# Unifying IT Services at SMU


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# Overview

- Strategy
- Short Term Goals
- Medium Term Goals
- Long Term Goals
- Organization Structure
- Successful Unification

# Strategy

1. Create a Common Vision for all IT services
2. Establish Strategic Alignment with appropriate oversight
3. Enhance Support for Academic Initiatives
4. Re-purpose IT Resources to improve efficiencies
5. Improve service delivery through collaboration
6. Enhance Communication
7. Create an environment that fosters technological innovation and experimentation

# Goal 1 – Common Vision for IT at SMU

*Unify, strengthen and coordinate IT services and resources increasing the effectiveness, efficiency and delivery through a collaborative approach and structure.*

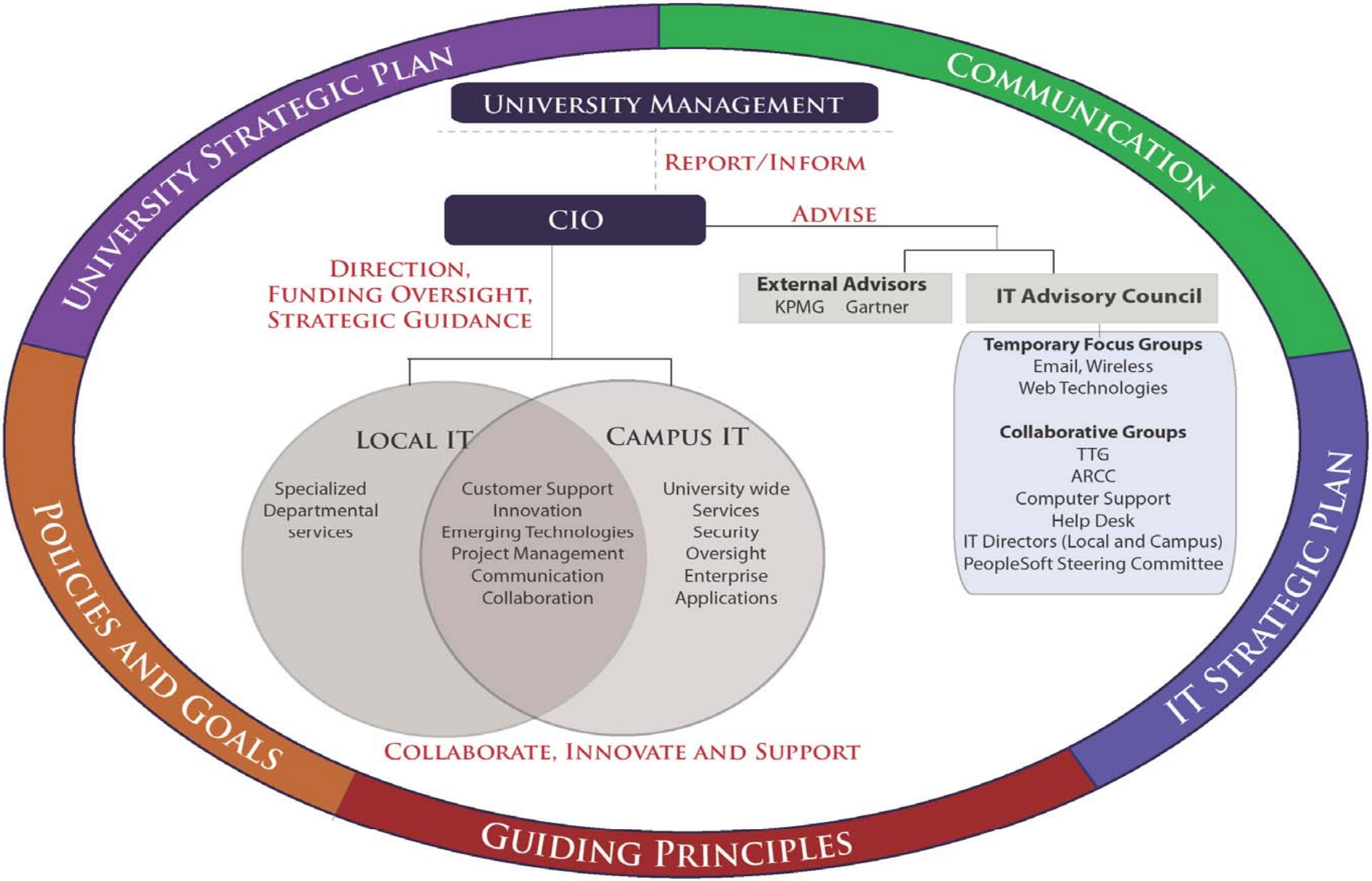
# Goal 1 – Vision for Future of IT at SMU

- Strategic Alignment
- Common Vision, Guiding Principles, Policies, and Goals
- Enhance support for Academic Initiatives
- Enhance Communication
- Allocate IT Resources more efficiently
- Improve services delivery through collaboration
- Foster technological innovation and experimentation

# Goal 2 – Establish Strategic Alignment

1. Define IT Strategic Oversight Structure
2. Establish Advisory Council
3. Create the role of Information Security Officer
4. Ensure that the IT Strategic Plan supports the University Strategic Plan

# Goal 2.1 - IT Strategic Oversight Structure



# Goal 2.1 - External Advisory/Audit Role

## Operational Audit Review:

- Compliance with IT Policies and Procedures
- Alignment with Higher-Ed Best Practices
- Regulatory Compliance

## Strategic Audit/Advisory Review:

- Following Higher-Ed Best Practices framework
- Review of enterprise product selection

# Goal 2.2 – IT Advisory Council Membership

- Chair appointed by Provost, CFO and CIO
- College Representatives are nominated by the Deans and approved by the Provost
  - Faculty Representatives
  - Non-IT Personnel
- Members are senior level representatives from each VP area appointed for 2-3 year term
- Focus Group Chairs to attend meetings as needed to present findings and results of the groups work
- Collaborative Groups chairs to attend meetings as needed to present issues, work results and initiatives

| Area | Membership |
|---|---|
| Chair Appointed by Provost, CFO & CIO | From list below |
| Provost Appointed College Representatives | 7 |
| Faculty Senate Representatives | 2 |
| Dean Research & Graduate Studies | 1 |
| Appointed Faculty IT Advisors | 2 |
| Business & Finance | 1 |
| CUL | 1 |
| Development and External Affairs | 1 |
| Student Affairs | 1 |
| Enrollment Services | 1 |
| Student Body Representatives | 1 Graduate<br>1 Undergraduate |
| Information Security Office (ISO) | 1 |
| Total | 20 |
| Legal Affairs (as needed) | Ex-Officio |

# Goal 2.3 – Information Security Officer Role

- Provide Guidance for IT Security Regulatory Issues impacting Higher Education
- Develop an Identity Theft program
- Collaborate with Campus IT and all departments to develop short-term and long-term security strategies
- Build an awareness campaign for the campus community including information on policies, regulation, resources, and threats
- Develop processes for developing, approving, and implementing policies and procedures with regard to all aspects of Information Security

# Goal 3 - Enhance Support for Academic Initiatives

1. Support for Academic initiatives to be priority of overall IT strategy
2. Increase research, testing and development of emerging technologies
3. Increase quantitative and analytical support for academic research and University special projects
4. Expand research software training on campus and create research software user groups for key software packages
5. Expand support for research programming needs
6. Blend “Academic” and “Administrative” teams in the organizational structure and incorporate support of services for Academic initiatives into all areas of IT Support
   - Digital interests
   - Instructional Technology
   - Classroom Support
   - Training
   - Digital Media creation

# Support for Academic Initiatives – definition

- Faculty use of technology for instruction, research and learning
  - Course management system (Blackboard)
  - Electronic Course evaluation
  - Technology tools for teaching in the classroom
    - Supporting existing technology in the classroom, board rooms, & other meeting areas on demand
    - Installing & testing new technology in the classroom, board room, & other meeting areas
    - Training faculty, staff and students on new and existing software and hardware
  - Digital media content creation
  - Helping to acquire grants for research in specific areas of expertise
  - Help in setting up research computing systems
  - Help in programming or in acquiring a programmer for research projects
- Student use of technology in learning

# Goal 4 –
# Re-Purpose IT Resources to Improve Efficiencies

1. Define services to be provided by Local IT support
2. Define IT services to be delivered by Campus IT
3. Re-Define Technology Fund Allocation method
   - Increase Allocation to Academic Computing
4. Integrate project management process
5. Capitalize on Local IT knowledge and expertise to meet schools and departmental needs
6. Restructure organization to align with service delivery
7. Leverage consolidated service delivery to re-deploy staff to work on new initiatives or work in other support areas as needed

# Goal 5 –
# Improve Service Delivery through Collaboration

1. Unify process and procedures of service delivery and support by Local IT and Campus IT by integrating best practice methodologies
2. Identify Focus Groups and Collaborative Service Groups
3. Emphasize Communication and Training for all IT Services
4. Expand knowledge transfer among all IT personnel

# Goal 6 - Enhance Communication

- Establish Communication Collaboration Group
- Determine communication processes and mediums
- Coordinate communications

# Goal 7 – Innovation and Experimentation

- Develop supportive environment that encourages research and testing of new technologies
- Coordinate testing or demonstrations with various technology partners
- Leverage relationships with other Universities and groups within Higher-Ed

# Short Term Goals (1-6 months)

- Establish Strategic Alignment
  - Establish IT Oversight Structure and Advisory Council
  - Create role of Information Security Officer
  - Develop new Technology Funding Allocation Model with CFO and Provost review and approval
- Enhance Support for Academic Initiatives
  - Create Focus Group to define and prioritize Academic initiatives
- Re-Purpose IT Resources to improve efficiencies
  - Restructure and Rebrand ITS
  - Establish Focus Groups to begin planning for service consolidation
- Collaboration
  - Establish collaborative groups to review current services for process improvement and collaboration
- Innovation
  - Develop Proof of Concept for Desktop Virtualization
- Communication
  - Develop plan for improved IT Communication Strategy

# Medium Term Goals (6 months – 2 years)

- Develop comprehensive IT Services Catalog
- Implement phase one of Wireless, email, security operations (firewalls), network infrastructure, and Domain Name Servers consolidation
- Develop Campus telephone replacement strategy
- Support SACS re-accreditation

# Long Term Goals (2+ years)

- Enhance Technology/Support Services for the Academic Community
- Create an environment that fosters a more innovative IT organization
- Build new consolidated Data Center
- Complete consolidation of IT Services
- Leverage new Technologies such as Virtualization, Cloud computing,  Mobile applications
- Automate, improve and streamline system processes
- Replace campus telephone system

# Successful IT Unity Requires

- Campus wide adoption of new Vision for IT services
- Management support
- Buy-in from all constituents involved
- Successful IT Advisory Council role