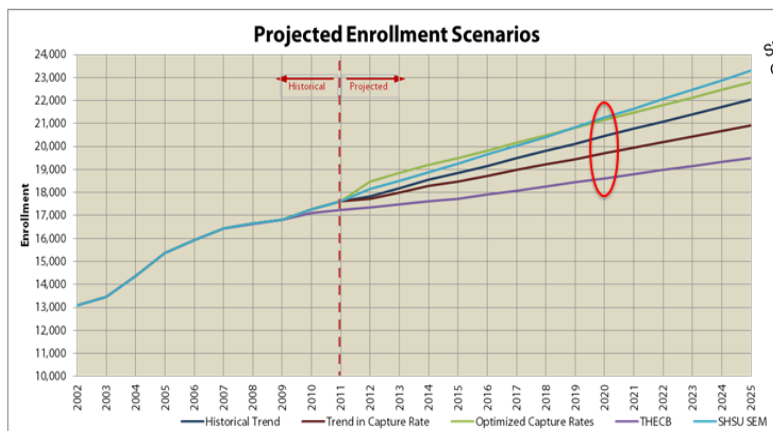
Enrollment

Enrollment Implications

- Primary Contributory Population continues to grow but at a declining rate of change
- Enrollment Scenarios (by 2020)
    - Trend in Capture Rate   19,700
    - Optimized Capture Rate   21,200
    - Strategic Enrollment Management Plan(SEM)   21,262

Total campus enrollment of 21,000 by 2020. 22,000 by 2025. Huntsville target   **17,110.**

Projected Enrollment Scenarios

SHSU Strategic Enrollment Management Plan (SEM)
Optimized Capture Rates
Historical Trend
Trend in Capture Rate

THECB

KEY	DESCRIPTION	2011	2015		2020		2025	
	Historical Trend	17,617	18,837	(7%)	20,450	(9%)	22,050	(8%)
	Trend in Capture Rate	17,617	18,488	(5%)	19,701	(7%)	20,912	(6%)
	Optimized Capture Rates	17,617	19,502	(11%)	21,151	(8%)	22,786	(8%)
	THECB	17,234	17,731	(3%)	18,617	(5%)	19,503	(5%)
	SHSU SEM	17,617	19,258	(9%)	21,262	(10%)	23,293	(10%)

Trend for course delivery (Distance Education vs Face to Face)

- DE/Internet instruction incredibly disruptive to traditional campus planning models
- Current trends suggest:
  - By 2020 over two-thirds of students will participate in some form of internet instruction: "Swirling"
  - By 2025 virtually all students will participate in some form of internet instruction
  - SHSU is targeting an increase in DE from 8% (2011) to 22% (2025)
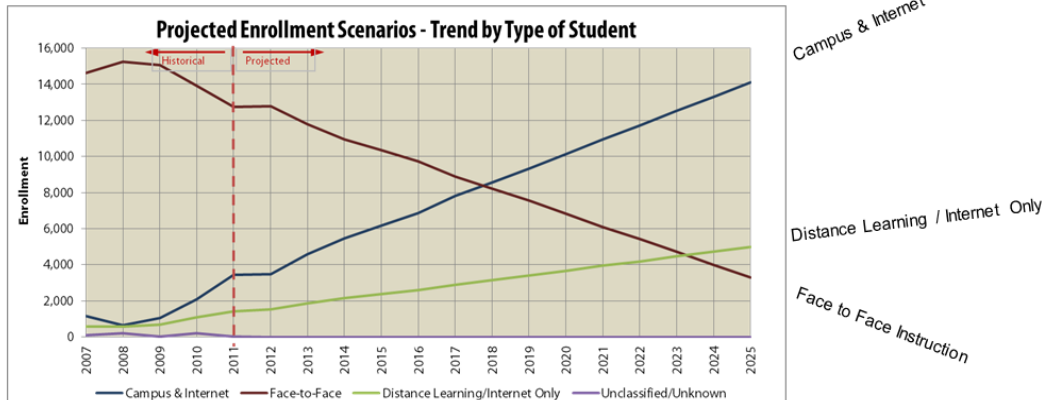
KEY	DESCRIPTION	2011	2015		2020		2025	
	Campus & Internet	3,458	6,180	(79%)	10,130	(64%)	14,094	(39%)
	Face-to-Face	12,736	10,358	-(19%)	6,822	-(34%)	3,300	-(52%)
	Distance Learning/Internet Only	1,413	2,361	(67%)	3,675	(56%)	4,978	(35%)
	Unclassified/Unknown	10	0		0		0	

Funding
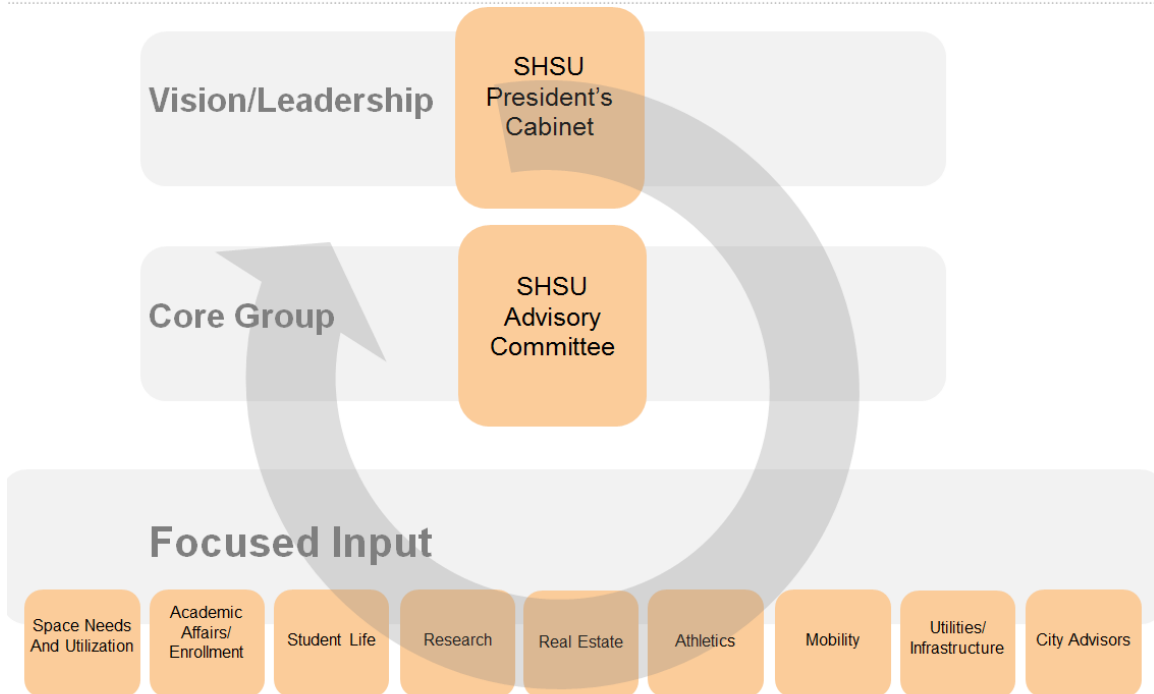
- Budget cuts are likely
- Percentage of state support is declining
- HEAF requests are competitive for best institutional value
- HEAF is transitioning to primarily centrally funded projects
- Divisional collaborative projects will increase
- Trend towards achieving cost efficiencies through centralization and unduplicated services
- Waivers are creating a sizeable negative impact on budgets

SHSU Strategic Planning

Planning Process

Vision/Leadership

SHSU President's Cabinet

Core Group

SHSU Advisory Committee

Focused Input

Space Needs And Utilization	Academic Affairs/ Enrollment	Student Life	Research	Real Estate	Athletics	Mobility	Utilities/ Infrastructure	City Advisors

State of the Division of Information Technology

IT Mission

The Division of Information Technology (IT) will enable the University mission by providing a source of centralized technology support for the University student, faculty and staff community. IT will collaborate with individuals and departments to meet their unique technology needs. IT is a catalyst to integrate and enhance the many diverse functions of the University in order to provide seamless, unified service to the University community through the broad use of technology. IT will collaborate with The Texas State University System and Higher Education communities to achieve operational and cost efficiencies by leverage the quality resources each has to offer and the economy of scale of the whole.

IT Vision

Outcome	Statement
Service	University constituents can access authorized information and resources, when and where needed
Image	IT@Sam is recognized as a resource and service area for the University
Recognition	IT@Sam is recognized as a professional resource across the state
Efficiency	IT@Sam is an economical division that is able to meet University needs
SOP	IT@Sam is a supportive and cooperative division that fosters team development of its staff, and provides a challenging, energetic, enjoyable, and rewarding environment that encourages loyalty, mutual respect and a desire to grow.

IT@Sam Service Model

IT@Sam operates around a client centric model in which we recognize our primary responsibility as a service organization to the campus community and the fundamental need to have an clear understanding of campus needs and perceptions so that we may provide optimal services and resources.

The IT client centric model provides an open structure where:
1. We develop policy and governance independently from specific IT departments while incorporating client perceptions to promote collaborative decision making.

2. We open lines of communication to understanding the constituent's point of view in order to meet their expectations and needs.

3. We work as consultants in partnership with the university community.

4. We plan interactively with the university community through the use of service level agreements and documented operations.

IT@Sam Professional Development

In April 2011, IT was authorized to implement a career ladder program involving staffing promotion and merit tracks that will greatly augment the efforts to train and retain technical staff. The program provides the opportunity for promotions following annual performance reviews for those staff that have the appropriate education and experience as well as the demonstrable talent and dedication to provide a higher level of support. When staff reach their 'terminal' position, they are then eligible for merit increases tied as well to their annual performance review.

Additionally, IT@Sam has established a sizeable annual staff training budget specific to each unit in order to provide increased and strategic professional development.

An example of the career ladder path is below. This is provided as a general reference only as titles within the division are very dynamic in order to address the changing needs of technology and divisional organization.

Grade	Enterprise Services	Infrastructure and Support Services	Client Services
24	Sr ERP Analyst* IT Architect* ERP Analyst Manager*	IT Architect* Network Infrastructure Manager*	
22	Database Analyst IV* ERP Analyst IV*	Network Architect IV* System Administrator IV*	Lab & Classroom Services Manager* Technician IV* Web Developer IV* Software Technician IV*
20	Database Analyst III ERP Analyst III	Network Architect III System Administrator III	Software License Manager*
18	Database Analyst II ERP Analyst II	Network Architect II System Administrator II	Technician III Web Developer III
17		Data Center Manager*	
16	Database Analyst I ERP Analyst I	Network Architect I System Administrator I	
15		Data Center Assistant II*	
14		Network Administrator I	Technician II Web Developer II
12		Data Center Assistant I	Technical Trainer* Technology Inventory Specialist* Web Developer I
9			Technician I

Indicates Merit Eligible Position. All other positions promotion track

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IT Funding

FY13 TSUS Campus IT Budget
Source of Funds and Expenditure Summary

Campus: Sam Houston State University
FY13 Fall Enrollment: 18478

FY13 Source of Funds		Amount	% Total
General Revenue:	$	10,000	
Designated tuition:	$	-	
Subtotal GR and Designated Tuition:	$	10,000	0%
Technology Fee:	$	10,892,000	69%
HEAF:	$	4,278,256	27%
Telephone services	$	492,679	3%
All Funds Total Revenue	$	15,672,935	

FY13 IT Expenditure Budget			
Annual Operating Budget:			
Salaries:	$	6,257,550	40%
Fringe:	$	1,327,893	8%
Wages:	$	856,485	5%
Travel:	$	240,000	2%
Maintenance & Operations (M&O):	$	2,712,751	17%
Capital (HEAF Eligible):	$	4,278,256	27%
Subtotal Operating Expenditure Budget	$	15,672,935	

Other Outsourced Services:			
Vendor Name/Services Description			
Subtotal Outsourced Services	$	-	

Total Operating Expenditure Budget	$	15,672,935	
FY13 Institutional All Funds Operating Expenditure Budget	$	263,966,714	
IT Operating Budget Expenditure Budget as % of All Funds Budget		5.9%	

OATDB 12-13

- **GOAL: Quality Service Delivery Experience**
    - o **Objective**
        - ▪ **Deliver Service In A Helpful And Knowledge Manner**
            - IT Units will continuously improve perceptions of the IT service-delivery experience by the students, faculty, staff, alumni and recruits.
        - ▪ **KPI - Client Satisfaction**
            - Surveys representative of critical services will be conducted and client satisfaction levels will reach target goals.

- **GOAL: Provide Quality Information Technology Resources**
    - o **Objective**
        - **Improve Technology Resources**
        - IT units will continuously improve the types, delivery and availability of services to the students, faculty, staff, and alumni consistent with common expectations for the service.
            - **KPI - Resource Types**
                - Units will collaborate with campus to determine success with providing the resources needed and implement those plans within available priority, financial, resource and time constraints.
            - **KPI - Resource Delivery**
                - Units will evaluate the satisfaction of clients with the manner resources are delivered.
            - **KPI - Resource Availability**
                - Units will establish target goals for core resource availability.

- **GOAL: Provide Optimal Services Through Efficient Processes**
    - o **Objective**
        - ▪ **Continually Analyze Critical Process Efficiency**
        - ▪ Division will review at least six critical processes and provide data showing efficiency improvements or affirmation of efficiency of the current process.
        - ▪ **KPI - Demonstrable Process Reviews**
            - Success will be achieved if each unit provides documentation of one or more unit process reviews resulting in findings that demonstrate optimal efficiency exists or steps taken to improve efficiency.

- **GOAL: Quality Professional Development**
    - o **Objective**
        - ▪ **Provide Staff Development Opportunities**
        - ▪ IT Units will provide high quality professional development opportunities for their staff that will enhance staff value to the students, faculty, staff, and alumni.
        - ▪ **KPI - Service Improvement Through Professional Development**
            - Success will be achieved if each unit meets its target goal for staff to receive

IT Strategic Plan Goal Overview

The Division of Information Technology Strategic Plan consists of a set of IT Goals that support one or more of the six overall University Goals specified in the SHSU Strategic Plan. For each IT Goal, one or more corresponding IT Objectives are specified that outline specific actions and related performance indicators that will be executed in the coming year to help the division achieve the goal.

SHSU Goals *(Source FY13 SHSU Strategic Plan)*
1. Foster a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals.
2. Promote a stimulating learning environment through the integration of academic settings, campus culture and service.
3. Increase and develop university resources and infrastructures that support the intellectual transformation of students.
4. Enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels.
5. Promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination.
6. Cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents.

IT Strategic Plan Goals

Goal #	IT Goal	SH Goal Supported
1	**Title: Support teaching and learning.** **Description**: IT must support teaching and learning through effective software tools, technology enriched classrooms and labs, academic freedom with respect to technology, and cost-effective and responsive support services.	1,2,3,5,6
2	**Title: Enhance student experience.** **Description**: IT must enhance the student experience by providing technology and services that exceed student expectations.	1
3	**Title: Enable research computing** **Description**: In recognition of the growth of research and sponsored programs, IT must enable the research computing infrastructure to provide secure data management and effective computing resources.	1,6
4	**Title: Communicate and Collaborate** **Description:** Develop effective strategies for communication and collaboration across constituencies for IT to be able to foster efficiencies and adapt effectively to changing information technology needs.	2
5	**Title: Facilitate professional development.** **Description:** To retain professional staff and maintain effective IT operations, IT must have systematic training, professional development, and promotion tracks.	1,2,6
6	**Title: Develop and implement an agile operational model.** **Description**: IT must develop and implement an agile operational model that will support evolving campus needs and rapid changes in technology.	1,2,6
7	**Title: Implement technology and service improvements.** **Description:** IT must work collaboratively with campus constituents to implement technology solutions and customer service improvements with a strong emphasis on usability.	1,2,6

IT Strategic Plan Objectives

Obj #	Objectives (Quantifiable, improvement or sustaining)	KPI	IT Goal(s) Supported
1	Classroom and computer lab technology will be upgraded and maintained to provide adequate instructional resources	Funds designated annually for classroom technology support will be fully utilized for efficient upgrades	1,2
2	Academic building large event/activity spaces technology will be upgraded and maintained to provide adequate operational resources	Funds designated annually for event space technology support will be fully utilized for efficient upgrades	1,2
3	Establish a high tech classroom for demonstration and testing of new classroom technology options	At least one classroom will be identified for this purpose and configured with technology not available in other locations on campus	1
4	Formalize, publish and market procedures and policies related to purchase, install, funding and support of academic software	The IT website will be updated to include easy to follow information related to academic software support.	1,4,6
5	IT will establish procedures to ensure that all academic software provided by IT, is installed/upgraded as agreed upon	Software will not be unavailable due to software expiration or past the agreed upon availability date	1
6	Ensure faculty and staff have access to adequate computing equipment to accomplish their assigned functions	Annual computer replacement program funds will be utilized to provide or upgrade computing devices for faculty and staff	1
7	Work collaboratively with DELTA to ensure an effective, efficient and flexible learning management system and online access environment is provided for students and faculty	SHSU provided services will not fall below the target service availability goal	1,2,6
8	Monitor and manage campus wireless infrastructure in a manner that will facilitate faculty and students to utilize mobile technology to enhance and facilitate academic achievement and experience	Services will not fall below the target average overall goal for service availability. Service will be expanded in areas that are identified at maximum capacity for a sustained period	1,2
9	Publish results of assessment and evaluation efforts	The IT website will include a dashboard style report section providing operational statistics on major performance areas	4
10	Augment and enhance client services through implementation of a new knowledge base, incident management and asset tracking software and/or services	The new Cherwell work order system will be utilized for service delivery	1,2,4,6
11	Migrate network infrastructure to support enterprise class multi-protocol label switching for end point distribution	Network services will be available for faculty use	3
12	Implement an enhanced IT website providing a service catalog for constituents to easily identify options available and services provided	Site will be implemented and available for campus during FY14	1,2,3,4
13	Develop a new IT website that empowers faculty, students and staff with self-service tools and training materials	A new/enhanced IT website will be available during FY14	1,2,3,4,5,6,7
14	Implement second on-site data center facility to provide local disaster recovery and business continuity	Date to be determined based upon funding and master plan	3,7

Obj #	Objectives (Quantifiable, improvement or sustaining)	KPI	IT Goal(s) Supported
15	Continue building the comprehensive branding and marketing plan for IT to help foster communicative and collaborative interactions with SHSU faculty, staff and students, as well as internal to IT	Monthly communications will educate and communicate the fundamentals of the plan	2,4,5,7
16	Implement a *"Green IT"* program through implementation of power-management, supply and equipment recycling, and supply/resource conservation	IT purchasing process will give preference to these options when reasonable	7
17	Develop and publicize a plan for annual professional development opportunities for IT staff that encourages and enables participants to be qualified for promotion consideration	Plan will be published during FY14	6,7
18	Continue to develop and enhance training resources for faculty and staff to support implementation of emerging technologies and campus technology priorities	New course offerings will be made available during FY14 and receive a 80% satisfaction rate from participants	1,4,5,7
19	Continuously improve the perception of the IT service delivery experience by the campus community (OATDB topic)	Satisfaction level by service recipients will reach target goals	1,2,4,7
20	IT will continuously improve the availability of services to the campus community consistent with common expectations for the service (OATDB topic)	Meet target goals for core resource availability	1,2,7
21	IT will continuously improve the delivery of services to the campus community consistent with common expectations for the service (OATDB topic)	Evaluate the satisfaction of campus with the manner resources are delivered	1,2,
22	IT will continuously improve the types of services to the campus community consistent with common expectations for the service. (OATDB topic)	Collaborate with campus to determine success with providing the resources needed and implement new resources needs within available priority, financial, resource and time constraints	1,2,3
23	IT will implement a software design life cycle (SDLC) to standardize and improve efficiency, reliability and quality of development	Formal life cycle process and policy documentation will be available during FY14	4,6,7
24	Review critical processes for efficiency improvement opportunities	Annual documentation will be available of processes reviews and outcomes	7
25	IT will administer the campus annual Information Technology Program	Documentation artifacts will be available for each activity as specified in the FY12 program description	7
26	It will administer the campus annual Information Technology Risk Assessment Program	Documentation artifacts will be available for each activity as specified in the FY12 program description	7

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Assumptions for Planning

- **Service Delivery**
  - IT will optimize utilization of resources in order to provide technology services to campus in an efficient and quality manner that exceeds the general expectation of the campus community.
  - IT will implement the Cherwell service management tools to improve service delivery, communication and collaboration with the campus community.
  - IT will implement ITIL (Information Technology Infrastructure Library) concepts and best practice as a guiding principle for division operations in order to improve overall service delivery and operations.
  - IT will implement a knowledge database service to provide staff with a resource of knowledge that will expedite problem resolution with callers.

- **Enterprise Services**
  - IT will continue to centrally manage the funds and implementation of the university core ERP system.
  - IT will review and ensure existing ERP resources are managed and upgraded efficiently in order to assure uninterrupted and quality service delivery to campus.
  - IT will collaborate with the campus community to review new ERP resource needs and when within the scope of IT operations will facilitate funding, or work with the requestor to seek out funding to accomplish the need.
  - IT will manage and audit the ERP system to ensure the security and integrity of the University resources and escalate unaddressed risks to cabinet for review.
  - IT will seek opportunities to improve the reliability and quality of the ERP system through options such as configuration enhancements, service acquisitions, resource acquisitions or operational improvements.
  - IT will investigate opportunities for ERP enhancements, operational efficiencies and cost savings through open source systems such as Kuali.
  - IT will implement a software design life cycle (SDLC) to standardize and improve efficiency, reliability and quality of development.

- **Computer Replacement Program (CRP)**
  - IT will continue to centrally manage the funds and implementation of the CRP.
  - IT will seek out and implement additional communication methods to explain the philosophy and processes related to the CRP to the campus community.
  - IT will collaborate with the faculty and staff to identify pain points with the CRP and adjust the program when possible or escalate program modification recommendations to cabinet.
  - IT will review hardware options and adjust within the CRP scope as necessary to accommodate changing campus needs.

- **Campus Software License Management Program(CSLMP)**
  - IT will continue to centrally manage the funds and implementation of the CSLMP.
  - IT will review and ensure existing software licenses are managed and renewed efficiently in order to assure uninterrupted and quality service delivery to campus.
  - IT will collaborate with the campus community to review new software licensing needs and when in the scope of the CSLMP will facilitate funding or work with the requestors to seek out funding to accomplish the need.
  - IT will manage and audit the campus environment to ensure the University maintains a license compliant campus.

- **Server Infrastructure**
  - IT will continue to centrally manage the funds and implementation of the university data center and core servers.
  - IT will review and ensure existing resources are managed and upgraded efficiently in order to assure uninterrupted and quality service delivery to campus.
  - IT will collaborate with the campus community to review new server resource needs and when within the scope of IT operations will facilitate funding, or work with the requestor to seek out funding to accomplish the need.
  - IT will manage and audit the campus environment to ensure the security and integrity of the University resources and escalate unaddressed risks to cabinet for review.
  - IT will seek opportunities to improve the reliability and quality of the server infrastructure through options such as configuration enhancements, service acquisitions, resource acquisitions or operational improvements.

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- **Network Infrastructure**
  - IT will continue to centrally manage the funds and implementation of the university network infrastructure.
  - IT will review and ensure existing resources are managed and upgraded efficiently in order to assure uninterrupted and quality service delivery to campus.
  - IT will collaborate with the campus community to review new network infrastructure resource needs and when within the scope of IT operations will facilitate funding, or work with the requestor to seek out funding to accomplish the need.
  - IT will manage and audit the campus environment to ensure the security and integrity of the University resources and escalate unaddressed risks to cabinet for review.
  - IT will seek opportunities to improve the reliability and quality of the network infrastructure through options such as configuration enhancements, service acquisitions, resource acquisitions or operational improvements.
  - IT will collaborate with Residence Life to identify opportunities for enhanced wireless coverage within residence halls.

- **Classroom and Lab support**
  - IT will continue to centrally manage the funds, management and operation of technology in university classrooms and computer labs.
  - IT will review and ensure existing classroom and computer lab technology resources and facilities are managed and upgraded efficiently in order to assure uninterrupted and quality service delivery to campus.
  - IT will collaborate with the campus community to review classroom and computer lab technology resource needs and when within the scope of IT operations will facilitate funding, or work with the requestor to seek out funding to accomplish the need.
  - IT will audit the campus classroom and computer lab utilization and manage access in order to optimize utilization and efficiency.
  - IT will audit the campus classroom and computer lab utilization and when appropriate recommend the addition or removal of facilities to improve efficiency and/or meet academic need.
  - IT will collaborate with campus to identify opportunities to enhance academic areas to better meet the changing needs for instruction and user mobility and when within the scope of IT operations will facilitate funding, or seek out funding to accomplish the need.

- **Research / Research Park / Incubator**
  - IT will work with campus to support research needs through the offering of flexible services to accommodate the unique needs of researchers, while still minimizing risks and maintaining regulatory compliance.