Blueprint for Service Excellence
Division of Information Technology
2008-2009

A. Executive Summary.

Vision.
    The digital and information technology environment at the University of South Carolina will be viewed as a "best practice" among peer institutions.

Mission.
    The mission of the Division of Information Technology (DoIT) is to support the teaching, research, and service goals of the University.

The goals of DoIT are as follows:
- Enhance the teaching and learning environment for students and faculty.
- Build a flexible and capacious cyberinfrastructure for research, scholarship, and creative works.
- Support and enhance the functionality of administrative, business, financial, human resources, and student information systems.
- Strengthen the hardware and software infrastructure to support improved IT communications and productivity tools.
- Improve information technology policies, organization, planning, communications, and professional development.
- Engage USC's 4-year and Regional Campuses as full partners in IT enterprise decisions and initiatives.
- Represent USC System interests in local, regional, and national IT forums.

B. Goals, Initiatives, and Action Plans.

The Office of Information Technology has identified the following goals for 2008-2009:

1. Enhance the teaching and learning environment for students and faculty.

Initiative 1(a): Collaborate with the Center for Teaching Excellence (CTE) in support of faculty and graduate teaching assistant efforts to improve instructional quality.
Action Plans: Ensure regular interaction between Teaching and Technology Support and the CTE, particularly with Faculty Fellows.
Indicators: Monitor work flow and project commitments.

Initiative 1(b): Continuously review course management system (CMS) performance and functionality. Pilot and adopt (where appropriate) new technologies to assist in the achievement of instructional excellence.
Action Plans: Regularly elicit feedback on system positives and negatives; survey

industry trends; look for best practices in higher education.
Indicators: CMS instructional support staff will seek qualitative and quantitative feedback from users, will examine the options by scanning best practices and industry trends, and will present findings to UITC for consideration and a recommendation to the CIO.

Initiative 1(c): Identify up to three faculty members to gather data and help construct an institutional plan for academic technology support, including mobile learning.
Action Plans: Solicit nominations and expressions of interest in spring/summer 2008. Develop plan in fall 2008.
Indicators: Completion of plan by end of fall semester 2008.

Initiative 1(d): Collaborate with the Library in creating an Information Commons.
Action Plans: Work with vendors and space designers to create a "next generation" space for learning and exploration using new and emerging technologies.
Indicators: Feedback from students.

2. **Build a flexible and robust cyberinfrastructure for research, scholarship, and creative works.**

Initiative 2(a): In partnership with the Office of Research and Health Sciences and the Office of the Provost, continue planning for the Research Computing Initiative and make recommendations regarding cyberinfrastructure development and support. Review existing computational and visualization efforts on campus to determine if and how any of these activities may complement centrally-coordinated research computing initiatives.
Action Plans: Identify and engage faculty, facilitate discussion, and gather quantitative and qualitative data. Establish dialogue with faculty research community about economies of scale for some research computing support services. Review best practices at other universities. Conduct a gap analysis.
Indicators: Did substantive action items emerge from the discussion? In conjunction with the Offices of the Provost and VP for Research and Health Sciences, determine how to use information from faculty to shape USC research computing strategies. Would consolidation and/or collaboration around some research computing activities lead to resource savings and efficiencies for researchers? Analyze budgets and cost of services on a per unit basis.

Initiative 2(b): Remain active and engaged in SURA, the EDUCAUSE Campus Cyberinfrastructure Initiative, Internet2, SoX, EPSCoR, HSSC, and other research related groups, especially those activities related to computing and data grids, high bandwidth regional networking, and high performance computing.
Action Plans: CIO or designee(s) will attend meetings and engage in activities, including participation in grant initiatives.
Indicators: Use dialogue with USC research leaders to improve communications paths with research community about research-related opportunities.

Initiative 2(c): Support the needs of Innovista.
Action Plans: Remain aligned with Offices of Research and Health Sciences, Provost, President, and Executive Director of Innovista.
Indicators: Monitor Division of IT resource commitments that may help realize the research campus vision.

Initiative 2(d): Launch SC LightRail in CY2008.
Action Plans: Work with senior officers of the three research universities and legislative liaisons to position the SC LightRail initiative for continued legislative support. Finalize governance documents. Add staffing as needed.
Indicators: Light the fiber and begin daily operations.

Initiative 2(e): Strengthen relationships with Libraries, Center of Digital Humanities, and other existing and emerging organizations to enrich the University's resource pool to support faculty needs in research, scholarship, and creative works.
Action Plans: Provide funding and programmatic support.
Indicators: Note tangible results from investments.

3. **Support and enhance the functionality of administrative, business, financial, human resources, and student information systems.**

Initiative 3(a): After completing Task Order #1 (Fit/Gap Analysis) and the Readiness Assessment, launch OneCarolina, an ERP (Enterprise Resource Planning) project to replace legacy financial, human resources, and student information systems.
Action Plans: Execute the project plan.
Indicators: OneCarolina project leader has established a comprehensive project plan and will maintain a project "dashboard" to monitor progress toward objectives.

Initative 3(b): Issue RFP for consulting services to help develop a 10-year overarching plan for IT futures at USC.
Action Plans: Hire a consultant.
Indicators: Completion of a report for internal review and discussion.

4. **Strengthen the hardware and software infrastructure to support improved IT communications and productivity tools.**

Initiative 4(a): Investigate next generation mobile communications technology options for USC.
Action Plans: Survey emerging technologies, industry trends, and best practices. Develop recommendations for resource investments, timeline.
Indicators: Completion of an actionable plan for review by UITC.

Initiative 4(b): Complete migration to active directory, and Outlook/Exchange for enterprise email and electronic calendaring options to better serve faculty, student,

and staff needs.
Action Plans: Execute project plans.
Indicators: Is migration to a new, ubiquitous email and calendaring platform completed? Survey of customers to determine satisfaction with new functionality.

Initiative 4(c): Develop the Hampton Street computing site to facilitate LightRail and other initiatives.
Action Plans: Initiate a project team to investigate options.
Indicators: Completion of an actionable plan.

Initiative 4(d): Maintain a three-year rolling plan for infrastructure renewal, upgrades, expansion, and replacement.
Action Plan: Maintain the plan.
Indicators: Determine whether the plan meets campus needs by initiating dialogue with UITC.

5. **Improve Information Technology policies, organization, planning, communications, and professional development.**

Initiative 5(a): Strengthen data privacy and security.
Action Plans: Use external consultant's recommendations. Hire a Chief Information Security Officer. Develop education and awareness plans. Enhance monitoring, reporting, and response capabilities.
Indicators: Monitor compliance and improvements and budget efficiencies in the affected areas.

Initiative 5(b): Re-charter the University Information Technology Council (UITC) and reevaluate membership and unit representation.
Action Plans: Ask the existing UITC for assistance in improving the information exchange and participatory functions of the Council. Seek new nominations of faculty and staff participants from Deans and Vice Presidents.
Indicators: Ask UITC members to complete evaluation forms regarding Council effectiveness at the end of the academic year.

Initiative 5(c): Improve coordination of centralized and decentralized (unit controlled) IT activities.
Action Plans: Schedule a campus-wide meeting of all IT personnel. Seek feedback on how to improve coordination and communication. Assign college, school, and unit liaisons.
Indicators: Analyze communications and coordination criteria that emerge from the meetings. Schedule followup meetings with IT personnel to seek additional recommendations for refinement.

Initiative 5(d): Maintain a transparent, highly visible, and easily understood method for establishing and periodically reviewing priorities for IT resource allocation.

Action Plans: Ensure that the UTS project database is widely visible. Clarify the processes associated with additions to the database.
Indicators: Ask customers to provide feedback on the process.

Initiative 5(e): Improve professional development opportunities for IT staff throughout the University.
Action Plans: Charter a small group to examine best practices and recommend next steps.
Indicators: Submission of recommendations.

6. **Engage USC's 4-year and Regional Campuses as full partners in IT enterprise decisions and initiatives.**

Initiative 6(a): Meet with 4-year campus CIOs and Regional Campus IT representative at least four times yearly; meet with campus Deans and Chancellors at least twice yearly.
Action Plan: Schedule regular meetings.
Indicators: Ask participants for feedback about the utility of meetings.

Initiative 6(b): Ensure engagement of 4-year and Regional Campuses in review of enterprise initiatives such as OneCarolina and CTE.
Action Plans: Communicate with Dr. Plyler, Deans of Regional Campuses, Chancellors of 4-year campuses about opportunities for participation.
Indicators: Ask for regular feedback.

7. **Represent USC System interests in local, regional, and national IT forums.**

Initiative 7(a): Enhance USC's regional and national IT profile through active and high-visibility participation in organizations such as HSSC, EDUCAUSE and SURA.
Action Plans: Attend meetings, communicate with other IT leaders, volunteer for participation on relevant task forces and committees.
Indicators: Monitor frequency of USC engagements with regional and national bodies and publications.

Initiative 7(b): Continue to act as an information resource for the Legislative, Judicial, and Executive branches of state government.
Action Plans: Maintain positive relationships with the Governor's Office, legislative offices, Office of the State CIO as appropriate.
Indicators: Feedback from legislative liaisons, USC senior executives, others who have frequent political contacts.

Initiative 7(c): Serve as a point of coordination on IT issues that affect South Carolina higher education.
Action Plans: Continue to develop relationships with IT colleagues at other institutions of higher education in the state.
Indicators: Monitor the extent to which statewide issues and USC issues are aligned.