

Plymouth State UNIVERSITY

2011 - 2015
Information Technology Services
Strategic & Technology Plan



Prepared By ITS & PSU Partner Communities

Approved Version
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Introduction – Information Technology is deeply imbedded in and relied upon by a wide variety of constituencies at Plymouth State University as well as throughout, state, national and global organizations. In an effort to ensure Information Technology initiatives are recognized and included in the myriad of PSU Strategic Plans, Academic Affairs Academic Plan, the ITS Strategic Plan creates a clear and focused path for the future of Information Technology Systems within Financial Affairs as well as Plymouth State University. This plan is comprised of two major sections; the Strategic Plan and the Technology Plan. The ITS Strategic Plan represents a higher-level vision and direction and is connected to PSU's Strategic Plan *Appendix I*, whereas the Technology Plan is structured around the next fiscal year and identifies shorter-term projects based on the direction of the Strategic Plan. A roadmap between PSU's Strategic Plan and the ITS Strategic Plan can be found as *Appendix II*, reflecting a strong connection between both Strategic Plans. Before defining the Strategic Plan itself, it's important to define some basic elements for this plan. Without them, the strength of the Strategic Plan is questionable. With them, the Strategic Plan will be more understandable and have much more value.

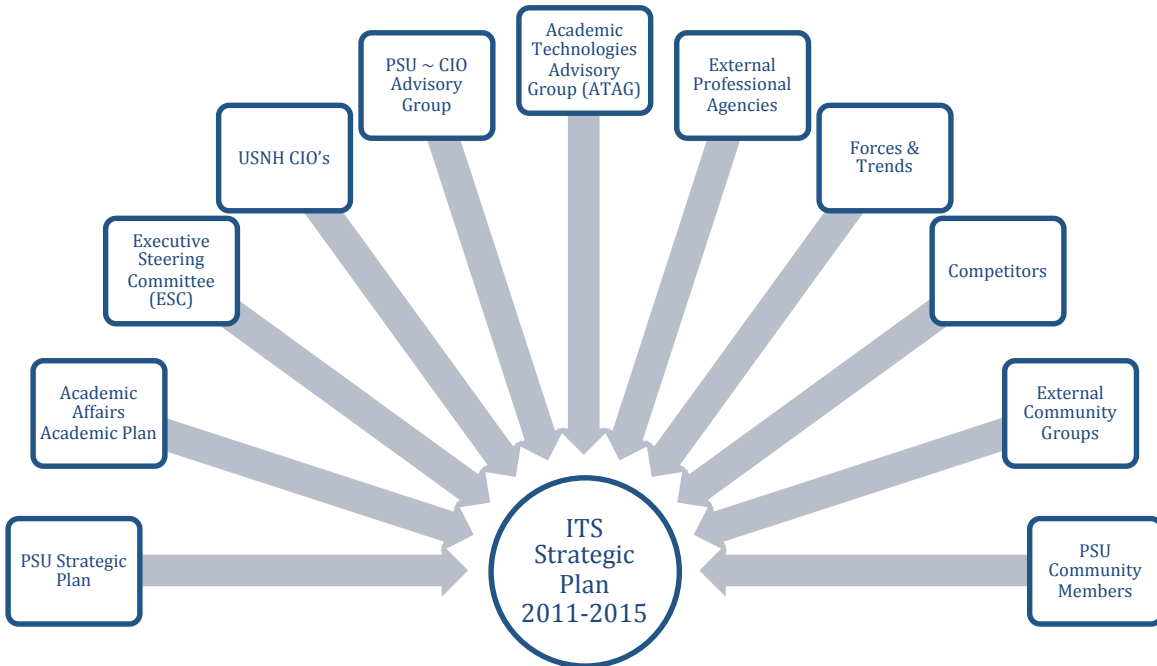
Recurrence of the Strategic Planning Process - The Plymouth State University Strategic Plan concludes in 2012, so while this plan is projected to cover years 2011 through 2015, it will be revised upon completion of the PSU Strategic Plan to fit more precisely with it. This Strategic Plan will focus on broad sweeping philosophies based on strategic drivers to ensure close ties to local (campus & community), University System of New Hampshire (USNH), state and federal perspectives. These strategic drivers (Attachment One) will make the overall strategic direction of this plan applicable for the timeframe defined.

The Technology portion of this plan will continue to support the overall strategic plan. ITS sub departments will make annual contributions to the Technology Plan. The continual changes in local and global technology environments demand frequent modification of these more granular plans.

Communication - It was important to communicate our direction and solicit input while building this plan. Communicating all elements of the completed plan to the PSU community is equally important. Outward communication lacks in most IT organizations and the community is vaguely aware of IT direction. The new PSU ITS organization, with feedback from our community, made communication of everything ITS does critically important. Communication of all things ITS, hold strong value for the implementation of this plan and holds the creators of this plan accountable for all elements of the plan through communication. We will grade ourselves annually, with techniques such as balance scorecard, to ensure we are meeting established timelines and complying with defined strategies.

Strategic Drivers - There are many forces that define any strategic plan. Standard strategic philosophies of conducting internal and external analyses were used during this exercise. Attempting to create a strategic plan without considering the drivers considered below would be detrimental to the successful implementation of any plan. Additionally, there is significant value in creating a customized flexible plan fitted especially for the local community. The possibility for the community to provide continual input and feedback as the plan progresses makes this plan

applicable for years to come. The following chart defines which drivers were used to formulate this plan. Although there were several sub-categories that fed into these major categories; a full definition of these drivers and sub-drivers can be found in *Appendix III*.



This plan is grounded with a deep sense of community. For the sake of this plan, community is defined as faculty, staff, students, alumni, local community members, USNH CIO's, and all national groups that focus on future technologies. Technology is deeply rooted in everything the campus does, from administrative and academic computing, business planning, and student access to information systems, to ensuring the local community is updated on university policies and programs via these systems. Of significant importance to the success of this plan was the input provided by the ITS Staff, the creation of a CIO Advisory Group, and inclusion of the IT Liaisons positioned throughout PSU business units. Membership of the CIO Advisory Group can be found in *Appendix III*. A survey of key questions and consolidated feedback from these groups was invaluable to the direction and vision of this plan and is located in *Appendix IV*.

Challenges - In a perfect environment where budgets are limitless and technical staffs are trained to complete any technical challenge, a plan would be unnecessary. If this were possible, the ITS staff could predict with certainty, the next best technologies and we would be able to implement these technologies without budgetary constraints. With the economic environment at the writing of this strategic plan and more technologies on the market than can be listed, it would be impractical not to consider these two main factors. Budget and Organizational factors will impact even the most effective strategic plan if they are not thoroughly reviewed before moving to implementation.

The ITS division was reorganized in the fall of 2010, positioning the organization to be flexible and responsive to any future challenge or new technology. This new organization will be able to quickly assess the applicability of new technologies to determine their value and decide whether to implement. It is important to note, that just because a new technology presents itself, does not mean Plymouth State University should adopt it. The creation of Business Services within ITS will ensure all business aspects of new and existing projects or technologies are considered to maximize efficiency, effectiveness and value to the University.

During the formation of the new organization, it was important to create an identity for ITS and what it is capable of accomplishing. With our community's help we assembled the ITS Mission Vision and Goals as defined:

Mission

Inspire and foster partnerships that focus on innovative solutions, which offer the Plymouth State University community with ubiquitous access and use of information services

Vision

Partners in reliable, state of the art, flexible technology solutions and services

Goals

- *Provide vision and leadership in the evaluation and implementation of Emerging technologies*
- *Deliver timely and effective responses to customer requirements*
- *Provide usable and easy access to information services*
- *Commit to ongoing discussions with faculty, staff, student and community members to review and understand business unit goals and objectives*
- *Provide reliable communication and computing infrastructure to the University community*
- *Continually communicate ITS goals and objectives to University community*
- *Develop and maintain technically skilled staff*

Resources used for the creation and implementation of new services and technical applications will present themselves from many different directions. With the creation of informal partnerships such as Apple, Cisco, HP, Microsoft, Oracle, Robert Half, SungardHE, and a keen eye on grant opportunities, ITS stands to position itself to gain access to emerging technologies or funds wherever possible, thereby minimizing impact on internal budgets. This philosophy provides significant value for these partnered companies who are excited about the opportunity to participate.

Creating impactful training and development opportunities for the ITS technical staff and all business unit technical liaisons is important. Technologies selected for implementation will require our technical staff to be trained on these systems. With the number of new or frequently upgraded features added to existing applications, it will be difficult to keep our staff current without access to recurring training

opportunities. Once trained, they will be able to provide training to the community through a variety of venues.

We will look to improve the services and applications, looking to reshape existing technologies to offer new value to our community. Building upon a philosophy that was created in the late 1700's by Arthur Schopenhauer where he states:

"The task is not so much what no one yet has seen, but think what nobody yet has thought about that which everybody sees"

We will continually review our systems and services to ensure we are utilizing them to their fullest potential, move to eliminate redundancies and make the most of limited budgets. This philosophy has potential to enhance valuable resources and reduce or level student technical fees.

Strategic Plan

The Strategic Plan focuses on high-level directions and visions based on all factors previously defined. Doing so allows ITS to flexibly alter direction should some new technology or service present itself.

Strategic Risks – A major area of PSU's future will be focused on containing and mitigating our risks. Cleaning up our past where private information was left on a variety of production and non-production systems has left a significant risk in our environment. While our faculty and staff hold all university policies with the highest of regard, there is still a significant amount of information on computers and servers with questionable current value, yet significant value to unscrupulous individuals. We will be questioning the existence and location of this information and eliminating it unless it absolutely needs to exist. For business units that require access to this information; we will work with them to secure the information as much as possible and move to eliminate private information in all other areas.

We will continue to eliminate single points of failure in our environment improving upon business and academic continuity. There are a number of single points of failure in our network, systems, and applications. We will work to offer an environment where our core services and applications will exist even when key resources fail, such as network components, power outages or other utility outages. The world wide web, email, and databases should be accessible 99.9% of the time 365 days/year, with a scheduled maintenance window on Sunday from 04:00am-08:00am. While every attempt will be made to maintain this availability, there could be times during the week when critical patches will need to be implemented.

We will work to improve our Emergency Notification System to reduce the time needed to prepare and implement emergency communications. Already under consideration is the implementation of a visually based system capable of notifying our community of an impending emergency within minutes of the event. Maintaining a system with this capability provides safety and security for our community members and eases concern

among our students' family members. We will continue to collaborate with our emergency communications team and partner companies to foster these initiatives and seek grant and University System funds to purchase and implement these systems.

Future Direction - As noted in several national reports and conferences, the future of Information Technology focuses on a variety of broad areas: Innovation, Mobility, Cloud Computing, Business Intelligence, Accessibility, and Usability. We will broadly visualize and build these philosophies into our Strategic Plan and later incorporate the concepts and applications around these philosophies in the annual technology plans. We will maintain a focus on the environment by saving electricity, minimizing the impact on environmental systems, tracking our savings when purchasing new equipment, and eliminating power hungry older equipment.

Innovation - Combining ITS' technical vision with our faculty, staff, student, and partnered company technologies, we will continue to seek out, research, test and implement new technologies. Through completion of research and test phases, and a focus on future technologies, we stand to reap significant benefit for our campus computing areas, web applications, and student technologies. The creation of the Innovation Center in Lamson Learning Commons, housed with new technologies from our partnered companies as well as senior projects will pave the way for potential University implementations.

Mobility - Society is driven by the ubiquity of mobility. Our community demands access to University systems anywhere at anytime. We will continue to dedicate significant resources on expanding our wireless capability and move to eliminate outdated wired technologies. Technologies today stand ready to accomplish all current day voice and data requirements in a wireless environment. Moving toward the elimination of wired infrastructure and the funds used to maintain these systems will provide resources to expand wireless infrastructures. We will develop and test web-based applications for smart phones and a variety of personal internet devices.

Cloud Computing - We will continue to collaborate with partnered companies to offer and expand access to services and applications leveraging the cloud. As the cloud continues to grow, new options will be offered when continuing with current applications or evaluating new ones. Our Business Services department will lead the evaluation of time, budget and maintenance cost to determine the best course of action in purchasing new software. Options will include software that is locally hosted, provided as software as a service (SaaS), or developed internally. In the coming years we will work to eliminate all stand alone applications installed and maintained on local computers saving the time it takes to re-image computers each semester.

Data Warehouse & Business Intelligence – Leveraging the new analytics interface, we will continue to engage PSU faculty and staff in the movement of their local data and definitions to centralized data stores. Centralized reporting through analytics has significant value to university business units, System and Board of Trustees. All reports will be web-delivered, powered by centralized data ensuring consistent results. Based on permissions set by data owners, reports will be available through the myPlymouth portal. Web delivery of secure data from a centralized source will reduce the need for locally stored information on institution computers. The on-demand nature of dynamic delivery will save significant time for report consumers and data owners.

Accessibility & Usability - We must ensure the applications, classrooms, and high tech workspaces we build meet our constituents' expectations, so they can be successful in their learning and work experiences. All technologies need to be accessible and usable for community members, otherwise they will become underutilized. Usability and accessibility testing and ongoing training will be included in all aspects of our project, technology, and strategic plans.

Green Technologies – We will maintain a continual focus on using green technologies in all areas of the ITS environment, working with vendors to explore green options as well as working with our equipment providers and purchasing to enhance our sustainability position.

Academic Affairs & Academic Technologies ~ With the reorganization and addition of three new colleges (College of Business Administration, College of Arts & Sciences and College of Education, Health and Human Services) this plan will support Academic Affairs responsibility to provide oversight for the recruitment and development of excellent faculty, staff and students; encouragement of a collaborative environment for teaching research, and service; effective allocation of resources; implementation of new educational technologies and successful partnering with other areas of the University, agencies, peer institutions and external constituencies. The ITS strategic plan will also engage our technologists to support Academic Affairs common themes (Programs, Student Centeredness, Capacity and Culture). ITS through collaborative partnerships with Academic Affairs we will look for and implement technologies to support these responsibilities and themes. Within Academic Affairs we will continue to collaborate with Learning Technologies and On-Line Education (LTOE) a student-centered organization with a particular focus on Academic Technologies requirements for PSU. The following items are the major strategic planning goals of LTOE:

- Serve as a source of innovation and information regarding academic technology.
- Encompass an innovative approach to educational delivery that minimize time, space and cost barriers in order to assist each student in achieving his or her intellectual, personal and professional development goals.

FY 12 Technology Plan

The Technology Plan will be submitted annually and implemented at the beginning of the following fiscal year. For the coming year, we have several initiatives underway as well as implementing new services and applications. We have constructed our technology plan based on the new organization. The following recommendations form the basis of our work for the coming year. We reserve the right to adjust items as opportunities present themselves to create savings or benefits to our constituents.

Business Services – 2011 is the first year for the new Business Services department, therefore, there are a number of items on the list. The first initiative for Business Services is to dissect the technology and network fees assessed today. These fees have increased annually, but haven't recently been analyzed to determine if there are outdated charges or items that need to be added as a result of new services. Business Services will also define methods to measure our successes and challenges and report them back to our community constituencies. With the addition of the copy/print functions recently added to Business Services and no long term analysis completed in a number of years, Business Services will develop a long term plan to create a model for all university copiers and printers, with a goal to provide the most efficient cost effective model for our students, faculty, and staff. Business Services will also work to combine all budgets, maintenance and service contacts to ensure we maximize the value of limited budgets. They will also lead the creation of a university-wide technology inventory system that provides accountability methods for all equipment from purchase to surplus.

Client Services - Client Services is a major arm of Information Technology Services charged with ensuring that PSU students, faculty and staff have the support they need to use the various IT services provided by the department. Our organization is a 7-day a week operation providing support in person, on the phone, via chat and through email.

In addition to partnering with the other IT work teams we also work in partnership with the Learning Technologies and On-line Education team through our affiliation with the Lamson Learning Commons – an integrated model of support.

For fy12 our focus will be in several areas, the highest priority on improving services for students who take part in on-line education. On-line course offerings are an area of growth for Plymouth State University at both the Graduate and Undergraduate levels with students residing both in the New England Region and across the Country. Additionally, there is significant growth occurring in education markets overseas. We will work to improve flexibility offered in remote support models, reducing the need for students to visit the help desk for support. We will work to improve our interfaces for faculty, staff and students to better serve support and applications through remote interfaces

Historically our support model has been grounded in our traditional residential campus and while many of the services that we provide are relevant to distance education students we could do a far better job tailoring services to meet the unique needs of students from abroad. There are significant gains to be made in simplifying the processes these students use to gain access to our services.

We are fortunate at Plymouth State University to have over 120 multimedia equipped classroom spaces. These rooms are standardized operationally allowing faculty and student the same experience and reliability no matter where they are assigned to teach. The challenge facing us is the changing nature of these classrooms – equipment such as SmartBoards, video cameras, student response systems, and lecture capture need to be integrated into our existing classrooms to make them more relevant to today’s learners. We will work to begin to build the technical interfaces needed to build these additional technologies into our classroom models allowing for the eventual addition of the technology needed to host classes either residentially or virtually.

Innovation is also key to future success. Exploring new and innovative technologies allows us to explore possible future tools that might be leveraged to improve learning for PSU students, faculty and staff. Working with our partner companies to provide new technologies and working with our students to host PSU senior class projects will be a few of the initiatives for fy12.

Finally, communication is core to our success in the years ahead. A clear consistent communication and marketing plan will be created, and implemented to ensure our campus constituents hear our message. Easily accessible documentation, how-to’s and tech tips will be created to support both our on-campus and on-line customers. Our webpage and our section in the myPlymouth portal will be modified to reflect the information our customers need to be successful at Plymouth State University.

Infrastructure Services - In fy12, Infrastructure Services will begin three large projects:

- Wireless networking services
- Wired networking services
- Voice over IP

Our wireless networking initiative will build on the work we completed in the fall of 2010. Since wireless services have been delivered in Langdon Woods, the White Mountain apartments and the non-traditional apartments, we will continue to focus efforts on delivering these same services to the following residential areas:

- Pemigewasset Smith
- Belknap Grafton
- Mary Lyon
- Blair
- Hall

To support our wireless initiative, we must upgrade our wired network because all new wireless access points will receive their electrical power from the equipment they plug into using Power over Ethernet (PoE). An upgraded wired infrastructure is also needed to support faster connectivity and increases in network traffic that has and continue to occur.

We will approach wired upgrades in phases, targeting 20% of the campus each year for the next five years. Installation locations will correspond the above-mentioned wireless locations and to high-priority academic areas.

So that we may converge our network technologies and reduce network maintenance costs, we will be implementing Voice over IP (VoIP). Other benefits to this project include the abilities to offer services to our customers we haven't yet been able to deliver. For example, people can choose from a variety of telephone handsets, mobile devices, handsets that include voice and video, softphones that reside only as an application on a computer or a number of other possibilities. Our goal is to create a customer-focused model that allows people to choose the solution that is best for them.

Technology Services - fy12 will bring a focus on mobile computing, data storage and Virtualization. Increased interest in on-line offerings has changed the traditional model where applications have been exclusively available in public computing labs on campus. Many students have no need to come to campus, but still require access to the more specialized and expensive software tools that are more readily available to residential students. Due to this shift, there is a need to offer more applications to remote users in a consistent, cross-platform, sustainable way.

Ever expanding data storage needs required by applications such as Moodle, Mahara, Video storage, Enterprise database and initiatives to reduce the amount of printed material produced, will continue to challenge on-line storage and our archival backup capacities. During the next year, we will be replacing our enterprise SAN (Storage Area Network) with up to date technology with greater capacity and utilization optimization.

Virtualization technology maximizes the utilization of physical hardware by consolidation of many services onto fewer, more robust servers. Overall, this reduces the number of physical machines being purchased, reduces electrical and cooling costs, while providing greater fault tolerance and availability. This is an industry trend that is expected to continue over the next few years. Additionally, we expect to look more closely at desktop virtualization as a mechanism to extend the useful life of desktop computers

Information Services - Academic technology will be a major growth area in fy12 for Information Systems. We will be supporting, developing for, and upgrading the new Moodle eLearning solution and Mahara ePortfolio system. In addition, we will be investigating and deploying solutions for easier online collaboration and a robust infrastructure for online videos.

PSU will be embarking on a major re-architecting of our public web presence. Through a project with iFactory, we hope to have a fully redesigned structure with better engaged content creators, more dynamic content, and better promotion of what is happening on campus.

We must also continue our efforts around business intelligence. We will invest significant time and effort to extend our shared online reporting to centralize data definitions, improve access to data, and enable dashboard reporting.

We will continue to grow myPlymouth through engagement efforts with existing constituents, the roll out of access for families, and extension of services to the Plymouth regional community.

As the need for anywhere anytime access across multiple devices and platforms expands, we will make certain our web-enabled systems are tested and validated for mobile use, meet usability needs, and conform to all accessibility requirements.

We will continue to look for efficiencies by leveraging new and existing cloud-based solutions in components of the student information system, for student activities and online collaboration.

Security and identity management will remain critical considerations in everything we do. In 2011 we will convert all our systems to 100% SSL-enabled, participate in the USNH identity management project, and improve our employee de-provisioning process to be more timely and accurate.

Finally, we will invest in ourselves by beginning the creation of a Technology Hardware Inventory System which can track an asset from purchase through surplus. We will also improve our current systems for call tracking and work orders to make a unified customer service solution for all of ITS.

Appendix I

PSU Strategic Plan 2012

<http://go.plymouth.edu/strategicplan>

As a significant driver for the ITS Strategic Plan, the PSU Strategic Plan provides the framework for all ITS initiatives.

Excellence and Quality - Plymouth State University demonstrates excellence and the highest quality in all endeavors.

Student Success - PSU provides exceptional undergraduate and graduate academic experiences that meet the needs of the state and region, enhance students intellectual, ethical, and civic development, and prepare students for active engagement in their professions and society.

Faculty & Staff Support - PSU creates a work environment where faculty thrive in their teaching, service, and scholarly endeavors; staff are supported in their work environments; and all are provided with rich professional development opportunities.

Partnerships & Engagement - PSU actively assists the region in meeting the needs of economic and cultural development by offering rich cultural programming, providing expertise, and facilitating initiatives in the community, state and beyond.

Physical, Technological & Financial Resources - PSU provides first-rate facilities and academic and support equipment and a campus of aesthetic quality that contributes to the learning and work environments.

Academic Affairs Academic Plan - As a major element within the PSU Strategic Plan, the Academic Plan provides the second major tier of the ITS Strategic plan. The major themes for the Academic Plan:

- **Programs-** Programs refers to structured educational, i.e., academic experiences. Here we focus on those actions responsible for designing, delivering, reviewing, and adjusting articulated programs, e.g., general education, the major, minor, and/or certificates. Emphasis is placed on actions that continue to stress the quality of undergraduate and graduate programs and encourage research endeavors, artistic activities, and the sharing of intellectual and cultural expertise in our tradition of service. Additionally, departments have focused on identifying actions which engage our various communities proactively to insure that PSU remains relevant, robust, and resilient.
- **Student Centeredness-** This theme reflects that PSU's primary and overarching concern is to our students. Actions under this theme reflect our strong commitment to reaching learners, listening to their

- needs and desires, and providing the range of pedagogies, learning modalities, and support services that will allow our learners to be successful in their course work, careers, and lives.
- **Capacity-** Because student access to and debt burden for education relates unquestionably to costs, we want to use resources responsibly. Knowing and adjusting our capacity allows us to purposefully, effectively, and efficiently address our current and future demands. Therefore, actions listed here reflect intentional behaviors to assure competent and efficient resource use.
 - **Culture-** What we do helps shape and is shaped by our patterns of beliefs, traditions, values, and accomplishments. Therefore, actions taken under this theme strive to reinforce, and in some cases to reconfigure or build anew, a culture that consistently guides our behaviors towards excellence, student centeredness, and the University's motto, *Ut Prosim*, "That I May Serve."

Appendix II

PSU & ITS Strategic Plan Roadmap – The Goals from the PSU Strategic Plan were used to define the ITS Goals which were then used to define the ITS Strategic Plan. Many of the ITS Goals connect to several if not all of the PSU Strategic Goals.



Appendix III

Strategic Drivers

University System of New Hampshire and System CIO's - With a collaborative approach to creating system wide initiatives, the USNH Chief Information Officers Group continually discusses ways in which technology can be used as the conduit to collectively complete our individual university responsibilities and explore possibilities to collaborate system wide. This group has proven to be a great source of information and open discussion.

Executive Steering Committee (ESC) - Comprised by a number of PSU Cabinet members and senior leaders, ESC provides continual input and guidance for all IT initiatives as well as approves final project plans. This group is a significant resource for this Strategic Plan.

Academic Affairs - With regular dialogue with the Provost, PSU Colleges and several PSU faculty, we will ensure a continued focus resides on the academic side of PSU to ensure our faculty and students have access to the technologies that will be most impactful to their academic careers.

PSU - CIO Advisory Group - The creation of the CIO's Advisory Group has proven to be a great source of information. When learning what will be required technologically in the next five years, it was this group of more the 30 constituent groups who worked with ITS to provide business unit goals and objectives as well as discuss future technical requirements in their individual areas. With their help, the vision of this plan quickly came together.

Academic Technologies Advisory Group (ATAG) - A significant force in building the Strategic Plan and major contributor to the annual Technology Plan is collected from the ATAG. Information from the Academic arm of the University along with technologies being evaluated, managed and maintained from Learning Technologies and On-Line Learning will be invaluable to both sections of the plan. As our on-line learning community grows and as our student use of web based technologies grow in demand ATAG and On-Line learning will prove to be critical success factors.

External Professional Agencies - There were a number of professional technical agencies that publish their research and provide their professional perspectives on the future of a wide variety of technologies. The main groups whose information was reviewed for this plan were the Horizon Report, Educause, Educomm, CIO.Com, Chronicle, etc.

Forces & Trends - As with any institute of higher education, there are a number of forces and trends to consider when building strategic plans. Economic, Societal, Legal, Technological, Demographic and Political factors to name a few.

Competitors - While not wanting to replicate what our competitors are doing, we look at the technologies they use, review their successes and adopt our plan accordingly. We have looked at a number of competitor universities and have had a significant number of discussions with our partner companies to pick the best of their most successful initiatives. Doing so increases our chance for success in implementing our plan.

External Community Groups - A number of external community groups were consulted, particularly when reviewing ways to improve our emergency communications initiatives. The town of Plymouth, local business owners and first responders provided significant information and input for this plan.

PSU Community Groups - This plan wouldn't be complete without the input of the PSU campus community. A large number of campus groups were solicited with invaluable information provided. Faculty, Staff, Students and Alumni are to be thanked for their input.

Appendix IV – CIO Advisory Group Membership

Name	Title	Name	Title
Stephen Campbell	Assistant VP & CIO	Joyce Larson	Registrar
Ryan Patten	Student Senate	C. Brad Allen	Associate Professor, College of Business Administration
Daniel Moore	Vice Provost for Academic Administration	Trent Boggess	Dean of the College of Business Administration
Rick Barth	VP Student Affairs & Enrollment Management	Eric Hoffman	Chair of Atmospheric Science and Chemistry
David Berona	Dean, Library & Academic Support Services	Frank Cocchiarella	Director of Residential Life & Dining Services
Elaine Doell	Interim Director for Human Resources	Tim Keefe	Dean of Students
Steve Barba	Executive Director of University Relations	David Zehr	Associate VP for Undergraduate Studies
Sylvia Bryant	Executive Director of University Advancement	Position Vacant	Bursar
Thaddeus Guldbrandsen	Director of Rural Matters	Zachary Tirrell	ITS - Director of MIS
Heather Huckins	Manager of Purchasing	Jo-Ann Guilmett	ITS – Director of Client Services
Peter Chierichetti	Public Safety Lieutenant	Ted Wisniewski	ITS - Director of Technology Services
John Clark	Director of Athletics	Lindsay Coyle	ITS - Director of Infrastructure Services
Scott Mantie	Associate Dean of Institutional Research and Effectiveness	Joe Long	Director of Alumni Relations

Appendix V - Campus Survey Questions

Name: _____

Department / Division: _____

What Are Your Department / Division Strategies:

What Technologies Do You (Representative of Your Division) Feel Would Enhance Attaining Your Department / Division Strategies:

What is Your Current Vision of ITS: _____

How Do You Believe ITS Could Better Meet Your Goals:

Additional Comments: _____

Appendix VI - Consolidated Feedback From Campus Survey

CIO Advisory Group Consolidated Feedback

Department Strategies

International Recruiting, Retention	Classroom Reservations
Mandatory Health Insurance	Class Scheduling
Expanded Collaboration	Self Service Registration
Self Service Functionality	Self Service Information Retrieval
Database Decision Environment	Procure Goods and Establish
Video Tutorials	Contracts
Expand Ecommerce	Face To Face and Online Instructions
Utilize Text Messaging	and Training
On Line Bills to 3 rd Party Companies	Live Better
Recruitment	Provide Great Service For a
Retention	Reasonable Cost
Graduation	To Learn
Course Delivery	Represent PSU With Excellence,
Decision Making	Accuracy, Imagination and Insight
Resource Management	

What Technologies Do You Feel Would Enhance Your Strategies

Social Networking	Enhanced Document Scanning,
Video Production	Workflow and Storage
Better Interface with Common	Electronic Routing of Documents
Applications	Electronic Signatures
Secure Email Functionality	Larger Amounts of Storage Space
ODS / EDW	Better Email System
Better VPN	Less Technology, Do Better With What
LMS	We Have
Course Eval	Better LMS
Computer Replacement Program	Wireless
R25 Replacement	Better Communication Technologies
Self Service Banner Enhancements	
Current Vision of ITS	
Maintains Best Practices	Maintains Wide Range of Technology
Assists Departments to Achieve Their	Services
Goals	Collaborative
An Enabler of Technology	Segmented - Not Centralized
Protectors of the Data	Organization is Always In Transition
A Collaborative Resource For Finding	
New Technologies	

How Could ITS Better Meet Your Goals

Department Level Training

Seamless Support For University

Sanctioned Cell Phones

Larger Storage Capacities

Easier Access to University Calendars

Hire Another Programmer

Better Support

Replace R25

Better Defined and Stated Roles And

Services

Allow for Appointments Rather Than

Just Showing Up

Show Commitment to New

Technologies And Support Innovation

More Wireless

Computer Crime On The Rise. We're

Always Catching Up

State of The Art Advice and Counsel

with an Eye to Practical Reality