



Office of Information Technology
Strategic Plan
2012-2015

IT
DOES

Delivers ■ Optimizes ■ Engages ■ Sustains

Introduction

The Office of Information Technology (IT) designs and supports the core technology resources and services for Saint Joseph's University. This includes the voice, data and video networks, instructional technology, enterprise information systems, web resources, and technology support services. We strive to be a customer-focused advocate of technologies which facilitate and enrich the learning, teaching and research experiences of Saint Joseph's students and faculty and empower our administrators and staff to provide exceptional support to their clients.

The University's strategic plan, *Plan 2020: Gateway to the Future* provides a broad framework for the IT Strategic Plan for 2012-15. *Plan 2020* defines a compelling vision of the future and establishes ambitious goals for Saint Joseph's University for the next decade. The opportunity "to **enter** the Maguire Campus and develop its potential to the fullest," to **engage** students, alumni and prospective students and to **excel** by meeting and exceeding expectations are meaningful themes espoused in *Plan 2020* which will guide us in developing technology plans for the future.

Looking ahead, the next five years will undoubtedly provide challenges and opportunities resulting from significant technological changes. Evaluating the tools, identifying the trends, providing support and making critical changes that impact the student experience will be the focus for Information Technology. Saint Joseph's image and reputation will be enhanced by technological deployments that support excellent teaching and transformative learning goals.

Technology in Support of Academic Distinction

Plan 2020 speaks to the importance of academic distinction and delivering a transformative student experience. Brice Wachterhauser, the University's Provost, said it best when he wrote "Our ability to thrive as a university will depend largely on how well we deliver an excellent education at Saint Joseph's University." For Saint Joseph's to remain a top tier institution, the focus in the coming decade will be on achieving academic distinction. In this regard, one continuously evolving aspect of educational delivery is the integration of technology into the educational experience, both inside and outside of the classroom, in a collaborative, effective and strategic manner. Using technology in this way will enable the University to:

- Attract and engage diverse, academically-talented prospective students using the latest web technologies.
- Provide faculty with the pedagogical resources and training to engage students in the classroom or online using digital media.
- Support faculty innovation via collaborative learning models which promote student discovery and active student engagement.
- Support faculty research and scholarship by deploying high-performance computing tools.
- Create a vibrant educational environment with the opening of the Learning Commons.
- Improve student retention and graduation rates using enhanced advising and student relationship management software, and by using business intelligence tools to identify students at risk.
- Establish virtual communities for our alumni so they remain "Hawks for life".

Technology and its judicious use *will* make a strategic difference for the University and how it meets the challenges of the coming years. Our next wave of incoming students will not only embrace and use technology

far beyond the levels of our current freshmen class, they will also expect a level of technology tools and services beyond that which are currently available and deployed. Anticipating the educational needs; continually investigating new technology and its impact on pedagogy; and providing the resources and training to implement technology will be key areas of focus for IT. According to a Pew Research Center publication called “*Millennials – A Portrait of Generation Next*,” many of the current generation believe that their embrace and use of technology is their “badge of generational identity... and is what distinguishes them from other generations.” Saint Joseph’s undergraduates are far more likely than previous generations to have their own social networking profile; connect wirelessly to online resources using mobile devices; regularly post media-rich content online; or send up to 100 text messages in a 24 hour period. Their expectations are high and Saint Joseph’s technology capabilities must be continually enhanced to meet the evolving needs of the next generation. To compete for students, technology resources must become more pervasive, more engaging, more accessible and more reliable.

Student Consumers of Technology

Today’s students live in a world in which technology is becoming increasingly ubiquitous and consumer oriented. Many graduate and part-time adult students will pursue their academic goals while working full-time and attending to family and personal obligations. Some will prefer a traditional approach to their academics, i.e. face-to-face classroom experience. Other students, including 18-22 year olds, will opt for greater flexibility and use technology to pursue their degree online or they may prefer a blended learning approach with a mix of traditional, online and hybrid courses. To deliver a meaningful learning experience for these students and meet their 7x24 service needs, the University must adopt an “always open” service perspective with technology resources available at all times. Our learning management (Blackboard), information portal (MySJU), and enterprise resource (Banner) systems must be available at any hour and the reliability of our learning environment must be assured. Deployment of virtual technology labs is necessary to support students who must access specialized software from anywhere in the U.S. or around the globe. Faculty must have access to digital resources, pedagogical training, and technology support in order to develop engaging, high quality course content for online offerings. Technology will be a key ingredient in attracting students to our academic programs, in maintaining academic excellence throughout our course offerings and in meeting the University’s enrollment objectives.

Technology to Engage Alumni and the Broader Community

Ideally, alumni engagement begins at the time of admission and is cultivated throughout the student years. Students who have a transformative learning experience while at Saint Joseph’s will want to stay connected with the University and continue to offer their time, energy and talent to the community after graduation. Each day, our alumni are ambassadors for Saint Joseph’s by the way in which they live and embody Ignatian values and principles as they raise their families, provide leadership at work and in their community and participate in volunteer activities. Our alumni are the bridge to the University’s rich traditions and their active involvement with our students, faculty and staff enriches all aspects of community life at Saint Joseph’s. Technology will play an integral role in engaging our alumni and keeping them connected with each other and with the University community. Some of the ways in which the application of technology will help maintain a strong alumni connection with the University include:

- Creating new affinity groups to drive event participation and to deliver personal communication to constituents by deploying a robust relationship management system which features a compelling alumni portal.

- Connecting alumni with one another and with the University using social networking technologies.
- Using mentoring software to enable alumni to become compelling role models for current students and proactively advise the next generation of SJU leaders.
- Applying business intelligence, targeted communications and virtual communities to identify, communicate with and develop programming for alumni with common interests.
- Delivering online courses and content to offer flexible, convenient lifelong learning opportunities to alumni whether they are formally enrolled in graduate programs or pursuing personal or spiritual enrichment opportunities.

On a related note, the University aspires to enhance its impact in the local, regional and global communities and to be “recognized for leadership in civic engagement and social justice.” Technology will play a meaningful role in meeting these challenges, including:

- Using the University web site to share relevant information with our many constituents.
- Establishing virtual communities of interest to facilitate electronic dialogue and collaboration between the University and its neighbors.
- Implementing software solutions which will track and assess student, faculty and staff service to the community.
- Using innovative teaching and learning technologies to extend the walls of the University and offer opportunities for lifelong learning and career enhancement to the community.

The strategic application of technology can bridge the distance between the University and its many constituents.

Process Optimization and Business Intelligence

The new economic reality in higher education means that the University must pursue its ambitious goals for the future while keeping costs in check. Therefore, the University must optimize its academic and administrative processes and enhance business intelligence techniques to achieve greater organizational effectiveness, including:

- Deploying flexible and easy-to-use reporting tools to develop management information that addresses strategic, operational and compliance needs. Increasing external scrutiny will continue to drive the need for fast, accurate and flexible compliance reporting.
- Delivering timely, meaningful real-time and historical institutional data to senior administrators and Trustees for more informed decision-making.
- Performing a comprehensive analysis of current business practices and unleashing untapped features and capabilities of current enterprise systems.
- Improving student retention and graduation rates by delivering enhanced tools for academic advisement, degree audit and transfer articulation.
- Delivering traditional student services conveniently and flexibly to a constituency increasingly linked to the University by mobile technology.
- Deploying cloud computing and software-as-a-service solutions as appropriate to deliver applications quickly and flexibly while controlling capital and support costs.

Technology will be an essential component in the University's efforts for greater optimization and effectiveness and Information Technology can be an important consultative partner in this endeavor.

Guiding Principles

Now more than ever the University must rely on robust technology to remain competitive, attract students, faculty and staff, deliver services, and stay connected with its stakeholders.

- IT will collaborate with faculty and students to anticipate, research, evaluate and implement technology in ways that will define the classroom of the future.
- IT will collaborate with its constituents, understand their needs and deliver technology solutions that are useful, usable and sustainable.
- IT will strive to make the University's technology resources available and accessible anytime and anywhere, in service to all members of the community including those with disabilities.
- The SJU web site will continue to evolve as the University's "front door", delivering engaging content and inviting prospective students, alumni and friends to join the community.
- Administrative data will be transformed into sophisticated business intelligence to support decision-making.

To embrace these principles, Information Technology has adopted the following strategic themes for its plan for 2012-15:

The Office of Information Technology (IT)

Delivers *technology-based solutions which support the University's strategic initiatives*

Optimizes *technology resources for greater institutional effectiveness*

Engages *the community for better alignment with the mission of the University*

Sustains *the technology infrastructure to foster ubiquitous access*

DELIVERS TECHNOLOGY-BASED SOLUTIONS WHICH SUPPORT THE UNIVERSITY'S STRATEGIC INITIATIVES

Information Technology is fully dedicated to utilizing technology to advance the teaching, learning and research mission of Saint Joseph's University. IT will provide guidance and assistance in achieving the strategic objectives advanced by Plan 2020.

1. Promote an education-technology partnership with Academic Affairs and student leadership to advance faculty teaching, scholarship and student education. Proactively research evolving technology, and its impact on teaching and learning, and on undergraduate education.
 - A. Enhance, expand and maintain classroom technology resources that support new ways of teaching and learning. Convene a group of faculty, academic leaders and undergraduate students to research and evaluate leading edge technology and its impact on the traditional model of in-class teaching. Position the technology environment so that it can readily adapt to the changing face of pedagogical delivery.
 - B. Engage faculty and the Office of Academic Affairs, to identify and implement the technology resources needed to support faculty research and to build a culture of faculty scholarship.
 - C. Support and train faculty and students in their use of technology resources to enhance the learning experience.
 - D. Collaborate with the Distance Learning Center to deliver and support online programs and distance education.
 - E. Partner with the Library staff, faculty and academic support services in creating an engaging, technology-rich academic environment in the Post Learning Commons.
 - F. Partner with the Office of Academic Affairs, faculty and the Library staff to establish a Center for Teaching Excellence to promote faculty professional development, new pedagogical techniques and the effective use of digital media.
 - G. Support the Library staff in their effort to populate a University digital repository to engage students, faculty and alumni and preserve the University's history, research and culture.

2. In partnership with the Offices of Enrollment Management, Marketing Communications and Development and Alumni Relations, develop the University Web presence as a strategic engagement, marketing and recruiting tool.
 - A. Continually evolve the University's web site into a more engaging, interactive instrument.
 - B. Use social networking resources to promote the University to a broader audience of prospective students.
 - C. Deploy and maintain analytical tools to assess the use and effectiveness of these resources and make enhancements to marketing strategies based on the results.

- D. Plan and implement a strategy to effectively use mobile technology to market to potential students.
 - E. Develop and maintain more engaging content and provide resources to key stakeholders to manage their content.
 - F. Follow web content accessibility guidelines as endorsed by the Department of Justice to ensure that the University Web site is accessible to those who rely on assistive technology (e.g. screen readers) to use the site.
3. Support the University's enrollment, retention, and transformative learning goals by implementing solutions to better manage student relationships and target student communication and services.
- A. Analyze common requirements among campus offices to manage student relationships more effectively; implement solutions to address common needs.
 - B. Use social networking technologies to create virtual communities which connect students and alumni with common interests.
 - C. Integrate the student recruitment management system and alumni portal with the University web site.
 - D. Expand content and resources available through MySJU.
4. Enhance institutional reporting and deliver timely, meaningful and easily accessible information to guide institutional decision making.
- A. In collaboration with the Office of Planning, establish a steering body for improved, enterprise-wide information management.
 - B. Simplify access to University data and provide enhanced tools for data analytics and ad hoc reporting.
 - C. Clearly define key data elements so that their meaning is both unambiguous and well understood among all University knowledge workers and decision makers.
5. Improve on campus communication path to students, faculty, and staff through the installation of digital signage
- A. Identify locations for the installation of digital signage displays and convert older digital signage installations to the new university standard.
 - B. Integrate the Emergency Messaging System with the current networked digital signage system
 - C. Develop content creation guidelines and plans.

OPTIMIZES TECHNOLOGY RESOURCES FOR GREATER INSTITUTIONAL EFFECTIVENESS

Information Technology will collaborate with faculty, students and staff to select appropriate technology to effectively address the educational needs. Information Technology will look for opportunities to reduce costs and improve productivity.

1. Provide leadership in supporting business process innovation and improvement for greater organizational effectiveness.
 - A. In partnership with enterprise system leaders, perform a gap analysis which compares current business practices with the potential for enhanced practices. Analyze untapped capabilities of current enterprise systems (e.g. Banner) and implement new features to advance productivity.
 - B. In partnership with division leadership, analyze, develop/integrate and support software solutions which extend the capabilities of the University's enterprise information systems.
 - C. Deploy document management and workflow services in Academic Affairs, Financial Affairs, Development, and Student Life divisions.

2. Analyze and improve operational business practices within IT for greater efficiency and to better serve our clients.
 - A. Document and publish business policies, practices and procedures more completely.
 - B. Improve internal communications and promote inter-department collaboration.
 - C. Develop and retain a staff that is broadly skilled, responsive, resourceful and customer-focused.
 - D. Enhance project management and infrastructure change management practices.
 - E. Develop an organizational culture where all IT managers and staff place the needs of the University and the IT division ahead of the needs of their specific IT unit.
 - F. Provide enhanced support of special events including more robust support of technology in locations such as the Hagan Arena, Ramsay Basketball Center, Campion Student Union, Campus Commons and the Kinney Center for Autism Education and Support.
 - G. Analyze and assess current IT services and publish a catalog of supported services.
 - H. Analyze help desk services for faculty, staff and student and identify opportunities to consolidate overlapping support activities.
 - I. Analyze IT's support of institutional reporting services and identify opportunities to reallocate resources to bolster the level of support.

- J. Redesign and renovate IT space to establish a single, convenient customer service center for students, faculty and staff. Renovate office space to accommodate new staff and enhance service delivery.
3. Provide responsible, effective stewardship of university technology resources. Maximize the value of technology investments, deploy sustainable solutions and manage costs efficiently.
- A. Expand virtualization capabilities to improve resource utilization, lower cost of ownership, support failover and redundancy capabilities and reduce power and energy consumption.
 - B. Continue to analyze and, when appropriate, implement cloud computing and software as a service (SaaS) opportunities to reduce central IT support and resource requirements.
 - C. Identify opportunities to implement sustainable, green computing practices and capitalize on them.
 - D. Act upon opportunities to reduce operating costs especially related to license and maintenance fees for software and hardware.

DRAFT

ENGAGES THE COMMUNITY FOR BETTER ALIGNMENT WITH THE MISSION OF THE UNIVERSITY

Information Technology seeks to fully engage all constituents to better understand their needs and goals and to demonstrate how technology may assist them in achieving their goals. Information Technology builds relationships with all constituents of the University and uses those relationships to deliver better services.

1. To facilitate IT strategy development it is necessary to become a more fully engaged and proactive partner with Cabinet, divisional leadership and the campus community.
 - A. Engage Cabinet on a regular basis in strategic technology discussions. Utilize the Information Technology Advisory Council (ITAC) to maintain the continuous flow of information from IT to senior leaders and from senior leaders to IT.
 - B. Participate with the Executive Marketing Committee to implement web strategies that enhance SJU's reputation.
 - C. Promote greater engagement of and collaboration with academic administrators, faculty and mid-level managers by introducing advisory bodies with a more focused agenda.
 - D. Maintain a level of distributed IT organizational structure that maintains efficient and effective local division support while continually evaluating the core responsibilities of central IT and distributed IT staff to maintain productivity.
 - E. Promote an inclusive approach to the development of the IT project priorities and ensure that selected projects assist in advancing *Plan 2020* goals.
 - F. Provide proactive, consultative support to department heads as they evaluate technology-based solutions for their operations to ensure that the solution is technically current, supportable, integrated with other enterprise systems and optimizes the University's investment.
2. Enhance communication with the campus user community and identify opportunities for IT to more effectively market and promote the breadth of its service offerings.
 - A. Improve outreach to all levels of the institution, including new students, faculty and employees, and ensure that all constituents are better aware of supported services.
 - B. Enhance information literacy among faculty, staff and students to ensure that core technology competencies are realized.

SUSTAINS THE TECHNOLOGY INFRASTRUCTURE TO FOSTER UBIQUITOUS ACCESS

Information Technology strives to ensure that everyone has timely, ubiquitous access to the information resources needed to achieve their teaching, learning and administrative objectives. We aim to make information resources accessible, accurate, reliable and secure.

1. Design and implement a secure, resilient and flexible technology infrastructure that adapts to user needs and supports institutional goals for business continuity.
 - A. Renew and expand infrastructure to support the continued expansion of networkable services and facilities across campus.
 - B. Maintain technical currency of core enterprise systems and the operating environments which support them. Improve the overall reliability of enterprise systems.
 - C. Address user demand for highly accessible and available services (24 x 7 services).
 - D. Proactively manage the security of the University's information resources.
 - E. In partnership with Internal Audit and the Enterprise Risk Management Committee, establish a disaster recovery (DR) protocol appropriate for and consistent with standard practices for higher education and supportive of the University's business continuity and risk management objectives.
 - F. Enhance identity management services for more efficient provisioning and de-provisioning of user accounts, roles, and privileges.
2. Deliver more flexible and convenient access to technology services to an increasingly mobile user base.
 - A. Extend technology services to mobile devices in support of teaching and learning and to provide more convenient access to personal information services.

RESOURCES TO SUPPORT THE IT STRATEGIC PLAN

To achieve the goals and objectives defined in the new IT strategic plan, the University must expand its investment in the IT organization and in the campus technology infrastructure. To this end, IT leadership is proposing a multi-year resource plan to augment staffing levels within the IT organization and increases in capital and operating budgets to support expanding technology services and infrastructure.

The charts on the following pages describe the organizational changes for FY 2012-2015 recommended by IT leadership to support the University's ambitious plans outlined in Plan 2020. Chart 1 shows the current IT organization chart and serves as the benchmark for subsequent fiscal years. Chart 2 depicts the proposed organization chart for FY 2012 and includes a number of new, unfunded positions and promotions. The new resources shown in Chart 2 are an essential first step toward making IT a more responsive, proactive partner in advancing the mission of the University. Chart 3 shows the current IT organization with the appointment of a Chief Information Officer.

Proposed changes in the IT organization for FY 2013-15 are being re-developed and will be added to the IT Plan once the extended resource plan has been fully vetted.

To highlight the recommended staffing changes, the following color codes are used:




-  New Positions
-  Promotions
-  Internal Reorganization or Reallocation

Chart 1

Information Technology - FY 2011

Current

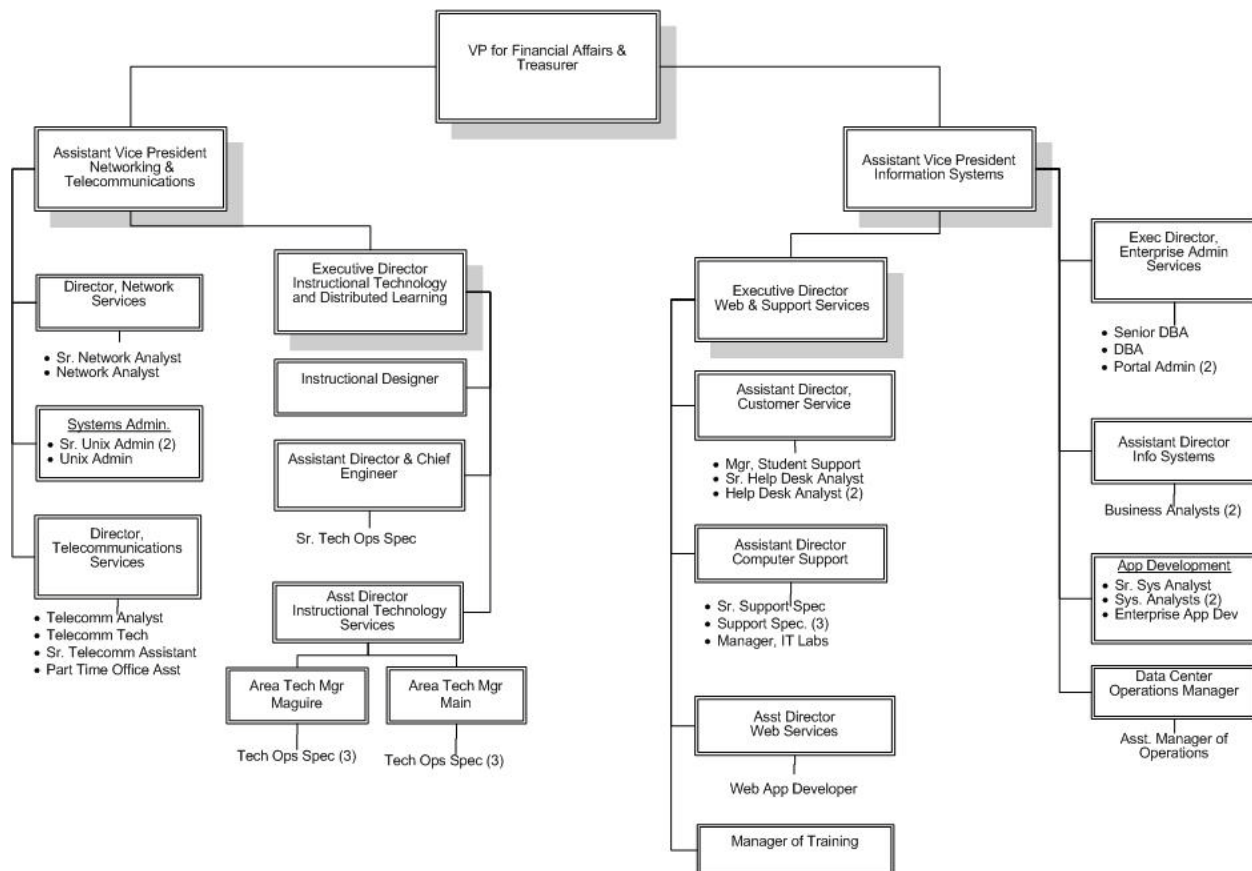
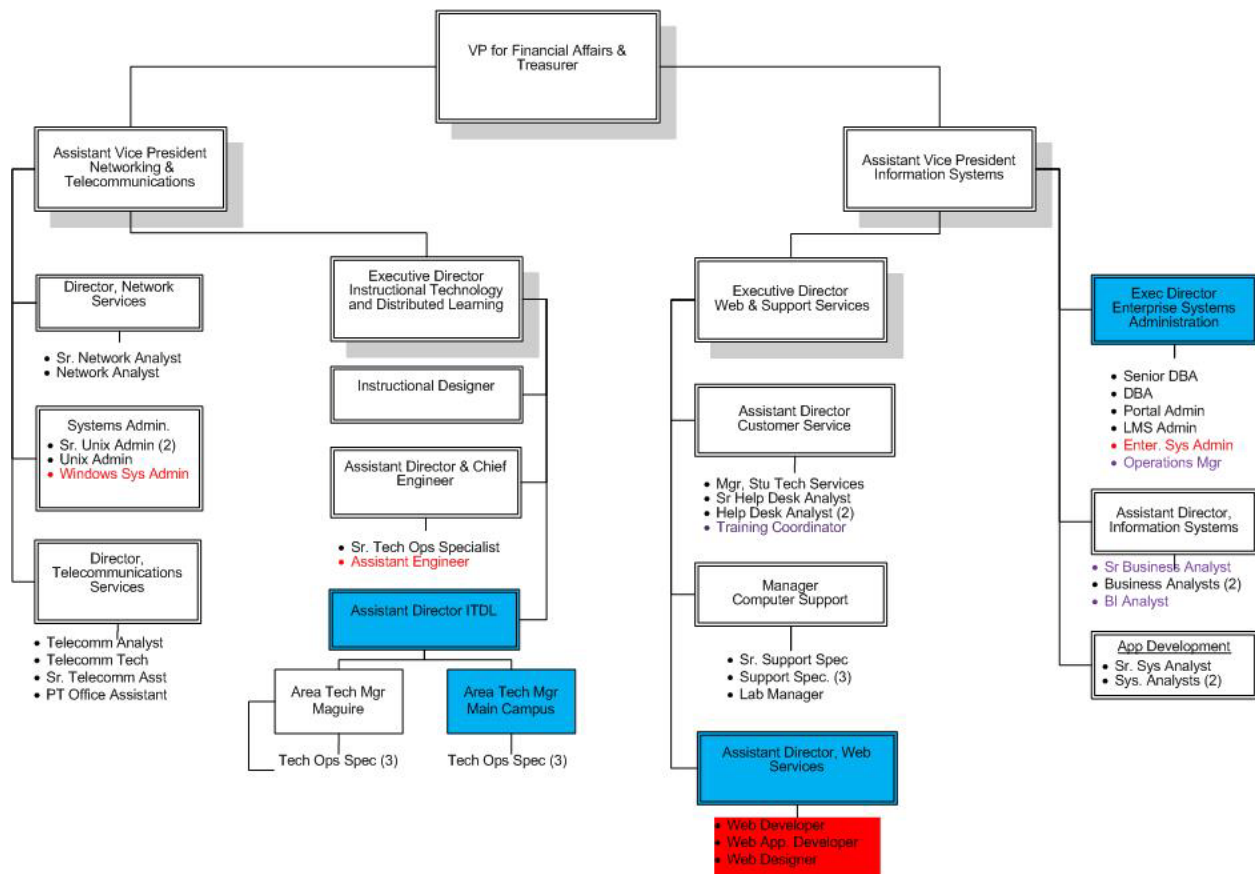


Chart 2 Information Technology - FY 2012 Proposed



New Positions

- Windows System Administrator
- Assistant Engineer
- Web Application Developer
- Web Developer
- Web Designer
- Enterprise Systems Administrator

Promotions

- Assistant Director, ITDL
- Area Technology Manager, Main Campus
- Assistant Director, Web Services
- Executive Director, Enterprise Systems Administration

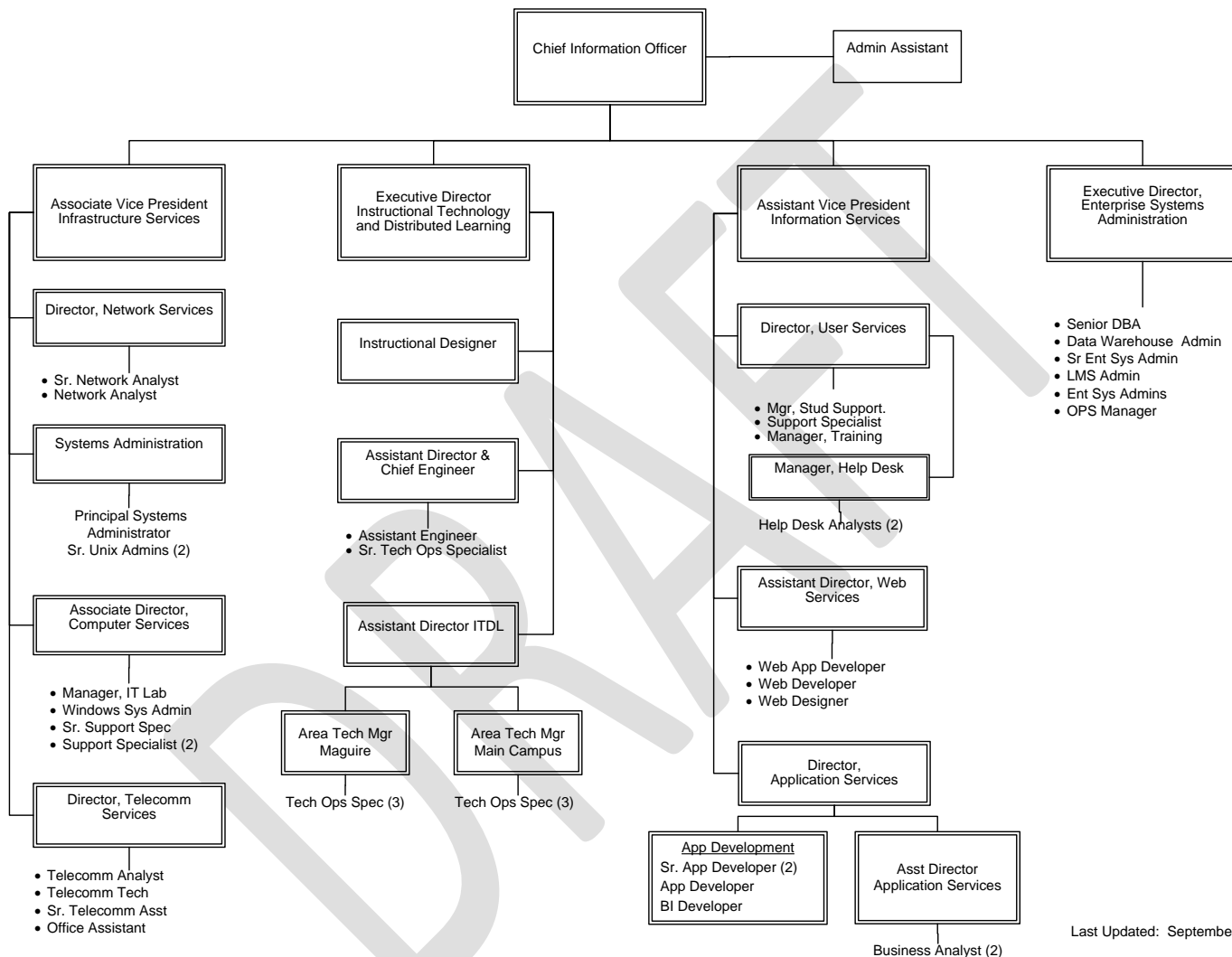
Internal Reorganization & Reallocation

- Reassign Training Coordinator, Operations Manager, Sr. Business Analyst and BI Analyst

Chart 3

Information Technology - FY 2012

Current



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