Information Technology Strategic Plan

2021- 2022

Introduction

Beginning in 2019, James Madison University began the effort to create the strategic plan for the university for 2020-2026. A campus-wide effort was launched to reaffirm our mission and values and to develop the priorities for the next six years. Before the plan could be fully launched, the pandemic occurred and while work continued to complete the university's strategic plan, IT was delayed in doing the work on its own plan.

This 2021-22 version of Information Technology's strategic plan is designed to serve as a bridge to allow us the time to plan more thoroughly for the future and ensure our alignment with the university's strategic plan, but also the recently completed Academic Affairs strategic plan and the newly launched program which will transform the university digital landscape.

In late 2020, the CIO and AVP for Information Technology announced he would be retiring in mid- 2021. The university's Information Security Officer retired in the fall of 2020 and the Director for Computing Support retired in late 2020. These retirements have resulted in the creation of a new senior management team in IT.   The new IT management team will be fully in place by June 2021 and the strategic planning effort will launch in July 2021.

JMU's Strategic Plan, 2020-2026

Mission
We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.

Vision
To be the national model for the engaged university: engaged with ideas and the world.

Our central pursuit as we seek to fulfill our mission will be to become the national model for what it means to be engaged.

JMU understands engagement as consisting of three facets - Engaged Learning, Community Engagement and Civic Engagement. We define them below to provide some structure and clarity for the members of our community. We recognize that there is plenty of overlap between the three. We also realize that not all engagement-related work fits neatly into one of the categories. While we know that the definitions are necessary, we focus our understanding of the concept by emphasizing community and individual relationships as the center of our uniqueness as an

engaged university. Faculty-student relationships, relationships with the local and global community and partnerships that foster deep and purposeful learning are the focus of our vision.
And, for JMU, *engagement* means:

- **Engaged Learning:** Developing deep, purposeful and reflective learning, through classroom, campus, and community experiences in the pursuit, creation, application and dissemination of knowledge.
- **Civic Engagement:** Advancing the legacy of James Madison, the Father of the Constitution, by preparing individuals to be active and responsible participants in a representative democracy dedicated to the common good.
- **Community Engagement:** Fostering mutually beneficial and reciprocal partnerships, ranging from local to global, that connect learning to practice, address critical societal problems and improve quality of life.

Values
- Academic Quality: We are dedicated to exemplary learning experiences because they are the essence of our mission.
- Community: We thrive when we collaborate, respect and serve others, and appreciate our interconnectedness.
- Diversity: We strive to be an inclusive community that values the richness of all individuals and perspectives.
- Innovation: We believe that purposeful creativity through our collaborative processes leads to knowledge creation, learning and excellence.
- Integrity: We pursue ethical reasoning because it is essential to meaningful citizenship.
- Student Focus: We provide experiences that challenge and support students.

Information Technology Mission, Vision and Values (current)

IT Mission
Deliver a technology environment and services that enable the university community to learn, innovate, collaborate and provide excellent service.

IT Vision
Enhance learning, collaboration and service delivery through application of strategic technologies and secure universal access.

IT Values
- We value **collaboration**—both within IT and with those we serve—because it helps us understand and support the technology needs of the entire university community.
- We value **innovation** because it helps us solve technology challenges and meet the needs of our diverse university community.
- Being **trustworthy**—ethically delivering reliable services—is a non-negotiable in how we serve the university community.

- It is important that we focus on **service**, meeting the JMU community's technology needs and providing strong customer support.
- We value **responsiveness**, always working effectively and reliably to meet the needs of the university community.
- We will be **forward-looking** because it helps us anticipate and adapt to the ever-changing business and technology environment.

Key IT Objectives (July 2021-June 2022)

1. Focus on building an effective IT senior management team as leadership changes and new staff join the university.

2. Evaluate approach to aligning IT projects and objectives with those of other university divisions through the creation of strategic advisory council.

3. Establish the Strategic Initiatives office, charter and communicate new process and approach to IT staff.

4. Launch pre-program phase of transformation of digital systems with focus on campus communications, formation of project governance, integration tools, data governance and university-wide CRM. Issue Request for Proposals for integration tools and university-wide CRM platform.

5. Complete a "lessons learned" review from COVID with particular focus on remote access technologies. Collaboratively assess the state of the JMU workforce to determine what must exist into the future versus what was temporary due to the quick move to remote work.

6. Expand and clarify standards for the deployment of cloud services, identify potentials and vet according to established standards. Identify areas not covered by transformation project where cloud should be considered.

7. Complete compliance review for GLBA, implementation of Data Custodian role and evaluate approach to risk management with emphasis on third party vendor-managed systems.

8. Continue to support efficiencies for the university community through automation and workflow.

9. Evaluate efficiencies and streamlining of IT processes and ensure appropriateness of service offerings.

10. Continue to work on increased cellular coverage and capacity.

11. Continue support for faculty, staff and student collaboration in SharePoint and Teams; Emphasize use of Teams as a means to support informal collaboration among students, between students and faculty and staff.

12. Evaluate additional Office365 projects including evaluation of the A5 licenses to expand support for compliance and security and a tenant merge between the JMU and Dukes tenants.

13. Complete procurement and implementation of new SIEM system to enhance monitoring, detectionand alert capabilities.

14. Continue planning for VOIP project; evaluate information from consulting engagement on preparing for VOIP project.

15. Continue expansion of multi-factor (Duo) through utilization of Shibboleth.

16. Evaluate Endpoint Management processes and determine the viability and priority of implementing new technologies to support improved endpoint management.

17. Evaluate alternatives to Pinnacle for Telecom order management, usage analysis, call accounting and expense management.

18. Complete migration to new data center network and implementation of network micro-segmentation within the data center.