Implementing UWF’s First IT Strategic Plan

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Background and Introduction

- **Information Gathering**
  - IT issues surfaced during my interview based on past efforts and problems
  - Survey of faculty, staff, students, external constituents (Fall, 2002)
  - IT strategic planning process (with UPC-IT committee) through series of open regular and special meetings, and day long retreat with key stakeholders (Fall 2002-Spring 2003)
  - Board of Trustees endorsement (Spring 2003)
  - Faculty survey Summer 2003
Background and Introduction

• Information gathering led to clear conclusions, exemplified well in the following story

• Two points from the story:
  • There is clear consensus that improving IT at UWF will greatly enhance the quality of our learning and service environments and put us in a much more competitive position
  • Despite this consensus, we must recognize that change can be scary and difficult
So Why Embark?

• At UWF, we deeply value high quality education—updated technology infrastructure and support will ensure that we can deliver this

• We have the opportunity to create something unique—a 21st century version of the university where personalized learning and services are a reality

• We will position our graduates to compete more successfully

• We can ensure that the value of a UWF degree continues to improve
Introducing the Initiatives

• **Four goals:**
  - Base initiatives in the data
  - Improve the quality and quantity of IT structures and support
  - Make the changes as transparent as possible
  - Keep disruption to a minimum

• **Bold and aggressive implementation strategy**
  - 18-month timeline for major steps
  - 6 broad initiatives
  - Result: UWF will have full and modern complement of IT tools, support, and infrastructure to better translate our values into higher quality learning and support services
Initiatives

• **E-Infrastructure**
  - Provide, enhance, and protect UWF’s mission-critical IT infrastructure.

• **E-Learning**
  - Support enhanced access to, and quality of, instruction.

• **E-Scholarship**
  - Support student and faculty scholarship and research.

• **E-Services**
  - Provide web-based services and information delivery.

• **E-Business**
  - Conduct operations in an Internet-based environment.

• **E-Culture**
  - Build a campus environment that embraces IT.
E-Infrastructure

• Implement minimum standards for hardware and software through appropriate committee review and recommendations.
• Implement life-cycle funding.
• Implement consolidated software site-licensing.
• Upgrade fiber and implement wireless network infrastructure.
• Expand ArgoNet environment for seamless access to services.
• Implement necessary infrastructure security and business continuity plans.
• Provide for central hosting of departmental servers.
E-Learning

• Provide improved infrastructure and support for electronically-mediated learning and related support services.
• Deliver complete online courses of study to prioritized programs and markets.
• Provide improved pedagogical innovation support to faculty.
• Improve instructional technology facilities and services in classrooms and computer labs.
• Provide a mobile computing and communications environment for faculty and students.
• Provide widespread assistive technology for students and faculty with disabilities.
E-Scholarship

• Build high-bandwidth network connectivity to support scholarship and research.
• Provide a University-wide platform for Geographic Information Systems (GIS) to support GIS-facilitated research in a variety of disciplines.
• Better enable grant-supported research and scholarship projects to utilize UWF’s IT services and resources.
• Expand access to digital library resources and online scholarly materials.
E-Services

• Provide flexible, online, self-service access to all basic services in a reduced paper, web portal environment.

• Consolidate student information into a comprehensive database providing an integrated view of a student’s total relationship with the University.

• Implement a comprehensive Student Affairs online services initiative.

• Complete ResNet.
E-Business

• Replace paper forms with electronic forms, electronic workflows, and online authorizations.
• Implement document imaging to reduce paper handling.
• Implement integrated web portal environment.
• Implement data mart and data warehouse environment.
• Provide facilities for administrative videoconferencing.
E-Culture

• Provide more consistent and integrated IT planning, governance, management, and support services.
• Implement improved human resources practices related to IT.
• Implement new expectations and policies for embracing IT.
• Implement improved IT training and professional development programs.
• Educate students, faculty, and staff in IT ethics
Getting There

• Three initial phases:
  • Phase 1: Enhance faculty support and reorganize central IT units (Fall 2003)
  • Phase 2: Reorganize server and desktop support (Spring 2004)
  • Phase 3: Reorganize computer lab support and build e-business support organization (Fall 2004)
Phase 1: Enhance Faculty Support and Reorganize Central Units

• **Major steps:**
  • Dramatic enhancement of faculty support
  • Integration of IT-related administrative operations, implemented by Oct. 1 through cooperative efforts of Vice Presidents
  • Improved web services
  • Build a security team

• **Faculty support improvements**
  • New e-learning support center under academic affairs to complement CUTL
  • Additional technical and teaching support
Faculty E-Learning Support

- Individual consultation on non-technology services in CUTL will continue with no changes
- New E-Learning Support Center under academic affairs
  - As will be detailed by Interim Provost Little, academic affairs will determine course and program development and will develop new process to set priorities
  - Instructional design/technical assistance and program marketing ONLY will be provided to faculty by Collegis; they will NOT determine content
  - Some changes in personnel reporting, to be determined by Oct. 1 by Interim Provost and Deans in consultation with faculty and staff
  - Physical relocations will be minimized; emphasis continues to be on local deployment of staff
Phase 2: Server/Desktop Support

• **Major steps:**
  - Replace distributed servers with central
  - Move key server support to ITS
  - Reorganize desktop support to shared team model, resident in units they support, backed by general pool of technicians
  - Enact HR model for IT professionals across the university
Phase 3: Labs and E-Business

• Major steps:
  • Implement wireless network for classrooms and labs
  • Consolidate open-access labs and move support to ITS
  • Reorganize and increase e-business support
  • Expand ArgoNet development resources
Funding Issues

• IT emerged as the #1 priority from the UPC
• Funding will be identified to the extent possible to implement plan
• How much is accomplished in 18-month implementation is a function of available funds
• Student-related and most classroom issues depend CRITICALLY on getting a technology fee
Summary

• UWF about to transform its technology-based operations
• Goals focus on providing best possible learning environment and the services needed to support it—in a personalized way
• Learning opportunities will be enhanced
• Academic affairs will control all decisions related to which online courses and programs are created; only the legal contractual issues of partnerships are housed elsewhere (Interim Provost Little will provide additional details)
Summary

• Emphasis remains on local deployment of support staff

• Centralization will occur only when improved efficiency, consistency, or leveraging of resources and purchasing power will result

• Outcome will be faster, more efficient, more effective services

• Outcome will be enhanced value of a UWF degree—and students can compete more successfully
Summary

• With your help and support we are creating a better UWF that reflects the realities of the 21\textsuperscript{st} century