RADFORD UNIVERSITY

Information Technology Services

INFORMATION TECHNOLOGY STRATEGIC PLAN 2019-2024

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INTRODUCTION

Letter from the Associate Vice President and CIO

Radford University has developed a robust and reliable technology architecture that the campus community relies on for daily business. This is accomplished through a dedicated team of IT professionals that work tremendously hard to meet the ever-changing needs of the campus community.

The Information Technology Strategic Plan 2019-2024 serves as a high-level guide to help set goals and objectives to support the academic and business needs of the campus community. The plan was commissioned with participation from: a core strategic plan task force made up of key senior leaders in Information Technology Services (ITS); the entire leadership team and staff of ITS; and input and feedback from the Information Technology Advisory Committee.

As we look forward to the journey ahead and playing a part in the future of technology at this great institution, we welcome your comments and continued conversation about technology at Radford University.

Sincerely,

Ed Oakes
Associate Vice President for Information Technology & CIO

Mission

Information Technology Services is committed to delivering a strategic advantage to Radford University by fostering creative and innovative use of technology to achieve the University's objectives. The division promotes effective stewardship of information assets and provides a secure, highly reliable technology infrastructure along with high-quality, customer-oriented services and support, so as to meet the ever-changing needs of the University community.

Departments

Electronic Engineering and Communication Services designs and maintains campus electronic learning spaces, the WVRU radio station, cable TV and digital signage. In addition, staff support audio-visual (AV) events, live streaming and broadcast television access.

Enterprise Systems provides systems analysis, design, programming, reporting and implementation services supporting core university administrative systems and business processes.

Identity Services and IT Audit Compliance maintains the identity and access management environment, and supports IT audit, policy and compliance initiatives.

Information Security protects the confidentiality, integrity and availability of the university's computer systems, electronic data and networks.

IT Infrastructure provides a secure and highly reliable server and network infrastructure.

Technology Support Services provides high quality, customer-oriented technology support for the instructional, research and business needs of the university community.

Web and Mobile Technologies provides technical development, support, integration and maintenance of the University's web presence, OneCampus portal, RUMobile and other web applications.

DIRECTION

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Purpose

In January 2018, Radford University released a new strategic plan, *2018–2023 Strategic Plan: Embracing the Tradition and Envisioning the Future.*

The *2019-2024 Information Technology Strategic Plan* aligns technology goals and objectives with the University's strategic vision, and establishes a framework for future technology decisions and initiatives.

The IT Strategic Plan will be updated following any major revisions to the university's strategic plan.

Guiding Principles

1. Implement technology and services based on defined functional needs and the strategic objectives of the University.

2. Design and support new systems and technologies with integration and ease of use as expected features.

3. Manage IT projects in accordance with industry best practices.

4. Implement cost effective technology solutions and standards.

5. Provide responsible stewardship for University budgets and resources.

6. Maintain appropriate technology lifecycles that optimize value and productivity for the University.

7. Value and encourage engagement, open communication and collaboration across the organization.

8. Provide trusted and reliable systems.

9. Maintain a high level of security and privacy for sensitive data.

10. Value employee diversity and commitment to excellence.

11. Implement and support accessible IT systems.

12. Recognize that people supporting and using technology are more important than technology itself.

13. Maintain focus on innovation while anticipating changes in technology and the needs of customers.

14. Promote a responsive governance structure to engage the University community in decisions and strategic directions for IT.

"Radford University is known for its technology-driven teaching methods and approaches to learning.

"Technology graces all nooks and crannies of the campus. Even so, the University has an opportunity to elevate the utilization of innovative technology in order to enhance teaching, learning and administrative functions.

"Such activities will result in increased access to education for all, including students with disabilities and those living in rural areas, while also decreasing learning and working disruptions and increasing communication with stakeholders."

2018–2023 Strategic Plan: Embracing the Tradition and Envisioning the Future

# Governance and Review Process

The Information Technology Advisory Committee (ITAC) is comprised of representatives from all segments of the university to include faculty, students and staff. The committee acts as a sounding board and provides feedback and recommendations to the Information Technology Services (ITS) on such topics as: new and existing technology, ideas and solutions; technology refresh cycles; updates to instructional technology and software; and development, review and implementation of IT policies and standards.

Planning for a new Information Technology Strategic Plan began in June 2018. A core group of the ITS leadership team met during the summer to develop a project plan and initial requirements. In September, the ITS leadership team met during the annual retreat to discuss and finalize a draft of the goals and objectives.

The draft goals and objectives were introduced to the entire division during the October quarterly meeting, and to the ITAC in December. Both groups were encouraged to review and provide feedback to the leadership team.

The Vice President for Information Technology and Chief Information Officer approved the plan in April 2019 and then submitted it to the President for final review.

STRATEGIC PLAN

"We must adjust to the speed at which society is moving! For this to occur, we must focus on innovation and being responsive to societal needs. Therefore, we will allow innovation to drive our strategic planning and witness our vision and mission come to life."

Brian O. Hemphill, Ph.D. (President 2016-2021)
Investiture Ceremony, Inaugural Address

Goal 1 Provide technologies and services to support academic excellence, innovative teaching and student-centered learning.

Objective 1.1: Collaborate with faculty to design, build, maintain and support technology rich and pedagogically flexible physical and virtual learning spaces.

Objective 1.2: Collaborate with faculty to identify opportunities to enhance instruction, research and service through the use of information technology.

Objective 1.3: Offer educational opportunities for faculty on the use of instructional technologies.

"I wanted to reach out and thank you for all of your help on this year's SGA Elections. If it wasn't for you, I would not have been able to do it! I will be graduating this year so you will have fresh, new members to teach! Thanks again for your amazing work over the years."

Cody Hartley
Vice President
Student Government
Association
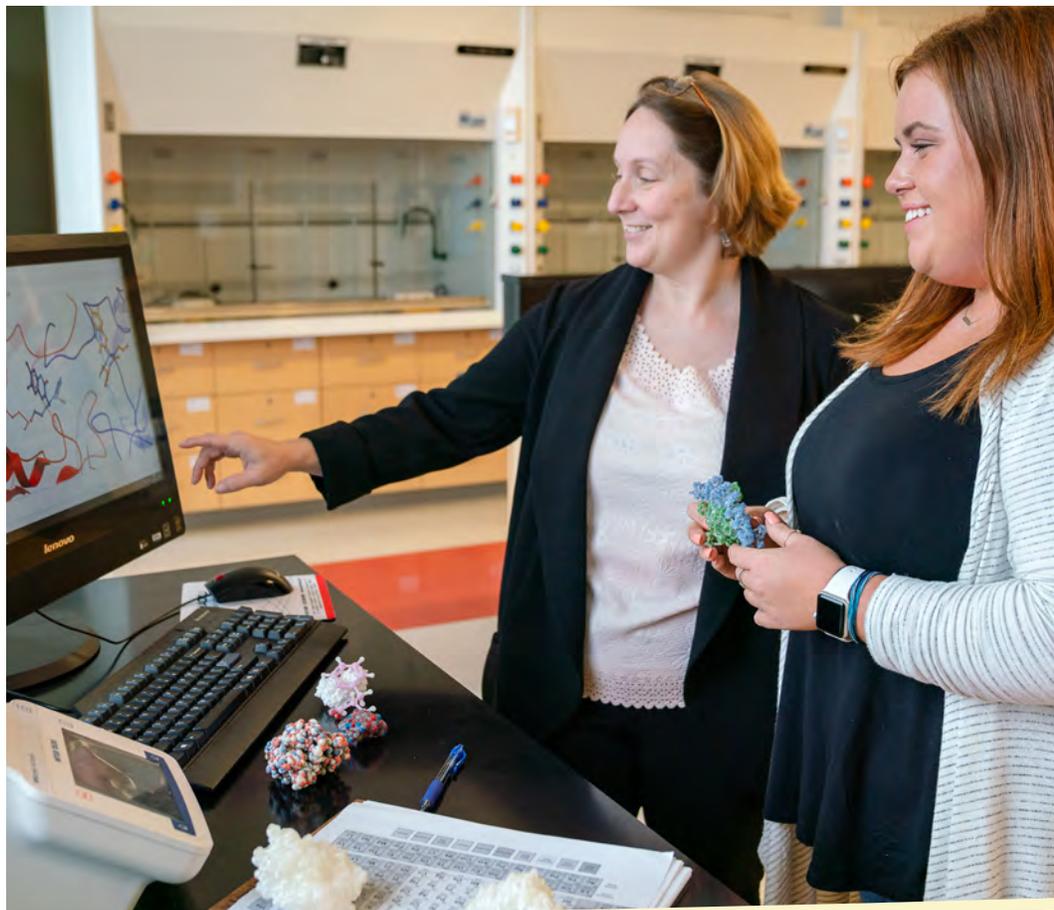
> "Now more than ever, enrollment leadership requires a coordinated campus team to respond to emerging internal challenges as well as shifting external forces."
>
> Leslie Crosley and Jim Scannell
> "Meeting Today's College Enrollment Goals While Preparing for the Future"
> University Business, April 2017

Goal 2 Support strategic enrollment growth and student success with flexible, adaptable systems and services.

Objective 2.1: Support student recruitment, retention and success strategies with robust technologies, integrations and data analytics.

Objective 2.2: Empower current and prospective students with responsive self-service access to personalized information and resources.

Objective 2.3: Offer opportunities for students to gain real-world technology experience and increase marketability after graduation.

Goal 3 Promote an IT culture committed to excellence, innovation and customer service.

Objective 3.1: Recruit and retain talented and qualified staff committed to providing exceptional customer service under visionary, empathetic leadership.

Objective 3.2: Evaluate and adjust organizational structure and processes as needed to optimize the alignment of IT resources and University needs.

Objective 3.3: Communicate regularly regarding IT news, information, updates and changes to ensure a well-informed campus community.

Objective 3.4: Engage students, faculty and staff to solicit feedback on system enhancements, new technologies, and services.

Objective 3.5: Provide guidance and recommendations on the selection and use of systems and services to support the technology needs of the campus community.

Objective 3.6: Leverage project management methodologies and best practices to effectively plan for new and innovative technologies.

Objective 3.7: Invest in technology training to increase the knowledge and skills of University employees to stay abreast of rapidly changing technologies.

Objective 3.8: Provide superior customer service for faculty, staff and students in the use of campus technologies.

Objective 3.9: Provide IT infrastructure, systems and support for the success of new campus initiatives.

Objective 3.10: Promote an IT culture of sustainability.

"Connie worked late hours and early mornings to copy over 75 sections of materials in a very short timeframe. Connie is an invaluable asset to your team. Thank you so much to her and your division for sharing such an asset."

Jason Lucas
New Student & Family Programs

Goal 4 Improve operational efficiencies and access to data through integrated administrative systems.

Objective 4.1: Integrate administrative systems to reduce duplication of data, enhance functionality and streamline user access to services.

Objective 4.2: Develop and maintain a reporting environment that supports strategic planning and decision making using dashboards, reports, business intelligence and analytics.

Objective 4.3: Consult with departments to continually evaluate and re-engineer business processes and information workflow to optimize productivity and system capabilities.

Objective 4.4: Increase electronic access to data and reduce the use of paper forms and reports.

Objective 4.5: Develop and implement a strategy to maintain a modern portal environment to better serve the evolving needs of University constituents.

"Thanks, the technology worked flawlessly."

Dr. Murugappa Krishnan
Dept of Accounting & Finance

"You and your team are always supportive but the project mentors this semester went above and beyond."

Dr. Jeff Pittges
Department of Information Technology
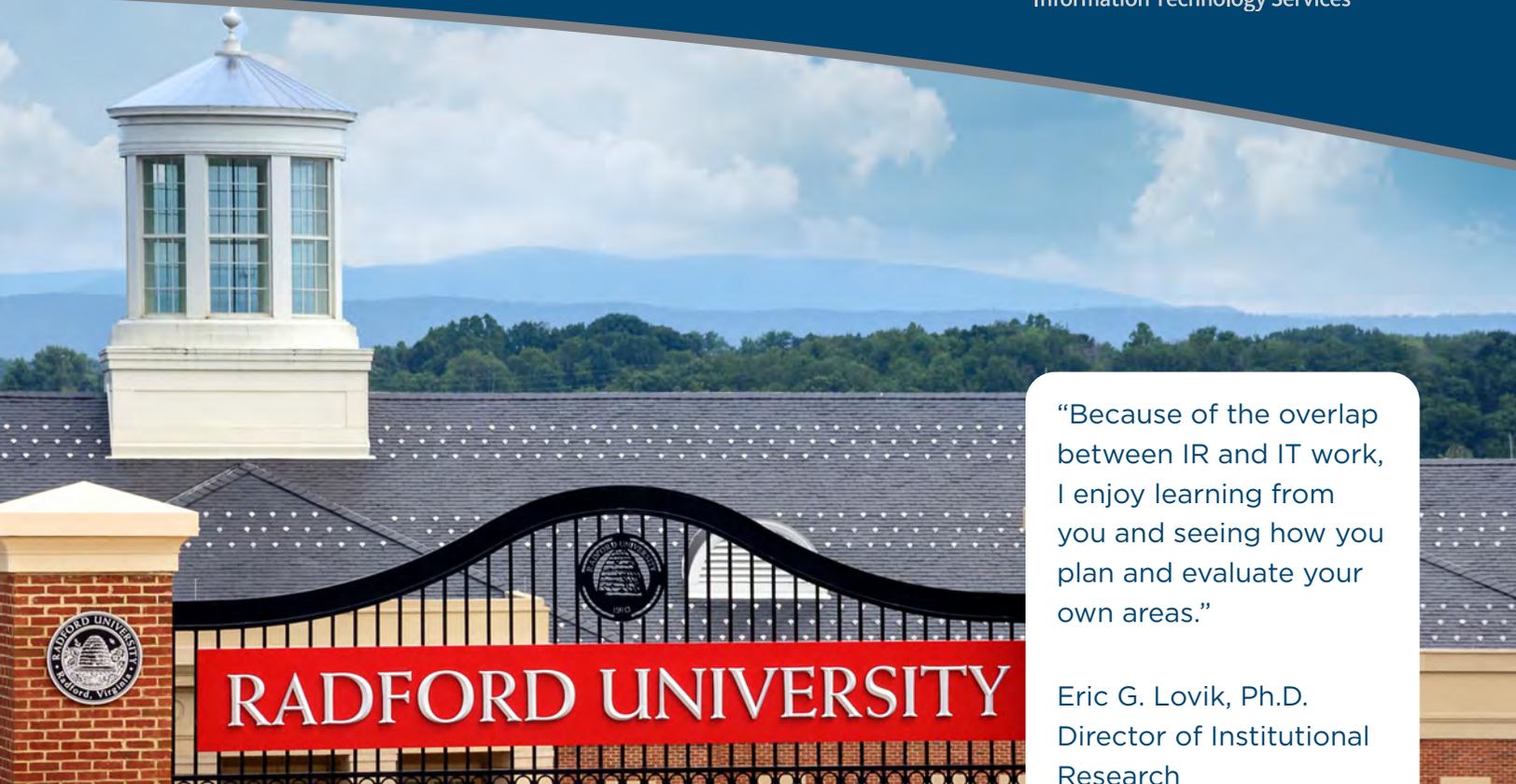
"Because of the overlap between IR and IT work, I enjoy learning from you and seeing how you plan and evaluate your own areas."

Eric G. Lovik, Ph.D.
Director of Institutional Research

# Goal 5 Continually explore methods to enhance services and availability while reducing costs.

Objective 5.1: Maintain a robust, highly available and reliable IT infrastructure while maximizing performance and minimizing single points of failure.

Objective 5.2: Evaluate and use virtualization technologies and hosted/cloud services when secure, cost effective options are available.

Objective 5.3: Implement lifecycle replacement and upgrades of hardware, software and systems to meet business needs in a cost effective manner.

Objective 5.4: Leverage public and or private partnerships with other organizations to reduce costs.

Objective 5.5: Review contracts on a regular basis to ensure licenses are in line with current needs.
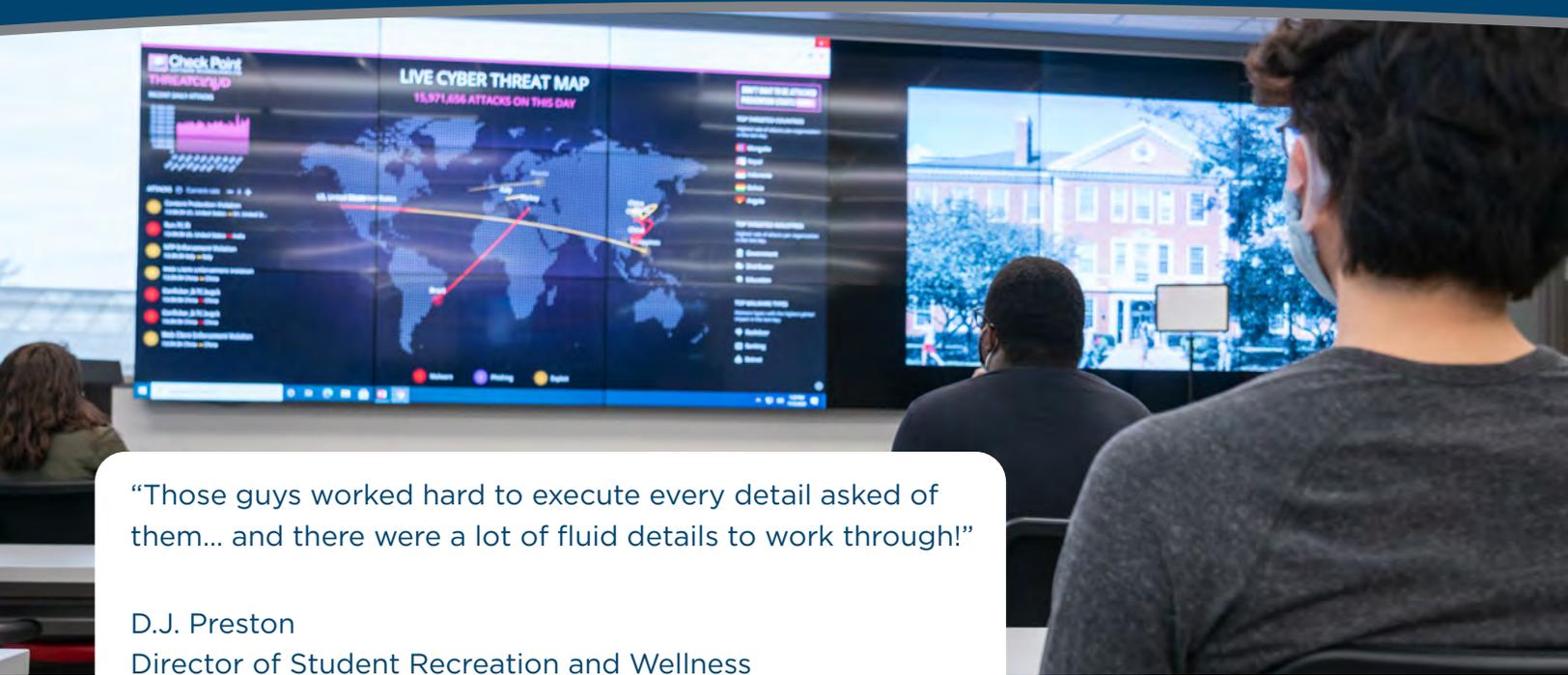
> "Those guys worked hard to execute every detail asked of them... and there were a lot of fluid details to work through!"
>
> D.J. Preston
> Director of Student Recreation and Wellness

Goal 6 Build and maintain a secure IT environment while balancing security, usability and access.

Objective 6.1: Promote IT security awareness and training to minimize security threats and incidents.

Objective 6.2: Implement and adhere to security policies and standards and security best practices.

Objective 6.3: Maintain readily available documentation to ensure business continuity in the event of an unplanned disruption.

Objective 6.4: Continually monitor and enhance the security of the University's information assets.

Objective 6.5: Use effective change management processes to minimize risks through review and approval of documented changes to hardware and software.

Objective 6.6: Foster partnerships with local, regional and Commonwealth security professionals.

Goal 7 Provide state of the art technologies to support communication and branding

Objective 7.1: Collaborate with the campus community to continually enhance the digital environment to support and promote the University's mission.

Objective 7.2: Provide and support web and mobile technologies to meet the changing needs of the University.

Objective 7.3: Enhance electronic communications and services to the University and surrounding community by leveraging relationships and developing partnerships using radio, TV and digital signage.

"He knew what needed to be done and did it all with a delightful attitude and was a friendly addition to our conference."

Dr. Brad Bizzell
School of Teacher Education & Leadership

PLANNING AND EXECUTION

The *2019-2024 Information Technology Strategic Plan* provides the framework and guidance for evaluating technology decisions, new technology initiatives and annual operational planning.

Targeted projects and operational strategies will be proposed and prioritized with consideration of institutional priorities and annual budget development.

The project portfolio and operational plans will track progress toward strategic goals and objectives.

Progress toward meeting these goals and objectives will be documented in the Information Technology Annual Report.
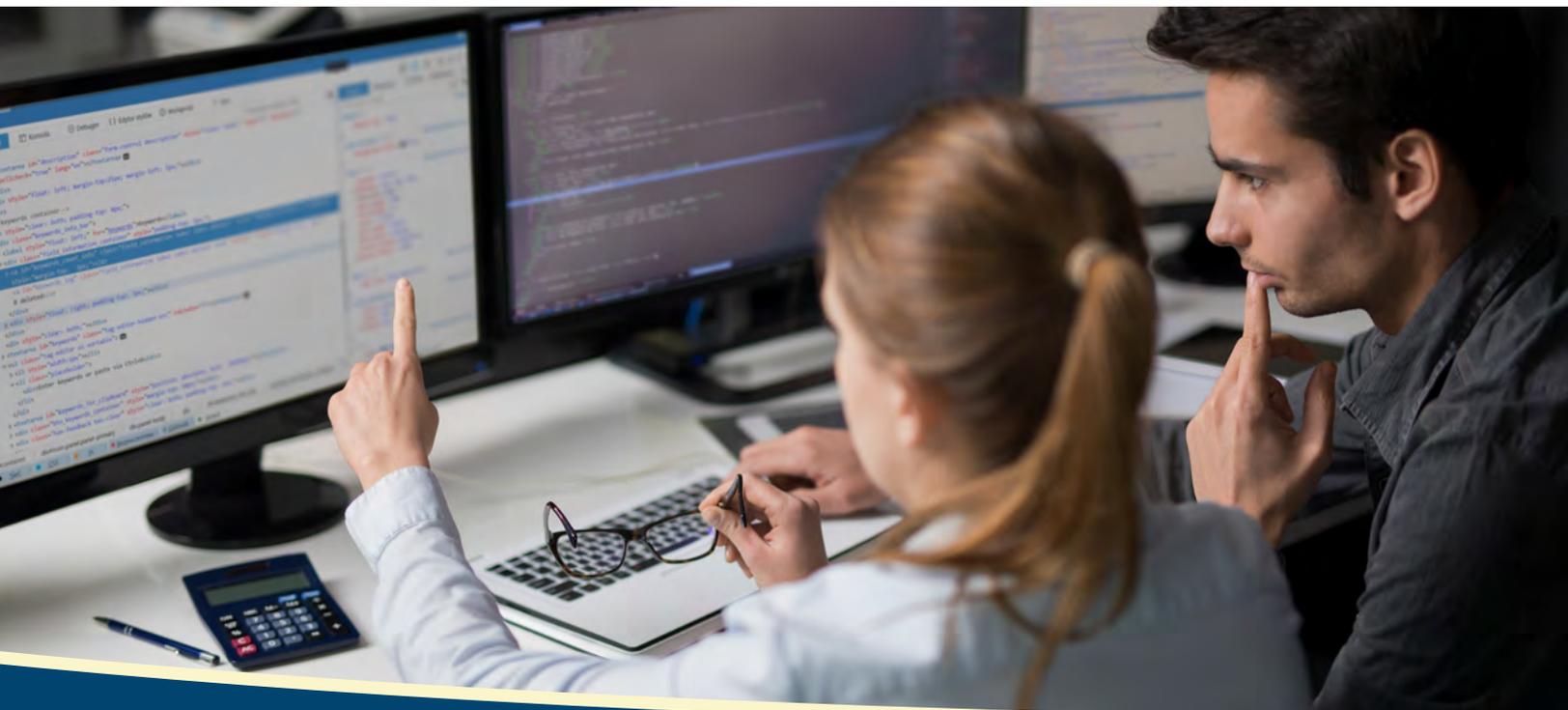
INFORMATION TECHNOLOGY ANNUAL REPORT

IT STRATEGIC AND OPERATIONAL PROJECTS (ANNUALLY)

INFORMATION TECHNOLOGY STRATEGIC PLAN (2019-2024)

UNIVERSITY STRATEGIC PLAN (2018-2023)

Radford University Mission

As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, **Radford University empowers students from diverse backgrounds by providing transformative educational experiences,** from the baccalaureate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.