**Strategic Planning Report – 2015-2016**

**Unit: ITS**

**Administrative Lead: Jan J. van der Aa, CIO**

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| **Strategic Priority** | **Initiative** | **Accomplishments** |
| Strategic Priority A:  Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities | Improve infrastructure in support of Education | * Working with consultant to develop web content management strategy to provide a stronger UTHSC brand and improve usability of website. * Rolled out OmniUpdate Content Management tool to departments across UTHSC, which will allow for more timely content updates and for better utilization of technical resources. * Migrated Library website to new server and software. * Migrated Blackboard from self-host, on premise server to vendor-hosted, cloud-based server. * Planned and implemented integration of Banner and Blackboard. * Documented current processes, identified issues and data anomalies, and developed future process, including standards for course and student records, so that Blackboard courses would correspond directly with courses in the system of record, Banner. * Developed clean-up and institution of data retention standards for Blackboard. * Collaborated with OSA&ES and developed an application level access review for Banner, in response to Banner audit earlier in the year. * Documented ongoing process for annual reviews of Banner access. * Performed additional review of Banner security with the training and assistance of a Banner Security Consultant. Currently in the process of implementing more refined security levels, as recommended by Banner experts. * Developed a Banner Workflow Process with OSA&ES to identify and prioritize opportunities, document business requirements, execute development, test and implement workflows. * Implemented 15 workflows in the last 18-months to improve student and faculty experience through process efficiencies and automation of paper-based processes. * Created and staffed instructional technology position and offering of technology-focused instructional design services to campus. * Expanded Multi-College rollout of curriculum mapping software implementation. * Collaborated with UTHSC faculty, college administrators, and curriculum mapping software vendor to create curriculum reports to meet accreditation needs and assist with curriculum development efforts. * Design, specify, deploy technology infrastructure for new construction and renovations: Memphis (Sim Center), Nashville (Pharmacy), Knoxville (Audiology). * Established centralized funding for computer based testing which was previously billed as out-of-pocket expense paid by students directly to vendor. * Expanded video conferencing capabilities at Memphis, Nashville, and Knoxville locations in terms of connectivity, technology, and local support. * Collaborating with OSA&ES to implement Axiom system, with the goals of improving data integrity between the central application services (CAS) and Banner and of increasing the quantity and quality of applicant data available in Banner, while streamlining the admissions process. * Went live on May 2nd with first CAS for Pharmacy. * Rolled out Interview Scheduling system to several colleges, as a byproduct of the Axiom project. Interview Scheduling system allows colleges to offer self-scheduling of interviews to applicants, instead of having to make phone calls to each applicant, thereby improving the future student experience. * Developed a process to support FileMaker Pro as a desktop business productivity tool for the campus. |
| Strategic Priority B:  Grow the Research Portfolio Focusing on Targeted Areas | Provide Infrastructure | * Provide free storage to startup research initiatives. * Design, specify, deploy technology infrastructure for new construction and renovations: Memphis (TSRB, CBMI). * Kicked off CFR Connect project with Corporate and Foundation Relations, with the goals of improving availability and accessibility of grant opportunities for faculty and of increasing grant award dollars for the campus. |
| Strategic Priority C:  Create Areas of Clinical Prominence While Expanding Outreach | Improve infrastructure | * Design, specify, deploy technology infrastructure for new construction and renovations: Knoxville (Audiology),   College of Dentistry (Union City and Bristol Clinics) |
| Strategic Priority D:  Increase Visibility & Recognition of UTHSC Contribution |  |  |
| Strategic Priority E:  Align UTHSC Resources with Areas of Excellence |  |  |
| Strategic Priority F:  Expand & Strengthen Key Community & Other Partnerships | Outreach | * Annual Tech Fair promoting the use of Technology within the UTHSC. * Partnership with Maxine Smith STEAM Academy. * Participated in Maxine Smith STEAM Academy Career Fair. * Active in Greater Memphis IT Council (GMITC) |
| Cross Cutting Priority 6:  Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship | Staff development | * Organized and sponsored a number of workshops for Managers and team-leads with a focus on Team dynamics, Effective Leadership, Crucial Communications, Credibility, and Managing Transitions. * Stimulate staff presentations at National meetings (e.g. Educause, THEITS, AHC, HighEdWeb, CoHEsion, and Ellucian Live. * Sponsored Leadership development through AAMC. * Sponsored staff participation in GMITC. * Participated in several HR-sponsored training courses. |
| Cross Cutting Priority 7:  Continue to Increase Diversity |  |  |
| Cross Cutting Priority G:  Increase Strategic Integration Across UTHSC | Streamline Infrastructure | * Retired antiquated web conferencing hardware/software and transition to newer and more robust and cost effective solution. * Actively replacing hardware CODEC in conference rooms with inexpensive software CODEC and off-the-shelf cameras and microphones. * Replaced proprietary AV room controls with inexpensive IP network based equipment. * Streamlining Enrollment Services processes using the Axiom application in collaboration with AFSA * Doubled bandwidth for commodity Internet access; Capitalized on UTHSC Internet2 connection to improve the performance of access to the electronic programs. * Deploy Cloud-based technology (Office365, Blackboard, Azure) * Solidified Project Management and New Project Request processes. * Solidified role of Business Analyst role, with the goal of creating higher quality applications and web-based tools for the campus, while meeting the needs of the requestor through collaboration. |
| Cross Cutting Priority H:  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration | Life Cycle Infrastructure | * Advanced the project management office in ITS to improve alignment, coordination, resource allocation, and tracking of work. * Work with UTHSC community toward replacing outdated and obsolete equipment and software. * Document and continue to work to improve current inefficient processes and procedures. * Drive the use of automation and automated tools. * Created and implemented Security Awareness and Training Standards/Practices. * Work to Standardize UTHSC technology (Workstations, Server, AV, Services.) * Design, specify, deploy technology infrastructure for new construction and renovations: Memphis (EOC, SAC) * Continue to streamline paper-based processes through the use of electronic document management system, Nolij. * Collaborated with Human Resources to implement HR Acuity and Work Number tools to improve efficiency. |