



JAMES MADISON
UNIVERSITY®

**Information Technology
Strategic Plan
2022 – 2028**

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James Madison University Information Technology Strategic Plan 2022-2028

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Introduction

As the university enters the post-COVID world, Information Technology continues to be a critical asset in supporting the goals of James Madison University. The university is reviewing and updating its goals and objectives and IT (Information Technology) is repositioning itself as well. New leadership and a review of how we best support the university have been the focus for much of 2021 and early 2022. Engaging broader participation of our strategic planning process has provided much benefit.

A Strategic Advisory Council consisting of high-level university leaders helps inform our direction. Additionally, IT went through a review of Mission, Vision, and Values with moderation by the university's lead for strategic planning to ensure alignment with the university process. The review was completed with a broad representation of IT including managers along with the Staff Advisory Council which was nominated and elected by IT staff. That work resulted in new mission, vision, and values statements.

IT Mission

We partner with the JMU community to provide innovative and secure technology for learning and collaboration.

IT Vision

Quickly deliver state-of-the-art technology solutions for today and tomorrow.

IT Values

We place high value on our **customers** because their success is integral to our success as an engaged university.

We value **efficiency** because responsible stewardship of the university's resources is central to our overall success.

We strive to stay **informed**, believing that it builds our expertise, on which our university partners depend.

We value **innovation** which allows us to anticipate and meet our customers' changing needs.

We value **teamwork**; believing the best results stem from strong collaboration wherever we work.

We work to build and maintain deep **trust** because it is the foundation of effective working relationships.

Themes

Goals for short, mid, and longer-term were developed by IT leadership with staff involvement. These goals align with our Missions, Vision and Values and represent several themes:

1. Self-service first

Customers should be able to self-serve whenever they need it and wherever they are. Providing the ability to find solutions to common technology issues should be at the forefront of all IT services. New systems should provide strong self-service functionality.

2. Communication and partnership

IT services are critical to most university services and processes. Ensuring that IT is aligned with those we serve ensures that we meet the needs of the university. Communications with campus should be inclusive and provide clear information about

projects, services, and support. IT will market the technology available to ensure all are able to take advantage of it in their education, service, and support of the university's mission.

3. Efficiency in operations

Ensuring that IT makes efficient use of its critical human resources is paramount to our success in serving the university community. Identifying areas where process improvement and automation alleviates the effort required by staff to complete our work is of utmost importance.

4. Standardization

To ensure our ability to provide quality and efficient services to campus, we look to reduce customization and configure whenever possible, focus on using out of the box features/functionality and when customization is required, ensure that code changes are usable/templated.

5. Modernization

Both with Reengineering Madison and other projects, our goal is to provide modern technology providing innovative approaches and best practices for the modern workplace and to support the needs of the students we serve.

6. Project-centric culture

IT will invest in ensuring a project-centric culture which utilizes standard project management methods across the entire organization.

Short-term Goals (by June 2023)

1. Create and begin execution of a detailed roadmap for Microsoft 365. The roadmap will include merging the JMU and Dukes tenants, file shares to the OneDrive, SharePoint and Teams, evaluation of A5 licensing as a replacement for Proofpoint and Symantec, in addition to other A5 features, improved compliance management and evaluation of AD (Active Directory) v Azure AD.
2. Realize a significant increase in self-service content to support a self-service-first approach for our customers.
3. Reengineering Madison - support procurement of initial products for implementation, continue work on data definitions and data ethics, and begin change management plans with campus.
4. Establish a plan for ensuring compliance with particular focus on GLBA, HIPAA (Health Insurance Portability and Accountability Act), PCI DSS and ISO (International Organization for Standardization) 27001.

5. Complete preferred “Last Name” project to support Professional and Cultural Names and Diversity, Equity, and Inclusion.
6. Complete and execute a survey to determine communication preferences of customers and create a strategic communication plan to leverage those preferences.
7. Identify applications which would benefit from cloud migration – examples include Cherwell and VisualZen.
8. Implement iPaaS toolset and complete the first set of integrations, with documentation and procedures established.
9. Complete selection and begin implementation of Enterprise-wide CRM (Customer Relationship Management) platform, with a focus on establishing effective vendor management, initial integrations with PeopleSoft and extensive planning for Advising/Student Success and Advancement use.
10. Expand the scope of our centralized endpoint management to additional colleges and departments.
11. Establish and promote a virtual computer lab to improve online student access and provide an alternative to physical computer labs.
12. Perform research, project costs, and develop a plan for implementing dynamic network segmentation on the wired and wireless networks.
13. Implement PCR360 Telecommunication Management System. Execute the plan to replace the current on-premises Pinnacle system with the cloud based PCR360 Communications and Technology Management system.
14. Partner with Libraries to develop shared governance model for central and enterprise applications.
15. Select a new Identity and Access Management System.
16. Perform operational activities against existing systems and infrastructure to keep all up to date with maintenance, necessary development, and security, including responding to audit requirements.

Mid-term Goals (by June 2025)

1. Evaluate options for secure remote access to on-campus resources.
2. Implement new Identity and Access Management System.

3. Determine approach to security awareness training and procure courseware to support new model.
4. Reengineering Madison - support the procurement of Finance and Human Resources systems.
5. Execute Microsoft 365 roadmap by training appropriate IT staff who are administering M365 components.
6. Execute Microsoft 365 roadmap by completing the tenant merger of JMU and Dukes. Determine strategy for Dukes accounts.
7. Execute Microsoft 365 roadmap by procuring A5 licenses to support better oversight of M365 tenants and ensure compliance requirements.
8. Execute Microsoft 365 roadmap by migrating file shares to OneDrive, SharePoint, and Teams.
9. Develop and execute marketing plans for enterprise tools – including Microsoft 365, video conferencing and survey tools.
10. Execute the plan to migrate Telephony systems to VoIP (Voice Over Internet Protocol) and broadly deploy to campus. Convert desk telephone sets to VoIP terminals and make softphones and other devices available for use on and off campus. Convert Public Switched Telephone Network (PSTN) connections to Session Initiated Protocol (SIP) trunking.
11. Perform operational activities against existing systems and infrastructure to keep all up to date with maintenance, necessary development, and security, including responding to audit requirements.

Long-term Goals (by June 2028)

1. Establish and execute unified single sign on solution for enterprise applications.
2. Evaluate password change frequency after evaluation of single sign-on.
3. Reengineering Madison - complete the implementation of Finance and Human Resources systems.
4. Reengineering Madison - support the procurement of a student system replacement.
5. Reengineering Madison - implement enterprise data warehouse and provide central support for Tableau as the university tool for transformation of warehouse data.