

Metropolitan State University of Denver

Information Technology

Strategic Planning Task Force

Final Report

May 2013

Information Technology Strategic Planning Task Force

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Metropolitan State University of Denver
Information Technology Strategic Planning Task Force

October 2012 – May 2013

TASK FORCE RECOMMENDATIONS

A. Recommendation for Technology Services Organizational Structure

The Task Force recommends that the current Administrative and Academic Computing units be merged into one organizational unit headed by one individual. This recommendation is based on the following.

1. The Qualtrix Questionnaire data and observations from the strategic retreat indicate overwhelming support among technology services staff for uniting all technology services under one unit with strong leadership.
2. The Qualtrix Questionnaire data indicates that having one technology services unit would eliminate confusion among university stakeholders about which unit to approach for what kind of issue, would allow better leveraging of resources (e.g., cross-training and cross-utilizing staff for urgent support), and would eliminate wasted energy in accomplishing the university's goals.¹
3. Strategic audit of the work processes performed by Technology Services shows that staff from both units are required to work together due to the interconnected nature of tasks. Their effectiveness can be improved by containment of communication and task processes within one unit.

B. Recommended Technology Services Strategic Plan

The Task Force proposes the Technology Services Strategic Plan included in this report. This document lays down a framework for prioritization and planning. It is not a comprehensive compendium of the projects undertaken by Technology Services. The initiatives in the plan are rooted in the work of Technology Services staff in their strategic retreat. They examined the survey data from campus stakeholders and their own experience to generate strategies that will move them toward their desired future of being an energetic unit of the University.

C. Recommendation for Shared Governance Model for Technology Services at MSU Denver

The Task Force recommends that the comprehensive committee structure as outlined in Appendix A should be made part of the Technology Services Strategic Plan to ensure long-lasting, stable and effective Shared Governance. Should modification be necessary, the shared governance structure (Appendix A) must be used and the changes vetted in collaboration with Technology Services, the President, the Vice Presidents, and the campus community as appropriate.

¹ *For the purposes of the recommended shared governance model and strategic plan, the Task Force has used the name Technology Services, and created draft mission, vision, and value statements. The organizational title and the content of these sections, depending on the organizational structure ultimately implemented, may be revised as necessary and appropriate.

TECHNOLOGY SERVICES STRATEGIC PLAN

June 2013 – June 2017

BACKGROUND

MSU Denver recently completed a comprehensive, two-year institutional planning effort, which resulted in a new university strategic plan, *A Time of Transformation* (Appendix B). With this new set of goals and objectives, the campus has a unique opportunity to create an integrated and strategically aligned plan for technology services that focuses on how it can best engage, support and serve the institution. For MSU Denver to advance the university strategic plan promoting the principles of diversity, a democratic workplace and entrepreneurship, information technology must operate as a strategic university asset. Information technology systems and services must not only provide efficiency and automation, but it must also integrate with and support the entire institution.

During the last 10 years, the technology services organization at MSU Denver has endured a series of significant changes. This has included major cuts to personnel and resources as a result of budget reductions and a series of leaders and reorganizations.

MSU Denver is committed to investing in TS infrastructure, services and personnel as a way to ensure it remains a strategic institutional asset. By addressing strategic planning, shared governance and organizational structure, MSU Denver technology services will be equipped to enable faculty, staff and students to achieve key institutional and educational goals. This effort will provide a mechanism for the selection, implementation and support of technology systems and services to occur transparently and in partnership with individuals and units across the university.

PLANNING PROCESS

In October 2012, President Stephen Jordan charged (Appendix C) the Technology Services (TS) Strategic Planning Task Force, composed of a diverse cross section of faculty, staff, students and administrators, with “recommending a comprehensive shared governance model for TS services, and leading the development of a TS strategic plan that aligns with the MSU Denver Strategic Plan, *A Time of Transformation*, to include a recommendation for organizational structure.”

Task Force members included:

Sandra Haynes – Dean, SPS, and Task Force Co-Chair

Raj Khandekar – Faculty, and Task Force Co-Chair

Jeff Helton – Faculty, School of Professional Studies

Peggy O’Neill Jones – Faculty, School of Professional Studies

Mike Hart – Director of Security, Networking, Asset Management and Procurement

Ben Zastrocky – Director of Educational Technology Center

Lee Taylor – Director (interim) of User Support Services

Janos Fustos – Faculty, School of Business

Andrew Holt – Faculty, School of Business

Chrislyn Randell – Faculty, School of Letters, Arts and Sciences

Aaron Gordon – Faculty, School of Letters, Arts and Sciences

Lisa Ortiz – Vice President Faculty Senate

Yared Belete – Associate Director of Admissions

George Middlemist – AVP, Administration and Finance

Miguel Garza-Wicker – Web System Administrator
Jeremy Jernigan – Student Government Assembly
Janine Flores – Manager of Prospect Research Services
Jesse Altum – Student Trustee to the Board of Trustees
Ed Jacobs – Classified Staff Council
Tim Bond – Council of Administrators
David Ruch – Council of Chairs
Rick Beck – Director of Application Services
James Lyall – Chief Information Officer

The Task Force gratefully acknowledges valuable contributions from Jeff Forrest, Rey Hernandez, and Will Kelly who served on the Task Force during Fall 2012.

Task Force members met weekly from October 2012 through May 2013. The Task Force designed and implemented a process that included:

- Conducting an audit of the current situation and issues
- Visualizing the future
- Forming a Provisional Shared Governance Subcommittee
- Developing and administering an online questionnaire that was electronically distributed to the entire campus including faculty, staff, administration, and students. The survey sought to solicit information from a broader constituency of faculty, staff, students and administrators—including those involved in providing technology services—about their perceptions of current TS services, as well as their vision of ideal technology services.
- Engaging JVA Consulting, a Colorado-based research and planning firm, to analyze the survey data and, consistent with the university's pillar of *democratic workplace*, to plan and facilitate a retreat. The retreat involved all of TS services staff in examining feedback from stakeholders, and visualizing the future of technology services. JVA drafted a retreat report that could be used as a starting point to shape the Technology Services Strategic Plan and recommendations.
- Keeping the process transparent through the use of Wikis and MSU Denver website.
- Everything that follows in this document should be periodically reviewed and may be revised as necessary and appropriate through the shared governance process.

TECHNOLOGY SERVICES VISION, MISSION, and VALUES

Vision

Technology Services (TS) visualizes a future in which:

- TS facilitates use of state of the art technology anywhere and anytime to advance teaching and learning.
- TS processes are efficient, effective and elegant, and provide comprehensive solutions that meet user needs. Simple tasks and repetitive work are fully automated. TS is “doing the right things.”
- A unified, strengthened TS is able to attract and retain creative, flexible and resourceful staff who solve problems quickly, and use rapid innovation and deployment of new technologies to give MSU Denver students and faculty a competitive edge.
- Throughout MSU Denver, TS is viewed as a strategic asset, a vital partner, and a *critical investment* in the overall success of the university.

Mission

The mission of Technology Services is to advance the strategic directions and goals of MSU Denver by providing state of the art products and flexible services to students, faculty, staff and other stakeholders anywhere and anytime.

Values

Technology Services embraces the values embedded throughout MSU Denver’s strategic plan, including the values inherent in all four of its pillars: Diversity (Inclusive Excellence), Democratic Workplace, Entrepreneurship and Telling the MSU Denver Story:

- A relentless focus on customer service
- Innovation and ongoing learning
- Trust and respect
- Transparency

TECHNOLOGY SERVICES INITIATIVES AND STRATEGIES 2013-2017

Initiative 1: Reorganize Technology Services into one cohesive unit

Initiative 2: Increase TS Resources and Capacity

Initiative 3: Improve communications and buy-in with all stakeholders

Initiative 4: Establish a strong prioritization and project management process

Initiative 1: Reorganize Technology Services into one unit

- Reorganize technology services into one unit under one leader (e.g., vice president, or AVP under an established unit, etc.) with a reporting structure determined by the President.
- Eliminate barriers within existing TS teams and silos
- Establish shared governance model (see Appendix B)
- Create a positive transparent workplace across TS

Initiative 2: Increase TS Resources

A. Recruit, retain, and develop high impact employees

- Establish competitive pay with HR support
- Fill vacancies with high impact employees
- Hire employees who can train others
- Establish technical, management and career development programs
- Cross-train employees
- Implement retention strategies (recognition, salary increases, unit meetings)

B. Continually improve infrastructure

- Improve availability and access to technology-based service, including computer resources.
- Create solid priorities for the next few years among the following:
 - Improve wireless network,
 - Create identity/account management,
 - Upgrade educational computing environment (including Rowdy) to support expanded teaching and learning opportunities.
 - Develop a University Mobile Application including access to student services such as enrollment, course schedules, and online classes
 - Create a robust computing environment with improved accessibility from off-campus and relevant, industry-based management systems
 - Update and/or eliminate services as appropriate
- Develop budgets for the resources necessary to have a stable and sustainable infrastructure
- Implement prioritized infrastructure improvements as developed in conjunction with constituencies across campus

Initiative 3: Improve communications and buy-in with all stakeholders

- Implement a comprehensive shared governance model, creating a clear and consistent process for strategic, enterprise technology decisions (Appendix B)
- Establish system for predictable, regular communications within TS, and between TS and the campus including TS town hall meetings with students and faculty including:
 - Improved communication and collaboration services for students, faculty, and staff to allow greater flexibility and more reliable electronic communications such as an upgraded collaboration suite, an enterprise “wiki” service, and other similar strategies
 - Establish clear mechanisms of communications and engagement for all students, faculty, and staff to access TS services and support.
- Implement unit meetings
- Work with campus constituencies to establish the image of TS as a positive resource.
- Negotiate and announce system maintenance periods ahead of time
- Facilitate user groups
- Develop communication strategies for students that meet their preferred methods of communication

Initiative 4: Establish a strong prioritization and project management process

- Technology Services will work in close partnership with University business and academic units to integrate services and software to improve efficiency, service, and support for MSU Denver students, faculty, and staff by:
 - Create a process and project management system and team
 - Do it once/eliminate multiple systems and solutions that do the same thing
 - Dedicate a team for researching/testing emerging technologies

MEASURES

Develop Assessment strategies and use current methods (e.g., climate survey, technology surveys, etc.) to establish baseline data and assess progress. Success measures may include:

- Improved level of staffing in Technology Services
- Increased staff retention and morale
- Decreased down times for critical campus technologies
- Improved response times for technical support
- Improved support for multiple platforms
- Increased access to state of the art technology
- Increased client (students, faculty, staff, administrators) satisfaction with Technology Services

APPENDIX A

METROPOLITAN STATE UNIVERSITY OF DENVER

TECHNOLOGY SERVICES

SHARED GOVERNANCE MODEL

MAY 2013

Shared governance, transparency, and communication are critical areas to develop for information technology services to become a strategic asset to MSU Denver. This document serves as the recommendation from the 2012-2013 MSU Denver Information Technology Task Force for a new governance structure. The structure proposed below should be reviewed and revised periodically to ensure it facilitates a partnership between MSU Denver technology services and the campus community.

BACKGROUND

The most recent institutional document defining policies, procedures, and a shared governance structure was the 2009 Information Technology Policy Manual. As outlined in this document, there were three cross-College shared governance committees: the Strategic Technology Advisory Committee (STAC), the Lab Advisory Committee, and the Banner Managers Committee. The committee structure was somewhat hierarchical in that the charge of the STAC committee was to review all matters of policy, strategy, and management of the IT environment and forward these matters or issues to the then-VPIT with their recommendation. The STAC committee is not currently active. The Lab Advisory Committee has met three times in the last eight months and provides oversight for services formerly funded from the student technology fee, which are those associated with the MSU Denver University-wide Computer Labs. The Banner managers committee meets bi-weekly to discuss a combination of technical and operational issues related to the implementation of the Banner enterprise resource planning systems.

In addition to the committees outlined in the 2009 Information Technology Policy Manual, there are other information technology-related groups and committees created by other University organizations to address instructional or information technology-related issues or as mechanisms to improve communication. Some of these should be reconvened, but some are no longer necessary as outlined below.

SHARED GOVERNANCE STRUCTURE

The committee structure outlined in this document replaces those outlined in the 2009 Information Technology Policy Manual. The Information Technology Strategic Oversight Committee will finalize the relationships between these existing committees, as well as the purpose, charge, and membership of the proposed subcommittees. Working with MSU Denver Technology Services, the Information Technology Strategic Oversight Committee will consider additional groups or forums as appropriate to improve communications, either as additional committees or related to specific projects and initiatives.

Information Technology Strategic Oversight Committee is a University-wide committee to provide communication, collaboration, coordination, and strategic oversight to MSU Denver technology services, including information and instructional technology policy, planning, resource management, standards, procedures, and priorities to enhance the effectiveness of technology-related services supporting students, faculty, and staff. Specific activities of this committee include:

- In coordination with the appropriate subcommittees, provide strategic oversight for University-wide information and instructional technology resources.
- Review and recommend University information and instructional technology policies.
- Review and recommend priorities for projects and procurements for University information and instructional technology services.

- Establish a process for evaluating University information and instructional technology services.

The CIO will ensure that membership is representative of the diverse MSU Denver community. The committee will be co-chaired by the CIO and one non-Technology Services member of the committee and include:

- Technology Services Leadership Team (Directors)
- One faculty representative each from the School of Business, School of Letters, Arts, and Sciences, and School of Professional Studies
- One representative appointed by Faculty Senate
- One student government representative
- Two representatives from Academic and Student Affairs (in addition to the Schools)
- One representative from Administration and Finance
- One representative from Advancement and External Relations
- One representative from Marketing and Communications
- One representative from the Council of Chairs
- One representative from the Classified Staff Council
- One representative from the Council of Administrators
- Chief Information Officer (co-chair)

Academic Technology Subcommittee provides oversight and recommends directions for technologies and services supporting the teaching and learning environment, including online, classroom, and computer labs. This committee would replace the Educational Technology Center Advisory Committee and the current Lab Advisory Committee.

Membership (co-chaired by the Director of the Educational Technology Center and one non-Technology Services member of the committee):

- One faculty representative each from the School of Business, School of Letters, Arts, and Sciences, and School of Professional Studies
- One representative appointed by Faculty Senate
- One representative appointed by Student Governance Association
- Two representatives from Academic and Student Affairs (in addition to the faculty from the three Schools)
- Director of Educational Technology Center (co-chair)

Enterprise Systems Subcommittee provides oversight, strategic direction, and prioritization related to the functionality, operation, and configuration of the MSU Denver enterprise technology systems; specifically those involved with University business functions (i.e enrollment, human resources, and finance). The Enterprise Systems Subcommittee will provide prioritization and direction to the Banner Managers Committee, including a review and potential revision to the charge of the committee.

Membership (co-chaired by the Director of Application Services and one non-Technology Services member of the committee):

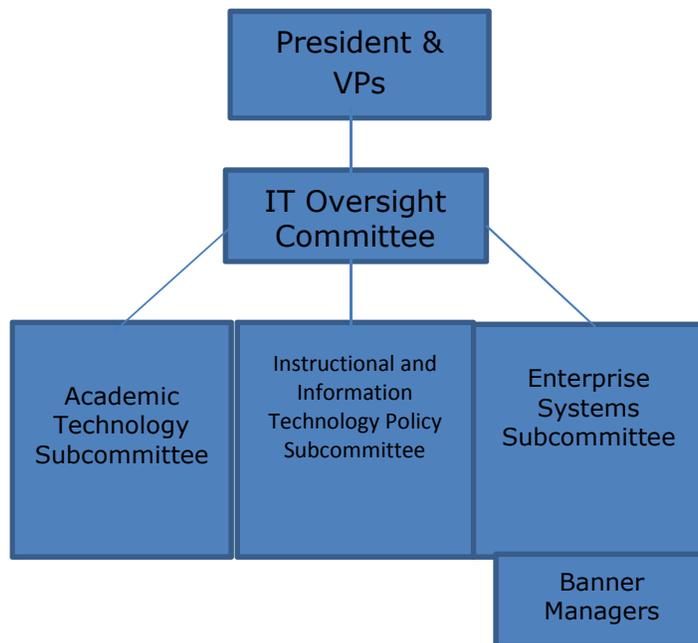
- AVP for Administration and Finance
- AVP for Human Resources
- AVP for Enrollment Services
- AVP for Institutional Effectiveness
- One faculty representative each from the School of Business, School of Letters, Arts, and Sciences, and School of Professional Studies
- One representative appointed by Faculty Senate
- One student government representative
- One representative from Advancement and External Relations
- One representative from the Council of Chairs
- Director of Application Services (co-chair)

Information and Instructional Technology Policy Subcommittee develops, reviews, and recommends appropriate information and instructional technology policies, including a review of access controls, data classification, and the data and security policies.

Membership (co-chaired by the Information Security Officer and one non-Technology Services member of the committee):

- One representative from Communications and Marketing
- One faculty representative each from the School of Business, School of Letters, Arts, and Sciences, and School of Professional Studies
- One student government representative
- One representative appointed by Faculty Senate
- Technology Services Leadership Team (CIO and/or Directors)
- One representative from Administration and Finance
- One representative from Advancement and External Relations
- Information Security Officer (co-chair)

Proposed Governance Structure:



The relationship between these proposed committees and some existing committees, such as the Faculty Senate Instructional Resources Committee, should be defined based on their specific charge.

APPENDIX B

HOW TECHNOLOGY SERVICES GOALS ALIGN WITH MSU DENVER'S STRATEGIC THEMES

Technology Services must be integrated throughout the MSU Denver Strategic Themes. Because the use of technology is pervasive across the University, many of the goals and strategies outlined below support multiple themes.

University Theme One: Student and Academic Success

Goal A: MSU Denver facilitates and enhances student success through the implementation of research based, best-practices degree-completion strategies.

Goal B: MSU Denver students are prepared to meet business/employer/graduate school requirements and expectations.

Goal C: MSU Denver hires and retains quality faculty who are excellent teachers and productive scholars who contribute to our communities.

Goal D: MSU Denver continues to seek and sustain innovative resources for student and academic success.

Related Strategies for Technology Services include:

- Implementation of advanced enterprise systems to improve student service, such as degree-audit and relationship management systems. (in support of Goal A)
- A robust student computing environment with improved accessibility from off-campus and relevant, industry-bases software applications. (in support of Goal B)
- Faculty have access to state of the art educational computing environment to support expanded teaching, learning and scholarship opportunities. (support Goal C)
- Students have mobile access anywhere and anytime to information, course content and learning opportunities, including access to student services such as enrollment, course schedules, and online classes. (in support of Goal D)

University Theme Two: Community Engagement and Regional Stewardship

Goal A: MSU Denver is sought after by Colorado's public, private and nonprofit sectors as a partner in addressing and solving community problems.

Goal B: MSU Denver is regionally and nationally recognized as a high-quality university that contributes to the success of our students as well as the MSU Denver metropolitan Denver community.

Related Strategies for Technology Services include:

- Improved opportunity and inclusivity through more available and accessible technology-based services, including computing resources. (in support of Goal A)
- Improved communication and collaboration services for students, faculty, and staff to allow greater flexibility and more reliable electronic communications such as an upgraded collaboration suite, an enterprise "wiki" service, and other similar strategies. (in support of Goal B)

University Theme Three: Institutional Culture

Goal A: MSU Denver faculty, staff and students feel valued and engaged in an environment of empowerment, trust and fairness.

Goal B: MSU Denver has interactive communication processes and cross-functional dialogue.

Related Strategies for Technology Services include:

- Technology Services has long-term leadership that has established a culture of mutual trust, respect, and transparency with technology throughout the campus, including a fully-staffed Instructional and Technology Services, with the optimal skill mix to both meet current user needs promptly and effectively and proactively anticipate and plan for future needs. (in support of Goal A)
- Technology Services has established channels / solutions for working with others on campus, including clearly established mechanisms for all students, faculty, and staff to access TS services and support. (in support of Goal B)

University Theme Four: Institutional Resources

Goal A: MSU Denver has an effective, efficient and transparent institutional resource allocation process to accommodate the prioritization of the Strategic Plan goals.

Goal B: MSU Denver has fiscally efficient and effective entrepreneurial practices in alignment with its vision.

Goal C: MSU Denver continues to seek, sustain and grow innovative institutional resources for the University (such as the Hotel and Hospitality Learning Center and the Franchise Opportunity Program)

Related Strategies include:

- Technology Services will communicate its budget and resource allocations in a timely and transparent manner.
- Technology Services is efficient and cost-effective and is a key driver for entrepreneurial practices, including leveraging its resources to support the business needs of the university.
- Technology Services will work in close partnership with University business and academic units to integrate services and software to improve efficiency, service, and support for MSU Denver students, faculty, and staff, including the implementation of a comprehensive shared governance model, creating a clear and consistent process for strategic, enterprise technology decisions.