

IT Strategic Plan Update – 2026

Technology continues to be a strategic enabler for James Madison University's mission, supporting the university's priorities in an environment of rapid change. As the university begins implementation of *The Madison Promise: The Strategic Plan for James Madison University*, IT will align its work with institutional priorities outlined in the plan while continuing to provide secure, reliable, accessible, and innovative services to the campus community. The 2026 IT Strategic Plan Update reflects that responsibility: supporting the university's broad strategic direction while sustaining the essential technology foundation on which daily university operations depend.

The university's strategic plan calls for a bold, future-ready JMU that responds to major shifts in higher education, including artificial intelligence, changing expectations for graduates, public trust, partnerships, research, and the overall student experience. IT's 2026 focus centers on several major areas: supporting the JMU Strategic Plan, including Reengineering Madison and advancing responsible and effective use of artificial intelligence, as well as projects such as modernizing our phone system (Teams Phone) and completing the next phase of our IT Service Management transition (TeamDynamix).

The success of IT's strategic work will depend on continued collaboration across the university. Partnerships with divisional leaders, Libraries, research leaders, technology coordinators, data governance contributors, and Reengineering Madison participants will remain essential. IT will also continue to work with technology partners such as Microsoft, Oracle, Okta, Salesforce, Drivestream, Cisco, TeamDynamix, Netskope, and others to ensure systems are secure, sustainable, integrated, and meet campus needs.

Areas of Focus for 2026-27

Support for the JMU Strategic Plan

The university's strategic plan, *The Madison Promise*, establishes a bold vision for JMU and asks each division to identify objectives that support progress toward institutional goals. For IT, this means translating university priorities into technology strategy, governance, and implementation support. IT will be involved from the outset, as the university advances Year 1 areas of focus and begins sequencing longer-term work.

Initial IT planning discussions have identified several strategic plan areas with significant technology implications, including Reengineering Madison, Artificial Intelligence, work-based learning,

mentorship, and undergraduate research; expanded research infrastructure; residential facilities; partner engagement; and enrollment-related initiatives. Leaders have also noted that CRM, Oracle, research infrastructure, and data management and analytics capabilities will be important foundations for supporting these institutional priorities.

Reengineering Madison

Reengineering Madison remains a focus as JMU's technology modernization program. In 2026-27, IT will continue supporting the enterprise CRM, Oracle Cloud implementation, and related change management activities. Oracle Cloud HCM, ERP/Finance, and EPM/Budget are scheduled to go live in fiscal year '28, followed by an initial enterprise data warehouse six months after the initial go live.

The enterprise CRM work has reached important milestones. Undergraduate Admissions went live in CRM in June 2026, with Marketing Cloud and Cvent also supporting admissions and university communications. Ongoing work will focus on post-go-live stabilization, process refinement, targeted communications, event integration, and expansion to additional areas where CRM can support strategic plan goals. Support for partner engagement and continuing to build a 360-degree view of our constituents will be key this year.

The Oracle HCM/ERP/EPM implementation will require sustained attention in 2026-27. Review of builds, various testing cycles, business process definition, and training are some of the activities that will occur this year. IT will continue to support governance, integrations, data conversion, testing, communications, training readiness, and change management in partnership with functional leads and implementation partners.

Change management will be central to Reengineering Madison success. The shift to Oracle is not simply a system replacement; it changes business processes, roles, workflows, reporting, and expectations for employees across campus. Significant communications, training, town halls, and other change management activities in partnership with campus stakeholders will be crucial this year.

Artificial Intelligence

Artificial intelligence is both a university-wide strategic opportunity and a significant governance responsibility. The Madison Promise explicitly recognizes that AI is reshaping scholarship, learning, and employer expectations for graduates. IT's role in 2026-27 will be to partner with academic, administrative, legal, and governance stakeholders to ensure AI technologies are adopted deliberately, securely, ethically, and in alignment with university policy.

IT has established important foundations for AI governance and adoption. IT will continue to review new technology requests involving AI, evaluate use cases, assess potential impacts, and ensure campus stakeholders are aware of responsibilities around protecting JMU data. IT will promote Copilot Chat with data protections, share Copilot for Microsoft 365 as well as Studio as charge-back options. We will co-lead an AI work group on campus and promote a strategy for administrative AI agents built by major partners and platforms such as Microsoft, Oracle, Drivestream, Okta, and others.

For 2026-27, IT will expand its AI focus from awareness and review toward capability development, governance maturity, and strategic enablement. This includes supporting Copilot adoption, implementing an enterprise gateway supporting access to various large language models (LLM's), exploring AI agents for administrative and student-facing functions, partnering with academic and library colleagues on guidance for teaching and research use cases. IT will build AI support capacity including roles focused on Copilot and gateway/platform support, as well as administrative AI such as Oracle and student-focused agents.

Voice Over IP (Teams Phone)

JMU's Teams Phone project is a university-wide modernization effort to replace and enhance traditional voice services by leveraging Microsoft Teams as the institution's Voice over IP (VoIP) platform. After reassessing the university's previous telephony approach due to changes in vendor strategy, JMU selected Teams Phone as its path forward and began planning a phased implementation. Initial groups in IT will pilot beginning in late '26.

The project builds on JMU's broader investments in Microsoft 365, network modernization, and cloud-based collaboration. Once fully implemented, Teams Phone will provide a modern, integrated communications experience that brings voice calling into the same platform used for chat, meetings, and collaboration. Expected outcomes include improved flexibility for faculty and staff, enhanced support for remote and hybrid work, reduced reliance on legacy phone infrastructure, and a more sustainable, future-ready communications environment for the university.

Title II

IT will continue partnering with the university community to support compliance with Title II digital accessibility requirements. While the federal compliance deadline was extended by one year, accessibility remains a strategic priority. IT, in partnership with Procurement and other campus stakeholders, is incorporating language to contracts regarding Title II compliance, while providing guidance, training, and support for administrative users and other campus partners.

Service Management System Replacement (TeamDynamix)

The initial phase of replacing JMU’s legacy IT service management system has been completed. A second and final phase will be completed this year along with archiving legacy data. JMU’s legacy product was acquired, and an end-of-life date of December 2026 was established. TeamDynamix (TDX) went live in June 2026 for tickets and service requests. The second phase will focus on projects.

File Storage

JMU continues to modernize our approach to file storage. Our file storage project to move from on-prem file shares to Microsoft 365 file storage is in progress. 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 SharePoint. Migration of shared files without highly confidential data continues.

Infrastructure, Security, and Operational Modernization

While the 2026-27 emphasis is on the JMU Strategic Plan, Reengineering Madison, AI, and other key initiatives noted, IT must also continue security and operational modernization work that supports the university’s day-to-day operations.

Security and risk reduction will remain essential. Netskope implementation, CIS benchmarks, KnowBe4 security awareness training, and documented access request processes for Class 1 systems are critical. Automation to support security awareness training compliance as well as offering solution for self-service email aliasing will also be key this year.

2026-27 Success Metrics

The following metrics are intended to provide a framework for tracking progress. Some targets may need adjustment as university Year 1 Strategic Plan priorities, resource plans, and implementation schedules are finalized.

Initiative	Success Metric	Target / Timeline
JMU Strategic Plan Support	Strategic plan year 1 initiatives planned and implemented	By Jun 2027

Reengineering Madison – CRM	Undergraduate Admissions CRM post-go-live stabilization	By Jun 2027
Reengineering Madison – CRM	Marketing Cloud and Cvent governance, access, and training processes documented and operationalized	By Dec 2026
Reengineering Madison – CRM	CRM expansion opportunities aligned to strategic plan priorities, including partner engagement, enrollment, student success, or research-related needs	Initial roadmap by Dec 2026
Reengineering Madison – Oracle	Oracle HCM/ERP/EPM implementation support including testing, integration, data conversion, training, change management	Ongoing
Reengineering Madison – Oracle	Peoplesoft data archival approach determined	By Dec 2026
Artificial Intelligence Governance	AI technology requests abide by institutional acceptable use, and data protection, privacy & security policies.	100% of submitted requests reviewed
Artificial Intelligence Governance	AI web resources reviewed and updated	Monthly
Artificial Intelligence Adoption	Microsoft Copilot Chat awareness and guidance promoted to faculty, staff, and students	Ongoing
Artificial Intelligence Adoption	Copilot for Microsoft 365 and Copilot Studio use cases evaluated for teaching, learning, research, and administrative work	Within two weeks of submission
Artificial Intelligence Enablement	Enterprise gateway acquired, piloted and prepared for campus use	By spring 2027
Service Management	TeamDynamix support model, training, and self- service processes stabilized after go-live, project	By Dec 2026

	phase implemented and legacy data archived via Cortex	
Voice Over IP	Teams Phone is piloted with IT and phased roll out for campus begins	By Dec 2026
File Storage	SharePoint and shared file migration plans advanced for remaining use cases	By Jun 2027
Cybersecurity and Risk	Security awareness and compliance training completion tracked and reported	Annual cycle
Accessibility	IT-managed systems and project teams incorporate Title II accessibility expectations into planning and implementation	By Apr 2027
Data Governance	Data governance transition planning and Oracle-related data definition updates advanced	By Oracle go-live in FY '28
Infrastructure Modernization	Network, DHCP/IPAM, router, switch, MARIA, and related modernization efforts prioritized and tracked	Ongoing

Closing

The 2026 IT Strategic Plan Update continues the major modernization work already underway through Reengineering Madison and other critical initiatives. It also incorporates supporting The Madison Promise, helping the university translate bold strategic goals into implementable, sustainable, secure, and measurable technology-enabled outcomes.

The year ahead will require focus and disciplined prioritization. Reengineering Madison will continue to require substantial IT capacity. AI will create new expectations for governance, support, education, and innovation. Strategic plan implementation will introduce new demands for data, systems, integrations, and digital experiences. IT will help the university navigate these demands in a way that is transparent and aligned with institutional priorities.

By strengthening partnerships across campus, engaging stakeholders early and maintaining a strong foundation of secure and reliable services, IT will continue to serve as a strategic partner in JMU's future. The work of this next year will help position JMU to deliver on its promise to students, faculty, staff, alumni, partners, and the broader community while preparing JMU for a rapidly changing digital future.