

Roosevelt University
Information Technology
Strategic Plan



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Executive Summary

In 2002 Roosevelt University, under the direction of President Charles Middleton, initiated an institutional strategic planning process focused on three critical areas: academic quality, student success, and financial sustainability. Technology defined broadly to include instructional and informational technologies was recognized throughout the University strategic plan as an integral element in the success of Roosevelt in the future and in support of these critical institutional directions. Thus, technology strategic planning is a priority in defining how Roosevelt can achieve its goals.

The Information Technology planning process was participative and collaborative, involving the broadly representative Information Technology Advisory Committee (ITAC) and its subcommittees, the President's Executive Council, as well as other members of the University community who were key in providing input and endorsement to the overall plan. At regular intervals in the process, ITAC ensured that the information technology strategic plan was in alignment with the Roosevelt Strategic Plan. Input was sought from students, faculty, staff, and administrators to ensure University-wide technology issues would be addressed.

The vision for information technology at Roosevelt, stated below, is a description of the ideal future for the use of technology at the University. It is meant to guide Roosevelt in its use of technology. From this vision statement, the ITAC developed guiding principles to be used as the parameters for decision-making. Guiding principles, combined with the vision, provide a basis for decision-making and form the foundation of the strategic plan. The guiding principles help ensure that IT developments are appropriate for the institution and serve to further the University's strategic plan. Goals are designed to reach the vision; strategies are generalized actions necessary to reach the goals.

This plan is a revision of the IT Strategic Plan originally approved on August 25, 2004 and replaces that plan and all previous information technology plans, operational and strategic. Those plans are no longer operative as of the date of the adoption of this plan.

Information Technology Vision

Roosevelt University employs state-of-the-art information technologies to: support and extend the reach of its core educational and social justice mission; inspire excellence and innovation in teaching, learning and scholarship; and foster community collaboration and communication.

Information Technology Guiding Principles

- 1) Technology at Roosevelt supports its mission by enhancing an environment that supports learning, intellectual growth, scholarship, and service.
- 2) Technology enhances and enriches the quality of student life.
- 3) Roosevelt monitors and applies best practices, standards, and emerging trends in the use of information technology, including security, compliance, and privacy.
- 4) The University provides funding for ongoing maintenance, support, and replacement for new and existing technologies.
- 5) IT enables the Roosevelt community to extend its reach beyond traditional temporal and geographical limits.
- 6) Roosevelt uses technology to help transform static spaces into dynamic learning environments.
- 7) Ongoing professional development related to information technology is critical, as is end-user training, support, and satisfaction.
- 8) Technologies are regularly reviewed for effectiveness in achieving goals and objectives.
- 9) Technology initiatives will only be undertaken if they are appropriately funded and appropriately staffed.

Information Technology Goals

Goal 1: Commitment to Students and Empowerment of the Faculty. Provide our students and faculty with computing and networking resources befitting a top quality university, on a par with, or superior to, its institutional peers.

Goal 2: State-of-the-Art Infrastructure. Build and maintain a computing, network, telecommunication, and service infrastructure appropriate for supporting technology-based learning, teaching, research, service, and administrative activities.

Goal 3: Best practices in enterprise systems. Provide state-of-the-art systems for advising, student services, academic program planning, marketing, financial systems, human resources, and other support service operations.

Goal 4: Net-Centric Communication. Make the network the hub through which all members of the University community learn, teach, recruit, raise funds, communicate, share information, and work in a multi-site environment.

Goal 5: Global Presence Via the Web. Continually improve the University's Web site as a marketing tool and the point of entry to University information.

Planning for Information Technology

This information technology strategic plan (ITSP) is a part of a University-wide planning effort that is designed to chart the University's future. The overall planning effort has focused on academic quality, student success, and financial sustainability. The University has explicitly included information technology planning in the overall process, and by doing so it recognizes the critical importance of information technology in achieving its strategic goals. A description of the information technology planning methodology is presented in Appendix A.

The Basis for Decision-Making

Information Technology Vision Statement

A vision is a mental model of a desired future state. The purpose of Roosevelt University's vision for information technology is to present a vivid and compelling direction for the University's information technology plan that fits within, and is guided by, the overall vision of the institution. The guiding principles, goals and strategies that follow in this document are designed to achieve this information technology vision.

As the Information Technology Advisory Council articulated its Information Technology Vision statement, it kept in mind the mission and philosophy of the University. It is important that the IT Vision be aligned with the purpose and foundations of Roosevelt University so that the entire organization moves forward as one.

Information Technology

Vision

Roosevelt University employs state-of-the-art information technologies to: support and extend the reach of its core educational and social justice mission; inspire excellence and innovation in teaching, learning and scholarship; and foster community collaboration and communication.

Information Technology Guiding Principles

Making progress toward the ideal information technology state defined in the IT vision statement requires making numerous difficult decisions and choices. Because these decisions and choices should not take place in a vacuum, the ITAC sought further to develop standards that could be used to assist in the planning and decision-making process. The Guiding Principles reflect how members of the Roosevelt community should relate to one another, how they should operate, and how they should collaborate in terms of technology throughout the organization. In addition, these IT Guiding Principles are in alignment with the University's core values and lend support and definition to the mission of the Institution.

The principles are designed to help guide actions. They are meant to provide a context for consistent decision-making that is not just focused on doing things right, but on doing the right thing.

- 1) Technology at Roosevelt supports its mission by enhancing an environment that supports learning, intellectual growth, scholarship, and service.
- 2) Technology enhances and enriches the quality of student life.
- 3) Roosevelt monitors and applies best practices, standards, and emerging trends in the use of information technology, including security, compliance, and privacy.
- 4) The University provides funding for ongoing maintenance, support, and replacement for new and existing technologies.
- 5) IT enables the Roosevelt community to extend its reach beyond traditional temporal and geographical limits.
- 6) Roosevelt uses technology to help transform static spaces into dynamic learning environments.
- 7) Ongoing professional development related to information technology is critical, as is end-user training, support, and satisfaction.
- 8) Technologies are regularly reviewed for effectiveness in achieving goals and objectives.
- 9) Technology initiatives will only be undertaken if they are appropriately funded and appropriately staffed.

Putting the Plan into Action

The Division of Information Technology Mission

The information technology (IT) organization in any institution has primary responsibility for ensuring that the institution's overall mission and objectives for the use of information technology is achieved. It is the role of the IT organization to provide leadership, technical expertise, and technical support services within the institution. In order to accomplish its goals, the IT organization should have a clearly written mission statement that is widely communicated to all stakeholders of the institution.

Goals and Strategies

The Information Technology Advisory Council has identified the following goals and strategies for attaining Roosevelt University's vision for information technology. Goals are enduring statements of direction that amplify the vision statement and focus an organization's efforts. A strategy is a broad-scale action or means that will make it possible to reach a goal.

The Information Technology Advisory Committee aligned this learning technology plan with *The Mission & Strategic Plan* of Roosevelt University. Thus, the information technology plan will enable Roosevelt to achieve success in implementing its strategic initiatives.

Division of Information Technology Mission

The Division of Information Technology provides creative leadership, guidance and technical skills to establish and support the information technology infrastructure and high-quality services to advance the University's values, mission, and goals.

In this section each information technology strategic goal is followed by a list of the institutional objectives it furthers and one or more information technology strategies.

Goal 1: Commitment to Students and Empowerment of the Faculty. Provide our students and faculty with computing and networking resources befitting a top quality university, on a par with, or superior to, our institutional peers.

(Advances objectives 1.1, 1.6, 2.1, 2.2, 2.9, 3.8, 4.4, 4.5, 4.6 of the University Strategic Plan.)

Strategies:

- 1.1 Equip each classroom with technology that conforms to the University's classroom technology standard.
- 1.2 Develop a system to permit access to software on computer lab servers from anywhere on the Internet.
- 1.3 Provide students with access to low-cost or free productivity software.
- 1.4 Establish an information commons, a collaborative venture between the Library and the Division of Information Technology that assists and empowers students to access, interpret, manipulate, and evaluate network-based information.
- 1.5 Develop and deliver an information fluency course that would be made available all students.
- 1.6 Equip public areas with state-of-the-art computers and software to support traditional classroom-based academic programs, distance learning, and RUOnline-based programs.
- 1.7 Develop a Student Web that will host web sites for all Roosevelt students who want them.
- 1.8 Study the feasibility of requiring all students to possess a laptop computer or similar mobile device.
- 1.9 Develop an e-portfolio system.

GOAL 2: State-of-the-Art Infrastructure. Build and maintain a computing, network, telecommunication, and service infrastructure appropriate for supporting technology-based learning, teaching, research, service, and administrative activities.

(Directly advances objectives 2.9, 4.4, 4.6, 5.7, and 5.10 of the University Strategic Plan. Achievement of all of the goals and objectives of the University's Strategic Plan depends upon a reliable and robust IT infrastructure.)

Strategies:

- 2.1 Ensure that the data network, wired and wireless, is adequate to support the University's mission.
- 2.2 Expand the technology help desk to serve all faculty, staff, and students, including distance education students.
- 2.3 Adopt the security tools necessary to strengthen the University's protection against electronic intrusion, SPAM, viruses, and the like.

- 2.4 Keep the network security and redundancy hardware, software, policies and practices, and the disaster recovery plan, current and consistent with industry standards in higher education.
- 2.5 Expand the wireless network to include all University spaces.
- 2.6 Provide access to worldwide learning and scholarly resources through Internet 2.
- 2.7 Construct an integrated and centralized data center.

Goal 3: Best Practices in Enterprise Systems. Provide state-of-the-art systems for advising, student services, academic program planning, marketing, financial systems, human resources, and other support service operations.

(Directly advances objectives 1.9, 3.2, 4.4, 4.6, 5.1, 5.7, 5.10 of the University Strategic Plan. Provides information systems, support, and resources to analyze and support decisions for all strategic plan items.)

Strategies:

- 3.1 Deploy a human resources information system.
- 3.2 Appoint or hire a “super user” in each administrative department and college. The super user trains and assists department and college personnel in information systems and business practices within the office, acts as key contact with the Division of Information Technology, and is recognized and compensated for serving.
- 3.3 Make University documents available through the network to authorized users regardless of their location (e.g., an imaging system).
- 3.4 Integrate all administrative systems.
- 3.5 Continue to analyze and automate business processes.
- 3.6 Make institutional data accessible to the end users and consistent across time periods and University organizations.
- 3.7 Adopt the decision-support tools necessary to explore and analyze institutional data and create *ad hoc* reports.
- 3.8 Simplify and improve the identification card system for students and employees; the secure access to select University facilities; and the purchase of goods and services from vending machines, University retail outlets, and neighboring retail outlets.
- 3.9 Establish best practices for technology project proposal, planning, management, and evaluation procedures.
- 3.10 Develop and require systematic cost-benefit and return on investment (ROI) analysis for technology project proposals and track projects using project portfolio methodology.
- 3.11 Identify silos of information/data across the institution and integrate them into the University’s administrative system where appropriate.

Goal 4: Net-Centric Communication. Make the network the hub through which all members of the University community learn, teach, recruit, raise funds, communicate, share information, and work in a multi-site environment.

(Advances objectives 1.2, 1.3, 1.7, 2.2, 2.9, 3.2, 4.4, 4.5, 4.6, 4.7, 5.3, 5.7, 5.9, 5.10, 6.1, 6.2, 6.4, 6.7, 6.8, 7.1, 7.2, 7.3, 7.4, 7.5, 7.6 of the University Strategic Plan.)

Strategies:

- 4.1 Develop and maintain Web-based applications to support teaching, advising, assessment, recruiting, enrolling, bill paying, e-commerce, research, and community and professional service.
- 4.2 Provide mobile administrators and staff with mobile computing and networking devices.
- 4.3 Establish role-based technology skill requirements for staff and provide training sufficient to satisfy them.
- 4.4 Give visitors access to Roosevelt information through strategically placed kiosks.

Goal 5: Global Presence Via the Web. Continually improve the University's Web site as a marketing tool and the point of entry to University information.

(Advances objectives 1.2, 1.3, 2.1, 2.9, 3.2, 3.4, 3.8, 4.3, 4.4, 5.3, 5.7, 5.9, 6.1, 6.2, 6.3, 6.4, 6.6, 6.7, 6.8, 6.9, 6.10, 7.1, 7.2, 7.3, 7.4, 7.5, 7.6 of the Roosevelt Strategic Plan.)

Strategies:

- 5.1 Keep Roosevelt's public Web site, www.Roosevelt.edu, one of the best university web sites in the country. Offer customized services for both recruiting new students and providing superb student services, such as financial aid counseling, to prospective and current students.
- 5.2 Work proactively with all University offices to keep Web site content current, informative, and relevant to the University's strategic goals and objectives.
- 5.3 Standardize and centralize Web server infrastructure and administration following national best practices, customized to local Roosevelt needs, integrated with the new data center, and in coordination with all Web stakeholders, such as the faculty, students, RUOnline, RUAccess, and the Marketing Office.
- 5.4 Attract and keep visitors on the Web site by implementing interactive Web technologies.
- 5.5 Establish and maintain a polished and aesthetically pleasing graphical appearance.

What's Next

The Tactical Plan and Implementation Matrix

Immediately upon approval of this strategic-level plan, the Vice President for Technology and Chief Information Officer (VPT/CIO) will collaborate with the President and Vice Presidents to identify the individual responsible for

executing each strategy. The VPT/CIO will work with the individuals responsible for each strategy to develop a tactical plan in the form of an implementation matrix that indicates for each strategy:

- The **Responsible Party**, or the individual who has major responsibility for accomplishment of each of the IT strategies. In most cases, this individual will be a member of the Information Technology staff. In cases where the responsible party does not fall within IT, The CIO will consult with other vice presidents to identify individuals to assume the responsibility. Typically it will be the responsibility of this individual to develop or oversee the development of the annual operating plans and appropriate budget requests for each of the assigned strategies as well as more detailed project plans. This individual will involve, and in some cases delegate responsibilities to, appropriate colleagues and constituencies.
- **Key performance indicators** that identify completion characteristics or milestones of progress for strategies. Answers the question, "How will we know when we have achieved the goal?"
- **Dependencies**, which are those events or environments that must take place or be in existence before implementation of a strategy can begin.
Note: the funding dependency is not explicitly stated in each goal as it is assumed that all goals are dependent upon financial resources.
- **Action Items** are very specific events that must happen in order to execute a strategy. Examples of action items include items that must be purchased, personnel that must be hired, space that must be identified and renovated, and the like.
- The **Budget Requirements** for the five fiscal years covered by the plan.

Ongoing Planning

The goals and strategies of this plan are listed in rough priority order. However, the setting of priorities is an iterative process, depending on progress on overall University goals and IT goals, and will develop dynamically as the University progresses in all areas.

To ensure that the plan remains current and useful, the VPT/CIO will annually convene a task force to review and revise the plan. The University's accomplishments will be evaluated against the plan, with modifications made to the plan and its implementation as appropriate.

Appendix A – Strategic Planning Methodology

Strategic planning is a systematic process through which an organization agrees on priorities that are essential to its mission and are responsive to the internal and external environment¹. The planning process enables the organization to choose how best to respond to changes in the environment and enables it to focus resources to achieve its desired ends. Successful planning efforts build commitment among key stakeholders to help ensure that the plan will actively be used for guidance in operational decisions.² Successful strategic plans include the identification of individuals and groups who will take responsibility for the implementation of the goals and strategies identified in the plan. Successful planning is not a one-time event. It must be seen as an ongoing process because it is occurring in a dynamic and changing environment.

Roosevelt's Information Technology Advisory Council, representing the faculty, staff, and administration of the University, developed the Information Technology Strategic Plan during a series of meetings starting in the fall of 2003. In addition, input was received from students, faculty, administrators, and staff to ensure that University-wide technology issues were addressed by the plan. The process used for the development of this plan is a variation of the organizational transition methodology described in *Organizational Transitions*, 2nd edition, by Beckhard and Harris. This methodology is based upon the principle that:

... a core dilemma for executives and leaders is how to maintain stability in their organizations and, at the same time, provide creative adaptation to outside forces; stimulate innovation; and change assumptions, technology, working methods, roles and responsibilities, and the culture of the organization itself.³

The planning approach that was adapted for use at Roosevelt, adapted from the methodology proposed by Beckhard and Harris, followed these steps:

- Development of a vision of how information technology should add value in support of Roosevelt's vision, mission, and goals
- Development of guiding principles that should govern Roosevelt's decisions and actions
- Development of goals and strategies to enable Roosevelt to move forward toward its vision for information technology in alignment with its overall vision, mission, and goals
- Development of an implementation plan that charts the responsible parties, key performance indicators, and timelines for completion of the University's information technology goals and strategies

¹ Michael Allison and Jude Kaye, *Strategic Planning for Nonprofit Organizations* (New York: John Wiley & Sons, 1997), p. 1.

² *Ibid*, p. 2.

³ Richard Beckhard and Reuben T. Harris, *Organizational Transitions: Managing Complex Change*, 2nd ed., (Reading, Massachusetts: Addison-Wesley Publishing Company, 1987), p. 1.