

ILLINOIS STATE
UNIVERSITY



COLLEGE OF ARTS AND SCIENCES

***CAS-IT STRATEGIC PLAN:
2006-2010***

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History

The College of Arts and Sciences at Illinois State University is the largest college on campus and represents the academic core of the institution. Housing 47% of the University's full-time faculty and producing 50% of all credit hours, the College delivers the bulk of the University's acclaimed general education program. The 17 academic units in the College provide 28 bachelor's degrees, 16 undergraduate minors, 21 master's programs, 19 secondary education teacher certification, a graduate certificate, and 5 doctoral programs in disciplines spanning the humanities, social sciences, and sciences.

As the use of information technologies for research, instruction and administration within the academy has evolved during the past two decades, a variety of technical support units emerged within the College. These independent units assumed a wide variety of functions based on the needs of the individual disciplines. As time went on, this led to duplication of services in some areas, while other areas were under-served. In order to ensure adequate service to students, faculty, and staff all across the College, to reduce unnecessary duplication of services, to take advantage of the administrative and budgetary efficiencies afforded by centralization where appropriate, and to build a more cohesive IT team within the College, existing units were merged into a single unit in January 2005. This unit is called CAS-IT and reports to the Dean.

CAS-IT staff provide support for a variety of computing-based services to enhance teaching, research, and administration, and they work closely with university-wide services and with departmental technical staff to ensure high levels of communication and cooperation.

The University has thrived with the adoption of *Educating Illinois*, a comprehensive strategic plan, in 2000, and its update in 2003; the University is making considerable progress toward achieving its vision to be a first-choice public university in Illinois. *Educating Illinois 2003-2010* clearly affirms the centrality of technology infrastructure and services to academic excellence in the 21st century. The *College of Arts and Sciences Strategic Plan 2005-2010* articulates a mission-driven set of directions for the college, consistent with *Educating Illinois*; one of the College's six strategic directions is to "Enhance the college-wide technology infrastructure to support excellence in scholarship, teaching, and learning."

Dean Gary Olson has charged CAS-IT leadership and staff to craft their own strategic plan—building on *Educating Illinois* and the *CAS Strategic Plan*—to ensure that we provide the service and support necessary to advance the aspirations of our students, faculty, and staff. To meet this charge, we built on the discussions we had over the previous 12 months about the organization of CAS-IT and drafted statements of our mission, vision, values, strategic directions, and action items, discussing and refining each as a team.

You are now reading the result of these discussions. I am grateful to every member and affiliate of CAS-IT for their contributions to the College and to this strategic plan, which

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will enable us to play a key role in the growth and development of the College in the coming years.

Salvatore J. Catanzaro,
Associate Dean for Faculty and Administration
Director of CAS-IT

CAS-IT includes the following IT professionals:

Carol Genung
Stephen Hull
Neal Lawson
Mark Lynch
Badri Rajagopalan
Eric Schuller
Sarah Walczynski
Robert Wazienski
Owen Williams

The following departmental IT professionals work closely with their colleagues in CAS-IT and also contributed to this document:

Ross Bogue, Physics
Andrew King, Biochemistry-Molecular Biology Instrumentation Technician
William Shields, Geography-Geology
Jerad Weiner, School of Communication

Mission

Our mission in CAS-IT is to provide state-of-the-art technology supported by prompt and efficient service to enhance teaching, research, creative activity, public service, and administration in the humanities, natural sciences and mathematics, and social sciences.

Vision

By adhering to our values, CAS-IT will be a critical resource to the College as it realizes its mission to deliver excellent academic programs and to discover, apply, and disseminate new knowledge.

Values

CAS-IT holds the following values:

Focus: The academic mission comes first.

Service: We design our systems and provide our services to be as user-friendly as possible

Flexibility: We maximize efficiency through centralization and standardization where appropriate, while providing localized support and specialized services to meet needs of students, faculty, and staff in diverse disciplines.

Professionalism: We conduct ourselves with the dignity and dedication befitting the liberal arts tradition and the professional aspirations of our students and our community; we are committed to professional development as members of a community of life-long learners.

Teamwork: We work together to arrive at solutions, provide cross-training to each other to enhance the effectiveness of the organization, and are available for consultation and assistance across all areas of the college consistent with our areas of expertise.

Diversity: We strive to be a welcoming community and embrace differences among ourselves and our constituents.

Seven Strategic Directions

We have identified seven strategic directions to organize our continuing efforts to advance our mission and achieve our vision. These directions maximize our ability to make decisions that are consistent with our values and to coordinate our growth with the College's and University's plans. Each direction is supported by specific actions with definable outcomes that lend themselves to specific accountability measures, which we will track to ensure that the plan is working for our students, faculty, and staff.

1. Develop and implement policies, coordinating with the CAS Learning Technology Advisory Council, that are consistent with our values and that advance our mission.
2. Develop and implement standards and guidelines for hardware, software, and best practices among users and CAS-IT professionals for consistency and efficiency with flexibility to meet unique academic needs.
3. Ensure coordination of planning within CAS IT, with departments, schools, and other units in the College, and with central University units.
4. Ensure appropriate levels, training, and deployment of staff to ensure effective service.
5. Ensure professional development of staff to maintain effective service and to develop new applications and opportunities for support of teaching, learning, research, and creative activity.
6. Increase engagement with external constituencies on campus and in the community through collaboration, consultation, partnerships, and educational programs.
7. Ensure adequate facilities—space, power, cooling, and connectivity—to support the needs of our users.

Strategy One

Develop and implement policies, coordinating with the CAS Learning Technology Advisory Council, that are consistent with our values and that advance our mission.

Actions:

- Develop and disseminate guidelines for the process of initiating a new or revised policy to ensure maximum communication with and participation of stakeholders
- Develop a process for creating policies and guidelines for CAS-IT and users, ensuring input of users (including local advisory groups), coordination with CAS LTAC, and coordination with the Campus Technology Policy and Planning Council
- Develop a process for documenting, communicating, and implementing CAS-IT policies and guidelines, balancing needs for security, standardization, flexibility, and innovation
- Institute reviews every three years of CAS-IT policies and guidelines to ensure that they are current and effective.
- Revise CAS-IT policies and guidelines as needed, based on feedback from users or changes in technology or the environment.

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Selected Accountability Measures

		Historical data		Goals				
	Measure	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	Policy development process	NA	NA	Create and implement process	Implement process	Implement process	Review and revise process	Implement revised process
2	Documentation of policies and guidelines	NA	NA	Establish standing CAS-IT committee for Documentation	Implement web-based documentation system	Implement system	Review and revise system	Implement revised system
3	No. of documented policies and guidelines available on CAS-IT website	NA	NA	NA				
4	No. of policy initiatives from CAS-IT to CAS LTAC	NA	NA					
5	No. of policy initiatives from College constituencies other than CAS-IT to CAS LTAC							
6	No. of policy revisions within CAS	NA	NA					
7	No. of policy initiatives forwarded from CAS LTAC to Campus Technology Planning Council	NA	NA					
8	No. of existing CAS policies reviewed by CAS-IT	NA	NA					

Strategy Two

Develop and implement standards and guidelines for hardware, software, and best practices among users and CAS-IT professionals for consistency and efficiency with flexibility to meet unique academic needs.

Actions:

- Create and distribute recommended hardware configurations for computer labs and for a variety of desktop systems meeting the diverse needs of faculty and staff
- Provide recommendations for and consultation on design of advanced or specialized systems needed for disciplinarily-specific or innovative applications.
- Empanel a standing committee of CAS-IT to evaluate and update hardware recommendations annually to ensure adequate service and to facilitate maintenance and support.
- Institute a regular schedule of desktop/workstation computer recapitalization to ensure that all equipment in the college meets minimal standards for reliability, security, and computing capability.
- Empanel a standing committee of CAS-IT to evaluate and employ software standards regarding software packages, software licensing, deployment, and patch management.
- Create, enact, and document security policies for CAS-IT, consistent with University security policies, for network access, data protection, and non-networked computing equipment.
- Create, enact, and document a policy outlining access rights and management of ISU Active Directory within CAS-IT.
- Create, enact, and document guidelines for research and testing of new hardware and software technologies prior to their implementation.
- Document systems and guidelines for server administration within CAS-IT.
- Create, enact, and document a system for disaster recovery of data.

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Selected Accountability Measures

		Historical Data		Goals				
	Measure	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	Number of meetings of CAS-IT standing committees on Hardware, Software, and Security	NA	NA					
2	Document recommended configurations for hardware	NA	NA	Develop and disseminate recommended configurations	Update recommended configurations	Update recommended configurations	Update recommended configurations	Update recommended configurations
3	Document recommended configurations for software	NA	NA	Develop and disseminate recommended configurations	Update recommended configurations	Update recommended configurations	Update recommended configurations	Update recommended configurations
4	Document recommended policies and procedures for Active Directory and server administration in CAS-IT	NA	NA	Develop and disseminate recommended policies and procedures	Update recommended policies and procedures	Update recommended policies and procedures	Update recommended policies and procedures	Update recommended policies and procedures
5	Document recommended security procedures and standards for users and CAS-IT staff	NA	NA	Develop and disseminate recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures
6	Document disaster recovery procedures and standards for CAS-IT staff	NA	NA	Develop and disseminate recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures

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7	Create a digital repository of best practices for service, administration, and innovation in CAS-IT	NA	NA	Develop and disseminate recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures	Update recommended standards and procedures
8	No. of standards and guidelines initiated or reviewed	NA	NA					
9	No. of standards and guidelines revised	NA	NA	NA				
10	Catalog College and school/department computing equipment	NA	NA	Collect data, establish catalog, and establish recapitalization schedule	Update Catalog and implement schedule	Update Catalog and implement schedule	Update Catalog and implement schedule	Update Catalog and implement schedule
11	No. of recapitalized faculty and staff computers							

Strategy Three

Ensure coordination of planning within CAS IT, with departments, schools, and other units in the College, other colleges and academic units, and with central University units.

Actions:

- Maintain regular and ongoing communication between CAS-IT staff and departments.
- Establish local advisory groups to work with College and CAS-IT staff
- Hold regular meetings of CAS-IT staff to ensure discussion of departmental tech needs
- Hold regular meetings of CAS LTAC to ensure communication between CAS-IT administration, staff, department chairs, and faculty
- Ensure appropriate CAS-IT representation on the following University technology committees and planning groups: Campus Technology Policy & Planning Council; iCampus Oversight Committee; Technology Support Advisory Committee (TSAC); Campus Web Planning and Advisory Committee (WebPAC);
- Communicate CAS-IT planning initiatives and ongoing activities regularly with the following University computing units: Campus Technology Support Group, Computer Infrastructure Support; Telecommunications and Networking, Classroom Support; Web Support; Software Management; Center for Teaching, Learning and Technology; and Administrative Information Systems.
- Coordinate CAS-IT initiatives with other colleges and academic units as needed.
- Hold an annual off-campus CAS-IT retreat, sponsored by the Dean's office, to organize and plan for each coming year
- Generate annual technology priorities, with input of users via local advisory groups and CAS LTAC, for budget requests and strategic use of end-of-year funds
- Design and implement a regular review of hardware, software, and services and seek funds to establish a regularly scheduled recapitalization of individual workstations, laboratory equipment, centralized college equipment, and classroom equipment

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Selected Accountability Measures

	Measure	Historical data		Goals				
		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	No. of CAS-IT meetings	NA						
2	No. of CAS LTAC meetings	NA						
3	No. of CAS-IT Retreats	NA	1	2	1	1	1	1
4	No. of members of webmaster group working with LILT							
5	No. of academic units with advisory groups to CAS-IT							
6	No. of planning meetings between CAS-IT staff and advisory groups/chairs/directors	NA	NA					
7	No. of CAS-IT staff identified as liaisons to central IT units (CTSG or AIS)	NA	NA					
8	No. of CAS-IT staff members on campus IT committees	NA						
9	No. of department/school IT initiatives supported by CAS-IT staff	NA						
10	Catalog of College and school/department computing equipment	NA	NA	Collect data, establish catalog, establish recapitalization schedule	Update Catalog and implement schedule	Update Catalog and implement schedule	Update Catalog and implement schedule	Update Catalog and implement schedule
11	No. of recapitalized faculty and staff computers							
12	No. of recapitalized computers in teaching/research labs							
13	No. of formal CAS-IT reports to College and University constituencies	NA	NA					

Strategy Four

Ensure appropriate levels, training, and deployment of staff to ensure effective service.

Actions:

- Update position descriptions for all CAS-IT staff with core set of duties common across the College and specific duties depending on the local disciplinary needs in the area of primary assignment.
- Develop written job descriptions for all student workers, with a core set of duties common across CAS-IT and specific duties depending on the local needs of the departments to be primarily served by the student worker.
- Link evaluations and pay scale for student workers to the skill sets they are expected to display.
- Develop a standard orientation for new CAS-IT staff, including meetings with appropriate staff in central University units (e.g., Networking and Telecommunications, Infrastructure Support).
- Identify training required for staff to maintain hardware and software standards and to implement CAS-IT and University policies as appropriate.
- Develop a partner system, wherever feasible, with adequate cross-training so that backup support is readily deployed when primary support staff are unavailable in an area.
- Review patterns of services provided and anticipated user needs to realign deployment of CAS-IT staff as necessary on an annual basis.
- Solicit peer and end-user feedback on an annual basis and integrate the information obtained into performance appraisals and staff deployment plans.

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Selected Accountability Measures

	Measure	Historical Data		Goals				
		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	No. of new staff hired	NA	1	2				
2	Base Funding for GA/Student workers			\$21,110				
3	Supplemental Funding for GA/Student workers			\$29,500				
4	CAS-IT staff position descriptions	NA		Evaluate and revise current position duties	Evaluate and revise	Evaluate and revise	Evaluate and revise	Evaluate and revise
5	Student position descriptions			Develop CAS-IT standard job descriptions, using core duties + local needs, with 4 levels of experience	Evaluate and revise	Evaluate and revise	Evaluate and revise	Evaluate and revise
6	Student evaluation & pay scale			Establish pay scale and evaluation process based on experience and duties.	Evaluate and revise	Evaluate and revise	Evaluate and revise	Evaluate and revise
7	Provide standard orientation for new CAS-IT staff	NA		Develop and document orientation, training, and follow-up	Evaluate and revise	Evaluate and revise	Evaluate and revise	Evaluate and revise
8	No. of CAS-IT training sessions	NA						
9	No. of meetings of CAS-IT partner systems	NA						
10	No. of internal assessment activities (analysis of ticket patterns, user surveys, meetings with dept. chairs/liaisons)	NA	NA					

Strategy Five

Ensure professional development of staff to maintain effective service and to develop new applications and opportunities for support of teaching, learning, research, and creative activity.

Actions:

- Foster community and communication by holding regularly scheduled discussion sessions to provide opportunities for cross-training.
- Seek and establish funding for off-campus travel for training and professional development, allocated to staff on a rotating basis.
- Recognize and reward efforts to provide cross-training opportunities within the College and CAS-IT.
- To encourage research and development, create a small yearly allowance to purchase books, magazine or on-line subscriptions, and other training resources.
- Seek collaboration on professional development opportunities with other campus units to share costs of consultants, travel, and other aspects of training.
- Explore the development of an incentive program to support CAS-IT staff pursuing technical certifications relevant to their duties.
- Integrate identification and achievement of professional development goals into annual performance evaluation process for CAS-IT staff.
- Provide feedback from CAS-IT staff and end users for use in the annual performance evaluation of the Director of CAS-IT.

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Selected Accountability Measures

		Historical data		Goals				
	Measure	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	No. CAS-IT cross-training sessions	NA						
2	CAS-IT travel budget			\$2,000				
3	No. of travel and training grant applications	NA	NA					
4	Number of trips to professional IT meetings	NA	NA					
5	Number of trips to other campuses to consult on IT issues	NA	NA					
6	Number of trips to IT companies	NA	NA					
7	No. user training programs offered by CAS-IT	NA	NA					
8	No. CASNews and CAS-IT newsletter articles about CAS-IT professional development	NA	NA					
9	Funding for training programs							
10	No. of University training events attended by CAS-IT staff							
11	No. of University training sessions offered by CAS-IT staff							
12	Provide templates for annual self-evaluation and performance evaluation that include professional development goals	NA	NA	Develop and disseminate templates	Review and revise templates	Review and revise templates	Review and revise templates	Review and revise templates
13	No. of professional certifications earned by CAS-IT staff							

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14	Systematize input from CAS-IT on Director's performance			Development and implement evaluation survey	Continue to implement survey; Revise as needed	Continue to implement survey; Revise as needed	Continue to implement survey; Revise as needed	Continue to implement survey; Revise as needed
15	No. of internal assessment activities (analysis of ticket patterns, user surveys, meetings with dept. chairs/liasons)	NA	NA					

Strategy Six

Increase engagement with external constituencies on campus and in the community through collaboration, consultation, partnerships, and educational programs.

Actions:

- Contribute to and support the College's and, where appropriate, the University's, efforts to enhance their visibility and engagement with the community and external constituencies.
- Maintain an attractive, user-friendly web-site that includes useful information for external constituencies as well as resources for College users.
- Perform educational and consultative outreach programs consistent with our mission and values.
- Identify select opportunities to provide training and consultation to constituencies outside the College.
- Identify appropriate opportunities to provide training and consultation as a fee-based service.
- Pursue external grant opportunities to support innovative applications in research and teaching, and to fund outreach and training initiatives.

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Selected Accountability Measures

	Measure	Historical data		Goals				
		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	No. of CAS-IT tickets received							
2	No. of CAS-IT tickets closed							
3	Pct. of CAS-IT tickets closed within two days							
4	No. of hits on CAS-IT website	NA	NA					
5	Feature enhancements on CAS-IT Ticket system	NA	NA	NA				
6	No. of self-help features on CAS-IT website	NA	NA					
7	No. of issues of CAS-IT newsletters							
8	No. of CAS-IT broadcast media programs (TechTalk, TechBin)							
9	No. of hours CAS-IT telephone "hotline" staffed							
10	No. of members of webmaster group working with LILT							
11	No. of academic units with advisory groups to CAS-IT							
12	No. of planning meetings between CAS-IT staff and advisory groups/chairs/directors	NA	NA	NA				
13	No. of academic units with liaisons/advisors to CAS-IT							
14	No. of planning meetings between CAS-IT staff and liaisons/advisors/chairs/directors	NA	NA	NA				
15	No. of CAS-IT staff identified as liaisons to central IT units (CTSG or AIS)	NA	NA					
16	No. of CAS-IT staff members on campus IT committees							
17	No. of CAS-IT facilitated initiatives related to innovative pedagogy							
18	No. of CAS-IT facilitated projects to support research and teaching							
19	No. of external grant proposals submitted by CAS-IT							
20	No. of external grant proposals awarded to CAS-IT							
21	Amount of external funding to CAS-IT							

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22	No. of CAS-IT consultation projects outside CAS							
23	Amount of funding generated by CAS-IT consultation projects							
24	No. of CAS-IT outreach training programs within CAS							
25	No. of CAS-IT outreach training programs across University							
26	No. of CAS-IT outreach training programs in community							

Strategy Seven

Ensure adequate infrastructure—space, power, cooling, and connectivity—to support the needs of our users.

Actions:

- Work closely with staff in Facilities Planning, Facilities Management, and Facilities Services to ensure that existing, new, and renovated spaces have adequate and reliable power and environmental control.
- Work closely with staff in Telecommunication and Networking to ensure that existing, new, and renovated spaces have adequate and reliable connectivity to the ISU network and the Internet.
- During annual planning exercises, identify specific infrastructure needs in CAS-IT and departmental areas to integrate into budget requests as needed.
- Coordinate with staff in Classroom Technology Support to ensure that classrooms are designed and equipped to meet the needs of students and faculty.
- Coordinate with staff in Computer Infrastructure Support to ensure that CAS-IT systems have a functionally seamless interface with campus-wide systems.

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Selected Accountability Measures

	Measure	Historical data		Goals				
		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1	No. of visits to CAS-IT meetings by Facilities staff							
2	No. of visits to CAS-IT meetings by Telecommunications and Networking staff							
3	No. of visits to CAS-IT meetings by Central Infrastructure Support staff							
4	No. of visits to CAS-IT meetings by Classroom Technology Support staff	NA	NA					
5	No. of visits to CAS-IT meetings by Administrative Information Systems staff	NA	NA	NA				
6	No. of visits to CAS-IT meetings by Property Control staff	NA	1					
7	No. of ports installed across CAS							
8	No. of ports activated across CAS							
9	No. of wireless access points installed across CAS							
10	Pct. of College (school, department) classroom space with wireless access							
11	No. of College (school, department) classroom spaces with computerized teaching technology							
12	Pct. of College (school, department) classroom spaces with computerized teaching technology							
13	No. of College (school, department) meeting spaces with computerized teaching technology							
14	Pct. of College (school, department) meeting spaces with computerized teaching technology							