

Strategic Plan for Information Technology

James Madison University

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INTRODUCTION

James Madison University is a living, evolving university where change is the status quo. The university's mission as a *"community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives"* is pursued in planning and operations activities throughout the university.

TECHNOLOGY VISION

To enable this mission, the vision of JMU's Information Technology (IT) evolves to reflect the vibrant, yet focused, character of the university it serves. IT collaborates within and beyond the university to create and sustain a technology environment that enables innovation and superior service for university constituents. IT seeks a model environment characterized as intuitive, personalized, seamless and secure. One further characterized as providing positive identification and full mobility for users and that is "always on" to support university functions.

In search of this ideal, Information Technology and its many partners constantly navigate change—challenged to monitor frequent shifts in technology, identify new strategies, deliver new solutions, and strive for further improvement. To sustain this journey, IT relies on the engagement of all who use and support the environment. Whether by sharing an idea or question, participating in a project solution, operating a device or reporting a problem, all those who use JMU's technology resources obligate themselves to assuring the resources are utilized constructively and to the full benefit of the university.



CORE VALUES

When selecting among the many alternatives that may assist in realizing its vision, Information Technology is guided by several dominant principles:

- **Instruction, research and service are primary in meeting university mission—information technology is secondary.** Technology projects exist to facilitate the greater mission of the university.
- **Technology change is inescapable.** No technology environment is ever complete. Instead, it is a reflection of the on-going evolution of the university and the needs of its constituents.
- **Technology is complex.** The intricate academic and business processes of the university demand a sophisticated and well-integrated technology portfolio that demands thoughtful planning and constant care.
- **Investments in technology demand careful stewardship and project management.** The greatest potential for successful outcomes from technology projects is assured by university level cooperation to examine potential costs and benefits, evaluate alternatives and provide for appropriate direction and oversight.
- **Collaboration is essential to information technology success.** On a university scale, no one person or group is capable of evaluating the full spectrum of technology needs and challenges for the university. Identifying, selecting and prioritizing among various technology investments that might be made requires group effort and engagement throughout the university.

While seemingly obvious, these principles provide a foundation of shared values within IT. By demonstrating these values, members of IT further relationships with internal and external partners and bring focus and dedication to the task of technology management.

STRATEGIC FOCUS

Reflecting these core values, Information Technology has identified four primary areas of strategic focus:

Building and Sustaining **Relationships**

Infrastructure/Service **Development**

Strategic **Investment**

Service **Delivery**

These strategic focus areas guide operation of the IT organization and provide a foundation for evaluating the contribution of individual initiatives to the broader technology vision. While examined annually, the focus areas are designed to promote continual development in an extended long-term horizon and are supplemented with initiative areas that provide focus for a shorter period.

Relationships

The most basic activities within a university—learning, teaching and working—are rarely performed in isolation. Students learn in group settings, faculty members teach in teams and employees form work committees. In such interactions we communicate and build collaborative relationships that help us grow as individuals, groups and organizations. By collaborating with others at JMU, members of the IT organization can gather additional knowledge and perspectives about technology projects (i.e. find out how others view the need, the impact, the priority, the values and risks, the quality of the outcome, etc.). Such information helps enrich the associations, inform decision-making and improve service.

Through collaborative relationships, IT can promote lasting interest and partnership around technology projects and services. Motivated by successful relationships, IT can more ably share its direction, successes and challenges as an informed and respected part of the university community.

Good relationships with others in the university presume good internal relationships as well. Within IT, an environment of healthy, open dialog and a strong management commitment to clear communication help cultivate strong associations within and among IT departments. IT employees will seek to model these values as they interact as leaders, service providers, customers and colleagues of IT.

JMU's IT organization also pursues external relationships with other universities, state entities and business partners. Through formal and informal affiliations, members of IT share information and understanding gained through JMU



experiences and profit from the knowledge of others. As an organization, IT continually seeks new relationships and ways to work together. Many strong relationships already exist and are nurtured on a regular basis to maintain their mutual benefit.

GOALS

IT will initiate and nurture contacts within the JMU community as a means of building knowledge and gathering input regarding technology management and use.

IT will develop strategic partnerships that cause others to value our service and seek our business and cooperation.

IT's work environment will be mission-focused and reward good communication and teamwork as core values.

Infrastructure and Service

Students, their families, and other constituents come to the university with an expectation that technology will support their activities wherever and whenever they occur. Much like electricity, technology is most noticeable when it is unavailable. While Internet access is certainly a primary demand, other elements of the university's information technology infrastructure have high levels of expectation. From the point of engagement (via laptop PC, PDA, cell phone, tablet computer, public kiosk, etc.) to the completion of a specific activity (registering for a course, paying a bill, submitting an assignment or contacting a professor, etc.), individuals care little about the complexities or components associated with delivery of that service. What they do care about is that appropriate technology is reliably available to let them do what they need/want to do, when they are ready, from where they choose.

But to IT, the ability to install and consistently operate fiber networks, web-enabled software applications, servers, identity and authorization services, etc. is an essential focus in meeting the evolving service expectations of the university community.

New technical challenges and exponential growth make the perfect, desired reality an elusive goal. More than any other technology endeavor the university undertakes, deploying appropriate infrastructure ahead of academic and other service needs requires collaboration, long-term planning and on-going commitment of resources. Any lack of these elements risks having learning, research and service delivery initiatives hindered by infrastructure limitations.

The university's infrastructure development focuses on three primary areas:

- network/telecommunications infrastructure,
- information systems software/application infrastructure, and
- desktop and general computing support infrastructure.

Technical challenges, time cycles and resource requirements vary and make timely delivery and high quality more difficult. IT's infrastructure initiative focuses on providing access, stability, security and seamless delivery of services across all products and layers of the infrastructure. IT infrastructure development goals are designed to address such characteristics in one or more of the infrastructure areas.

Strategic Investment

Effectively judging the potential of various investments requires a strategic view. University managers are challenged by business and technical complexities coupled with frequent resource constraints. And, their ideas and needs are easily overcome by negative possibilities. To succeed they must precisely identify resources, skillfully decide where, when and how they are to be applied, and focus on a best-value proposition. A good investment strategy is proactive and deliberately concentrated toward the best possible overall outcome.

Nowhere is this more desirable or necessary than in the intricate mix of technology resource investment. Strategic technology resource investment requires: evaluating existing investments in light of new opportunities and challenges, directing any new resources to the areas of highest priority, seeking new resources, and finding ways to extend the positive impacts of individual and aggregated resource investments. On behalf of its students, the taxpayers of Virginia and university benefactors who all bring resource support to the university, JMU pursues such strategic technology resource investment. The overall aim is to achieve the greatest instruction and service value

GOALS

IT will exploit opportunities within university budgeting and capital projects to extend and upgrade network connectivity (wired and wireless) to meet existing and emerging needs.

IT will implement additional redundancy for key infrastructure services to add flexibility and reduce risk. Projects targeted to increase availability, stability, security and contingency management will receive particular attention.

IT will advocate for a program of planned replacement/recycle of desktop machines so that minimum technical requirements can be met.

IT will develop and execute a program of proactive resource monitoring and volume testing to enhance capacity planning and operational control capabilities.

possible for the resources applied. In determining value (defined here as the most desirable intersection of cost and positive outcome), JMU respects both financial and human resources as inputs to technology investment.

To promote coordination of technology selections, avoid redundancy and minimize incompatibility in the greater university environment, individual programs/departments are encouraged to work collaboratively with IT to consider an enterprise approach. A 'big picture' view aids prioritization and management of resources and allows individual projects to be evaluated based on anticipated life cycle costs and benefits. Such analysis preceding initial investment helps develop a more thorough understanding of potential project value and procurement alternatives.

An example of this is JMU's recent purchase of a web content management system. University Advancement's marketing group, University Unions and IT were all independently considering the need for such a product. Through a process like the one described above, these stakeholders were able to collaborate in selecting a solution that will meet needs across the institution. A VASCUPP (Virginia Association of State College and University Purchasing Professionals) contract that incorporates the aggregate purchasing potential of Virginia institutions was then used to complete the procurement.

Since a high percentage of technology investment is in people, efforts to make sure that human resources are being used most effectively are also important. This is best done by examining the alignment of staff in relation to the institution's priorities and goals. Use of existing personnel, new hires, contractors, and other sources of labor receive careful thought initially and as a matter of on-going process. To prepare personnel for the possibility of new assignments, a focused staff development program is essential. For example, as academic and business functions move rapidly toward web and self-service environments, developers are learning new programming techniques and languages. As computer systems have become more integrated, mastery of new testing and teamwork techniques are also necessary. IT provides for on-going staff development in keeping with its technology agenda.

Seeking new or underutilized resources can also contribute strategically. For example, based on recent institutional surveys, over 98 percent of incoming freshmen bring a personal computer with them to the college experience. Once here, these personally-owned machines are connected to the campus network facilitating access to self-service capabilities, messaging systems, library resources, the internet, etc. and making residential computing a seemingly



viable productivity option for many students. Similar capability is available in apartment complexes occupied by upperclassmen. Still much of the instructional software, shared file storage and print capabilities required to carry out course assignments is available only in general-purpose or departmental laboratory facilities. This leads to a situation where many students who would otherwise prefer to "work from home" cannot; and much of the capability of personally-owned machines goes untouched. Meanwhile, the university investment in supporting and replacing equipment in such computing labs continues to grow with increased demand for access. Both to provide better service and to extend the reach of

GOALS

IT will continually analyze existing resources to assure technology staff and funds are most beneficially applied to JMU's mission.

IT will seek alliances, funding sources and procurement opportunities that grow and extend the impact of JMU's information technology resource investments.

IT will develop a program of services that allow the university to leverage the significant resource of personally-owned, student computers for use in instruction and service delivery.

IT will value its employees as a critical resource and foster their continued development.

current financial investments, JMU continues to explore new ways of leveraging students' personally-owned equipment within individualized learning and other service settings.

While residential/mobile computing scenarios based on personally-owned equipment will likely never eliminate the need for university-owned and managed computer facilities, taking full advantage of existing personal equipment investments has significant potential enhanced service flexibility. Simultaneously, it invites a strategic resource management question as to whether such residential computing services will free the university to direct limited resources toward more specialized, in-class, or shared computing needs.

Through new and existing means, IT will seek new resources to further the university's technology goals and will make sure these resources are effectively used

Service Delivery

Each of the previous strategies—developing open working relationships around technology management and use, providing adequate baseline infrastructure, and managing technology resources effectively—was selected with the ultimate goal of providing excellent service. As university services take a variety of forms, (e.g. a course session, a library circulation exchange, a business transaction, a facility access approval, a message from an advisor, etc.), technology is generally present to enhance or deliver another capability. Therefore, IT works in partnership with other departments to provide customer services with IT and the technology serving an enabling role.

Less often, but on a larger scale, access to technology is considered an IT service in itself (e.g. e-mail communication, high-speed network connectivity, wireless access, etc.). Such services are generally provided by the central IT organization as base service. Regardless of the circumstance, university technology is to provide or enhance constituents' ability to learn, work, serve, communicate and innovate.

To keep ahead of the service delivery curve calls for constant attention to business, academic and research processes and to the potential needs of the university's user populations. For example, growing demand for access may suggest the need for expanding the hours when technical support is available. Remote patterns of work call for new authentication and security measures. And, high-volume usage of critical systems suggests a need for more focused capacity planning, greater fault tolerance and fine-tuning of IT work flow. Through collaboration and a solution-oriented focus on the future and the greater needs of the university, JMU selects technology alternatives that help provide services with new and enhanced functionality through the most accessible, stable and individualized means possible.

Doing this demands perspectives and resources from various organizational units and a particular focus on the needs of students. For example, by further integrating the functionality of the existing JMU web, card services, e-campus and other systems through use of portal technology the university can create a one-stop-shop for students' access to information and services. Barriers of multiple logins, varying knowledge requirements and general information availability begin to dissolve to provide quality, on-demand service.

Even with advanced networking, location can also be a service barrier. As discussed earlier, students performing academic coursework in computer labs receive a very different service than if they choose to work from their residence. Yet in order to be successful at

GOALS

IT will develop and measure the success of service offerings based on their impact on students and the mission of the university.

IT will promote quality and accountability for its service delivery by developing performance measures and service level agreements around all major service areas and customer departments.

IT will encourage individual inquiry and problem solving through expanded self-service access and self-help information resources.

IT will provide increasingly seamless access through the thoughtful integration of varying systems and access control components.

IT will maintain the availability, integrity and confidentiality of JMU's information technology resources by instituting appropriate security controls and awareness efforts.



incorporating personally-owned computers into service delivery, significant process issues must be overcome. For example, there are presently more than 100 software applications being delivered in general-purpose computer labs. Compared to what might be found in residential settings, these labs present a relatively controlled environment. The machines and operating system software are standardized. Configuration settings are managed to assure compatibility and sustainability. Connections to printers and other devices are also readily available in keeping with anticipated instructional

needs and service expectations. To deliver equivalent capabilities within the residential environment, software issues such as licensing, installation and on-going support, must be appropriately addressed. Large-scale shifts to residential computing may also cause unanticipated technical and managerial impacts associated with shared network resources. The overall effects on teaching, learning and service delivery must also be evaluated in light of new computing behaviors such as increasing use of wireless laptops, cell phones, and personal digital assistant (PDA) devices.

INITIATIVES

To reflect specific areas of emphasis in the upcoming planning period, several initiative areas are also identified. These initiatives highlight thematic shifts in technology, policy or direction that require increased university-level attention and coordinated planning across multiple domains and supporting projects. As work progresses and new initiatives are adopted, projects supporting the existing initiatives are assimilated into the broader domains. Initiative areas for this planning period are described below.

Collaboration

As the university continues to expand in time and place, finding new ways for faculty, staff and students to collaborate and work together seamlessly is a greater necessity. IT has several projects to create an environment where sharing of documents, calendars, messages and video can happen in real time allowing a new level of dynamics and teamwork. This initiative will focus on integration of on-premise faculty/staff solutions with similar cloud-based services for students and will take advantage of continued increases to our wireless environment.

Connectivity

Teaching, learning, research, collaboration and university business operations all depend on a reliable network. A new connectivity initiative will concentrate on bringing the university's network to new levels of performance. Included in this initiative are projects to double current Internet bandwidth, implement additional fail-over and fault tolerance capabilities and position for near immediate provisioning of additional bandwidth as future situations may require. In addition, high capacity network management and security devices will be installed along with new solutions to help the university Internet connection withstand the crush of daily requests for rich, dynamic, and interactive content, transactions, and applications. Membership in National LambdaRail (NLR) and Internet 2 will extend the university's reach to over 300 universities, corporations, research agencies, and non-profit network organizations involved in innovative research and education projects over these high speed networks.



Mobility

To further leverage new collaboration and connectivity capabilities, IT will undertake several projects concentrating on increased user mobility. The advantages of laptops, smartphones and iPad/tablet devices will be furthered by planned expansions of JMU's wireless network. Currently concentrated in academic/administrative buildings and group work spaces, a new wireless infrastructure plan will focus on achieving wireless ubiquity on campus including residence halls and additional outdoor and communal spaces.

PROJECTS

Projects are temporary endeavors meant address a specific set of requirements. Listed below are highlighted projects for this planning period.

Leverage Student-Owned Technology

For the benefit of students who have limited access to exclusive or expensive software otherwise available in the general-use labs, Information Technology will explore and implement technologies that leverage student-owned computers for remote access to lab software. This can also serve to reduce overall wait times for access to computers in the general-use labs. It will provide access to PC-based software that is not available to Macintosh users. We will work with software vendors and publishers to establish licensing terms that are equitable and conducive to the development of a Virtual Computing Lab (VCL). We will continue to enhance VCL offerings in response to pilot user feedback. Depending on budgetary constraints and software vendors' willingness to establish VCL-friendly terms, we will further enhance the capacity and flexibility of the VCL.

Decrease Energy and Resource Consumption in Computing Labs

In support of the University's sustainability initiatives, explore and implement methods to decrease energy consumption and resource usage related to computing labs by virtualizing administrative computers, placing lab computers in a low power state when not in use, and facilitating and encouraging reduced paper consumption.

Enhance the Desktop Management Capabilities

Information Technology will continue to enhance its desktop management capabilities by investigating products for patch management for Windows and Macintosh computers and for overall management of Macintosh computers. The Desktop Services group will also work with Information Security to research and test solutions to bring JMU-owned computers into compliance with "Desktop Management Baselines" and accommodate the "Tiered Desktop Management" model described below. These capabilities and services are necessary to assist with keeping faculty and staff computers environment as safe and secure as possible while also applying appropriate protection to institutional data. Productivity for faculty and staff is also enhanced as the risk from security exploits and data loss from vulnerable and/or unpatched software is lessened.

Implement Tiered Desktop Management/Security Model

Information security continues to be a main focus for Information Technology. Desktop and laptop computers are subject to virus attacks and compromise. Building on previous annual objectives related to Desktop Baselines and Risk Assessment, IT will begin university-wide implementation of the Tiered Desktop Management Model to achieve right-sized security at the desktop (i.e. apply an appropriate level of desktop control based on usage patterns and the data being accessed). Primary focus will be on those areas known to handle highly confidential or sensitive protected data.

Develop Remote Access Policy

Increased mobility and new device offerings are challenging the university's current remote access policies and procedures. Information Technology will work with university administrators and data managers to develop remote access strategies and policy statements that achieve an appropriate balance between the innovative goals/activities of the university, the new work styles of its faculty/staff/students and the need for appropriate data management and security controls. Defined policies and strategies will allow IT to investigate technologies and make recommendations on how to best provide needed access while maintaining acceptable risk levels.

Implement a Personalized Web-based Advising Portal

Supporting and enhancing the delivery of academic advising is an important initiative for Academic Affairs. Information Systems will support the initiative by implementing technology to support inclusion of specified e-campus transactions such as the student's schedule and degree progress, appropriate advising references and a major checklist personalized for each undergraduate student. All undergraduate students will benefit from the opportunity

to easily access information regarding their program(s) of study. The first version of the portal will be available in October 2011.

Support the University's Web Presence by Implementing a Content Management System

The university's web site serves a critical need by supporting marketing as well as service delivery needs of the institution. In the past, a homegrown content management system (CMS) was developed to support those who were not web programmers but needed to provide content. Others used a variety of tools to create and maintain their sites. The result is a variety of looks and difficulties in supporting and managing the site. The university has procured a content management system that provides additional functionality necessary to enable and support the objectives of university web publishers. IT will implement the CMS technology and support web stakeholders its use.

Implement Technology for Phase 4 of the Identity Management Project

To further support infrastructure and security requirements around user provisioning and de-provisioning, to enable personalization of web content, to provide enhanced security for mission-critical systems, and to allow retirement of Novell directory technologies, Information Technology will continue to implement functionality from the Oracle Identity Management product suite.

Assess New Functionality and Automation Options for Human Resource and Payroll

Key Human Resources, Payroll, Academic Affairs and Information Systems staff are in the process of doing a complete and thorough review of version 9.1 of Oracle's Human Capital Management System. The objective is to ensure full use of appropriate technology to support automation of key human resource functions such as personnel actions. This process will take approximately six months of effort. Results of the review will be analyzed to determine the most effective method of moving data forward and using new functionality to the greatest benefit for central offices and employees of the university. The analysis will yield a timeline and initial objectives for the system. Staff from Information Systems and key user areas will then support the move to release 9.1 in the manner determined. Once specific work requirements and methods are identified, a completion date will be determined and communicated to the university community.

Investigate Customer Relationship Management (CRM) Software

University stakeholders have identified needs that would potentially be met through implementation of a Customer Relationship Management system. Increased focus on recruitment of future students, the need to further and enhance JMU's ability to interact with and track constituents and to credential former graduates and donors for secure self-service are all examples of functions that have been provided at other institutions and in the private sector by CRM software. Information Systems will facilitate the exploration of CRM software with university stakeholders to determine the appropriateness of this technology for the university. If deemed appropriate, IT will work with stakeholders to prepare a proposal for senior management detailing the costs (both financial and human) required for such a project. As part of the research, technology to support the concept of master data management will also be explored. Master data management has potential to provide a technology that would support identifying, tracking and sharing of key person data across central systems such as Student Administration, Human Resources and Advancement.

Upgrade Central Databases to Oracle 11g

In order to maintain the currency and security of the university's central databases, a major upgrade to Oracle version 11g will be performed on all systems that support this release. An endeavor of this size and complexity will require a great deal of coordination and effort. Information Systems manages and supports approximately 145 Oracle databases that will need to be analyzed and, as appropriate, upgraded. All monitoring and management services will also need to be reviewed and adjusted to support attributes of the new 11g technology.

Implement Cisco TelePresence Video Conferencing as Part 4-VA

The University of Virginia, George Mason University, Virginia Tech and James Madison University are collaborating in an initiative called "4-VA" aimed at addressing a number of educational issues critical to the future of the

Commonwealth. To support this project, Cisco Corporation is also working with the Virginia institutions to establish two telepresence video conferencing environments. Information Technology will work with JMU representatives to implement the systems. The initial system will be utilized by the JMU working groups as well as others within JMU to connect with other telepresence sites and provide life-like, high-quality video conferencing for use faculty, staff and students. Two systems will be implemented by June 2012. For the Phase 1 system JMU network engineers and support personnel will make necessary changes within the campus data network for the device to work and will develop user documentation and training for individuals using the equipment. The second (Phase 2) system will be designed for a classroom type experience. JMU will identify and renovate a room to meet specifications and will also provide resources to acquire implementation and installation assistance from a certified Cisco partner.

Upgrade Internet Border Electronics

The university's demand for Internet bandwidth continues to double every 18 months. To support requirements of the JMU community, Internet border electronics need to be upgraded to meet demand for the next few years. Security and bandwidth shaping electronics also need to be upgraded. Research, testing and procurement will be completed in spring 2011 with implementation taking place in the summer.

Plan and Implement New North Campus Network

To meet University needs for use of North Campus, network development is required. By evaluating the existing network cabling and components, overlaying new design and renovation plans and developing the necessary implementation plans, Telecommunications and Network Engineering will facilitate this work. Collaboratively they will execute development of a new network infrastructure in keeping with JMU's occupancy plans for this site.

Address Issues with Existing Data Center Facilities

Currently JMU has four data centers housing centrally supported computing resources and providing enhanced availability by spreading equipment and data to multiple locations for contingency management. Upgrades to air conditioning services in the Frye data center are necessary to allow for reliable maintenance and continued growth. And, a redundant chiller unit in the East Campus Library data center is needed as a backup to the main East Campus chiller based out of the steam plant. Facilities Management and IT will submit an equipment proposal and budget request to address these concerns.

Refine Short and Long-term Backup and Storage Directions

University data storage needs continue to grow. New demands for storage of visual media such as pictures and videos will challenge current backup strategies. A tiered storage strategy needs to be developed to accommodate volume and volatility requirements and address growth challenges. IT will work with strategic storage partners, EMC and Dell, as well as key JMU stakeholders to define technology requirements and develop ongoing funding plans. A key component will be replacing current tape backup solutions with redundant offsite disk storage.

Provide Technical Support to Meet JMU's PCI Compliance Requirements

Payment Card Industry (PCI) compliance is important to JMU for maintaining service levels requiring credit card processing. Any technology identified in the card holder environment must follow strict guidelines and be monitored quarterly. Changes or growth in card holder areas require added resources such as encrypted hard drives, locked down workstations, two-factor authentication and network firewalls. To assure the university's needs in this area are addressed appropriately, current environments will be measured quarterly for compliance and any additional areas will be vetted by the Business Office and Information Technology.

Implement a New Security Information and Event Monitoring System

Security Information and Event Monitoring Systems (SIEM) provide collection, alerting and analysis of log data that enables the institution to simplify compliance and quickly respond to high-risk security events. Evaluation and procurement are planned, with delivery, installation, testing and deployment to take place in Summer/Fall of 2011.

Develop a Wireless Master Plan to Provide Ubiquitous Wireless Service to Campus

Demand for ubiquitous wireless access continues to rise. Students, faculty, staff and visitors all expect the university's wireless service to support their work from any location. IT will develop a plan to expand access over a three to four year period to reach full, seamless coverage in all campus locations. The plan will include a cost estimate and an approach to any major barriers that need to be resolved.

Establish New Electronic Collaboration Environment

Organizations are looking for ways to be more efficient and productive and to provide for collaborative communication and information sharing. Providing Microsoft's Lync and SharePoint services will meet both of these objectives for JMU and provide faculty and staff with the level of collaboration tools soon to be available to students. With instant messaging, chat, audio/video conferencing, calendar and document sharing capabilities, the new collaboration tools will tightly integrate with Microsoft's Exchange/Outlook and Office products and enable a richer experience surrounding instruction, advising and student support. In partnership with Libraries and Educational Technologies and the Center for Instructional Technology, IT will establish this new collaboration environment for the university and support those who pioneer its use.

Other Projects

Not all the information about JMU's information technology plans is contained in this document. More projects and additional supporting information about the status of Information Technology's work are contained as part of the computing website. See <http://www.jmu.edu/computing/itplans> and <http://www.jmu.edu/computing/projects/> for additional detail on IT's plans and about initiating technology projects for your area. You may also consult the university planning database at: <https://secureweb.jmu.edu/computing/planning/>.

SUMMARY

Recognizing that information technology management and planning are by no means isolated endeavors, the Assistant Vice President and Directors of Information Technology encourage input regarding this plan. It is developed in conjunction with [JMU's Strategic Planning process](#) and renewed annually. Individual and workgroup goals and objectives are submitted relative to the university's various planning themes. The goals and objectives move forward in a structured process to form the base for revised IT initiatives and selection of new projects.

For members of IT, this plan is designed as a roadmap for our work together. All members of IT are challenged to:

- become aware of JMU's information technology vision;
- understand how IT's initiatives and projects serve this vision; and
- consider how your individual and collective work contributes to the vision of IT and the mission of the university.

For others in the JMU community, we hope this plan adequately describes IT's direction and priorities for the upcoming year. Further, we hope that you will join us in the planning process by providing feedback and sharing your needs and plans with us as well. We invite your contributions during annual strategic planning or otherwise throughout the year. You are the people we serve and we look forward to working with you for the future benefit of the institution and our students.

Please direct questions, remarks or requests for additional information to hulveydb@jmu.edu or 568-7063.

