

**Indiana University South Bend  
Information Technologies  
One- to Three-Year Strategic Plan  
2004-2007 2005-08  
Updated 10-31-07**

<b>Goals</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Assessment</b>
<b>General</b>			
Assess IT staffing and services	<ul style="list-style-type: none"> <li>• Meet w/ all staff</li> <li>• Conduct focus groups w/ faculty</li> <li>• Meet w/ all senior administrators</li> </ul>	Early 2004	Accomplished
Reorganize IT as needed	<ul style="list-style-type: none"> <li>• Develop model based on type of service provided or groups being served</li> </ul>	Early 2004	Accomplished
Develop reports and/or procedures to accurately determine account balances (in cooperation with Administrative and Financial Affairs)	<ul style="list-style-type: none"> <li>• Meet w/ VC Admin and budget people to determine methods to provide accurate and timely accounting information</li> <li>• Train IT clerical people in the procedures to obtain this information</li> <li>• Teach IT management staff how to use the reports</li> </ul>	Mid 2004	Accomplished

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Develop policies and procedures for disposal of obsolete or surplus equipment	<ul style="list-style-type: none"> <li>• Consult w/ auditors to develop guidelines consistent w/ university policies</li> <li>• Train staff of the use of disposal procedures</li> </ul>	Mid 2004	Accomplished
Evaluate current system for campus-wide electronic communication and make changes as needed	<ul style="list-style-type: none"> <li>• Conduct focus group meetings w/ faculty and staff to get feedback on current processes and suggestions for alternatives</li> <li>• Contact other institutions for alternative communication distribution methods</li> </ul>	Mid to late 2004	Accomplished
Develop policies for technology expenditures (campus-wide)	<ul style="list-style-type: none"> <li>• Review previous years' technology-related expenditures (hardware and software) with a specific focus on year-end spending</li> <li>• Define planning guidelines to increase the appropriateness of and reduce "last minute" errors and inefficiencies on year-end purchases</li> </ul>	Mid to late 2004	Accomplished

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Develop MOUs between IT and other divisional units	<ul style="list-style-type: none"> <li>Define and document IT's responsibilities with respect to setup and maintenance of non-IT equipment</li> </ul>	Mid to late 2004	Accomplished and on-going
Elkhart Center (classrooms, labs, infrastructure)*  *Strategic Plan Priority I, Goal E, Item 1 AND Priority II, Goal F, Items 1 and 2	<ul style="list-style-type: none"> <li>Develop specifications for telecom infrastructure</li> <li>Develop specifications for computer lab and classrooms</li> <li>Obtain and install equipment</li> <li>Train users</li> </ul>	2006-2007	Accomplished
Associates Building (IT relocation, classrooms, computer labs, general building specifications)*  *Strategic Plan Priority I, Goal E, Item 1 AND Priority II, Goal F, Items 1 and 2	<ul style="list-style-type: none"> <li>In cooperation with downstate, develop specifications for telecom infrastructure, computer labs, classrooms and IT spaces.</li> <li>Equip relevant spaces</li> <li>Relocate</li> </ul>	2007-2010	New goal (Apr 2007)
Student housing	<ul style="list-style-type: none"> <li>Assist with design</li> <li>Work with architects, downstate and facilities management in IT-relevant areas (community building, door access, etc.)</li> </ul>	2007-2008	New goal (Apr 2006)

<b>Goals</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Assessment</b>
Information Commons in Library*  *Strategic Plan Priority I, Goal E, Item 3	<ul style="list-style-type: none"><li>• Work with Library staff on planning, implementation, installation and on-going support</li></ul>	2007	<a href="#">Accomplished</a>

<b>Goals</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Assessment</b>
<b>User Support &amp; IT Communications</b>			
Provide more timely response to calls made to the helpdesk	<ul style="list-style-type: none"> <li>• Calculate current wait times for help desk problem resolution</li> <li>• Restructure help desk to provide more efficient response</li> <li>• Hire additional help desk staff</li> </ul>	Mid to late 2004	Accomplished and on-going
Develop procedures and methods to deliver more timely and effective communications within IT and between IT and the campus	<ul style="list-style-type: none"> <li>• Discontinue use of old IT e-mail distribution lists</li> <li>• Send all important IT-related communications to all IT staff</li> <li>• Restructure meetings groups</li> <li>• Develop two newsletters: one for internal IT communications and one for communications from IT to the campus</li> </ul>	Mid 2004	Accomplished and on-going
Increase “one-stop” helpdesk support capabilities	<ul style="list-style-type: none"> <li>• Restructure IT to provide a broader base of support within the help desk</li> <li>• Hire additional help desk staff as needed</li> </ul>	Mid to late 2004	Accomplished

Goals	Strategies	Timeline	Assessment
Increase user skills and awareness of campus technological resources*  *Strategic Plan Priority II, Goal E, Item 1	<ul style="list-style-type: none"> <li>• Publicize training available</li> <li>• Offer specialized sessions targeted at specific user groups</li> </ul>	Late 2004	Accomplished and on-going
Provide a higher level of access to classroom instructional technology and multi-media equipment*  *Strategic Plan Priority I, Goal E, Item 1 AND Priority II, Goal F, Items 1 and 2	<ul style="list-style-type: none"> <li>• Install basic technology package in all general classrooms</li> <li>• Upgrade classrooms already equipped with older technology to a more current standard</li> </ul>	Mid to late 2004	Accomplished and on-going
Provide a higher degree of support to faculty who wish to incorporate technology into instruction (via UCET)*  *Strategic Plan Priority I, Goal F, Item 2, Goal H, Item 4 AND Priority II, Goal E, Item 5	<ul style="list-style-type: none"> <li>• Redefine UCET's role in providing assistance to faculty</li> <li>• Hire a new instructional technology coordinator</li> </ul>	Mid 2004	On-going
Develop a "one-card" system to facilitate the delivery of a variety of campus services	<ul style="list-style-type: none"> <li>• (Primary contingency is developing a relationship with IUCU or TCU to facilitate transactions)</li> </ul>	2005-2006	<del>Tabled pending go-ahead from downstate.</del>  Campus has decided against a one-card system.

Goals	Strategies	Timeline	Assessment
Convert campus users from Novell and Win 98 to Windows networking software and Windows XP desktop operating software	<ul style="list-style-type: none"> <li>• Users will be migrated to new desktop operating systems as they receive new computers</li> <li>• Users will be migrated to new network operating system by departments</li> </ul>	Early to mid 2004	Accomplished
Develop a print management system for computer labs and classrooms	<ul style="list-style-type: none"> <li>• Consult w/ other regional campuses to obtain info on their solutions</li> <li>• Implement solution most appropriate to our needs</li> </ul>	<del>Mid to late 2004</del> Fall 2008	<del>Tabled pending evaluation of needs (development of print management not a necessity based on current use)</del>  Evaluation of a print management system in progress.
Re-evaluate and revise (as needed) policies and procedures for imaging desktop and lab computers	<ul style="list-style-type: none"> <li>• Evaluate past problems with desktop and lab computers</li> <li>• Investigate hardware and software solutions</li> <li>• Implement appropriate solution</li> </ul>	Early to mid 2004	Accomplished (and ongoing)
Convert campus users from Office 2003 and Windows XP to Office 2007 and Windows Vista	<ul style="list-style-type: none"> <li>• Users will be migrated to new office suite as they receive new computers</li> <li>• Users will be migrated to Win Vista en masse</li> </ul>	End of 2008	New goal (6-1-07)

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Install standard classroom tech package in instructional computer labs*  *Strategic Plan Priority I, Goal E, Item 1	<ul style="list-style-type: none"> <li>Obtain and install equipment</li> </ul>	End of 2008	New goal (1-1-07)
Upgrade existing classroom tech*  *Strategic Plan Priority I, Goal E, Item	<ul style="list-style-type: none"> <li>Phase out transparency overhead projectors in favor of document cameras</li> </ul>	End of 2010	New goal (7-1-07)
Convert departmental databases from MS Access to MS SQL	<ul style="list-style-type: none"> <li>Train database support personnel on the use of MS SQL and being conversion</li> </ul>	End of 2008	In progress
Install digital signage in helpdesk area	<ul style="list-style-type: none"> <li>Obtain LCD panel</li> <li>Install</li> <li>Determine messaging content and updating frequency</li> </ul>	End of 2007	In progress
Implement a new helpdesk incident management system	<ul style="list-style-type: none"> <li>To be determined by UITS</li> </ul>	End of 2008	Pending
Convert campus users Mac OSX to Leopard	<ul style="list-style-type: none"> <li>Users will be migrated to Leopard en masse</li> </ul>	End of 2009	New goal (10-31-07)

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<b>Systems Support</b>			
Provide wireless network access to all congregating and instructional areas of the campus not serviceable by wired connections	<ul style="list-style-type: none"> <li>• Determine locations to be served by wireless</li> <li>• Evaluate solutions</li> <li>• Implement solution</li> <li>• Monitor for effectiveness and impact on network traffic and security</li> </ul>	Early to mid 2004	Accomplished (and on-going)
Upgrade network infrastructure to increase internal speed, reliability and redundancy	<ul style="list-style-type: none"> <li>• Replace cable, switches, etc. as needed to maintain quality of service</li> <li>• Install network monitoring tools to track usage, unauthorized entry, bandwidth consumption, patch status, etc.</li> <li>• Appoint individual to function as Chief Security Officer with respect to monitoring and enforcement of network policies to maintain network integrity</li> </ul>	2004-05 2008	Accomplished except for the installation of core network infrastructure switches (expected completion Fall 2005)  Installation of core switches in progress.
Evaluate necessity/possibility of upgrading telephone equipment	<ul style="list-style-type: none"> <li>• Monitor status of phone system upgrades at sister campuses</li> <li>• Investigate alternatives to current system</li> </ul>	2005-06	Limited upgrade completed in 2006.

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Provide increased redundancy to supplement downstate services	<ul style="list-style-type: none"> <li>• Install backup equipment in SB and additional T-1 service between Elkhart and Indy</li> <li>• Purchase additional router</li> </ul>	Mid 2004	Accomplished.
Develop a disaster recovery plan	<ul style="list-style-type: none"> <li>• Assess conditions and outcomes from recent “disasters,” determine impacts on IT and IT’s ability to service the campus, review alternatives</li> </ul>	Mid 2004 through 2005	Accomplished and on-going (re: updates to plan).
Develop plans for technology-related infrastructure for future buildings/acquired properties	<ul style="list-style-type: none"> <li>• Investigating methods and costs to provide services to acquire property on Ironwood</li> <li>• Begin groundwork planning for providing service to future student housing</li> </ul>	2004-2006	On-going.
Investigate next generation of phone equipment	<ul style="list-style-type: none"> <li>• Unified messaging?</li> <li>• VoIP?</li> <li>• Alternatives to SUVON?</li> </ul>	2008-2009	New goal (10-31-07)
Implement E911	<ul style="list-style-type: none"> <li>• Purchase and install</li> </ul>	2007-2008	New goal (9-1-07)

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Implement IPSAP (Internet security and accountability project)	<ul style="list-style-type: none"> <li>• Work with downstate to the degree needed</li> <li>• Purchase and install equipment</li> <li>• Develop procedures</li> <li>• Develop educational campaign for campus community</li> </ul>	2007-2008	New goal (6-1-07)
Develop plans for technology-related infrastructure and equipment for new Elkhart location	<ul style="list-style-type: none"> <li>• Work w/ downstate facilities and IT personnel to develop plans for new Elkhart facility</li> </ul>	2004-2005	Accomplished.
Facilitate distance education initiatives (interactive televised instruction, video classes, web-based or web-assisted coursework)*  *Strategic Plan Priority I, Goal F, Item 6	<ul style="list-style-type: none"> <li>• Work w/ appropriate Academic Affairs to determine which distance delivery methods will be most appropriate</li> <li>• Put infrastructure in place based on needs agreed to by Chancellor</li> </ul>	2005-2006	Accomplished to the extent possible given the state of campus distance learning initiatives.
Provide expanded network data storage capabilities	<ul style="list-style-type: none"> <li>• Install NAS (networked attached storage device) to supplement current file servers</li> </ul>	Early 2004	Accomplished

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<b>Event &amp; Media Support</b>			
Provide broadcast services for events	<ul style="list-style-type: none"> <li>• Prepare feasibility studies on alternative means of providing video/audio event broadcast services</li> </ul>	2005	<p>In progress</p> <p>Event and media support transferred to Academic Affairs in 2005.</p>
Upgrade cable TV infrastructure	<ul style="list-style-type: none"> <li>• Determine appropriate procedures and obtain cost information</li> </ul>	2005	<p>In progress</p> <p>Event and media support transferred to Academic Affairs in 2005.</p>
Develop technology support plans for SAC and events	<ul style="list-style-type: none"> <li>• Work w/ SAC staff to determine appropriate procedures with respect to IT-related equipment purchases, equipment placement, and equipment support</li> <li>• Hire additional staff as needed</li> </ul>	Late 2004	<p>Accomplished (<del>revisions on-going as needed</del>)</p> <p>Event and media support transferred to Academic Affairs in 2005.</p>

<b>Goals</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Assessment</b>
<b>Web Services</b>			
<p>Increase currency and user-friendliness of IU South Bend web site*</p> <p>*Strategic Plan Priority IV, Goal B, Item 2</p>	<ul style="list-style-type: none"> <li>• Identify pages that should be using the IU South Bend template</li> <li>• Identify sites with outdated information and missing/broken links</li> <li>• Work w/ Public Affairs and units whose sites need modification</li> <li>• Hire additional web staff</li> <li>• Consider re-acquisition of IU South Bend web site hosting responsibilities (currently housed down state)</li> </ul>	<p>2004-2005</p> <p>2008</p>	<p>Accomplished and on-going. Site hosting reacquisition will not take plan until the end of the 05-06 academic year (at the earliest).</p> <p>Hosting responsibilities reacquired in 2006. New template development under way with conversion of pages to take place during 2008.</p>
<p>Facilitate increased use of web-based academic activities such as on-line testing, evaluation, blogs, etc.</p>	<ul style="list-style-type: none"> <li>• Develop infrastructure to handle suggested technologies</li> <li>• Work w/ faculty (via UCET) to develop and implement web-based activities into the curriculum</li> </ul>	<p>2004-2005</p>	<p>On-going</p>

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Develop and implement policies and procedures with respect to web site maintenance for non-IT units	<ul style="list-style-type: none"> <li>• Conduct a compliance review of all web sites</li> <li>• Determine which guidelines are not being followed</li> <li>• Develop procedures to assist users in maintaining web pages</li> </ul>	Early 2004	Accomplished and on-going
Convert IU South Bend web site to new templates (in compliance with IU Integrated Image)	<ul style="list-style-type: none"> <li>• Work with OCM to develop new templates</li> <li>• Instruct pilot users on the template specifics</li> <li>• Create a hierarchical map of present site</li> <li>• Convert present pages to new templates</li> <li>• Integrate blogs and wikis</li> </ul>	End of 2008	New goal (1-1-07)