USEK Campus Information Technology Strategic Plan August 2008-2012

Table of Contents

Executive Summary Introduction Information Technology Vision Information Technology Strategic Goals and Imperatives

Goal #1: Empower and Enhance Teaching, Learning and Research Develop an Information Technology Support Plan for Learning and Teaching Assessment of the Use of Technology in Teaching and Learning: Online Course Management: Distributed and Distance Learning Model Instructional Data Storage and Management Services: Classroom/Open-access Computing Lab Technology and Support Teaching and Learning Support, Development and Training Incentives and Support Information Technology Literacy Develop a Plan for Information Technology Support of Research Connection and Communication with IT Services

Goal #2: Build and Expand Secure, Robust, and Reliable

Access to Information and Technology and Ensure Continuous Innovation Classroom Network Infrastructure Support and Enhancement Management and Distribution of Servers Software Licensing and Management Security Wireless Information Technology Availability Disaster Recovery Planning and Funding for Technology Connectivity Enhancement Access to Computers and Networks Student Computer Ownership Policy Seamless Access to Information, Research and Digital Resources Support Model for Innovation Process for Generation of Innovative Ideas Evaluation and Testing Processes Approval and Funding Process Deployment Strategies

Goal #3: Promote Customer-centered Information

Technology Services and Support

Customer Service Support Model

Communication Channels

Coordination and Management of Projects

Availability of Information Technology Services and Support

Formal Communication Processes

Support and Training

Printing and Imaging Services

Manage the USEK campus web site

Goal #4: Plan and Manage Information Technology

Formally implement new information technology advisory committees to ensure campus-wide input and involvement Information Technology Planning Strategic Planning Financial Planning Quantitative Measurements Communications Integration with University Planning Information Technology Operations and Management Recommendation

Executive Summary

This document is a description of the USEK Information Technology (IT) Strategic Plan. What follows is a brief report of the major sections of this document.

The "Introduction" section describes the reason USEK developed an information technology strategic plan and why the University felt the need to develop a plan specific to the USEK. The processes initiated by the University to meet this objective involved establishing an appropriate committee, gathering data, and consolidating the information into the following document.

The "Information Technology Vision" section describes the vision for IT, as it relates to the USEK Campus.

Introduction

Last year USEK completed a comprehensive, University wide Information Technology Strategic Study.

As stated in the plan "... USEK has recognized the critical need to develop a University-wide information technology strategic plan and an ongoing planning process to ensure it maintains its competitive edge and continues to prosper in the future."

As the student, faculty and staff population of the University continues to grow, the academic curriculum continues to expand and more buildings are added to the campus, it is important that the technology within the campus continues to meet or exceed the needs of all its groups. To address this issue and the development of an appropriate plan, Fr. Moukarzel, Director of USEK Main Library and Mr. Samir Abi Frem, along with the full support of President Fr. Mahfouz, established an IT Steering Committee.

Information Technology Vision

Information Technology at USEK will encourage, support, enable student learning, faculty productivity and administrative support and efficiency by maintaining a transparent and secure environment for learning, teaching, creative endeavors and research.

Information Technology Strategic Goals and Imperatives

Following are the strategic goals and their imperatives (specific strategies critical to reaching the strategic goals).

Goal #1: Empower and Enhance Teaching, Learning and Research

Teaching, learning, research and creative scholarly environments are empowered and enhanced by the transparent and seamless uses of technology. These uses of technology provide an environment conducive to effective and inspired teaching and learning, to scholarly research and creativity and to continued professional development of faculty, students and staff.

Following are the imperatives for reaching this goal:

Develop an Information Technology Support Plan for Learning and Teaching

The campus will establish a well-communicated and collaborative model that provides highlevel support for instructional design and advanced technological and pedagogical innovation, as well as basic-level support for the use of academic technology in course content and/or course management and organization. This support will be grounded in sound principles of learning and in a thorough knowledge of integrating technology for effectiveness and efficiency. The information technology support model should build on the existing strengths and available campus resources, as well as external resources and collaborative opportunities available to the University.

In developing the model, the following should be addressed:

Assessment of the Use of Technology in Teaching and Learning:

Create multiple means of evaluating technology-assisted teaching and learning throughout students' engagements at USEK.

Ensure communication of results and methods for improving the quality of using technology in teaching and learning.

Online Course Management:

Collaborate with students, faculty and researchers to develop online learning materials, template(s) and media to enhance the learning experience for all students. We should build a robust web-based learning infrastructure to support courses at the campus.

Distributed and Distance Learning Model:

Recognizing the general trend in higher education to deliver courses in innovative ways, develop a step-by-step process for faculty to use in creating distributed and distance learning courses to meet the diverse needs and expectations of students and faculty members.

Instructional Data Storage and Management Services:

Provide data storage and management services for instructional resources including digital, audio and visual libraries. Communicate the resources available and the process for accessing them.

Classroom/Open-access Computing Lab Technology and Support:

Provide technology-rich physical and virtual classrooms and open-access computing labs for teaching and learning that are consistent across the campus while reflecting the programmatic needs of the individual disciplines. Computing classrooms and open access labs should be comfortable and aesthetically pleasing. Review and improve the current standards and levels of support provided for all open-access computing labs within the campus. Identify emerging opportunities/technologies to experiment with and prototype. Establish a program to ensure that technology in all open-access computing labs and classrooms is current and refreshed. Develop a plan to enhance traditional classrooms with appropriate technology and pursue the funding to implement the plan.

Teaching and Learning Support, Development and Training:

Provide comprehensive support, development programs, training activities and software access in the appropriate use of teaching and learning technologies.

Incentives and Support:

Establish appropriate incentives and support so that faculty and staff are encouraged in the creative use and application of information technology for teaching, research and service.

Information Technology Literacy:

Participate with IT Services and our community in collaboration to establish specific goals for information technology literacy across the University recognizing the diversity of information technology fluency among students, faculty, staff and the need for discipline-specific goals.

Facilitate the development of training and support programs to meet those goals at the USEK so all can be full participants in the information technology community.

Develop a Plan for Information Technology Support of Research:

The campus, in coordination with IT Services, will establish a well communicated and collaborative plan that provides support for faculty research in appropriate areas.

Connection and Communication with IT Services:

Develop a process for dialogue and cooperation regarding computing resources for research, between IT Services and campuses. This plan should include: communication of the availability of computing resources for research at USEK that are accessible to faculty; evaluation of the needs of campus faculty for computing resources for research and a collaborative approach to meeting research computing needs for faculty by IT Services.

Goal #2: Build and Expand Secure, Robust, and Reliable Access to Information and Technology; Ensure Continuous Innovation

Information technology provides seamless and integrated access to information education and research resources for all students, faculty and staff recognizing the diverse and special needs within each of these groups.

Following are the imperatives for reaching this goal:

Classroom Network Infrastructure Support and Enhancement:

Preserve and enhance the network infrastructure through an ongoing commitment to upgrade, extend and diversify its capabilities and support.

Regularly refresh the network services, introducing newer versions of supported operating systems and key applications (e.g., file, print, and backup) as they become available and in accordance with the campus academic calendar.

Management and Distribution of Servers:

Develop a model for effective management of network file servers including a replacement cycle and the consolidation of distributed servers with more capable and reliable centrally managed server clusters.

Software Licensing and Management:

Evaluate opportunities for providing universally available software licenses to support multiple platforms, developing processes to support volume purchasing of software, creating access regardless of geographic location and offering central maintenance.

Security:

Develop a model to ensure a strong foundation for information technology security coordinated with University continuous operations planning. Develop and implement policies and procedures to protect the security of campus information technology and institutional data, safeguard personal privacy and respect intellectual property rights, while at the same time promoting academic freedom with access to information.

Wireless:

Aggressively pursue the creation of a community-wide wireless infrastructure by expanding and coordinating wireless access consistent with the campus mission and scope.

Information Technology Availability:

Develop service level agreements for the availability of the information technology infrastructure and application services and detail the availability for normal periods as well as post disaster periods. Use service level agreements to determine required acceptance testing, stress testing, production outage windows, appropriate deployment of 24x7 infrastructure and continuous operations activities.

Disaster Recovery:

Develop, document and test adequate disaster recovery scenarios and procedures to deal with major disasters affecting technology service availability.

Planning and Funding for Technology:

Develop and fund a model for the availability of consistent, up-to-date technology and an "acquire, retire and upgrade" cycle for computers, software and other information technology. Implement processes and measures to ensure consistent currency across the campus.

Connectivity Enhancement:

Provide students, faculty and staff with uniform and reliable access to computing, research servers, and network services and resources, on- and off-campus.

Access to Computers and Networks:

Explore the needs and opportunities for location-independent access to services including technology support, the Internet, University networks and other emerging research networks.

Student Computer Ownership Policy:

Investigate models used at other universities that range from required student computer ownership to University-provided computers for all students in the student body. Develop appropriate policies and plans for the campus.

Seamless Access to Information, Research, and Digital Resources:

Develop a model for efficient integration of a seamless and consistent access to the University's information resources including libraries, media, computing, telecommunications and services such as the Internet.

Support Model for Innovation:

Develop and promote a support model for innovation and early adopters that supports this philosophy.

Process for Generation of Innovative Ideas:

Define a process for ongoing collaboration and formal interactions with peers, vendors, University colleagues and higher education contacts to track technologies and trends and to generate innovative ideas.

Evaluation and Testing Processes:

Develop processes to continually and critically evaluate these ideas in "test-bed" environments, based on the perceived value to the campus's core competencies and the expectation of interest from potential collaborators.

Approval and Funding Process:

Develop a plan for equipment and software acquisition that includes, but is not limited to research, purchasing, fiscal responsibility, support and interface with computing services.

Deployment Strategies:

Develop and implement deployment strategies for mainstreaming applicable innovative technologies.

Goal #3: Promote Customer-centered Information Technology

Services and Support

Information technology encourages and supports an operational environment that is customercentered and provides quality assurance for information technology services and support. Following are the imperatives for reaching this goal:

Customer Service Support Model:

Identify USEK University information technology clients: clients with special needs, their characteristics, their expectations and needs. Explore options for and implement a customer service support model to meet the client needs and that provides reliable, ubiquitous access to and support for the use of information technologies. The model will provide suitable and appropriate technology support across the University and should explore the following service components:

Distribution of support staff to provide an optimal support structure and ensure continued levels of appropriate support.

Description: Support for multiple hardware and software platforms and applications

PUser training

Duriversity-wide problem reporting and tracking processes.

Service level agreements

Client satisfaction metrics

PContinuous improvement processes

Communication Channels:

Increase coordination and communication among the many providers, supporters and users of information technology at USEK University.

Coordination and Management of Projects:

Improve internal coordination and management of projects, including more formal coordination across division groups between USEK and its campuses and increased communication and engagement with the University community.

Availability of Information Technology Services and Support:

Improve communication with clients about available information technology services and support.

Formal Communication Processes:

Define and manage the user environment and experience through formal processes that guide service level, technology evaluation, release management, system management documentation, user requirements and feedback.

Support and Training:

Provide information systems support and training to assist the community in performance of business-related or administrative processes.

Printing and Imaging Services:

Develop a model for printing and imaging services to support the needs of the students, faculty and staff.

Manage the USEK campus web site:

Develop a plan to manage the web site so that it is a current, accessible, dynamic and engaging resource for the University, prospective students and the community.

Goal #4: Plan and Manage Information Technology

Information technology is effectively and efficiently planned, managed and reflects the complexity of the University's information technology environment and the need for increased participation and communication with a wide array of University's constituents.

Following are the imperatives for reaching this goal:

Formally implement new information technology advisory committees to ensure campus-wide input and involvement.

Information Technology Planning

Strategic Planning:

Develop, gain approval for, and fully implement a campus-wide information technology strategic plan with means for continuous improvement.

Establish and implement an ongoing information technology planning process that continually assesses and evaluates information technology at USEK.

Financial Planning: Prepare a campus long-range information technology financial plan spanning operating, capital and development budgets and incorporating long-term information technology needs.

Quantitative Measurements:

Develop quantitative measures that will assess the accomplishment of the strategic goals.

Communications:

Develop and implement ongoing coordinated information technology communications and feedback mechanisms for students, faculty and staff.

Integration with University Planning:

Ensure that information technology is integral to all major strategic planning efforts across the campus.

Information Technology Operations and Management:

Establish an information technology operational environment that aligns operations and management of information technology throughout the University and is adequately supported so that:

PCosts are effectively managed.

2 Services have the resources required.

PResource alternatives are explored.

DResources are shared and used to their maximum potential.

Collaboration is a priority.

Services are continually assessed and improved.

Recommendation

Developing an IT Strategic Plan is only the first step in the process of maintaining and improving how we meet the technological needs for USEK.

As the campus continues to expand and adds more faculty, staff, students and buildings, its technology must change and adapt to keep it current and competitive. USEK must revive and redefine a technology committee that will be tasked with the following functions:

- Develop a campus-wide IT Project Plan
- Identify and define IT projects that will meet the objectives stated in this document. The plan will include a tentative time line, responsible person/department and cost to completion.
- Prioritize all the projects on the list.
- Develop regular meetings schedule to evaluate the current global state of technology to see if any adjustments need to be made to the USEK IT Strategic Plan.
- Evaluate the status of each project that is in-process, to insure that it is on time and on budget.

- Assess the current list of projects for possible adjustments.
- Report to the Executive Director on current project status and other recommendations on the status of technology at USEK.
- Address other issues related to the current and future state of technology on campus.