

PHASE II
IMPLEMENTATION
PLAN

INFORMATION
TECHNOLOGY

UNIVERSITY OF NEBRASKA  KEARNEY

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SECTION 1 / EXECUTIVE SUMMARY

Technology is pervasive at the University of Nebraska at Kearney. When students began paying \$5 per credit hour for a student technology fee in 1999, investments were planned to improve technology and enhance the educational experience at UNK. The fee has since increased to \$8 per credit hour and our services and capabilities continue to grow.

- Since 1999, port-per-pillow network access has been provided for students in all residence halls.
- Wireless service is now available throughout all campus buildings, including the residence halls. An average day sees 1,800 devices connected wirelessly.
- We offer a wide array of web-based services for students and employees.
- Our ID card system serves not only for identification of students and employees, but also for tracking meal plans, purchasing goods and services with a declining-balance account, and providing access to external residence hall doors and some academic buildings.
- Student computer labs are located throughout campus, with approximately one computer for every 10 enrolled students.
- Over 95% of classrooms and learning spaces are “smart classrooms” with a projector, computer, and digital presenter.
- Over 800 on-campus courses use Blackboard and a growing distance education program utilizes Blackboard for web-based courses.
- Beginning in January, 2008, helpdesk support will be available 24x7x365 to provide support for students and faculty.
- Video-conferencing over IP is utilized for some courses as well as meetings between and among the NU campuses, meetings with other institutions, and even for international connectivity.

Critical issues for our campus align consistently with the Educause Top 10 Issues summarized on page 4.

- Funding for new projects and to sustain existing infrastructure and services is extremely important. On-going support and maintenance for the services we provide and the applications we support will require operating funds and additional staffing.
- Security issues are a serious concern, including compliance with Payment Card Industry Data Security Standards for the processing of credit card transactions.
- Support for our current student information system (SIS Plus) will be terminated in December, 2011, so the implementation of a new ERP system is mandatory. The cost could be as high as \$8,000,000 for UNK.

- Identity management and access control to allow consolidation of passwords and role-based access to services and data need to be addressed.
- Infrastructure upgrades are needed to support new technologies and services for academic and administrative users.

Our challenges, as we address the initiatives in this plan, are to stay abreast of new developments in technology, allocate our resources wisely to enhance and support our academic programs and administrative services, and utilize technology to improve the quality of our programs and our graduates.

SECTION 2 / PURPOSE AND PLANNING PARAMETERS

Defining Information Technology

Information Technology support and services are provided by Information Technology Services as well as by individuals within academic and administrative departments and divisions. The collaborative efforts of all IT support staff will be needed to achieve the goals outlined in this plan. The term “information technology” in this plan refers to IT resources and units as a whole group, ignoring departmental boundaries.

Strategic Planning Process

The Phase I Strategic Plan for the University of Nebraska at Kearney states the mission for the university:

“The University of Nebraska at Kearney is a public, residential university committed to be one of the nation’s premier undergraduate institutions with excellent graduate education, scholarship, and public service.”

The Strategic Plan outlines five major goals to achieve our mission, vision, core values and envisioned outcomes:

1. **Learning Goal.** To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
2. **Scholarship Goal.** To advance academic disciplines, curriculum, and pedagogy, and Nebraska/ community interests through excellent scholarship.
3. **Student Development Goal.** To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.
4. **Outreach and Engagement Goal.** To help people, businesses, communities, and the state achieve their educational and developmental aims.
5. **Organizational Development Goal.** To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.

To develop a technology plan that allows us to react to the constant changes within the technology arena, we assume that the mission of the institution and technological change will drive the planning process and revisions in the planning process. It is important to be able to recognize, anticipate and react to change. We could not have predicted five years ago the impact of Facebook, MySpace, and YouTube on the way people interact and communicate. Meeting the changing technology needs and expectations of our students and faculty is critical to the success of UNK.

External Environmental Analysis

Today's students can be described as having a preference for learning experiences that are digital, connected, experiential, immediate and social. They grew up with technology, don't remember life without technology, and get information digitally rather than through print media. They don't think about technology, but about the activity that technology enables.

They have been described by Neil Howe and William Strauss as:

- Gravitating toward group activity
- Identifying with parents' values and feeling close to their parents
- Believing it's cool to be smart
- Fascinated by new technologies
- Racially and ethnically diverse; one in five has at least one immigrant parent
- Focused on grades and performance
- Busy with extracurricular activities

According to Diana Oblinger and James Oblinger in "Is It Age or IT: First Steps Toward Understanding the Net Generation," high school students listed the following reasons that technology is essential to their education:

- It's part of our world.
- Technology is so embedded in our society, it'd be hard not to know how to use it.
- It's really helpful—it makes things faster.
- Abstract concepts are often easier to grasp when technology is used effectively as a teaching tool.
- Some students at my school who weren't great students are better ones now thanks to computers.
- Technology allows us to learn as much as we want to about virtually any topic.
- I usually connect with friends either to get help or to help others.

Related to their educational experience, students have particular expectations:

- Teachers are vital to the learning process. Technology is good, but it is not a perfect substitute.
- Computers can never replace humans.
- Learning is based on motivation, and without teachers that motivation would cease to exist.
- A major part of school is building social skills. If we were to always communicate through technology and not in person, then the way we would view life would change dramatically.

It is important to address the needs and expectations of our faculty as well as of our students. Students almost universally think of technology as part of their environment and as an enabler. Faculty members' views toward technology range from thinking of technology as a distraction to thinking of technology as a vital tool that can be used to improve the quality of the education students receive. We must acknowledge the different perspectives but nonetheless, change in education should be driven by faculty and pedagogical practices. This will require IT leaders and staff to become familiar with new technologies and it will require fiscal and human resources to support and sustain new initiatives as we incorporate the new technologies into our teaching and learning environment. Our technical support must be coordinated for consistency, efficiency and effectiveness to assist faculty, staff and students at all levels of technical ability.

Reviews of studies and surveys from Educause, New Media Consortium, and Gartner on the following pages provide data on current technology issues for higher education.

Educause Top 10 Issues, 2007

In 2007, EDUCAUSE conducted the eighth annual Current Issues Survey to collect input from technology leaders on the most critical IT challenges for their campuses.

These 2007 results from the ranking of issues that are critical for the campus to resolve for strategic success are especially notable:

The issue “Security and Identity Management,” which ranked number one in 2006, was split into two categories in 2007. Security, in 2007, ranked number two, and Identity/access management ranked number four.

The issue “Course/Learning Management Systems” ranked in the top ten for the first time. Perhaps this is a result of concerns surrounding the Blackboard/WebCT merger or perhaps it is because the technology is considered a mission-critical enterprise system.

“Disaster Recovery/Business Continuity,” which was number four in 2006, was number five in 2007.

Both “E-Learning/Distributed Teaching and Learning” and “Web Systems and Services” have dropped out of the top ten in 2007.

Listed below are the top 10 issues that need to be resolved for strategic success as identified in 2007 by 587 IT Leaders. The rankings for 2004-2006 are also provided.

	2007	2006	2005	2004
Funding IT	1	2	1	1
Security	2*	1*	2*	3*
Administrative/ERP/Information Systems	3	3	3	2
Identity/Access Management	4*	1*	2*	3*
Disaster Recovery/Business Continuity	5	4	-	10
Faculty Development, Support, and Training	6	5	6	5
Infrastructure	7	6	5	6
Strategic Planning	8	7	4	4
Course/Learning Management Systems	9	-	-	-
Governance, Organization and Leadership	10	8	8	9

*(Until 2007, Security included Identity/Access Management. In 2007, Identity/Access Management was split into a separate category.)

Educause 2006 Core Data Survey

The EDUCAUSE Core Data Survey collects annual data from participating colleges and universities in five areas relevant to planning and managing IT in a higher education environment: IT Organization, Staffing, and Planning; ITS Financing and Management; Faculty and Student Computing; Networking and Security; and Information Systems.

The most current data analysis available at this time is for the 2005 data. Surveys were submitted by 933 campuses.

1. In 2004 and 2005, 73% of all institutions reported the existence of a stand-alone IT strategic plan.
2. In 2004, 53% of respondents indicated the campus charges a technology fee. In 2005, 51% reported the existence of a technology fee.
3. 43% charge a flat fee per semester and almost 30% charge a per credit hour fee. An average of \$1,397,000 per school was generated in 2005.
4. At the majority of schools, Senior Administration determines how the tech fee is spent.
5. Helpdesk services are considered essential for faculty and students, but only 7% of institutions offer 24 hour support.
6. Most respondents indicated that IT demands could not be met without student workers serving in a variety of roles. The majority of student jobs were in Instructional Technology/Multimedia Services/Student Computing, Helpdesk, and Desktop Computing Support.
7. Almost 46% of schools reported wireless Internet connectivity in classrooms, an increase of 11% over 2004. 89% indicated classrooms had wired Internet connectivity. Nearly 50% of all classrooms are equipped with computers.
8. The use of a modem pool for remote access continued to decline while wireless network access continued to rise. Between 76% and 100% of libraries at 70% of the institutions have wireless access. Wireless access is least available in residence halls, open spaces and research buildings.
9. Almost 70% of schools have instructional technology centers for faculty use, but the percentage

is declining. Faculty training on request is offered at 96% of schools and scheduled seminars for faculty are offered at 89%.

10. At private institutions, 85% of students own their own computer. At public schools, 64% own their own computer. While the percentage is increasing, there is still a need for public access to computers.
11. 14% of schools require students within a department or major to purchase a computer and 30% recommend the purchase of a computer but do not require it.
12. Voice over IP is implemented at almost 30% of schools and Video over IP is used at almost 43%.
13. Almost 62% of campuses use anti-spyware software. 41% use personal firewall technology. 58% have conducted IT security risk assessments.
14. Just over 41%, an increase of almost 9% from 2004, offer special grants or awards to faculty to support innovative uses of technology in teaching and learning.

Educause ECAR Study of Undergraduate Students and IT, 2006

The first ECAR study of Undergraduate Students and IT was conducted in 2004. In 2007, 27,846 students at 103 colleges, universities, and community colleges responded. Almost 80% attended public institutions and 53% were enrolled on campuses with enrollments between 4,000 and 15,000.

1. 98.4% own a computer. 74% own a laptop. 60% own a desktop. 35% own both a laptop and a desktop.
2. Students spend, on the average, 18 hours per week using various technologies.
3. Almost all students use email and 84% use instant messaging. 82% prefer email for official communication. 88% of students who are 18-19 years old prefer to communicate with their institution via university email.
4. More than 80% use IM and on-line social networking, but not as part of their course work.
5. 78% play computer games, both on-line and off-line, and almost 78% download web-based audio and video files. Almost one third use technology to create media with audio and video.
6. The majority of students, 59%, prefer a “moderate” amount of technology in coursework.
7. Almost 61% agree or strongly agree that IT in courses improves their learning. On the other hand, 9% disagree or strongly disagree.
8. Females are more likely than males to choose “communication” as the most important benefit of IT in courses.
9. Males are more likely than females to chose “improved my learning” as the most important benefit of IT in courses.
10. Over 50% never take their computer to class, although most prefer laptops. The weight of the laptop and theft concerns are cited as the primary reasons. 25% report taking their computer to class at least once per week.
11. The biggest advantage of technology in learning is convenience.

12. Respondents noted five categories of IT's positive impact on learning:
- a. It facilitates organization and control.
 - b. It facilitates communication with faculty and classmates.
 - c. It can make content more accessible.
 - d. It is valuable when linked to applications useful in future employment.
 - e. It is an enabler of learning when professors use it effectively.

The Horizon Report, 2007 Edition

The annual Horizon Report, a collaborative effort between the New Media Consortium and the EDUCAUSE Learning Initiative, seeks to identify and describe emerging technologies likely to have a large impact on teaching, learning, or creative expression within higher education. A brief summary of notable items in the 2007 report are listed here.

KEY TRENDS

1. Higher education is rapidly changing as costs increase, budgets are cut, and student enrollments decline. Distance education is more attractive as students look for alternative options and administrators need to cut costs. More students work and commute. There is competition from the for-profit educational sector. Students want both instant access and interactive experiences.
2. Globalization is changing how we work, collaborate, and communicate and impacts education by exposing students to a wide array of information and resources.
3. Information literacy skills of new students are not improving. While adept at some uses of technology, such as communication, they need solid critical thinking and evaluation skills to sort through the plethora of information sources.
4. Academic review and faculty rewards have not kept pace with technological change. The constraints of traditional tenure and promotion processes are not in sync with the digital forms of scholarship and the trend toward interdisciplinary and collaborative work.
5. Scholarship outside of academia is expanding as information and data of varying quality are easily accessible.
6. What students consider to be technology differs greatly from the faculty view of technology and this gap continues to widen.

CRITICAL CHALLENGES

1. Evaluating student and professional work is more and more challenging in technology-rich and interdisciplinary environments.

2. Significant changes in scholarship, research, creative expression, and learning present opportunities to affect the interaction between learners and scholars. Only visionary leadership can bring about change.
3. Intellectual property and copyright issues are increasingly important.
4. Although students understand how to use technology tools for media creation, they lack essential skills in composition, storytelling and design to create meaningful content.
5. New forms of evaluation and assessment are needed as education and teaching shift to collaborative approaches.
6. There is growing pressure for higher education to use new, mobile forms of communication.

TECHNOLOGIES TO WATCH

1. User-created Content
2. Social Networking
3. Mobile Phones
4. Virtual Worlds
5. New Scholarship and Emerging Forms of Publication
6. Massively Multiplayer Educational Gaming

Gartner's Top Predictions for IT Organizations and Users, 2007

Gartner, a leading Information Technology research and advisory company, annually publishes their predictions regarding trends and events that will impact IT and business. The predictions are not industry-specific, so not all will apply to higher education.

1. Outsourcing. Market share for the top 10 IT outsourcers will decline to 40% through 2009. This will be a result of market conditions, as well as business drivers and inhibitors.

2. IT Service Providers. It is widely believed that the next multinational service provider with 30% of its revenue from customers outside its home country will be in the Asia/Pacific area. Through the year 2010, only one will be in the global top 20.

3. Community Marketing and Blogs. The number of bloggers and Internet community participants (i.e. MySpace, Facebook, etc.) will reach a peak in 2007 and then decline. A more rational view of the capabilities of blogs and social networking is replacing the initial excitement so they will have a more meaningful value for marketing.

4. Compliance. Corporate social responsibility will be a higher priority than regulatory compliance at the board-level and executive-level by 2009.

5. Security. Seventy-five percent of enterprises will have financially-motivated, specifically targeted malware that has passed through their perimeter defenses undetected. More attention must be focused on intrusion detection.

6. Operating Systems. Vista will be the last major release of Microsoft Windows. The next generation of operating systems will be modular and incrementally updated.

7. Client Computing. The average Total Cost of Ownership (TCO) for new PCs will drop 50% by 2010. We manage PC resources better and we have better tools. Cost savings will be applied to automation and virtualization.

8. Mobile and Wireless. A "follow-me" Internet will allow tracking of 60% of the worldwide cellular population by 2010. National safety concerns and civil protection are overshadowing protection of privacy.

9. Networking. Enterprises will waste \$100 billion dollars on the wrong networking technologies and services through 2011. The focus should be on adding value to business processes and promoting optimization technologies rather than increasing private bandwidth.

10. Data Center. Nearly half of all data centers will have insufficient power and cooling for high-density equipment by 2008. New technologies will begin to resolve this problem by 2010.

SECTION 3 / THE ENVISIONED PROGRAM

I. Learning Goal: *to enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 1: **Recruit and retain a diverse faculty of scholars who teach well.**

Initiative 1: Provide the resources and support to encourage innovative and effective uses of technology for faculty. (This might include smart classroom enhancements, podcasting, wikis, blogs, classroom response systems, social networking, Web 2.0 functions, etc.)

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Faculty • Deans • CTCs 	<ul style="list-style-type: none"> • Personnel time • Possibly staffing • \$500-\$50,000 for hardware and software 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Existence of new hardware and software tools and evidence of their use

Objective 2: **Improve all academic programs, including general education, systematically and demonstrably by assessment of learning outcomes.**

Initiative 1: Provide technology resources and support for assessment of learning outcomes. (This might include statistical software, eportfolios, Blackboard Outcomes, web-based surveys, classroom response systems, etc.)

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Deans • CTCs • Faculty • Institutional Research • Assessment 	<ul style="list-style-type: none"> • Personnel time • \$500-\$50,000 for hardware and software 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Existence of new hardware and software tools and evidence of their use

Objective 3: **Achieve national distinction in programs having special strength, comparative advantage, or demonstrable potential.**

Objective 4: **Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities.**

Initiative 1: Use technology to offer opportunities for exposure to global culture, such as utilizing SCOLA and other web-based and streaming resources.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Faculty • Deans • Video Services 	<ul style="list-style-type: none"> • Access to SCOLA is free. • Additional services can be purchased for less than \$10,000 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Opportunities available via technology

Initiative 2: Review instructional delivery options and identify infrastructure needs to provide technical resources for support and delivery of instruction, including web-based and interactive video-conferencing.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Continuing Ed • Faculty • Deans 	<ul style="list-style-type: none"> • \$10,000-\$50,000 • \$35,000 • Personnel time 	<ul style="list-style-type: none"> • On-going • 1/1/2008 	<ul style="list-style-type: none"> • Adjustments made in delivery mechanisms • Expanded helpdesk support

Objective 5: Offer graduate programs that are grounded in academic strength and that meet changing needs.

See Objective 4 above.

Objective 6: Promote student academic achievement through support services outside the classroom.

Initiative 1: Provide technology resources for support and for assessment of student advising, career planning and academic support services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Student Life • Financial Aid • Registrar • Assessment • Institutional Research 	<ul style="list-style-type: none"> • \$500-\$50,000 depending on solutions • \$500-\$100,000 depending on solutions 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Assessment information available • Technology resources available

Objective 7: Continue the renewal of UNK’s academic infrastructure including buildings, classroom/laboratories, library resources, and instructional technology.

Initiative 1: Develop technology infrastructure plans for new and existing facilities based on the projected administrative and academic needs of faculty, staff and students for voice, data and video communication to improve the availability of resources and provide redundancy for essential services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Facilities • VC’s • Deans • Faculty 	<ul style="list-style-type: none"> • \$250,000 • Personnel time • \$250,000+ • \$50,000+ongoing maintenance • \$1,800,000 • \$2,400,000 • Personnel time • \$100,000 • \$500,000 every three years • \$50,000 • \$100,000 • \$50,000 • \$50,000 	<ul style="list-style-type: none"> • On-going • Program statement 2008 • 8/2008 • 6/2008 • On-going • On-going • On-going • 2009 • On-going • TBD • TBD • TBD • TBD 	<ul style="list-style-type: none"> • Completion of BHS • Completion of plans/construction of Otto Olsen, including new data center • Completion of new res halls • Completion of wireless network • Upgrades to wired network, including new network equipment in existing res halls • Upgrades to network equipment in academic buildings • Data wiring incorporated in all renovation/construction • 100% of classrooms are “smart” • Labs can support current software • Backup a/c for server room • Address environmental issues in IT rooms • Address physical security in IT rooms • Review Video Conferencing capabilities

Initiative 2: Implement a system for reviewing every 2-3 years the adequacy of all aspects of the institution’s technology resources in light of new products, services, and opportunities. This includes labs, smart classrooms, software, and wired/wireless networks, servers, security.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • VCs • Deans • Faculty • TAC • CTCs 	<ul style="list-style-type: none"> • Personnel time • Staffing • Student Technology Fee 	<ul style="list-style-type: none"> • Every third year 	<ul style="list-style-type: none"> • Hardware, software and services are upgraded and improved • Standardization of hardware and software

Initiative 3: Review revenue and expenditures for the student technology fee to determine if the fee should be increased to ensure that the technology resources for the support of instruction are maintained and replaced on a regular basis.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • VCAA • VCBF • AVC-IT • TAC 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • Annually, with a January deadline 	<ul style="list-style-type: none"> • Fee is increased or not increased

II. Scholarship Goal: *To advance academic disciplines, curriculum and pedagogy, and Nebraska/ community interests through excellent scholarship.*

Objective 1: Strengthen the role of scholarship within UNK’s academic culture.

Objective 2: Increase the amount and variety of high quality scholarship projects undertaken by UNK faculty.

Initiative 1: Provide technical resources for faculty scholarship projects.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Faculty 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Technical resources available

Objective 3: Provide enhanced proposal preparation, grant processing, and grant management support to faculty from all disciplines and professions.

Initiative 1: Provide support to departments on technology issues in the preparation of grant proposals.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • OSP • Faculty 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Technical issues are addressed

Objective 4: Promote and encourage undergraduate and graduate student research and creative activity across all disciplines.

III. Student Development Goal: *To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.*

Objective 1: Develop a comprehensive strategy that will guide planning and activity outside the formal academic curriculum to enhance each student’s cognitive and moral development, interpersonal skills, and prospects for satisfaction and success at UNK and in life after graduation.

Objective 2: Enhance UNK’s physical infrastructure supporting residential life, recreational/wellness activities, and student support programs.

Initiative 1: Provide residence halls and student service facilities with appropriate levels of technology capabilities, network access and support.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Student Life • Res Life • Facilities • Public Safety 	<ul style="list-style-type: none"> • Personnel time • \$50,000 + ongoing maintenance • \$70,000 • \$600,000 per year • \$400,000 • TBD 	<ul style="list-style-type: none"> • 8/2007 • Every third year • Every five years • Every third year • On-going 	<ul style="list-style-type: none"> • Wireless available across campus • Res hall lab equipment upgraded • Res hall network equipment upgraded • Academic labs/software upgraded • Provide network services for video surveillance

Initiative 2: Expand and enhance wireless capabilities as technology evolves.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS 	<ul style="list-style-type: none"> • \$100,000 + ongoing maintenance of \$100,000 annually 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Wireless service is state-of-the-art

Objective 3: Provide an array of programs designed to enhance personal development, associational, and learning experiences in student government, co-curricular activities, residential/Greek and community life, and community or societal service.

Objective 4: Provide comprehensive support services and programs, outside of formal learning venues, that help students adjust to and engage with university opportunities and resources, that enable them to manage or resolve personal problems, and that promote general health, wellness, and ability to achieve goals.

Initiative 1: Provide resources and training for staff and faculty on technology applications that will improve student services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Student Life • Faculty • Registrar 	<ul style="list-style-type: none"> • Personnel time • \$500-\$100,000 depending on solutions 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Resources available • Training data available

IV. Outreach and Engagement Goal: *To help people, businesses, communities, and the state achieve their educational and developmental aims.*

Objective 1: Collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity and enhance citizens’ and communities’ health and quality of life.

Objective 2: Develop academic programs that respond to workforce educational needs, employment opportunities for graduates, and rural community development needs.

Objective 3: Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus.

Initiative 1: Review instructional delivery options and identify infrastructure needs to provide technical resources for support and delivery of instruction, including web-based and interactive video-conferencing for elearning and distance education programs.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Continuing Ed • Deans • Video Services 	<ul style="list-style-type: none"> • \$500-\$100,000 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Programs delivered with technology options

Objective 4: Provide a regional focal point for intellectual, artistic, cultural, and recreational/athletic activity.

Initiative 1: Provide video-conferencing/video-streaming for activities that can be shared via the web.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Deans • Faculty • Video Services 	<ul style="list-style-type: none"> • \$500-\$50,000 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Videos are available for download/viewing

Objective 5: Emphasize direct service programs to enhance the economic conditions, prospects, and quality of life of communities in the region.

Objective 6: Build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.

Initiative 1: In collaboration with the UNK Alumni Association, provide “Alumni email” accounts to UNK graduates as they graduate and offer “Alumni email” accounts to current alumni association members.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Alumni Association • University Relations 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • Testing completed 10/1/07 • Full deployment, December, 2007 	<ul style="list-style-type: none"> • Email accounts are available for alumni

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 1: Employ continuous strategic planning to enhance institutional cohesion, sense of direction, and developmental momentum.

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 1: Provide the technical infrastructure and applications as well as on-going support to improve operational efficiency and effectiveness and to support planning, assessment, and accountability.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • NU Central Administration • VCs • Deans • B&F • Academic Affairs • University Relations • Student Life 	<ul style="list-style-type: none"> • TBD • \$8,000,000? • Personnel time • TBD • TBD • TBD • \$18,000 plus \$12,000 annually & programming time • \$30,000 + \$5,000 annually • \$50,000 + \$10,000 annually 	<ul style="list-style-type: none"> • On-going • New SIS by 12/2011 • Data mart by 9/2008 • TBD • TBD • TBD • January, 2008 • TBD • May, 2008 	<ul style="list-style-type: none"> • Additional functionality via SAP • New SIS • Data mart complete for data analysis • E-check capabilities available • Cashiering enhanced for FO • Housing application replaced • PCI Compliance • Email archiving • Data backups to tape/external media

Initiative 2: Regularly refresh network services with newer versions of key applications and operating systems.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Deans • CTCs • Faculty 	<ul style="list-style-type: none"> • Personnel time • Personnel time • Personnel time + \$10,000-\$50,000 • TBD 	<ul style="list-style-type: none"> • Office 2007-summer, 2007 • Vista-summer, 2008 • Servers OSs • Ongoing for applications 	<ul style="list-style-type: none"> • Software upgrades completed

Initiative 3: Establish technology procurement procedures to leverage purchasing power and ensure appropriate software licensing.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • B&F 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Contracts established for purchasing hardware and software

Initiative 4: Implement a system for reviewing every 2-3 years the adequacy of all aspects of the institution's technology resources in light of new products, services, and opportunities. Identify funding for hardware and network upgrades and replacements. Review staff needs and salaries.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Administrative Offices 	<ul style="list-style-type: none"> • \$50,000+ • Personnel time • Staffing 	<ul style="list-style-type: none"> • On-going • On-going • On-going • TBD • TBD • TBD 	<ul style="list-style-type: none"> • Hardware is upgraded • Software is upgraded • Network applications are supported • Available bandwidth to Lincoln increases • Staffing is increased as required for support • Salaries are increased to retain staff and attract new hires

Initiative 5: Review the organizational structure to address the network convergence model.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • VCs • Chancellor 	<ul style="list-style-type: none"> • Personnel time • Additional Staffing for network support 	<ul style="list-style-type: none"> • 7/1/2008 	<ul style="list-style-type: none"> • Support for telephony defined • Support for IP video defined

Initiative 6: Address security issues related to technology and the technical infrastructure, including compliance with Payment Card Industry security standards; elimination of social security number as an identifier for faculty, staff and students; identity management; deployment of tools to monitor for vulnerabilities; firewalls; data encryption; network access control.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • B&F • VCs • Deans • Academic Affairs 	<ul style="list-style-type: none"> • Personnel time • Staffing • \$500,000+ 	<ul style="list-style-type: none"> • July 2007 for SSN elimination • January 2008 for PCI compliance • Ongoing for others 	<ul style="list-style-type: none"> • SSN eliminated as primary identifier • Compliance with PCI standards complete • Tools deployed to address security issues

Initiative 7: Coordinate technology support across departments for standardization and unification of functionality and services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • VCAA • Deans • ITS 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Helpdesk data shows fewer issues • Assessment of faculty perceptions of technical support

Initiative 8: Study the feasibility of document imaging to automate workflow, address records retention, and reduce paper handling and storage.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Academic Affairs • Student Life • Business & Finance 	<ul style="list-style-type: none"> • Personnel time for study • \$100,000+ for deployment 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Results available from review/study

Initiative 9: Study the feasibility of utilizing Voice over IP (VoIP) to prepare the campus for the next generation of telephony services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • B&F 	<ul style="list-style-type: none"> • Personnel time for study • \$2,400,000-\$4,000,000 for deployment including network upgrades 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Results available from review/study

Initiative 10: Develop, document and test adequate disaster recovery scenarios and procedures to deal with major disasters affecting technology service availability.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • EOT • VCs 	<ul style="list-style-type: none"> • Personnel time • Staffing • \$100,000+ (TBD) 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Backup data center available • Off-site data backups are possible • Text messaging/communication

Objective 3: Broaden UNK’s financial resource base.

Objective 4: Provide a satisfying professional environment for UNK faculty and staff.

Initiative 1: Encourage the effective use of technology among faculty and staff by providing appropriate training, tools, and on-going support.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • EOT • VCs 	<ul style="list-style-type: none"> • Personnel time • Funding for upgrades to hardware & software 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Data from training manager • Survey of faculty/staff

Objective 5: Maintain effective internal communications and shared governance.

Initiative 1: Utilize electronic communications, including email, listservs, Web 2.0 applications, the Web site, and campus cable TV for internal and external communication and distribution of news and information.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • UR 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Availability of news/info

Initiative 2: Implement easily accessible, continuously available system for informing users of current network load, equipment failures, and other relevant measures affecting performance.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS 	<ul style="list-style-type: none"> • Personnel time • \$500-\$10,000 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Notification system available to users

Objective 6: Promote a safe, welcoming, healthy, and supportive work climate characterized by mutual respect and trust.

SECTION 4 / RELATIONSHIP TO UNIVERSITY OF NEBRASKA STRATEGIC FRAMEWORK

The Phase II Information Technology Implementation Plan will contribute to accomplishing the following Accountability Measures presented in the NU Strategic Planning Framework document titled “Investing in Nebraska’s Future”:

2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

b. Pursue excellence in programs where the university can be a regional, national and/or international leader.

c. Pursue excellence in programs aligned with the long-term interests of the state.

ii. Develop educational programs that prepare students for the flexibility required to respond to the uncertainty of future workforce demands.

6. The University of Nebraska will be cost effective and accountable to the citizens of the state.

d. Maximize potential of information technology to support the university’s mission.

e. Implement measures of student learning and success outcomes.

SECTION 5 / PRIORITIZATION OF INITIATIVES

Proposed initiatives that address issues impacting the technical infrastructure and technical resources are prioritized, followed by initiatives relating to Academic Affairs, Student Life, Business procedures, and University Relations.

TECHNICAL INITIATIVES

Priority: 1

I. Learning Goal: *to enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 7: **Continue the renewal of UNK's academic infrastructure including buildings, classroom/laboratories, library resources, and instructional technology.**

Initiative 1: Develop technology infrastructure plans for new and existing facilities based on the projected administrative and academic needs of faculty, staff and students for voice, data and video communication to improve the availability of resources and provide redundancy for essential services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Facilities • VC's • Deans • Faculty 	<ul style="list-style-type: none"> • \$250,000 • Personnel time • \$250,000+ • \$50,000+ongoing maintenance • \$1,800,000 • \$2,400,000 • Personnel time • \$100,000 • \$500,000 every three years • \$50,000 • \$100,000 • \$50,000 • \$50,000 	<ul style="list-style-type: none"> • On-going • Program statement 2008 • 8/2008 • 6/2008 • On-going • On-going • On-going • 2009 • On-going • TBD • TBD • TBD • TBD 	<ul style="list-style-type: none"> • Completion of BHS • Completion of plans/construction of Otto Olsen, including new data center • Completion of new res halls • Completion of wireless network • Upgrades to wired network, including new network equipment in existing res halls • Upgrades to network equipment in academic buildings • Data wiring incorporated in all renovation/construction • 100% of classrooms are "smart" • Labs can support current software • Backup a/c for server room • Address environmental issues in IT rooms • Address physical security in IT rooms • Review Video Conferencing capabilities

Priority: 2

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: **Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.**

Initiative 6: Address security issues related to technology and the technical infrastructure, including compliance with Payment Card Industry security standards; elimination of social security number as an identifier for faculty, staff and students; identity management; deployment of tools to monitor for vulnerabilities; firewalls; data encryption; network access control.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• B&F• VCs• Deans• Academic Affairs	<ul style="list-style-type: none">• Personnel time• Staffing• \$500,000+	<ul style="list-style-type: none">• July 2007 for SSN elimination• January 2008 for PCI compliance• Ongoing for other	<ul style="list-style-type: none">• SSN eliminated as primary identifier• Compliance with PCI standards complete• Tools deployed to address security issues

Priority: 3

III. Student Development Goal: *To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.*

Objective 2: **Enhance UNK's physical infrastructure supporting residential life, recreational/wellness activities, and student support programs.**

Initiative 2: Expand and enhance wireless capabilities as technology evolves.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS	<ul style="list-style-type: none">• \$100,000 + ongoing maintenance of \$100,000 annually	<ul style="list-style-type: none">• TBD	<ul style="list-style-type: none">• Wireless service is state-of-the-art

Priority: 4

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: **Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.**

Initiative 4: Implement a system for reviewing every 2-3 years the adequacy of all aspects of the institution’s technology resources in light of new products, services, and opportunities. Identify funding for hardware and network upgrades and replacements. Review staff needs and salaries.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Administrative Offices 	<ul style="list-style-type: none"> • \$50,000+ • Personnel time • Staffing 	<ul style="list-style-type: none"> • On-going • On-going • On-going • TBD • TBD • TBD 	<ul style="list-style-type: none"> • Hardware is upgraded • Software is upgraded • Network applications are supported • Available bandwidth to Lincoln increases • Staffing is increased as required for support • Salaries are increased to retain staff and attract new hires

Priority: 5

I. Learning Goal: *to enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 7: **Continue the renewal of UNK’s academic infrastructure including buildings, classroom/laboratories, library resources, and instructional technology.**

Initiative 2: Implement a system for reviewing every 2-3 years the adequacy of all aspects of the institution’s technology resources in light of new products, services, and opportunities. This includes labs, smart classrooms, software, and wired/wireless networks, servers, security.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • VCs • Deans • Faculty • TAC • CTCs 	<ul style="list-style-type: none"> • Personnel time • Staffing • Student Technology Fee 	<ul style="list-style-type: none"> • Every third year 	<ul style="list-style-type: none"> • Hardware, software and services are upgraded and improved • Standardization of hardware and software

Priority: 6

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: **Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.**

Initiative 7: Coordinate technology support across departments for standardization and unification of functionality and services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • VCAA • Deans • ITS 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Helpdesk data shows fewer issues • Assessment of faculty perceptions of technical support

Initiative 5: Review the organizational structure to address the network convergence model.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • VCs • Chancellor 	<ul style="list-style-type: none"> • Personnel time • Additional Staffing for network support 	<ul style="list-style-type: none"> • 7/1/2008 	<ul style="list-style-type: none"> • Support for telephony defined • Support for IP video defined

I. Learning Goal: *to enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 7: **Continue the renewal of UNK’s academic infrastructure including buildings, classroom/laboratories, library resources, and instructional technology.**

Initiative 3: Investigate increasing the student technology fee to ensure that the technology resources for the support of instruction are maintained and replaced on a regular basis.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • VCAA • VCBF • AVC-IT • TAC 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • Annually, with a January deadline 	<ul style="list-style-type: none"> • Fee is increased or not increased

Priority: 8

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 2: Regularly refresh network services with newer versions of key applications and operating systems.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Deans• CTCs• Faculty	<ul style="list-style-type: none">• Personnel time• Personnel time• Personnel time+ \$10,000-\$50,000• TBD	<ul style="list-style-type: none">• Office 2007-summer, 2007• Vista-summer, 2008• Servers OSs• Ongoing for applications	<ul style="list-style-type: none">• Software upgrades completed

Priority: 9

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 3: Establish technology procurement procedures to leverage purchasing power and ensure appropriate software licensing.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• B&F	<ul style="list-style-type: none">• Personnel time	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Contracts established for purchasing hardware and software

Priority: 10

IV. Outreach and Engagement Goal: *To help people, businesses, communities, and the state achieve their educational and developmental aims.*

Objective 3: Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus.

Initiative 1: Review instructional delivery options and identify infrastructure needs to provide technical resources for support and delivery of instruction, including web-based and interactive video-conferencing for elearning and distance education programs.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Continuing Ed • Deans • Video Services 	<ul style="list-style-type: none"> • \$500-\$100,000 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Programs delivered with technology options

Priority: 11

IV. Outreach and Engagement Goal: *To help people, businesses, communities, and the state achieve their educational and developmental aims.*

Objective 4: Provide a regional focal point for intellectual, artistic, cultural, and recreational/athletic activity.

Initiative 1: Provide video-conferencing/video-streaming for activities that can be shared via the web.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Deans • Faculty • Video Services 	<ul style="list-style-type: none"> • \$500-\$50,000 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Videos are available for download/viewing

Priority: 12

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 5: Maintain effective internal communications and shared governance.

Initiative 2: Implement easily accessible, continuously available system for informing users of current network load, equipment failures, and other relevant measures affecting performance.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS 	<ul style="list-style-type: none"> • Personnel time • \$500-\$10,000 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Notification system available to users

ACADEMIC AFFAIRS INITIATIVES

Priority: 1

I. Learning Goal: *to enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 1: **Recruit and retain a diverse faculty of scholars who teach well.**

Initiative 1: Provide the resources and support to encourage innovative and effective uses of technology for faculty. (This might include smart classroom enhancements, podcasting, wikis, blogs, classroom response systems, social networking, Web 2.0 functions, etc.)

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Faculty • Deans • CTCs 	<ul style="list-style-type: none"> • Personnel time • Possibly staffing • \$500-\$50,000 for hardware and software 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Existence of new hardware and software tools and evidence of their use

Priority: 2

I. Learning Goal: *to enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 2: **Improve all academic programs, including general education, systematically and demonstrably by assessment of learning outcomes.**

Initiative 1: Provide technology resources and support for assessment of learning outcomes. (This might include statistical software, eportfolios, Blackboard Outcomes, web-based surveys, classroom response systems, etc.)

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Deans • CTCs • Faculty 	<ul style="list-style-type: none"> • Personnel time • \$500-\$50,000 for hardware and software 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Existence of new hardware and software tools and evidence of their use

Priority: 3

I. Learning Goal: *to enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 4: Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities.

Objective 5: Offer graduate programs that are grounded in academic strength and that meet changing needs.

Initiative 2: Review instructional delivery options and identify infrastructure needs to provide technical resources for support and delivery of instruction, including web-based and interactive video-conferencing.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Continuing Ed• Faculty• Deans	<ul style="list-style-type: none">• \$10,000-\$50,000• \$35,000• Personnel time	<ul style="list-style-type: none">• On-going• 1/1/2008	<ul style="list-style-type: none">• Adjustments made in delivery mechanisms• Expanded helpdesk support

Priority: 4

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 4: Provide a satisfying professional environment for UNK faculty and staff.

Initiative 1: Encourage the effective use of technology among faculty and staff by providing appropriate training, tools, and on-going support.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• HR• Deans	<ul style="list-style-type: none">• Personnel time	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Data from training manager• Survey of faculty/staff

Priority: 5

I. Learning Goal: *to enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 4: Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities.

Objective 5: Offer graduate programs that are grounded in academic strength and that meet changing needs.

Initiative 1: Use technology to offer opportunities for exposure to global culture, such as utilizing SCOLA and other web-based and streaming resources.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Faculty• Deans• Video Services	<ul style="list-style-type: none">• Access to SCOLA is free.• Additional services can be purchased for less than \$10,000	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Opportunities available via technology

Priority: 6

II. Scholarship Goal: *To advance academic disciplines, curriculum and pedagogy, and Nebraska/ community interests through excellent scholarship.*

Objective 2: Increase the amount and variety of high quality scholarship projects undertaken by UNK faculty.

Initiative 1: Provide technical resources for faculty scholarship projects.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Faculty	<ul style="list-style-type: none">• TBD	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Technical resources available

Priority: 7

II. Scholarship Goal: *To advance academic disciplines, curriculum and pedagogy, and Nebraska/ community interests through excellent scholarship.*

Objective 3: Provide enhanced proposal preparation, grant processing, and grant management support to faculty from all disciplines and professions.

Initiative 1: Provide support to departments on technology issues in the preparation of grant proposals.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• OSP• Faculty	<ul style="list-style-type: none">• Personnel time	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Technical issues are addressed

Priority: 8

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 8: Study the feasibility of document imaging to automate workflow, address records retention, and reduce paper handling and storage.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Academic Affairs• Student Life• Business & Finance	<ul style="list-style-type: none">• Personnel time for study• \$100,000+ for deployment	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Results available from review/study

STUDENT LIFE INITIATIVES

Priority: 1

III. Student Development Goal: *To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.*

Objective 2: Enhance UNK’s physical infrastructure supporting residential life, recreational/wellness activities, and student support programs.

Initiative 1: Provide residence halls and student service facilities with appropriate levels of technology capabilities, network access and support.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Student Life • Res Life • Facilities 	<ul style="list-style-type: none"> • Personnel time • \$50,000 + ongoing maintenance • \$70,000 • \$600,000 per year • \$400,000 • TBD 	<ul style="list-style-type: none"> • 8/2007 • Every third year • Every five years • Every third year • On-going 	<ul style="list-style-type: none"> • Wireless available across campus • Res hall lab equipment upgraded • Res hall network equipment upgraded • Academic labs/software upgraded • Provide network services for video surveillance

Priority: 2

III. Student Development Goal: *To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.*

Objective 4: Provide comprehensive support services and programs, outside of formal learning venues, that help students adjust to and engage with university opportunities and resources, that enable them to manage or resolve personal problems, and that promote general health, wellness, and ability to achieve goals.

Initiative 1: Provide resources and training for staff and faculty on technology applications that will improve student services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Student Life • Faculty • Registrar 	<ul style="list-style-type: none"> • Personnel time • \$500-\$100,000 depending on solutions 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Resources available • Training data available

Priority: 3

I. Learning Goal: *to enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

Objective 6: Promote student academic achievement through support services outside the classroom.

Initiative 1: Provide technology resources for support and for assessment of student advising, career planning and academic support services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Student Life• Financial Aid• Registrar• Assessment• Institutional Research	<ul style="list-style-type: none">• \$500-\$50,000 depending on solutions• \$500-\$100,000 depending on solutions	<ul style="list-style-type: none">• On-going• On-going	<ul style="list-style-type: none">• Assessment information available• Technology resources available

BUSINESS PROCEDURE INITIATIVES

Priority: 1

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: **Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.**

Initiative 1: Provide the technical infrastructure and applications as well as on-going support to improve operational efficiency and effectiveness and to support planning, assessment, and accountability.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> ITS NU Central Administration VCs Deans B&F Academic Affairs University Relations Student Life 	<ul style="list-style-type: none"> TBD \$8,000,000? Personnel time TBD TBD TBD \$18,000 plus \$12,000 annually & programming time \$30,000 + \$5,000 annually \$50,000 + \$10,000 annually 	<ul style="list-style-type: none"> On-going New SIS by 12/2011 Data mart by 9/2008 TBD TBD TBD January, 2008 TBD May, 2008 	<ul style="list-style-type: none"> Additional functionality via SAP New SIS Data mart complete for data analysis E-check capabilities available Cashiering enhanced for FO Housing application replaced PCI Compliance Email archiving Data backups to tape/external media

Priority: 2

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 4: **Provide a satisfying professional environment for UNK faculty and staff.**

Initiative 1: Encourage the effective use of technology among faculty and staff by providing appropriate training, tools, and on-going support.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> ITS HR Deans VCs 	<ul style="list-style-type: none"> Personnel time Funding for hardware and software upgrades 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Data from training manager Survey of faculty/staff

Priority: 3

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 10: Develop, document and test adequate disaster recovery scenarios and procedures to deal with major disasters affecting technology service availability.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• EOT• VCs	<ul style="list-style-type: none">• Personnel time• Staffing• \$100,000+ (TBD)	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Backup data center available• Off-site data backups are possible• Text messaging/communication

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 9: Study the feasibility of document imaging to automate workflow, address records retention, and reduce paper handling and storage.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none">• ITS• Academic Affairs• Student Life	<ul style="list-style-type: none">• Personnel time for study• \$100,000+ for deployment	<ul style="list-style-type: none">• On-going	<ul style="list-style-type: none">• Results available from review/study

Priority: 5

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 2: Develop organizational structures, policies, procedures, and resource allocation practices that enable UNK to function efficiently and effectively.

Initiative 9: Study the feasibility of utilizing Voice over IP (VoIP) to prepare the campus for the next generation of telephony services.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • B&F 	<ul style="list-style-type: none"> • Personnel time for study • \$2,400,000-\$4,000,000 for deployment including network upgrades 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Results available from review/study

UNIVERSITY RELATIONS INITIATIVES

Priority: 1

V. Organizational Development Goal: *To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.*

Objective 5: Maintain effective internal communications and shared governance.

Initiative 1: Utilize electronic communications, including email, listservs, Web 2.0 applications, the Web site, and campus cable TV for internal and external communication and distribution of news and information.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • UR 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Availability of news/info

Priority: 2

IV. Outreach and Engagement Goal: *To help people, businesses, communities, and the state achieve their educational and developmental aims.*

Objective 6: Build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.

Initiative 1: In collaboration with the UNK Alumni Association, provide “Alumni email” accounts to UNK graduates as they graduate and offer “Alumni email” accounts to current alumni association members.

Responsible for Implementation	Resource Requirements Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> • ITS • Alumni Association • University Relations 	<ul style="list-style-type: none"> • Personnel time 	<ul style="list-style-type: none"> • Testing completed 10/1/07 • Full deployment, 	<ul style="list-style-type: none"> • Email accounts are available for alumni