IT Strategic Priorities 2018-2021
Strategic Priorities

Over the next four years, the Division of Information Technology will focus on the following Strategic Priorities...

1. Advance the academic and research missions of the university
2. Enhance the student digital experience
3. Improve administrative efficiencies
4. Establish a best-in-class service delivery model
5. Provide a reliable and flexible technology infrastructure
Strategic Priority 1: Advance the academic and research missions of the university

The preeminent priority of the Division of Information Technology will be to make substantive contributions to the teaching and research missions of the university.

OBJECTIVES:

A. Collaborate with teaching organizations across campus
B. Improve the efficacy of the classroom resources
C. Incorporate new tools into learning environments
D. Expand research and high-performance computing capabilities
E. Design and implement storage solutions that directly support research initiatives
F. Strengthen pre- and post-award processes and systems
Advance the academic and research missions of the university

Objective 1A: Collaborate with teaching organizations across campus

**ACTION ITEMS:**

1. Define clear roles and responsibilities for all teaching support groups
2. Work with teaching support groups to rationalize service offerings
3. Develop clear marketing and communication for teaching support services
Advance the academic and research missions of the university

Objective 1B: Improve the efficacy of classroom technological resources

**ACTION ITEMS:**

1. Assess current classroom technology environments and tools
   - Develop a classroom technology roadmap
2. Improve adoption of current classroom technology
3. Develop comprehensive training and support models for learning enhancement tools
4. Implement responsive classroom technology support model
5. Collaborate with the Provost’s Classroom Enhancement and Scheduling Committee
Advance the academic and research missions of the university

Objective 1C: Incorporate new tools into learning environments

**ACTION ITEMS:**

1. Assess current teaching tools with relevant governance groups
2. Close gaps in current teaching technology tools
3. Establish research and development function to evaluate current tools
4. Build software development capabilities to fill gaps in the marketplace
Advance the academic and research missions of the university

Objective 1D: Expand research & high-performance computing capabilities

**ACTION ITEMS:**

1. Establish IT Research Council to prioritize investments in IT research
2. Develop a plan for sustainable research infrastructure investment
3. Build-out sustainable research support resources
4. Develop marketing and communication tools for IT research assets
5. Expand participation at national high-performance computing centers
6. Form partnerships with commercial and government organizations
7. Support development of research data management plans
Advance the academic and research missions of the university

Objective 1E: Design and implement storage solutions that directly support research initiatives

**ACTION ITEMS:**

1. Implement best practices for research data storage
2. Develop clear guidelines on data management solutions
3. Offer tiered research storage solutions
4. Leverage cloud for research computing and storage
Advance the academic and research missions of the university

Objective 1F: Strengthen pre- and post-award processes and systems

ACTION ITEMS:

1. Assess current pre- and post-award systems
2. Build roadmap for best-in-class processes and systems
3. Collaborate with key stakeholders for input and system adoption
Strategic Priority 2: Enhance the student digital experience

The Division of Information Technology will equip students with the technology necessary to achieve academic success.

OBJECTIVES:

A. Engage students in governance processes
B. Develop a wireless roadmap
C. Establish consistent use of learning tools
D. Develop a technology portal that combines various resources into one centralized, searchable location
E. Develop student-centric applications
Enhance the student digital experience

Objective 2A: Engage students in governance processes

**ACTION ITEMS:**

1. Assess student needs through the Student IT Advisory Committee
2. Place student representatives on various IT governance bodies
Enhance the student digital experience

Objective 2B: Develop a wireless roadmap

**ACTION ITEMS:**

1. Build-out Wi-Fi
2. Monitor and rationalize network traffic
3. Continually benchmark our performance against peer institutions and industry standards
Enhance the student digital experience

Objective 2C: Establish consistent use of learning tools

**ACTION ITEMS:**

1. Establish preferred solutions in classroom technology
2. Create a Classroom Technology Governance Council
3. Develop a technology adoption plan and related metrics
Enhance the student digital experience
Objective 2D: Develop a technology portal that combines various resources into one centralized, searchable location

ACTION ITEMS:

1. Establish the process and governance structure for the portal build-out
Enhance the student digital experience

Objective 2E: Develop student-centric applications

**ACTION ITEMS:**

1. Build an application portfolio to meet student needs
2. Employ students in the development of technology
3. Continually consult and learn from individuals who have grown up with easily-accessible technology (digital natives)
Strategic Priority 3:

Improve administrative efficiencies

We will work to streamline administrative systems and processes to minimize overhead and duplicated work.

OBJECTIVES:

A. Improve business processes
B. Integrate university systems
C. Improve business intelligence and analytics capabilities
D. Eliminate redundant technologies
Improve administrative efficiencies

Objective 3A: Improve business processes

**ACTION ITEMS:**

1. Establish a Business Process Improvement Center of Excellence
2. Adopt formal Business Process Improvement methodology
3. Establish a formal Change Management methodology
4. Create a business case for process improvements
5. Improve access to and understanding of university data
Improve administrative efficiencies
Objective 3B: Integrate university systems

ACTION ITEMS:

1. Assess current systems and their benefit to the organization
2. Develop a current application portfolio
3. Draft an application disposition roadmap to assess current systems and their benefit to the organization
4. Implement a standard integration technology solution
5. Eliminate obsolete systems
Improve administrative efficiencies
Objective 3C: Improve business intelligence and analytics capabilities

**ACTION ITEMS:**

1. Build a Business Intelligence/Analytics Center of Excellence
2. Establish a community of practice across the system
3. Develop a roadmap and establish standards for Business Intelligence/Analytics
4. Enhance and improve compliance reporting capabilities
Improve administrative efficiencies

Objective 3D: Eliminate redundant technologies

ACTION ITEMS:

1. Establish a Technical Review Board
2. Develop a Technical Reference Model
3. Eliminate redundancies where possible
Strategic Priority 4: Establish a best-in-class service delivery model

The services offered by the Division of Information Technology should be easily accessible, competitively priced, and repeatable.

OBJECTIVES:

A. Implement a robust Service Management program
B. Recruit, retain, and develop top talent
C. Develop sustainable billing/funding model
D. Identify and eliminate duplicate IT service offerings
E. Establish a solid governance model
Establish a best-in-class service delivery model
Objective 4A: Implement a robust Service Management program

**ACTION ITEMS:**

1. Implement incident, problem, configuration, change, resource and portfolio management processes across the division
2. Establish a clear training and awareness program
Establish a best-in-class service delivery model

Objective 4B: Recruit, retain, and develop top talent

**ACTION ITEMS:**

1. Improve Performance Management
2. Develop clear career paths for DoIT staff
3. Establish sustainable training and development program for DoIT staff
Establish a best-in-class service delivery model

Objective 4C: Develop sustainable billing/funding model

**ACTION ITEMS:**

1. Develop financial reporting to capture sources and uses for DoIT
2. Review billing rates/services across the division
3. Develop clear processes for strategic initiatives, budget development, and rate revisions
Establish a best-in-class service delivery model

Objective 4D: Identify and eliminate duplicate IT service offerings

ACTION ITEMS:

1. Work with comprehensive universities and Palmetto College campuses, as well as colleges and schools at the Columbia campus, to create collective Service Catalog
2. Build roadmap for service transitions
Establish a best-in-class service delivery model

Objective 4E: Establish a solid governance model

ACTION ITEMS:

1. Continue to implement governance advisory groups and councils
2. Develop an ongoing feedback and improvement model for governance groups
3. Create an awareness campaign for IT governance groups
Strategic Priority 5:

Provide a reliable & flexible technology infrastructure

The Division of Information Technology will plan for future growth and innovation by providing a technology infrastructure that can be expanded, upgraded, and replaced to meet growing needs.

OBJECTIVES:

A. Develop Tier 2 data center capabilities
B. Develop and publish a cloud strategy (research, storage, applications)
C. Continually improve network capabilities
D. Implement massively parallel database environment
E. Maintain best-in-class information security programs
Provide a reliable & flexible technology infrastructure

Objective 5A: Develop Tier 2 data center capabilities

ACTION ITEMS:

1. Assess the current capabilities of the data center
2. Develop a roadmap and investment plan
3. Establish a necessary skills matrix
4. Aggregate disparate data centers to one
5. Bolster security of the university data center
Provide a reliable & flexible technology infrastructure

Objective 5B: Develop and publish a cloud strategy (research, storage, applications)

**ACTION ITEMS:**

1. Pilot capabilities with major cloud providers (Google, Amazon, Microsoft, IBM)
2. Develop a roadmap for cloud workloads
3. Establish processes and organization to support cloud roadmap
Provide a reliable & flexible technology infrastructure

Objective 5C: Continually improve network capabilities

ACTION ITEMS:

1. Engage stakeholders in infrastructure governance to determine future needs and outcomes
2. Establish roadmaps for wired/wireless networks
3. Build performance metrics for network performance
4. Establish a “common good” funding structure
Provide a reliable & flexible technology infrastructure
Objective 5D: Implement massively parallel database environment

ACTION ITEMS:

1. Engage a Business Intelligence/Analytics governance group in database design
2. Assess, design, and implement organization model to support “Big Data”
3. Partner with academic and research leaders to structure a center of excellence
4. Work with key stakeholders to establish best-in-class data management practices
Provide a reliable & flexible technology infrastructure

Objective 5E: Maintain best-in-class information security programs

**ACTION ITEMS:**

1. Design improvements that address the greatest IT security threats to the university
2. Ensure security measures are incorporated into all relevant projects