

**University of Iowa - Chief Information Officer
Business Plan – Fiscal Year 2002-03**

Mission Statement

Information Technology Services (ITS) is a group of professional services departments at the University of Iowa whose mission is to identify, develop, deploy and support information technologies with a variety of campus partners for the benefit of faculty, staff and students.

The CIO Office provides broad oversight to the ITS Departments and facilitates campus-wide coordination, planning and delivery of services with colleges and other IT providers. It is the primary focal point for campus-wide IT initiatives and policy.

The Office is staffed by six IT professionals and support staff, funded independent of the ITS departments.

Accomplishments

1. Enterprise projects and initiatives

The CIO Office, in partnership with other IT units (notably the HCIS department) implemented a Microsoft Active Directory Forest, and related training programs and policy development. Also, a Campus Agreement and related Student Option for Microsoft software were negotiated at the Board of Regents level. Compatible agreements and support strategies were committed to for Apple and open source software, also. A series of new policies and an IT policy framework were established with the enforceability of the traditional University policies, but in a more dynamic, consensus-based process within the IT provider community.

New policies and practices created by the IT Security Officer are needed and now timely for the protection of data, resources and privacy shared by our IT community.

2. Collegiate IT planning

A new process for shared, collegiate-ITS planning was begun this year. So far two colleges have participated. It is expected that 2-3 more colleges and the University Library may participate before the end of FY02. This process first looks at the goals of the college, then at how central or peer resources can support those goals. Finally, it seeks to align resources both central and collegiate for the most effective use of scarce financial resources.

3. Improvements in financing and work environments for ITS departments

New processes were proposed and are in the implementation phase for re-pricing and refinancing the telecommunications voice rates, consistent with the data rate structure that was put in place two years ago. Segregating the CIO Office from the ITS departments and improving the independent financial accountability of each department was another milestone. The creation of a new software tool and processes for time accountability for all ITS departments is well underway. Finally, new locations for the systems and platforms staff and the telecommunications and network services staff are complete. The final space improvements for academic technologies and campus services should be completed during FY03.

4. Renewed commitment to building the IT Community

The CIO Office continues to emphasize that delivering enterprise-wide IT services is a partnership between ITS departments and individual or collegiate providers. Rather than think of this from a central-decentral view, the preferred perspective is who can best meet the needs of students, staff and faculty, for each major service. Anything not best done at an enterprise level should be the purview of the collegiate or departmental providers. Regular meetings, focused intranets, training days, strategy disclosures, a revised IT job classification structure, specific project plans and consensus policies are some of the methods and deliverables from this community-building effort. Refocusing on communication within the ITS departments is an important part of retaining the integrity of the services delivered jointly by these departments to the campus.

Strategic Information Technology Themes

There are a few key themes that pervade the ITS departments and the CIO Office throughout this plan and the business plans of the ITS departments. They are:

1. Provide IT User Empowerment

We expect to see more of IT applied in everyday life. Qualities that are now typical include: fast access, always-on, everywhere access, more natural interfaces, intelligent rules and processes, easy to use, trusted transactions and roles. We anticipate that faculty, staff and students will continue to be more effective with IT tools and resources. One of our roles is to advocate for services and resources available to faculty and students that meet these expectations. We expect continued institutional support for the ITS departments as enablers of campus departments in their development and use of IT. This role creates significant opportunities for us to succeed and grow. We plan to focus on managing services, not just technologies through a variety of ultimate service providers. We expect to be the primary clearinghouse of campus information and/or the local provider of choice for some services such as faculty consulting, software license management, directories, web application architectures.

2. Provide Enterprise IT Infrastructure

In the area of network infrastructure, sufficient bandwidth for the campus is now available, with the means to sustain it for the indefinite future. We expect to see increasingly more stability in information technology. We will pursue continuous exploration of new technologies. More use of video, voice, data, and multi-media integration into curriculum is increasingly possible. Provision of mass storage, directories, server platforms, and IT security, is one of our primary missions.

3. Support Professional IT Staff

Recruiting and retaining skilled IT staff will continue to be a challenge, particularly in higher education. There has been a shift in skill requirements from purely technical to an emphasis on the need for skills in business processes, change facilitation and project management. Many more external service providers represent viable choices for ITS departments and other campus providers. Staying on top of the ever-changing IT issues requires continuous development of professional skills and experiences. We measure the performance of our staff and work to create an attractive and productive workplace. We compete for the use of financial resources with other important institutional needs, and we recognize the need to be

judicious and accountable in our plans and efforts. We seek empowered, agile staff who are good communicators, software developers, integrators, planners, and managers. They are also customer-oriented, willing to take shared risks, energetic and dedicated to the University's purpose and mission, as well as the Iowa City community with a common organizational and service vision.

4. Develop and Nurture Service Partnerships

Infrastructure enabling partnerships with vendors, colleges, administrative units, and senior UI administration are an important part of our campus role. Also, mutually beneficial partnerships with Iowa State University and University of Northern Iowa, the Committee on Institutional Cooperation (CIC), vendor forums and user groups, and other regional or national organizations will become more important. The emphasis on interdisciplinary programs represents opportunity for ITS to provide support for shared data and collaboration methods. Effective partnerships is a key element that can differentiate UI educational experience. We have been able to achieve substantial, competitive results by combining our efforts, instead of pursuing a unilateral approach to IT initiatives. The University has a number of international academic and research strengths that represent significant opportunities for ITS service.

5. Remain Fiscally Sound and Accountable

We have a history of being financially responsible and accountable for our use of institutional resources. We emphasize annual business plans, operational budget planning and tracking, capital planning, project and investment priority setting. We rely on regular coordination with DCS and collegiate IT projects. We are effective at adapting our work processes and staffing to meet current needs, with respect to personal and professional factors.

6. Development of the CIO Office and Role

As the individual departments, and the ITS group evolves, so does the role of the campus CIO evolve. Through a series of specific initiatives the Office has an increased presence in a campus-wide role, with respect for, but not tied exclusively to, the ITS departments. The CIO Office regularly emphasizes shared planning, measuring IT performance, IT policy development, campus IT funding, enterprise IT security, and enterprise infrastructure.

Specific Strategies and Goals for FY02-03

The specific goals and projects listed below come from four primary priorities in the CIO Office, at this time. Those priorities are:

1. Support and encourage collegiate IT planning to assure the most effective use of collegiate and central IT resources, during difficult budget times.
2. Improve the planning for and architectures for administrative information systems to promote effective use of new infrastructure and adequate application and data integration.
3. Accomplish incremental process improvements and changes within the ITS departments to accomplish relative growth and technology change within a declining budget environment.
4. Provide an opportunity for the University to plan and implement a multi-year effort for improving the IT teaching and learning methods and IT support services on the campus.

Specific Goals and Projects FY02-03

CIO / ITS	Strategy / Goal	Projects and Action Steps	Resources
I	1. Update the 2000-2005 Strategic Plan. Develop Departmental Business Plans	Verify alignment of original plan strategies with use of resources and specific implementation projects. Also, to communicate current strategies with staff and Colleges	CIO Office and Directors
C	2. Build Campus IT Community of providers	Increase communication and coordination among collegiate providers for the purpose of recognizing our diversity and local emphasis, but leverage enterprise thinking and infrastructure opportunities.	CIO Office and Colleges
C-I	3. Measure customer and staff satisfaction for the purpose of improving services and workplace satisfaction.	Assure that employee workplace satisfaction and performance is measured. Assure that relevant customer satisfaction is measured by each institutional IT provider.	CIO and Directors
I	4. Establish FY03 budget as a benchmark for long-term mix of institutional funding and fees funding.	Establishes long-term financial basis for infrastructure staff and depreciation for both infrastructure services and modest project funding.	CIO, FUS, Provost
C	5. Establish a new policy framework for IT standards, security and interdisciplinary access to institutional and	Policy and standards development as a continuous collaboration with colleges, administrative units and vendors. Example: Convert from	CIO, colleges, EITC

	collegiate resources.	SSN to a University ID number.	
C-I	6. Sponsor enterprise wide projects and services that integrate the efforts of Colleges with central IT and service providers.	Enterprise Authentication Service (Kerberos on Active Directory), President's e-Communication initiative, reduce printed administrative and academic paper.	ITS-SPA; collegiate partners; vendors
C-I	7. Develop a sustainable approach to improved learning management for students and faculty.	Assist colleges and AT and Provost's Office with the creation and deployment of a major, multi-year project.	CIO, AT, Provost
C	8. Expand support for organized research where central services represent value-add	Pursue an IBM SUR grant, offer sharable CPU and storage services on a cost-recovery basis.	VPR, ITS-Research Technologies
C	9. Influence the IT design in new/remodeled campus facilities	Specific projects include Art & Art History, Belen Blank, etc.	CIO, TNS, FSG
C	10. Expand coordination with ISU, UNI, Regent's Office	Video Conferencing, MS Campus Agreements, volume hardware procurement.	CIO, Purchasing, ISU
C	11. Improve President's awareness of campus IT offerings	Annual Report ("Renewal") ideas, President's Letter to Campus.	CIO, President's Office
C	12. Work with each college to better understand their priorities and plans. Develop shared IT plans.	Identify strategy and services gaps and overlaps to better use scarce and shareable IT resources.	Colleges, ITS Departments, CIO Office
C-I	13. Sponsor specific initiatives for recruiting, retaining and professional development for all campus IT providers.	Sponsor and support the reclassification of IT staff into more contemporary titles and grades.	HR, CIO, colleges
C	14. Identify and sponsor opportunities for intercollegiate IT relationships that are not "enterprise" in scope, but not local to a single college	Collaboration, others to be determined from the strategic planning process.	CIO Office, Colleges