

# Office of Information Technology

## Strategic Plan, FY06-FY08

Rev 6/01/05, Ver. 5c  
By Paul M. Morris

### Introduction

As with previous plans, the FY06-FY08 OIT Strategic Plan is intended to implement relevant objectives of the Drake Strategic Plan, 2003-2008, and specifically:

- Goal 1 (Ensure the excellence, currency and appropriateness of the Drake Experience), Objective 6: **Provide technological leadership, support and infrastructure necessary for the highest levels of teaching and learning.**
- Goal 2 (Improve and sustain the financial health of the University), Objective 1 (Increase operating efficiencies and reduce costs), Task G: **Complete the Banner DUSIS implementation.**
- Goal 2 (Improve and sustain the financial health of the University), Objective 2 (Increase operating revenues), Task A10c: **Identify, develop and expand distance learning opportunities.**

---

These fit with OIT's existing Mission ("to provide the Drake community with the information technology leadership, services and support needed to achieve the University's goals") and vision: that of "an IT environment which empowers faculty, students and staff to use technology creatively and effectively to achieve their goals. This environment will have a standards-based architecture with secure, reliable infrastructure and services, and easy access to information. OIT will be focused on anticipating and meeting the needs of the community in an efficient and effective manner, and will have the resources appropriate to its mission".

A related goal is to make Drake's IT environment competitive with its peer schools, so that we can continue to attract students at all levels who are increasingly technology-conscious. These potential students have expectations that Drake will use technology appropriately in their education, and provide a technology-rich environment for co-curricular activities and for entertainment.

Our activities are further guided by the recommendations of the 2004 Instructional Technology Task Force, and of the Instructional Technology Policy Committee.

Drawing from these sources, we have identified seven areas where OIT can play a role of strategic importance over the next several years. These will be our seven strategic priorities, and the projects needed to implement them are in the Action Plans in the Appendix. In addition to continuing projects, the major new ones for FY06 and FY07 are:

- Development and then periodic improvement of a Business Continuity Plan for Drake's information-based operations.
- Development of a set of security policies and procedures for Drake information.
- Implementation of a Web Content Management System.
- Implementation of a set of campus Portals.
- Implementation of a wireless network for the academic buildings on campus.

### 1. Improving teaching and learning with technology

---

We will continue to implement as many as possible of the 21 recommendations listed on pages 38-40 of the [Report](#) of the Instructional Technology Task Force. OIT works with the Center for Digital Learning and Technology (CDTL), the Instructional Technology Committee, the Libraries, the Drake Telemedia Center and others on ways to help faculty and students. OIT runs the Multimedia Development Studio on behalf of the CDTL, providing a place where faculty and students can obtain assistance with pedagogical consulting and software tools for developing instruction-related materials.

The continuing challenge for Drake is to identify areas where pedagogy could be improved, and then undertake the necessary redesign, followed by the creation and delivery of course materials. This will become particularly important as Drake moves forward with its Distance Education initiative. Working with our partners, we will make available those resources - hardware, software, coding support (if funding is available), information resources from the Libraries, etc. - which are needed to address pedagogical issues.

We will also continue to promote the Multimedia Studio as a place where students can obtain resources and assistance, and where they can work on presentations, multimedia projects, etc.

## **2. Distance Learning initiative**

---

Following a market research study, the School of Education will be working on developing online programs, which OIT will support as needed.

If other colleges and schools decide on initiatives in this area, we have the resources to support them as well.

## **3. Extending DUSIS functionality, and supporting it with other integrated applications**

---

OIT's Campus Information Systems continues to work with functional units on upgrading DUSIS and the applications that are integrated with it. In FY06-07 we will undertake a major project to integrate information stored in DUSIS with Luminis, SCT's content management and portal software. Portals constructed for a variety of constituencies (prospective students, alumni/ae, current students, faculty, staff, etc.) and then customized to suit particular individuals, will represent a major step forward. The portals will speed many functions, and greatly improve the flow of relevant information to the people who want it.

The governance committee for administrative computing, the DUSIS and Administrative Information Technology Executive committee (DAITE) will provide a mechanism for overseeing the strategic direction of such technologies, and for maintaining the integrated approach to systems which began with the DUIT project. This issue is addressed as part of the overall IT governance structure which is part of Drake's IT Architecture, described below.

## **4. Improving the usability of the core services**

---

OIT provides a number of core IT services on campus: email with spam filtering, web servers, the campus network with encryption and virus protection, a Help Desk, desktop support in many areas, free desktop

software, telephone service, a virtual computer store, etc. Almost everyone on campus relies on some or all of these services to conduct their day-to-day business, and usage continues to grow.

Hence maintenance and improvement are required constantly, and a number of projects are planned to do this. The most urgent needs are a Business Continuity Plan, to prevent or recover from the loss of critical information systems, and a set of improvements to fight the spam and virus-carrying messages which continue to flood the email system. Another pressing need is to implement this campus wireless network which will serve as many buildings as needed and cost-justified. A continuing issue is dealing with illegal file traffic which hampers legitimate use of the campus network, and carries legal risks.

## **5. Improving the cohesiveness and interoperability of the campus environment**

---

OIT will be working with the campus community to develop the elements of an Information Technology architecture. An IT architecture is a “set of policies, procedures and standards that guides our choices in the hardware and software we implement, and guides the ways we use them”. When properly implemented, an architecture ensures that our systems are compatible, that everybody can communicate and exchange information (“interoperability”), that we do not waste money on re-inventing systems, that we take appropriate advantages of economy of scale in buying and using technology, and that we can change the IT environment as quickly as needed to meet changes in requirements. While standards for desktop hardware and software play a part in IT architecture, other issues (network protocols, data management, security tools, usage policies, etc.) are often even more important.

A successful architecture is one which identifies what things should be built into the common infrastructure, versus what should be left to the individual choices which encourage innovation and creativity, and allow for personal preferences. Everyone benefits when IT functions smoothly and transparently, but is not overly intrusive or constraining. “Distributed” computing is good: closer to the users, more attuned and responsive to their individual needs. But “balkanized” computing is bad: people and systems isolated from each other, too much time and money spent on inventing things which will not work outside a particular unit. An effective architecture balances these competing tendencies – admittedly, a difficult thing to do to everyone’s satisfaction.

---

It will take several years to develop and implement such an architecture, but some gains can be made relatively quickly. Having improved the policy-making structure with the Instructional Technology Policy Committee and the DUSIS and Administrative IT Executive (DITE) Committee, in FY06 we will work on a comprehensive set of information security policies. We are also working on a set of policies and procedures for Business Continuity (a.k.a. a Disaster Recovery Plan).

## **6. Participating in the University Self Study**

---

In FY06 the CIO will continue to work on committees which are leading the Self Study process. The time has now come to define the outcomes the University wants from OIT services, and then find ways to assess how well we are achieving those outcomes. In the project list below, we have given an initial set of outcomes, but these

will need to be refined and rendered measurable as the Self Study progresses, to reflect the “culture of evidence” which will be part of the re-accreditation process. We will also need to develop measurable outcomes for the production services we offer, as well as for projects.

#### **7. Supporting diversity in OIT, and in the campus community by the services it provides**

OIT has established a Diversity Committee to develop a plan for OIT which will encourage diversity in OIT, and create a welcoming campus environment. A goal is that service for and treatment of all customers is equally courteous and respectful of differences, and that OIT staff recognize that our customers have different expectations and values based on ethnicity, religion, etc. Another goal is a welcoming work environment for all OIT staff, both full-time and student. A final goal is the creation of a campus IT environment which is accessible to those with disabilities, helping them use technology to overcome difficulties with sight, hearing and physical disabilities.

In doing this, OIT faces some barriers. In many cases the person who calls the Help Desk talks to a student worker, and rapid turnover of student workers makes it difficult to maintain a fully trained group. Among full-time staff, on the other hand, turnover is slow, which means that the composition of OIT staff can at best change only slowly. So the projects below will take some time to come to maturity.

#### **The Strategic Plan and the FY06 Action Plan**

In the Appendix below, we have listed planned activities for FY06 and FY07 (and in a few cases for FY08, for requirements which we can see that far ahead). We expect the strategic priorities above to remain relatively stable, while the Actions Plans will be the subject of constant revision, as needs, circumstances and funding change.

## Appendix 1: FY06 – FY07<sup>1</sup> OIT Action Plans

### 1. Improving Teaching and Learning with Instructional Technology

Project	Resources	Outcomes	Responsibility	Deadline
<b>Center for Digital Technology &amp; Learning</b>				
<b>FY06</b>				
1. Promote use of the Multimedia Development Studio, and train faculty and students in use of hardware and software	<ul style="list-style-type: none"> <li>▪ Equipment from Technology Fee</li> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of instructional technology by faculty and students for teaching and learning.</li> </ul>	Bob Hoehle	4/1/2006
2. Promote consultation program for faculty on matching technologies with pedagogy	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvements in pedagogical approaches using instructional technology.</li> </ul>	Bob Hoehle	4/1/2006
3. Evaluate and if appropriate implement blogs and other new techniques as learning tools	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased level of student-teacher and student-student interaction, particularly for online learning.</li> </ul>	Bob Hoehle	4/1/2006
4. Encourage faculty to use off-campus resources such as TLT Group, Merlot repository, etc.	<ul style="list-style-type: none"> <li>▪ Subscription fees for some resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use by faculty and students of external resources.</li> </ul>	Bob Hoehle	4/1/2006
<b>FY07</b>				
5. Expand support for Multimedia Development Studio as a consultation service & development resource	<ul style="list-style-type: none"> <li>▪ Equipment from Technology Fee</li> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing use of instructional technology to improve learning outcomes.</li> </ul>	Bob Hoehle	4/1/2007
6. Increase awareness of ways to match instructional technologies to course content and learning outcomes.	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing attention to the appropriate and effective use of instructional technology.</li> </ul>	Bob Hoehle	4/1/2007

<sup>1</sup> Given the fluidity of user needs, advancing technology and funding uncertainties, we have developed Action Plans for only the next two years.

<b>Libraries</b>				
<b>FY06</b>				
7. Conduct workshops and distribute information on copyright law that applies to the Drake network.	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing and Cowles Library.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing awareness of laws that apply to the use of networks technology.</li> </ul>	Bob Hoehle	4/1/2006
<b>Drake Telemedia Center</b>				
<b>FY06</b>				
8. Work with DTC to ensure that faculty and students have access to wide range of resources in the Studio and in DTC	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvements in pedagogical materials.</li> </ul>	Bob Hoehle	4/1/2006
9. Articulate and coordinate support available for development of multimedia materials with DTC.	<ul style="list-style-type: none"> <li>▪ Staff resources from Academic Computing &amp; DTC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Students and faculty will have a clear idea of what services are available and who to contact for specific services</li> </ul>	Bob Hoehle	4/1/2006
<b>Learning Management System (LMS)</b>				
<b>FY06</b>				
10. Study alternatives for an ePortfolio system that could be used with Blackboard.	<ul style="list-style-type: none"> <li>▪ Staff resources from NTS and Academic Computing and faculty representatives from the various colleges.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a recommendation for the implementation of an ePortfolio software solution suitable for use with Blackboard</li> </ul>	Bob Hoehle	4/1/2006
11. Encourage use of the WIMBA voice technology with Blackboard	<ul style="list-style-type: none"> <li>▪ Academic Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allows use of voice-based resources within Blackboard course materials.</li> </ul>	Bob Hoehle	4/1/2006
<b>FY07</b>				
12. Implement ePortfolio software solution suitable for use with Blackboard (if funded)	<ul style="list-style-type: none"> <li>▪ Equipment from Technology Fee</li> <li>▪ NTS, Acad. Computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enable the use of portfolio assessments in Blackboard</li> </ul>	George Miller	4/1/2007

## 2. Distance Learning Initiative

Project	Resources	Outcomes	Responsibility	Deadline
<b>FY06</b>				
1. Work with School of Education to support their DL initiative	<ul style="list-style-type: none"> <li>▪ Staff resources from SOE, OIT</li> <li>▪ New funding for delivery of online courses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technology ready for launch of first DL programs.</li> </ul>	Paul Morris	Dependent on SOE plans
<b>FY07</b>				
2. Work with other Schools to support their DL initiatives	<ul style="list-style-type: none"> <li>▪ Staff resources from School, OIT</li> </ul>	<ul style="list-style-type: none"> <li>▪ DL initiatives provided with the IT support they need.</li> </ul>	Paul Morris	Dependent on school plans

### 3. Extending DUSIS functionality

Project	Resources	Outcomes	Responsibility	Deadline
<b>FY06</b>				
1. Build and implement additional workflows	<ul style="list-style-type: none"> <li>▪ CIS, NTS and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Automate communication of work across departments.</li> </ul>	Angela Embree	As set by unit
2. Build and implement web applications using Banner data	<ul style="list-style-type: none"> <li>▪ CIS and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased productivity through automation of business processes and customer self-service.</li> </ul>	Angela Embree	As set by units
3. Redundancy of Banner hardware, application and production database.	<ul style="list-style-type: none"> <li>▪ CIS Staff, NTS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build redundancy into Banner for disaster recovery purposes.</li> </ul>	Angela Embree, George Miller	12/1/05
4. Develop reporting strategy	<ul style="list-style-type: none"> <li>▪ CIS Director and committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long term strategy to handle University reporting requirements</li> </ul>	Angela Embree	12/1/2005
5. Implementation of Banner version 7 and hardware.	<ul style="list-style-type: none"> <li>▪ CIS, AC, NTS and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ New Banner functionality</li> </ul>	Angela Embree	1/1/06
6. Implement additional Banner function as requested by units	<ul style="list-style-type: none"> <li>▪ CIS Staff and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Greater use of available functionality in Banner</li> </ul>	Angela Embree	As set by units
7. Continue Banner Integration (e.g. NCAA Compliance, Ticket Return)	<ul style="list-style-type: none"> <li>▪ CIS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased productivity through reduction of dual entry</li> </ul>	Angela Embree	As set by units
8. Implement Web Content Management	<ul style="list-style-type: none"> <li>▪ CIS, NTS and Marketing staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management of web content.</li> </ul>	Angela Embree, George Miller	4/1/2006
9. Password management through	<ul style="list-style-type: none"> <li>▪ CIS and NTS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Password Management as part of</li> </ul>	Angela	5/30/2006

Project	Resources	Outcomes	Responsibility	Deadline
LDAP server for MyDUSIS, DUSIS, Oracle, Astra		Business Continuity.	Embree George Miller	
<b>FY07</b>				
10. Implement Enterprise Web Portal	<ul style="list-style-type: none"> <li>▪ CIS, NTS, Marketing and campus units</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved and personalized interface for users to the services they need on the web.</li> </ul>	Angela Embree, George Miller	5/30/2006
11. Decommissioning of legacy systems now replaced by Banner	<ul style="list-style-type: none"> <li>▪ CIS, NTS staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legacy system will no longer need to be maintained.</li> </ul>	Angela Embree George Miller	8/1/2006
12. Xtender solutions available for more departments	<ul style="list-style-type: none"> <li>▪ CIS and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ More documents can be viewed via DUSIS, storage of images part of Business Continuity planning</li> </ul>	Angela Embree	8/1/2006
13. Reporting Strategy: Vendor Selection, Detailed Project Plan	<ul style="list-style-type: none"> <li>▪ CIS and NTS staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve reporting</li> </ul>	Angela Embree	8/1/2006
14. Identify and build more Web applications using Banner data	<ul style="list-style-type: none"> <li>▪ CIS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased productivity through automation of business processes and customer self-service.</li> </ul>	Angela Embree	On-going
15. Continue Banner Integration (e.g. NCAA Compliance, Ticket Return)	<ul style="list-style-type: none"> <li>▪ CIS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased productivity through reduction of dual entry</li> </ul>	Angela Embree	On-going
<b>FY08</b>				
16. Implement Reporting Strategy – Phase 1	<ul style="list-style-type: none"> <li>▪ CIS and functional staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve Reporting</li> </ul>	Angela Embree	When funded
17. Banner 8 implementation	<ul style="list-style-type: none"> <li>▪ CIS Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional DUSIS and MyDUSIS functionality</li> </ul>	Angela Embree	5/31/2008
18. New systems evaluation	<ul style="list-style-type: none"> <li>▪ Staff resources from CIS, NTS and functional areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased productivity from automation.</li> </ul>	Angela Embree	On going

#### 4. Core Services and Infrastructure

Project	Resources	Outcomes	Responsibility	Deadline
<b>Business Continuity Plan</b>				
<b>FY06</b>				
1. Develop Campus Backup Policy	<ul style="list-style-type: none"> <li>▪ Designated staff in each unit</li> <li>▪ OIT staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prevent loss of data and documents</li> </ul>	Paul Morris	12/30/2005
2. Implement Business	<ul style="list-style-type: none"> <li>▪ Designated staff in each unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan and test results submitted to</li> </ul>	Paul Morris	8/1/2005

Project	Resources	Outcomes	Responsibility	Deadline
Continuity Plan Phase 1	▪ OIT staff	trustees		
<b>FY07</b>				
3. Implementation of Business Continuity Plan, Phase 2	▪ OIT staff	▪ Improved ability to prevent and recover from a disaster	Paul Morris	8/1/2006
4. Develop policies and practices to ensure Plan remains current	▪ OIT staff and users	▪ Current plan in place	Paul Morris	12/30/2006

Project	Resources	Outcomes	Responsibility	Deadline
<b>Network services</b>				
<b>FY06</b>				
1. Installation of a wireless network to include all academic buildings and areas where students congregate	▪ Equipment purchased from Technology fee and donations; staff resources from NTS	▪ Provides an attractive, secure, mobile alternative to our high speed wired-network connections that will raise the convenience and flexibility afforded our students and faculty	George Miller	8/15/2005
2. Develop policies for use of wireless network	▪ Instructional Technology Policy Committee	▪ Ensure appropriate use of network	Paul Morris	8/15/2006
3. Replace legacy directory service	▪ Staff resources from NTS	▪ Extends directory services to all desktop types	George Miller	8/1/2005
4. Implement Enterprise Directory Service	▪ Staff resources from NTS	▪ Provides foundation for person registry and user authentication	George Miller	5/31/2006
5. Implement Active Directory software installation service	▪ Staff resources from NTS	▪ Reduced reliance of networked users on IT staff for software updates	George Miller	8/1/2005
6. Develop automatic Active Directory user registration for faculty and staff	▪ Staff resources from NTS	▪ More efficient process for gaining access to University network and computing resources	George Miller	5/31/2006

Email Services			Responsibility	Deadline
<b>FY06</b>				
1. Finalize implementation plan for quarantining spam	▪ Staff resources from NTS, AC	▪ Future increase in spam control effectiveness	George Miller	8/30/2005

2. Implement automatic email set up for faculty and staff	▪ Staff resources from NTS	▪ Simplify the process of registering for our e-mail services	George Miller	8/30/2005
3. Implement improvements to the web mail service	▪ Existing and new staff resources from NTS	▪ Improved server performance and security	George Miller	8/30/2005
4. Move authentication for e-mail to LDAP, following approval by faculty	▪ Staff resources from NTS	▪ Integral to a plan to create a single complex password for all services	George Miller	TBA
<b>FY07</b>				
5. Integrate all e-mail-related services with traditional and Active Directory services	▪ Existing and new staff resources from NTS	▪ Improved simplicity of access to a wide variety of e-mail services	George Miller	12/30/2006
6. Implement quarantine system for controlling spam.	▪ Existing and new staff resources from NTS	▪ Improved quality of e-mail service	George Miller	5/31/2006

<b>Servers</b>			<b>Responsibility</b>	<b>Deadline</b>
<b>FY06</b>				
7. Prepare 6 Sun servers for the Luminis project	▪ Staff resources from NTS	▪ Improved web service functionality	George Miller	TBA
8. Install web server and associated services	▪ Staff resources from NTS	▪ Improved web service functionality	George Miller	TBA
9. Create and populate hot site in Jewett Hall	▪ Staff resources from NTS, CIS	▪ Improved capability for recovering from a disaster in Dial Center	George Miller	5/31/2006
10. Implement web server policies	▪ Campus-wide IT staff resources	▪ Improved security and control of web resources	George Miller	5/30/2006
11. Study costs and benefits of web-based access to voice mail	▪ Staff resources from NTS	▪ Future improvements to voice mail accessibility	George Miller	8/1/2005
<b>FY07</b>				
12. Continue server replacement/elimination	▪ Staff resources from NTS ▪ New funding for hardware and software	▪ Reduced maintenance costs; better performance	George Miller	Ongoing
13. Implement web-based voice mail system	▪ Staff resources from NTS	▪ Expanded access to voice messages	George Miller	Depends on funding

## 5. Security Services

Project	Resources	Outcomes	Responsibility	Deadline
<b>FY06</b>				
1. Develop framework for a campus IT security policy	▪ All campus IT resources	▪ More secure computing and network environment	George Miller	8/1/2005
2. Implement intrusion detection systems	▪ Staff resources from NTS	▪ More secure computing and network environment	George Miller	12/31/2005
3. Implement vulnerability scanning of our servers	▪ Staff resources from NTS	▪ More secure computing and network environment	George Miller	12/31/2005
4. Implement single, complex password sign on capability.	▪ Staff resources from NTS	▪ More secure computing and network environment	George Miller	5/30/2006

## 6. IT Architecture

Project	Resources	Outcomes	Responsibility	Deadline
<b>FY06</b>				
1. Develop set of campus security policy and procedures.	▪ CIO, campus Task Force	▪ Improved security for Drake data, approved by auditors.	Paul Morris	5-30-06
2. Develop initial Business Continuity Plan for Drake	▪ CIO, unit representatives	▪ Mitigation of risks to Drake data, rapid recovery from incidents.	Paul Morris	8-1-05
3. Determine IT architectural requirements	▪ OIT Leadership, campus	▪ Defined set of IT architectural requirements	Paul Morris	5-30-06
4. Develop architecture design principles	▪ OIT Leadership, campus	▪ Defined set of architecture design principles	Paul Morris	5-30-06
<b>FY07</b>				
5. Develop improved Business Continuity Plan for Drake	▪ CIO, unit representatives	▪ Mitigation of risks to Drake data, rapid recovery from incidents.	Paul Morris	8-1-06
6. Determine technical requirements to implement architecture	▪ OIT Leadership, campus	▪ Defined set of technical requirements	Paul Morris	5-30-06
7. Identify domains for policies, procedures, technology	▪ OIT Leadership, campus	▪ Defined set of domains for which to develop policies, procedures, technology	Paul Morris	5-30-06
8. Create architecture for initial domains	▪ OIT Leadership, campus	▪ Defined policies, procedures, technology to guide IT decision-making	Paul Morris	3-31-07

<b>Project</b>	<b>Resources</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Deadline</b>
9. Obtain consensus on compliance procedures	▪ OIT Leadership, campus	▪ Agreed compliance procedures	Paul Morris	5-31-07
<b>FY08</b>				
10. Create architecture for remaining technical domains	▪ OIT Leadership, campus	▪ Defined policies, procedures, technology to guide IT decision-making	Paul Morris	12-20-06
11. Review and revise architecture for effectiveness and compliance	▪ OIT Leadership, campus	▪ Improved architecture	Paul Morris	5-31-07

**7. Engaging in the University Self Study**

<b>Project</b>	<b>Resources</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Deadline</b>
<b>FY06</b>				
1. Define desired outcomes for major projects and production services	▪ OIT Leadership, campus	▪ Defined outcomes	Paul Morris	12-30-05
2. Determine assessment procedures for defined outcomes	▪ OIT staff	▪ Assessment procedures for major projects and services	Paul Morris	5-31-06
3. Collect data for assessment	▪ OIT staff, campus	▪ Evaluation of success in achieving outcomes	Paul Morris	5-31-06
<b>FY07</b>				
4. Review and revise definition of outcomes, assessment procedures	▪ OIT Leadership	▪ Improved definition of outcomes and procedures	Paul Morris	12/30/06
5. Use results of assessment to improve project management and services	▪ OIT Leadership	▪ Improved performance by OIT	Paul Morris	Commence 1/1/07

**8. Promoting diversity in OIT and its services to the campus community**

<b>Project</b>	<b>Resources</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Deadline</b>
<b>FY06</b>				
1. Build relationships within appropriate external groups	<ul style="list-style-type: none"> <li>▪ OIT staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Broad pool for applicants for OIT jobs</li> </ul>	Paul Morris	5/31/2006
2. Build internal awareness among staff and student workers	<ul style="list-style-type: none"> <li>▪ All OIT employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good relationships throughout OIT</li> </ul>	Paul Morris	5/31/2006
3. Provide training for OIT employees in customer service	<ul style="list-style-type: none"> <li>▪ All OIT employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service environment which is welcoming, and respectful of difference,</li> </ul>	Paul Morris	5/31/2006
4. Provide information about available assistive technologies.	<ul style="list-style-type: none"> <li>▪ OIT staff</li> <li>▪ Office of Disability Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased use of assistive technologies where appropriate.</li> </ul>	Paul Morris	5/31/2006

\\Dial-root03\OIT Leadership\OIT Strategic Plan FY06-08 v5c.doc