VISION
Information Technology will be an exemplary unit supporting a nationally preeminent public liberal arts university.

VALUES
Embracing our liberal arts mission, Information Technology will provide exemplary technology services supporting institutional aspirations for student learning, operational and academic excellence based on our shared values:

- Providing exceptional services;
- Providing timely, open and effective communication;
- Ensuring we are good stewards of resources;
- Engaging in collaborative and supportive teamwork;
- Maintaining our ethical principles of integrity, altruism, reason, respect, and responsibility;
- Diversity and inclusion in all forms;
- Striving to be innovators.

MISSION: Enabling and enhancing the global, student-centered liberal arts experience at Georgia College with exemplary, modern, efficient, inclusive technology resources and services.

We are committed to achieve our mission through:

Expansive Technology Experiences. We enable integrated technological resources into core academic, business, social and recreational activities to promote and support excellence. Through modern technologies, we ensure support for educational and aspirational goals in an inclusive environment valuing opinions while empowering individual success both locally and globally.

Embrace Student Success. Through continuous evaluation of technologies we strive to provide software, services and enterprise level applications ensuring an exceptional and safe learning environment. Extensive technology services enable student experiences in preparation for success in local, national, and global environments.

Exceptional Stewardship of Resources. Through inclusive and collaborative decision-making, we seek creative and innovative solutions with a commitment to efficiencies, avoiding duplication of resources. Our efforts reflect exemplary stewardship for Georgia College and the University System of Georgia hallmarked by accountability, trust, and transparency.

Exceptional Commitment to Service.   Through communication, pooling of resources and redirection of priorities we achieve exceptional service. Our focus is on quality enhancement through assessment, root cause analysis, research and interactions with those we serve. Servant leadership drives us to be a collaborative partner actively listening, advising and providing creative solutions that exceed expectations. We practice active communication providing beneficial and timely information on service offerings.

Exceptional Commitment to Unit Excellence. Through engagement in continuous professional development and succession planning, we create an engaging environment enabling staff to embrace empowerment and ownership. We provide opportunities for our staff to engage in leadership, management and/or other professional development activities while encouraging growth, innovation and personal satisfaction.

STRATEGIC GOALS

Goal 1: Recruit, admit, enroll, retain, and graduate highly qualified and diverse undergraduate students.
- Enhance analytic capabilities by supporting information integration between systems while eliminating duplicate efforts.
  - Implement separate near real-time database reporting environment
  - Migrate Paws query reports into reporting tool
  - Expand knowledge and integration of available data repositories to build analytic opportunities
  - Build IT services "dashboard" to enhance executive leadership awareness of IT activities
  - Expand collaborative activities with Institutional Research.
- Provide exceptional service delivery of enterprise solutions such as customer relationship management, degree auditing, student success and student information systems.
  - Implement Banner 9 administration and end-user modules
  - Implement Banner CRM
  - Implement Web high availability environment
  - Integration of GC Signatures into Admissions and Financial Aid
    - Several Financial Aid forms have been developed and deployed
  - Create online Campus visits registration application
  - Migrate Undergraduate CRM to Ellucian Recruit
  - Integrate LMS grades into Banner
  - Partner with Deans to ensure technology enables college aspirations

Goal 2: Develop and implement distinctive and transformative undergraduate curricular and co-curricular experiences. Transformative experiences include but are not limited to: undergraduate research; creative projects; study abroad; service learning; community-based learning; leadership development; diversity and global learning; field and clinical-based practica, apprenticeships, preceptorships, and internships.
- Integrate learning technologies for a seamless experience for faculty and students including single sign-on, shared data and functionality.
  - Enhance functionality and systems integration with single sign-on in Unify
  - Enhance Accessibility of Web resources
  - Interact with Academic Departments to anticipate technology needs for existing and developing undergraduate programs
  - Partner with college affinity groups and functional offices to create next generation classroom learning environments
  - Partner with USG-ITS on system initiatives
- Strengthen partnership with the Career Center and faculty to recruit a diverse student worker population providing internships and other internal service-learning opportunities.
  - Support the implementation of student transcripts to document alternative learning activities
  - Integrate career service student information into Banner and as part of alternative transcript
  - Create paid and meaningful internship opportunities within technology for students
  - Maximize available software and service portfolios in support of transformative experiences.
- Integrate student owned technologies to enhance learning opportunities ubiquitously.
  - Expand Thundercloud capabilities to create virtual computing environment for every student
  - Automate virtual computer software availability from Banner course attributes
  - Partner with Enrollment Management and University Senate to create student computer recommendation

- o Address digital divide by providing mobile thin client for students with financial need
  - o Expand outdoor wireless coverage and density to include common gathering areas and thoroughfares
- Expand the Innovation Station by promoting technology training resources and activities.
  - o Offer discovery and training sessions on institutional student technology resources
  - o Conduct information sessions and training sessions within residential living
  - o Expanded and develop technology training and help sessions during week of welcome for new students

Goal 3: Offer a limited number of exceptional quality graduate programs that are highly relevant to workforce demand and supportive of the university mission.

- Provide enterprise solutions supporting the student life-cycle.
  - o Migrate Graduate CRM to Ellucian Recruit
- Enhance graduate program availability and student learning with technology in traditional, hybrid and online environments.
  - o Expand use of WebEx to include lecture capture
  - o Better integrate and enhance Kaltura digital media repository
  - o Partner with CTL to expand technology teaching tools and related development opportunities
  - o Interact with Academic Departments to anticipate technology needs for existing and developing programs.
  - o Support graduate student success initiatives

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

- Engage in continuous process improvement for all technology including cloud appropriate services.
  - o Extend core virtualization environment for resource maximization
  - o Migrate backup and archive storage to cloud resources
  - o Expand evidence gathering camera and access control infrastructure consistent with shared governance
  - o Engage cloud resources to create backup and archive of shared network drives and personal network drives
  - o Engage cloud resources to create backup options for institutional PCs
  - o Create access to local desktop using encrypted and secure technologies
  - o Expand the use of virtual private networks and virtual applications to enhance cybersecurity.
- Provide and maintain information on IT resources.
  - o In partnership with Communications create and communicate a Web architectural standard including base themes
  - o Integrate personal identity information scanning and monitoring of enterprise infrastructure
  - o Implement Advance Threat Protection for gcsu.edu email.
  - o Integrate access scanning and log monitoring for enterprise systems
  - o Elevate benchmarking status within the USG Information Technology Program Review (ISPR)
  - o Create and communicate a standard slate of services for faculty, staff and students
  - o Ensure technology informational resources are consistent providing necessary details of service availability and self-help instructions.
    - ▪ Expanded resource section on gcsu.edu/technology
  - o Expand student internships, work study or paid student assistants to build and launch consistent communication resources.
  - o Build communication element and establish expectations for each technology department

- Evaluate technology efficiencies identifying opportunities for savings, redirection and/or prioritization.
    - Build a hybrid (premise/cloud) Data Center with auto fail-over capabilities between data centers and cloud ensuring high availability and capacity for institutional critical systems.
    - Consolidate servers to reduce number while ensuring high availability
    - Create cyclic funding to support multi-year cloud service contracts.
    - Create funding to finance local server/hardware replacement
    - Expand use of Virtual Desktops for faculty and staff
    - Create access to local desktop using encrypted and secure technologies
    - Maintain and routinely test off-site business continuity availability for identified critical systems
    - Create cloud environment to provide critical systems access with automatic fail-over given loss of local, campus-based enterprise infrastructure
    - Consolidate, automate and monitor integration processes to enterprise systems.
    - Explore classroom and lab hardware efficiencies for redirection of funding to enhance educational software and tools.
- Maintain a comprehensive inventory of technology assets.
    - Redesign faculty/staff refresh program accounting for locally purchased units
    - Actively communicate entire refresh program to create full awareness
    - Reduce number of individual computers while increasing services along with availability to faculty and staff
    - Expand cybersecurity assets with associated training and support for all users

Goal 5: Enhance a professional environment that encourages the recruitment, retention, and success of an exemplary and diverse faculty and staff.
- Strategically evaluate and develop matching staff skills to ensure the retention and success of a diverse IT staff.
    - Expand and enhance existing staffing resources dedicated to cybersecurity in keeping with USG ISPR expectations
    - Expand Business Analyst staffing resources in keeping with Goldstein Consulting report.
    - Continue to build dedicated staffing for Web application development
    - Expand staff knowledge and support for Oracle database and middleware
    - Build staff excellence in supporting Banner and related technologies
    - Build staff capabilities to automate enhanced end user support users
    - Capitalize on virtual technologies to expand services while ensure TSS staffing is adequate to meet demand
    - Implement enhanced Serve tools and resources to ensure excellence in support services.
    - Partner with vendors to engage development opportunities to expand knowledge of existing and emerging technologies.
- Provide cross-training within IT to develop multi-levels of job knowledge including succession planning.
    - Implement secession planning and leadership/management development efforts across IT
    - Encourage and fund leadership and management development engagement for IT staff
        - Dedicated annual funding with self-managed allocations for each department
    - Encourage and support attendance at industry events to expand learning opportunities for IT staff.

- Build better communications and collaborations across IT areas including web communication.
  - Require inter-departmental meetings for IT departments
  - Expand IT staff meetings creating information sharing opportunities as well as organizational development activities
  - Create internal news distribution using departmental communication resources
- Enhance faculty and staff through development opportunities with cutting edge concepts and theories to promote and enhance new technologies as well as cyber security techniques to minimize risks.
  - Integrate annual require security training into HR Training responsibilities
  - Partner with HR training resources to assume appropriate technology training delivery/facilitation
  - Engage cybersecurity staffing to expand cybersecurity training topics and availability to faculty, staff and students
  - Redirect IT staff resources to provide training and development opportunities for campus offices
  - Partner with CTL to develop and deliver faculty technology training opportunities.
  - Partner with faculty and staff to explore emerging technologies

Goal 6: Strengthen community and regional ties through service, research, programs, and partnerships that enhance economic, educational, and cultural opportunities to improve the quality of life for citizens of Milledgeville/Baldwin County and the middle Georgia region.

- Encourage staff participation in community services programs and volunteer efforts by recognizing and rewarding IT staff participation.
  - Encourage staff to capitalize on educational leave time
    - Several members have taken advantage by participating in local and regional school events in the fall of 2017.
  - Engage in and develop intentional activities to promote and develop women in IT
    - Hosted the official Kickoff for the University System of Georgia (USG) Women in IT event on July 18, 2017.
    - Presented an informational session for USG Women in IT at Georgia Summit.
  - Develop inclusive activities for staff to include implicit bias awareness
    - Information Technology staff members participated in a unit wide training by the Office of Inclusive Excellence
  - Promote inclusiveness in hiring and promotion practices
  - Encourage staff participation in developing specific community engagement activities
- Provide IT branded services/resources to campus guests.
  - Expand seamless services for campus guest and be proactive in communication service
  - Participate in Open House or other campus discovery activities building awareness of IT service availability
  - Build information brochure on IT services for campus visitors to inform campus offices that are planning activities
  - Focus expanded business analyst to partner and enhance Advancement technologies and services