

IT Strategic Plan Update – 2025

In today's rapidly evolving academic landscape, technology is not merely a support function – it is a strategic enabler of institutional mission, vision, and values. At James Madison University, the integration of information technology into every facet of campus life, from teaching and learning to research, administration and student engagement, has become essential to our continued success and innovation.

The foundation for IT's strategic plan was laid through collaborative efforts, such as Reengineering Madison, which affirms the university's commitment to leveraging technology to support all constituents. Building on the university's vision, the plan articulates a forward-looking roadmap that aligns IT initiatives with institutional priorities, ensuring that our technology environment remains agile, secure, and responsive to the needs of our diverse community.

As highlighted in recent internal conversations, including reflections on AI integration and administration modernization, the university is poised to harness emerging technologies to streamline operations and enhance decision-making. Moreover, we recognize the growing importance of partnerships such as those with Cisco, Microsoft, Oracle and other technology providers, to ensure that our infrastructure remains robust, cost-effective, and future-ready. These collaborations support our goal of delivering a seamless digital experience that empowers faculty, staff, and students alike.

In addition to technology providers, collaborations with university stakeholders are the most critical. Aligning technology with the needs of the campus community is an essential element of success. By collaborating with various stakeholders, including the Information Technology Strategic Advisory Council, Libraries, technology coordinators, academic and research partners, and Reengineering Madison participants, we ensure that our solutions align with university goals.

James Madison University has entered a new era under the leadership of our new president. Dr. Schmidt has launched an effort to write a new strategic plan for the university and has targeted completion of that plan for April 2026. Next year's strategic plan for Information Technology will reflect alignment with the university's new strategic plan.

In the meantime, the areas iterated below reflect **IT's focus for 2025-26**.

Reengineering Madison:

Reengineering Madison remains a major focus for IT and the university. As a digital transformation project mid-stream, it is consuming much of IT's resources. Work on our Salesforce CRM continues. Focus has been on onboarding undergraduate admissions, and that work will continue. Expanding the use of Marketing Cloud and launching a new model for university communications to our community have been a primary focus as well. Expansion to other areas of the university will continue this year.

We continue to expand the functionality of our new Identity and Access Management system, Okta, and are working on phase 3 of that initiative which includes expansion of access for adjunct faculty, implementation of Fastpass, and a passwordless authentication method, which we'll pilot and make available as an option to campus during this academic year. The project will officially conclude later this year, but the work to embrace new options and expand that functionality to our community will continue.

The ERP replacement portion of Reengineering Madison began in July 2025 with Oracle Cloud Human Capital Management (HCM), Enterprise Resource Planning (ERP/Finance) and Enterprise Performance Management (EPM/Budget). These applications will go live in July 2027 and will be followed by the enterprise data warehouse in December 2027 and Student Management, if ready, in July 2030.

Voice Over IP (VoIP):

Our VoIP project has been on-going but hit a bump when we learned our design, which included some on-premises functionality, would no longer be

supported by the vendor. We reassessed and determined that integration of our VoIP needs with Microsoft Teams would offer the functionality we need and utilize a tool that is commonly used on campus. Plans are being reworked, and we will reinitiate this project shortly.

File Storage:

Historically, JMU has used on-premises Windows file shares to support both the individual and shared storage needs of our community. To gain efficiency, flexibility, and cost-savings, a project to move from on-prem file shares to Microsoft 365 file storage was launched. The first phase migrated user-specific file shares to OneDrive. A phase to address storage of highly confidential data has been launched and will utilize secure SharePoint. Migration of shared files without highly confidential data is in progress and a date for completion has not been established.

Service Management System Replacement:

Cherwell is the current IT service management system. Upon the acquisition of Cherwell by Ivanti, an end-of-life date of December 2026 was established for Cherwell products. JMU reviewed Ivanti's products and those of competitors and determined that TeamDynamix (TDX) would best meet our needs. A project to implement TDX has been launched and go-live is scheduled for 2026.

Netskope Implementation:

The university has procured Netskope tools to support remote access to university systems on managed computers and to provide a web gate for assisting in securing SaaS applications. The first phase will implement the remote access product and that project is in progress and will be completed during the 2025-26 academic year. We will work with our ERP implementation partner to implement the web gate against our new ERP, CRM and Microsoft 365 by 2028.

Title II Support:

IT is partnering with the university community to prepare to meet the Title II requirements which will go into effect in April 2026. IT is providing support for this effort for administrative users and partnering with JMU Libraries to support the academic work.

Artificial Intelligence:

IT completes technology reviews of all new technology requests. For those involving Artificial Intelligence, a specific review is conducted that captures the data agreed upon with VITA. IT has promoted the use of Copilot Chat with Data Protections for the entire university community. Copilot for Microsoft 365 is available to faculty and staff as a charge-back purchase. An AI standard has been created and is being referenced from university policy, as appropriate, and web pages providing guidance to the university community on the use of AI were created in collaboration with JMU Libraries. IT will continue to evaluate, support, and manage the use of AI according to state and university guidelines and will monitor the market and make adjustments as we adopt AI appropriately and support the education of students in preparation for their future careers.

To ensure transparency and accountability, each key initiative in our plan is paired with measurable success metrics. These metrics will guide our progress, inform stakeholders, and support continuous improvement. The table below summarizes the primary success metrics for each initiative, and ongoing reviews will occur and be shared with the campus community.

Initiative	Success Metric	Target/Timeline
Reengineering Madison	Undergraduate admissions recruiting processes transitioned to Salesforce CRM	100% by June 2026
	Adoption Rate of advisers	≥ 85% (based on volume of

Initiative	Success Metric	Target/Timeline
VoIP Modernization	Launch new university communications model via Marketing Cloud	appointments scheduled) By Dec 2025, 90% adoption
	Complete Okta Phase 3 (adjunct access, Fastpass pilot)	By May 2026
	Campus users opt-in to passwordless authentication	≥ 50% within 12 months of launch
	Oracle Cloud HCM/ERP/EPM go-live with <5% critical post-launch issues	By July 2027
	Data migration accuracy and user acceptance testing pass rate	≥ 95%
	Migration to Teams-based VoIP for IT and remote offices. Campus roll-out in process.	By June 2026
	Reduction in telephony support tickets	30% within 6 months post-migration
	User-specific file shares migrated to OneDrive	100% by March 2026
File Storage Modernization	Secure SharePoint migration for highly confidential data	By Sept 2026
	User satisfaction with new file storage solutions	≥ 95% (post-migration survey)
Service Mgmt. Replacement	TeamDynamix go-live	By July 2026
	Reduction in average IT service request resolution time	20% within 12 months
	IT staff trained on new system	100% by go-live
Netskope Implementation	Microsoft DirectAccess decommissioned	By July 2026

Initiative	Success Metric	Target/Timeline
	Web gate implemented for ERP and CRM	ERP by Dec 2027, CRM by July 2028
Title II Support	Full compliance with Title II requirements in IT managed systems	By April 2026
	Administrative users trained	100% by March 2026
AI Governance	Review of new tech requests for AI/data compliance	100% within 2 weeks of submission
	AI usage guidance web pages updated	Quarterly
	Faculty/staff awareness of AI standards and resources	≥ 90% (annual survey)
Additional Projects	Computer lab usage data collection and right-sizing recommendations	By Dec 2025
	Dual 10Gbps MARIA network capacity achieved	By June 2026
	Security awareness training (KnowBe4) completion rate	100% within 6 months of rollout

Additional Projects:

- Modernize Computer Lab management and delivery by implementing new tools, gathering detailed usage data, right-sizing physical lab locations, and evaluating virtual lab options.
- Migrate DHCP and IPAM from Bluecat to Infoblox and replace START. This process supports adding devices to the network and provides self-service to campus for this function.
- Replace core network routers.
- Continued access layer switch replacement.
- Implement CIS Benchmarks for VMware, Active Directory, and MS365.
- Continuing to support Athletics Broadcast Network and Sun Belt technology requests.

- Add incident and request ticketing self-service for telecommunications related work.
- Migrate CISE computing and storage to Central IT.
- Diversify internet service providers.
- Upgrade MARIA to dual 10Gbps capacity.
- Engage a consultant to assist the university with a HIPAA risk assessment.
- Implement the new security awareness and compliance training platform (KnowBe4).
- Complete transition of existing System Management Plans to new template.
- Establish documented access request processes for all class 1 systems.

As James Madison University continues to evolve in a rapidly changing academic and technological landscape, IT's Strategic Plan serves as both a roadmap and a commitment to excellence. By aligning our technology initiatives with institutional priorities, we are not only supporting the university's mission but also empowering every member of our community—students, faculty, and staff—to thrive in a digital-first environment.

The initiatives outlined in this plan—from Reengineering Madison and cloud-based modernization to enhanced security, accessibility, and AI governance—are designed to ensure that our technology environment remains agile, secure, and responsive. Each initiative is paired with clear, measurable success metrics, enabling us to track progress, demonstrate accountability, and drive continuous improvement.

Our success depends on strong partnerships—across campus units, with technology providers, and through ongoing engagement with stakeholders. As we move forward, we will remain committed to transparency, collaboration, and innovation, ensuring that IT continues to be a strategic enabler for the university's goals.

With IT's strategic plan as our guide, we are well-positioned to meet the challenges and opportunities ahead, supporting the university's vision and preparing our community for the future.