



Strategic Plan

**INFORMATION TECHNOLOGY
UNIVERSITY OF KENTUCKY
2006–2009**

MISSION:

In response to the growth imperatives set forth in the Top 20 Business Plan and the UKhealth-care goal, Information Technology will provide a service-oriented technology structure that is both technically current and responsive to the support needs of the academic and healthcare community.

Information Technology must equal or surpass our benchmark institutions in providing technology solutions for supporting teaching, research and service.

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UK STRATEGIC PLAN IMPLEMENTATION THEMES

EXCELLENCE

Make it a habit in everything UK does.
Begin thinking and acting like a Top 20 university.

EXPANSION

More faculty, students, and support staff.
Increase research and creative work.

ENGAGEMENT

Increase collaboration with communities UK serves.
Bring UK research to bear on improving quality of life for Kentuckians.

ENTREPRENEURSHIP

Instill entrepreneurial spirit in the UK community.
Increase private and federal support for university missions.

INNOVATION

Increase experimentation.
Encourage risk-taking.

INTEGRATION

Increase collaborations among all UK academic and support units.
Support interdisciplinary studies and inter-professional training.

INCLUSIVITY

Embrace and nurture diversity.
Place responsibility and accountability at every level and in every process.

INTERNATIONALIZATION

Increase international exposure for students through curricular
and co-curricular experiences.
Increase UK's international presence and visibility.



INFORMATION TECHNOLOGY

BUILDING A STATE-OF-THE-ART INFORMATION TECHNOLOGY ENVIRONMENT

Key Strategic Questions:

1. What is the unit's role in UK's quest for Top 20 status?
2. What steps (action plans) should the unit undertake in order to help achieve the University's goals?
3. How can we best organize the variety of technology services required to gain efficiencies and improve services?
4. What IT enhancements are needed to ensure a cutting-edge technology infrastructure that improves outcomes in recruiting, teaching, and supporting students? In research and service initiatives?
5. Given the resource demands of the IRIS project, how can we ensure that the IT needs of the colleges and units are met?

Critical Success Factors

1. Enabling Infrastructure
2. Secure Access
3. Collaborative Environment – Consistency and Frequency
4. Regularly Engaged Institutional Leadership
5. Adequate Funding
6. Track-Record—Realize Plans and Publish Achievements

Guiding Principles

1. Information technology is a strategic university asset (capital).
2. Information technology is a vital service (people).
3. Information technology is an essential resource for learning, research, and community partnerships.
4. Technology is essential for data and information management.

Principle 1: Information Technology is a Strategic University asset (capital).

Goals

1. Develop a university-wide information technology funding plan.
2. Establish and maintain a competitive edge through the effective and innovative use of information technology resources.
3. Provide technical infrastructure to support the University goals to attract and retain faculty and staff.
4. Establish an exemplary web-presence that portrays UK as a premier student-centered research institution.

Principle 2: Information Technology is a vital service (people)

Goals

1. Develop, implement, and continuously update University IT architecture and standards to optimize efficiency, effectiveness, and service.
2. Information Technology will successfully integrate applications (SAP Course Management, Blackboard, Eclipsis,) with technologies such as telephones, smartphone, video and email to enhance the research, teaching and learning process
3. Provide integrated support for information technology infrastructure across the University.
4. Develop and implement an ongoing, systematic process of assessment of information technology architecture.
 - i. Identify IT inequities among University units and sub-units and develop a long range equity plan
 - ii. Survey faculty, staff and students to determine appropriate information technology needs.
 - iii. Assess, recommend, and implement a University IT infrastructure that enables the University to 'leap-frog' into the future.

Principle 3: Information technology is an essential resource for learning, research, and community partnerships.

Goals

1. Use information technology to improve the learning environment
2. Extend the University's reach through distributed education.
3. Support discipline-specific information technology needs
4. Information Technology will support university wide initiatives, such as the commonwealth collaboratives that promote partnerships with community groups to advance Kentucky

Principle 4: Technology is essential for data and information management.

Goals

1. Provide effective and secure institutional systems.
2. Standardize, integrate and maintain integrity of institutional data collection.
3. Implement and maintain a university wide business intelligence infrastructure to support enterprise decision analysis.

Core Competencies:

Information Technology professionals must have a knowledge mix that is technical, organizational, educational and business in nature. Each individual must have a “technology orientation, a service orientation, a strategic orientation, and a change orientation.” (Earl & Vivian 1999) All Information Technology professionals will accept full responsibility for ensuring the university community technology service requirements are securely met.

A. FISCAL PLANNING, FUNDING, AND STAFFING

Objective 1: Work with colleges and non-academic units to obtain adequate and stable funding to maintain the information technology (IT) infrastructure necessary for instruction, research and other creative activities, and support and administrative functions.

Strategy	Outcome/Measure
1. Assess IT needs in each academic and non-academic unit and develop or update an IT plan that includes strategic IT objectives for the unit.	By September 2007, colleges and non-academic units will have IT strategic plans supporting the University's Strategic goals and the Strategic objectives of the unit.
2. Enhance the UK web presence devoted to positive information about the university.	Periodic surveys will indicate positive changes in perception by external constituents
3. Promote customer-centered IT support and Services	By June 2007, more publicity for available services is needed. By July 2007, extend support desk hours to 24 x 5.
4. Participate in and provide leadership for statewide, regional and national efforts to develop technology infrastructure and technology policy	Provide UK faculty, students and researchers with competitive advantages in the pursuit of education, research, and service to the citizens of the Commonwealth of Kentucky.
5. Recognize the growth of extended service expectations and hours, and improve quality of service, customer support and technical problem solving.	Provide a variety of self-support tools; Deliver internal and external communications that consistently reflect organizational alignment. Provide clear policies, standards, and guidelines with informational support programs.

Objective 2: Assure that Information Technology annual operating budget keeps pace with the expansion of services offered by the academic and non academic units; and, allows for the timely and systematic replacement of equipment for which IT is responsible.

Strategy	Outcome/Measure
1. Develop new IT funding strategy	IT funding has not kept pace with service demands. Departmental networks are varied. Newer buildings meet communication requirements; however a large number of the campus academic buildings will require extensive infrastructure upgrades to support top-20 networking applications. Historically, this has been a departmental expense from the communications closet to the offices. A new IT funding model will be developed in 2007-08.
2. Assess IT needs in each academic and non-academic unit and develop or update an IT plan that includes strategic IT objectives for the unit.	By 2007-08, a comprehensive infrastructure improvement plan will be developed with input from the Dean's and cost estimates provided. A new funding model should provide a 'shared' strategy for all academic buildings (e.g. 1/3/ from Central; 1/3 from Provost/Dean's budget; and 1/3 from IT).
3. Implement life-cycle replacement funding for basic desktop technology, including computers, printers, and servers.	By 2008-09, 35 percent of faculty and staff desktop computers will be upgraded and none will be more than 4 years old. The University's computers should be capable of supporting current releases of widely used software.

Objective 3: Increase as needed University-wide IT staff and college-based IT staff to support adequately the teaching, research, and administrative missions of the University.

Strategy	Outcome/Measure
1. Analyze IT plans of each unit and determine personnel support requirements	By 2008, IT in consultation with leaders of Colleges and non-academic units will complete the staffing analysis with recommendations.
2. Determine the IT organization structure with focus on degree of centralization versus decentralization.	The current Vice President of Information Technology post-retirement assignment ends in June 2008. Conduct a CIO search in Spring 2008.
3. Determine division of support between IT and individual units	Recommendations will be developed in #1 and 2 above.
4. Provide funding for needed support personnel to IT and individual units and fill positions.	Recommendations will be developed in #2 and 3 above.
5. Invest in professional development to ensure that IT staffs are well-trained.	IT Staff keep pace with the demand from students, faculty, and staff for innovative IT services.

B. ACADEMIC & INSTRUCTIONAL SUPPORT

Objective 1: Provide all students with the opportunity to develop and enhance their information technology proficiency.

Strategy	Outcome/Measure
1. In consultation with the colleges, IT will complete an assessment of students' baseline IT proficiency and develop a plan for training and support where needed.	IT training courses in key technologies will be developed for students: self-assessment tools, competency exams; UK 101 guest instructor; Information Commons .

<p>2. Modify the seats in open and instructional computer labs to meet student needs; and, acquire appropriate software to meet student needs.</p>	<p>By 2007-08, instructional and open lab seats will equal 10% of the student headcount and meet the needs of students and faculty.</p>
	<p>By 2007-08 IT will consult with the Student Organization center for appropriate technology and equipment layouts.</p>
	<p>In 2006-07, IT will collaborate with the Library Commons to open a new learning program.</p>
	<p>By 2007-08, IT will acquire a Microsoft campus agreement license for students.</p>
<p>3. Evaluate programs that would increase student ownership of computers.</p>	<p>Develop programs with four 'pilot' colleges to standardize on specifications for entering majors.</p>
<p>4. Increase the number of student 'wireless' access points</p>	<p>The number of student wireless access points will be increased from 350 to 500. The mobile computing environment for students will receive high student satisfaction ratings.</p>
<p>5. Extend Help Desk support for students on a 5 x 24 basis.</p>	<p>Four consultants will be added to the Help Desk to provide additional support for students.</p>

Objective 2: Increase the number of next-generation smart classrooms, videoconferencing facilities, and open and instructional computer laboratories.

Strategy	Outcome/Measure
1. Increase the number of technology enhanced smart classrooms.	By 2007-08, 50% of all classrooms will meet next generation smart classroom criteria. Additional classrooms will be equipped to meet the criteria at the rate of 10% per year until 80% of all classrooms have been modified. Standardize on “Clicker” system. Work with Associate Provost and IT with the appropriate academic and non-academic leaders.
2. Develop support systems that create a collaborative and integrated instructional and work environments.	By 2007-08, IT will provide collaborative directories, calendaring, increased shared file storage, and improved wireless systems.

Objective 3: Provide expanded facilities, infrastructure, capacity and support for distance learning to extend the reach of educational programs.

Strategy	Outcome/Measure
1. Determine resources needed to support distance learning activities.	A report detailing the resources needed to support UK distance learning requirements will be published.
2. Increase Internet bandwidth from 622 Mb to 10 Gigabit.	Both commodity internet and research bandwidth will be increased incrementally over 3-years as migration from Internet2 to NewNet is implemented.
3. Provide additional facilities and staff to support distance learning including enhanced video.	Enhance video services for distance learning courses.

C. INFRASTRUCTURE AND APPLICATIONS

Objective 1: Maintain the network infrastructure, computing, and storage technologies to meet expanding needs.

Strategy	Outcome/Measure
1. Plan and implement the relocation of the McVey Hall data center to Coldstream Research Campus.	An RFP will be developed and bid for lease space at Coldstream Research with occupancy to occur within 18 months. The unit will improve Disaster Recovery Plans and Business Continuity Plans.
2. E-Mail Replacement	The new system must be standards based and provide a sound foundation to build collaboration services that is tightly integrated with campus security authentication based on Microsoft Active Directory.
3. Complete implementation of IRIS project to replace legacy administrative systems.	Implement Phase II modules. Provide mobile help desk-command center for scheduled go-live of IRIS modules.
4. Implement a comprehensive program to bolster the University's defenses against security threats.	Coordination of university-wide efforts to establish and implement policies and procedures for IT digital security, privacy and, a remediation strategy for incidents will be implemented;
5. Implement Core network upgrades.	Expand Voice over IP Services to lower operating cost.

6. Telecommunication services for UK Health Enterprise.	Current plans suggest a doubling of the medical center network by 2010. The recent decision to acquire Samaritan hospital will increase demands for IT resources. The projected growth demand on campus network requires increase in both networking professionals and service offerings.
7. Provide adequate online storage to meet all needs: increase storage quotas to 200 MB for students and 300 for faculty and staff; provide adequate storage for student portfolios; provide storage for discipline specific databases and support for data mining.	<p>Online storage will be increased by at least 10 Terabytes per year. IT will implement storage virtualization.</p> <p>IT will analyze the requirements for data mining tools for administrative, instructional, and research activities.</p>
8. Provide additional facilities and staff to support distance learning including enhanced video.	Enhance video services for distance learning courses.

D. RESEARCH SUPPORT

Objective 4: Provide improved information technology infrastructure and support for University and college research and collaborative projects.

Strategy	Outcome/Measure
1. Provide high performance computing environment to support research.	Maintain state of the art research computing environment - \$1.3M annual funding is available.
2. Provide separate network branches for residence hall students, research, grid computing and administrative networks, as well as an "open" network for external collaborative projects.	Network partitioning will be complete by January 2007. Strengthen national leadership in network and research technologies. Internet 2, migration to New Net
3. Provide a multi-gigabit network infrastructure targeted for the research and grid LANs.	A multi-gigabit network backbone will be in place and the Research Network will be established by 2007-08. Grid computing LANs will be established by 2007-08
4. Provide adequate training, education, programming and IT services for our researchers in support of research intensive massively parallel platforms and grid computing environments.	Center-based training/courses on grid computing. UK computing platforms and parallel programming will be available by 2007-08.
5. Enhance video conferencing facilities and have 100% on-air staffing by video conference support personnel.	Enhanced video conference facilities will be completed by 2007-08
6. Security	Expansion of the campus network will require an expansion of the security function for HIPAA standards, credit card standards, management identity issues and e-discovery.

UK STRATEGIC PLAN

MEASURES OF PROGRESS

AREA

2008-2009 MILESTONE

UNDERGRADUATE EDUCATION

ACT/SAT	MIDDLE 50% 22-28
HIGH SCHOOL GPA	MIDDLE 50% 3.3-3.9
STUDENT/FACULTY RATIO	17.2/1
SIX-YEAR GRADUATION RATE	AFRICAN AMERICAN STUDENTS: 47.5% ALL STUDENTS: 62%
EDUCATION ABROAD PARTICIPANTS	600 STUDENTS

GRADUATE/PROFESSIONAL EDUCATION

FIRST PROFESSIONAL AND DOCTORAL DEGREES AWARDED	694
GRADUATE DEGREES AWARDED TO MINORITY STUDENTS	AFRICAN AMERICAN STUDENTS: 80 ALL MINORITY STUDENTS: 130

FACULTY DEVELOPMENT

NUMBER OF FULL-TIME FACULTY	2023
PERCENT FEMALE FULL-TIME FACULTY	34%
PERCENT MINORITY FULL-TIME FACULTY	AFRICAN AMERICAN FACULTY: 4% ALL MINORITY FACULTY: 14%
MEDIAN SALARY RELATIVE TO BENCHMARKS	91%
PROFESSIONAL SOCIETY AWARDS & OTHER NATIONAL OR INTERNATIONAL AWARDS	10% INCREASE OVER BASELINE.

RESEARCH

NUMBER OF PROGRAMS IN TOP QUARTILE	20
TOTAL RESEARCH EXPENDITURES	\$350,000,000
CITATIONS OF PUBLICATIONS	49,000

ENGAGEMENT

DEVELOP AND PILOT A UNIVERSITY-WIDE ASSESSMENT STRATEGY TO INVENTORY ENGAGEMENT ACTIVITIES AND PROVIDE INFORMATION ON OUTCOMES AND IMPACTS	ENGAGEMENT ASSESSMENT STRATEGY ESTABLISHED.
UNDERTAKE AND EVALUATE AT LEAST THREE MAJOR ENGAGEMENT PROJECTS DESIGNED TO HAVE SIGNIFICANT ECONOMIC IMPACT	ECONOMIC IMPACT OF THREE MAJOR ENGAGEMENT PROJECTS EVALUATED.

STAFF DEVELOPMENT

COMPLETE COMPENSATION ANALYSIS AND IMPLEMENT ENHANCEMENT PLAN	STAFF ENHANCEMENT PLAN IMPLEMENTED.
PERCENT MINORITY IN EXECUTIVE/ ADMINISTRATIVE/MANAGERIAL POSITIONS	AFRICAN AMERICAN STAFF: 5% ALL MINORITY STAFF: 6%



UNIVERSITY OF KENTUCKY

VISION

The University of Kentucky will be one of the nation's 20 best public research universities, an institution recognized world-wide for excellence in teaching, research, and service and a catalyst for intellectual, social, cultural, and economic development.

MISSION

The University of Kentucky is a public, research-extensive, land grant university dedicated to improving people's lives through excellence in teaching, research, health care, cultural enrichment, and economic development.

The University of Kentucky:

- Facilitates learning, informed by scholarship and research.
- Expands knowledge through research, scholarship, and creative activity.
- Serves a global community by disseminating, sharing, and applying knowledge.

The University, as the flagship institution, plays a critical leadership role for the Commonwealth by contributing to the economic development and quality of life within Kentucky's borders and beyond. The University nurtures a diverse community characterized by fairness and equal opportunity.

VALUES

The values of the University guide its decisions and the behavior of its community. Its core values are:

Integrity

Academic excellence and academic freedom

Mutual respect and human dignity

Embracing diversity

Personal and institutional responsibility and accountability

Shared governance

A sense of community

Sensitivity to work-life concerns

Civic responsibility

Service to society

