University Technology & Information Plan
2018 - 2023

Bridging the Digital Horizon

UNIVERSITY OF
RICHMOND

University Technology and Information Plan

Greetings! Welcome to the University of Richmond's first integrated strategy for technology and information. This plan, developed over 19 months through engagement with the stakeholders, partners, and end users, is designed to harness modern technologies and robust information resources to enable teaching excellence, facilitate new avenues of scholarship, amplify efforts to promote student success, and facilitate responsible stewardship. This plan is built around four goals each supporting one or more elements of the University Strategic Plan. While some goals are deferred, some are currently underway.

This plan, is not, I repeat, is not an Information Services Division plan. We were purposeful at the beginning to develop a plan for the university, not the division, as technology and information can be found in every corner of the university. Hence the name, University Technology and Information Plan. I know, this is mouthful. You can call it the Information Technology or IT Strategic Plan, just as long as you know it is a University and not a Division plan. Yes, Information Services, assumed leadership for developing and facilitating the plan, but you will find several goals and strategic initiatives where we must partner closely with others to realize our aspirations.

We find ourselves in the digital era where the volume, velocity, and variety technology change is rapid. Traditionally, we have invested in technologies as singular solutions. We believe this plan provide a comprehensive, integrated approach to investing in solutions which align with, support, and enable various aspects of the University's strategy.

When we, the 74 professionals in Information Services, working with our campus stakeholders and partners, accomplish the goals and initiatives in our University Information and Technology Plan, we will improve everyday technology services. Additionally, we will enable and accelerate our campus partner's strategies to achieve academic excellence, student success, constituent engagement and operational efficiency. Thank you for taking time to stop by and please stop by again to check on our progress!

Keith W. "Mac" McIntosh
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Preamble

Information Services (IS) partners with the campus community to provide robust, reliable and secure information resources and services that enable faculty, staff and students to excel in their academic and administrative pursuits. Collaborating with other offices, we provide the facilities, equipment and professional support to assist faculty with meeting their teaching objectives as well as support for innovative uses of information technology to advance teaching, research, creativity, and scholarship.

This Plan lays out our shared goals for the coming years, a project that will contribute substantially to the success of the University of Richmond's Strategic Plan.

We have many assets on which to build. The Information Services division is staffed by purposeful, talented team members, who are dedicated to supporting the academic and administrative functions of the University. We offer an array of technology resources and services that support the students, faculty, and staff.

The University Technology and Information Plan specifically supports the University Strategic Plan's goals of academic excellence, a thriving and inclusive community, and responsible stewardship.

The University Technology and Information Plan was developed through a three-phased approach. First, we established a baseline by looking at institutional priorities, our "as-is" IT capabilities, and identification of gaps and opportunities. Next, we developed strategies through extensive constituent engagement, analysis of solution options in critical areas, and an assessment of our implementation readiness. Finally, we created this integrated Plan through the development of implementation timelines, and the establishment of enablers - looking at our funding, our organization, and IT governance.

The Plan delivers continued improvement to everyday technology services and enables other units' strategic goals. The Plan leverages the expertise of many areas, including IS, CTLT, the Library and their academic and administrative partners. More specific benefits are outlined later in this report.

These goals provide direction, and we invite the University community to join us in bridging the digital horizon together. Hundreds of community members have suggested initiatives that can help us reach our goals, and operational plans are already under development to animate those initiatives. We are committed to measuring our success rigorously, in sharing that information transparently, reckoning honestly with opportunities and challenges that these assessments reveal, and using that information to improve. Through this Plan, and achievement of the goals that we have outlined, Information Services will build on our strengths to build a bridge to the digital horizon, helping the University enhance its leadership among the nation's premier colleges and universities.

Vision

Faculty, students, and staff will harness modern technologies and robust information resources to enable teaching excellence, facilitate scholarship and innovation, promote student success, and facilitate responsible stewardship. The University will invest in the ability of students, faculty and staff to use technology effectively, operate IT efficiently and protect the information security of its community.

Goals

The IT Plan is built around four goals which each support one or more elements of the University Strategic Plan.

IT Planning Goals	University Goal Alignment
1. Support effective and innovative teaching and learning with technology.	**Academic Excellence**
2. Provide digital tools and information to help students develop effective academic plans and deepen their co-curricular engagement.	**Academic Excellence** **Thriving and Inclusive Community**
3. Enable faculty, student and administrative support services that are efficient and data driven.	**Stewardship**
4. Adopt leading IT management practices and develop organizational competencies to effectively and securely use technologies.	**Stewardship**

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Anticipated Benefits

Students
- Greater opportunities to use leading technologies and digital media.
- Efficient campus services that are accessible from mobile devices.
- Personalized, relevant communications from the University and easier ways todiscover interesting events and activities.
- More fixed and impromptu collaboration spaces and anytime anywhere access to software.
- Expanded support to learn to use technologies featured in courses or of interest to students for their own creative works.

Faculty
- Expanded academic technology support services.
- Better information and tools to support student advising.
- Access to research computing capabilities and services including high performance computing
- More efficient administrative and faculty support processes that save time.

Staff
- Easier access to consistent data and reports.
- Additional tools and support to use technology to streamline processes.
- Less time spent navigating administrative processes.
- Deeper skills to use technology to analyze information and improve services.

Improved IT governance will enable the University to make technology decisions more efficiently and achieve greater benefits from technology investments.

Strategic Initiatives: Introduction

Each goal is supported by several broader strategic initiatives that contain multiple projects or changes.

- Goals are constant through the life of the plan and many of the initiatives will require multiple years to complete.

- Individual projects will be more agile and will change in focus as the implementation of the plan proceeds.

- Most initiatives will be led in partnership by an administrative or academic department and an IT group (e.g. Library, IS, CTLT).

- The strategic initiatives are too numerous to pursue concurrently and are not all of equivalent priority. Included with their description is an initial phasing chart that distinguishes between those initiatives that are priorities to begin now or sustain something that is already underway, those that require more time to develop and incubate and those that will be deferred till later years of the plan to allow time to develop resources and readiness.

- Initial projects, timelines and preliminary resource estimates for each major initiative are described in separate implementation roadmaps.

- Finally, the four major goals are supported by a set of enabling changes designed to improve IT decision-making and governance. These changes are described in a separate governance design.

Goal 1: Support effective and innovative teaching and learning with technology.

Goal 1 furthers academic excellence and enables discovery and innovation. Its strategies provide additional experimentation spaces, grant programs and multi-disciplinary support services to help faculty and students use technology to meet a particular learning objective or discover innovative ways to redesign courses or coursework. It expands capacity to support strategic areas including high performance computing, digital scholarship and data science. Goal 1 continues an emphasis on sustaining classroom standards provide faculty with a wide range of options.

Initiatives

1. Create an integrated virtual and physical center for faculty to access academic technology, research and instructional design support.

2. Expand the TLC to become a hub of multi-media and technology support center for student coursework and creative projects.

3. Develop an interdisciplinary academic technology incubator space and grant program to facilitate faculty exploration of new technologies.

4. Create collaborative work spaces and virtual software application libraries to enable students to work anytime and anyplace.

5. Expand research and scholarly computing support services including consultation, high performance computing and access to research software.

6. Create programs and resources to expand students' technology literacy and proficiency.
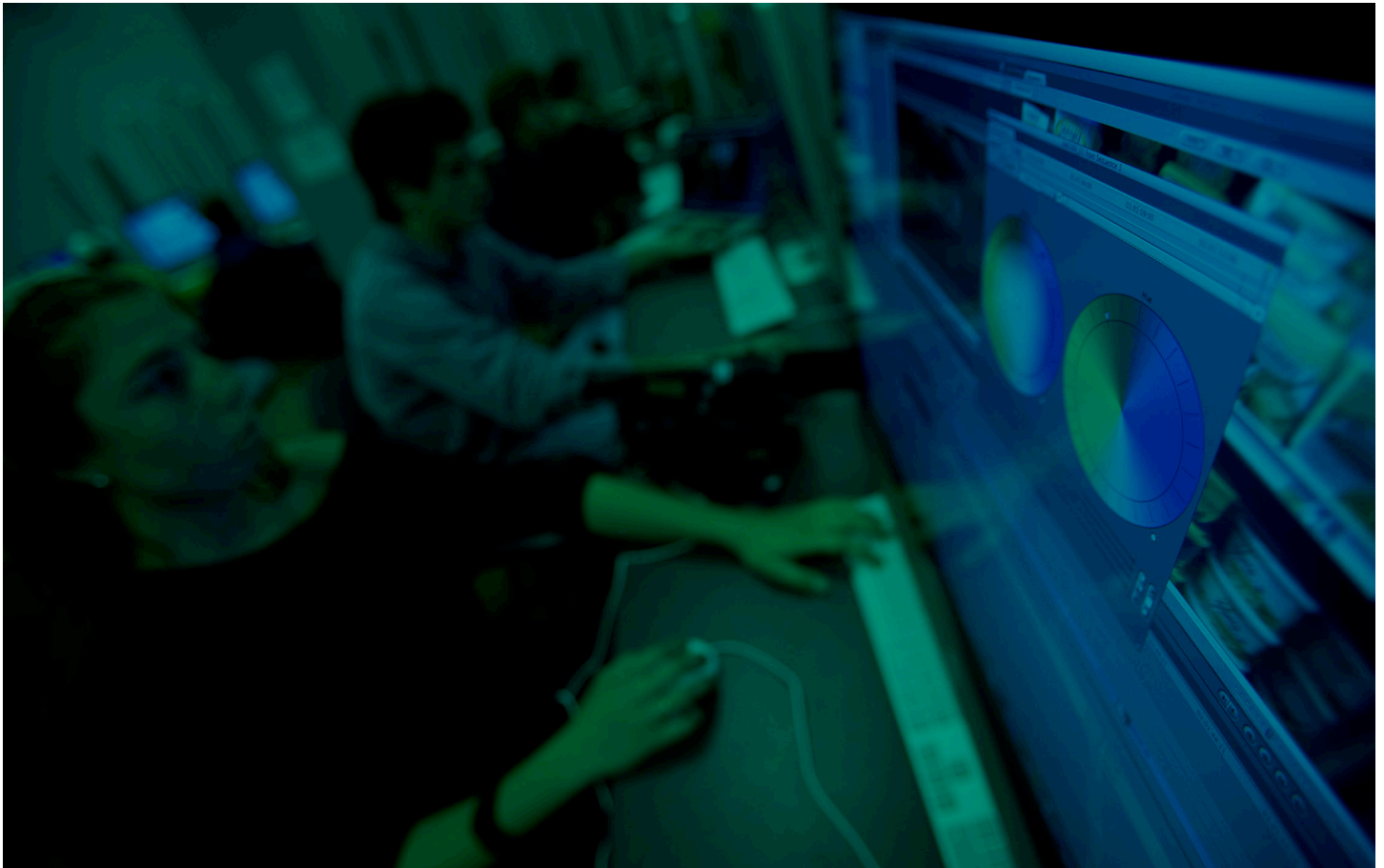
Goal 2: Provide digital tools and information to help students develop effective academic plans and deepen their co-curricular engagement.

Goal 2 supports academic excellence and a thriving and inclusive community. Its strategies improve tools to help students become engaged in co-curricular programs and work with their advisors to plan their academic careers and participation in high impact practices. Goal 2 further personalizes students' experience by assisting offices that serve them to better communicate with one another and track their engagement with a student.

Initiatives

1. Develop advisor dashboards with information about students' interests, and co-curricular engagement.

2. Create "digital" planning worksheets for students and advisors to develop preliminary forecasts of their 8 semesters of course work and engagement in internships, study abroad and other high impact programs.

3. Improve existing and seek new tools to help students discover, schedule and join activities and events that match their personal, academic and career interests.

4. Leverage technology to create a shared "case management" system that helps offices that interact with students track these interactions and share appropriate information as they refer students to one another.

5. Leverage mobile technologies to assist incoming students to plan and track their own co-curricular engagement plan and for juniors and seniors to plan and track the activities and support services they should engage with as they transition to engaged alumni.

Goal 3: Enable faculty, student and administrative support services that are efficient and data driven.

Goal 3 promotes effective stewardship in partnership with the UR Better initiative to improve business processes and IFX initiatives to enable data driven decisions. Strategies deploy technologies to create more efficient digital processes and better integrate services that involve many offices such as the onboarding of a student. A structured collaboration with IFX's will expand reporting capabilities and provide support to develop new reports and data integrations to help IFX become a consultative hub and provider of analytics. Finally, this goal establishes future roadmaps for the technology platforms that support student, finance, HR processes and reporting.

Initiatives

1. Support redesigned processes with digital workflows, electronic signatures, and document management capabilities.

2. Deploy a mobile friendly, integrated student onboarding capability to streamline collection of student information and distribution to Banner and other student support application software and guide students through the steps to enroll in applicable administrative tasks, activities, campus services, and orientation programs.

3. Create an interactive, self-service site to replace the fact book.

4. Evaluate and plan a transition to a software as a service administrative (ERP) and student information system.

Goal 4: Adopt leading IT management practices and develop organizational competencies to effectively and securely use technologies.

Goal 4 improves technology and information stewardship. Strategies improve the processes that IS and other technology support teams at the University use to deliver services and manage projects. It provides greater capabilities to secure and protect information assets and maintain a high availability of important applications and technology services.

Initiatives

1. Implement IT governance.

2. Adopt IT Service Management methods and a service management software application across IS.

3. Create an IS-wide project management office and adopt consistent tools and practices for resource planning and project management.

4. Maintain up to date business continuity strategy and disaster recovery plan in alignment with institutional priorities.

5. Develop a comprehensive security strategy and security awareness program.

6. Strengthen and expand our organizational capabilities.