

**Information Technology Strategic Planning
Committee (ITSPC) Meeting Minutes
November 29, 2004, 9:30 a.m.**

Attendees: M. McKay, S. Director, G. Gigliotti, R. Novak, R. Ludescher, B. Wood, R. Oppenheim, B. Rowe, T. Vosseler, G. Golden, S. Taylor, A. O'Donnell, D. Smith, G. Kotliar, S. Hanson, D. Pai, D. Davis, G. Dilali, C. Morrison, L. Mullins, D. Knight, G. Freidrich, M. Weismantel, D. Hill, D. McCrea, D. Pitts, M. Brown, S. Rimal, J. Lige, B. Rose, T. Stein, C. Knight-Cole, A. Torres, D. Woodward, J. Drumheller, T. Ryan, R. Rivera, L. Kennedy, S. Rabinowitz, H. Hirsh, H. Szymanski, C. Martancik, C. Hedrick, J. Boyle, R. Falk, B. Ginder, M. Mundrane, J. Sanders, G. Stein, D. Williams, C. Gordon, L. Krisanits, P. Sisco, N. Connelly

Absent: M. Reidel, P. Kantor, G. Stenchikov, H. Berman, A. Lane-Walker, D. Holloman, M. Logue, MB Daisy, P. Brancato, A. Martin, W. Crown, S. Russell,

Welcome and Introduction to the Day (Michael V. McKay)

Mike McKay opened the session with introductions of the committee's co-chair, Steve Director, the four Office of Information Technology (OIT) University Directors, Bernice Ginder, Charles Hedrick, Michael Mundrane and Joseph Sanders, Associate Director Gayle Stein, and Executive Administrator Dorothy Williams.

Background Information: When the new University administration settled in, Rutgers University Computing Services (RUCS) made the following points with them:

1. IT planning should be conducted on the vice-presidential level.
2. Universitywide IT strategic planning was needed

What do we want to accomplish?

1. Decision-making framework for the university with regard to IT, so that universitywide IT resources have a focus.
2. Provide guidance by linking IT projects to university direction.
3. Establish priorities from standpoint of what the university needs.
4. Present holistic view of the universitywide IT assets, including identification of areas that can be coordinated to save resources, human and financial.
5. Develop a "living plan", one that will be reviewed and used. Provide the ability to demonstrate that we have accomplished what was intended and that we are serving the organization. The plan should include the ability to provide accountability for the University's IT resources.

Evolution of RUCS into OIT: OIT is composed of the old RUCS organization which is essentially the two OIT areas headed by Joe Sanders and Michael Mundrane, plus two new areas headed by Chuck Hedrick and Bernice Ginder. RUCS was focused on services and support for computing; lacking was technical support for instruction and research. Resources from the previous RUCS were rededicated to seed the new Office of

Instructional and Research Technology (OIRT), headed by Chuck Hedrick. Working cooperatively with EVPs Karen Kavanagh and Philip Furmanski, with a view towards supporting both academic and administrative services, additional funding from the increase of student fees was also committed towards this effort.

ITSPC Structure: Most of the work of this committee would be done by subcommittees. The five subcommittees of the ITSPC and their chairs were identified:

- Teaching and Learning, Don Smith, Chair
- Research, Doyle Knight, Chair
- Public Service and Life, Marcia Brown, Chair
- Business Service/Enterprise Systems, Rosa Rivera, Chair
- Governance, Rick Falk, Chair

University Administrative Goals and IT (Karen Kavanagh)

EVP Kavanagh also added her thanks to those agreeing to participate in this effort. This process started about six months ago, and we will probably be back here again the same time next year with progress reports from the subcommittees. Since coming to Rutgers, RUCS has done some great work, for example, myRutgers portal for students and on-line services such as parking registration. We want to see further expansion of these services, for example on-line grade books. We need to address the further expansion of RIAs, and are looking for guidance on proceeding. The facilities organization recently went through an invaluable master planning process, and the hope is for this current effort to be of a similar benefit to the University, expanding IT further into the community. EVP Kavanagh ended her remarks by thanking all for being here today.

University Academic Goals and IT (Philip Furmanski)

EVP Furmanski added his welcome and appreciation for being involved in this effort, it is great to have all key people from the University here today. This institution has areas where it has major goals, and IT is very critical for each of these areas. IT is critical to making this work for research, education and community service. All areas are increasingly dependent upon IT, research, faculty, libraries, the social sciences. The University's research mission extends to stem cell research, transportation, early education, nutrition, globalization and ethnic studies, to name some. Success in each of these endeavors is increasingly dependent upon IT. The educational mission, distance learning, web-based activities, instructional technology, all rely on IT. IT functions which support both research and educational missions need to be closely tied. We must prove our service function to the state, President McCormick must be able to re-engage with the state and our constituents to emphasize the importance of Rutgers University.

The expectations we have are:

- Develop a framework to help integrate OIT into a process to determine what the highest priorities are.
- Align IT development with the University's strategic priorities, and develop a mechanism to continue to do this over time.

- Create systems that manage IT resources and demonstrate implementation according to plan.
- Improve collaboration between IT and academic and administrative areas.
- Develop a true mission and sense of purpose for all IT.
- Improve collaboration and communication

Steve Director raised this question to EVP Furmanski: if we attack the difficult problems outlined today, is there a sense that we can implement any reforms within our current budgetary restrictions? EVP Furmanski replied yes, if we coordinate well we will have resources available in the short term. For the long term we need to set goals and plan towards achieving these goals.

Discussion of Charge, Subcommittee Structure, and Timeline (Steve Director)

Steve pointed out that this will be the IT plan for all of the University, and will be the first time the IT strategic plan will focus on both halves of computing, the OIT half (central) and the half of distributed computing support in the departments, and having both EVP Kavanagh and EVP Furmanski here today emphasizes this. Throughout the University, there are 481 people with IT titles, 247 within the Office of Information Technology and 234 with departments and units. This statistic misses those people that perform IT functions but don't have IT titles. During FY 03/04, the University spent \$54.5M associated with IT operating costs, and this does not include any commitments to major projects such as RUNet 2000 or RIAS. What is the process that has evolved? Can we make recommendations for refinement?

The committee charge is clustered around four strategic questions:

1. What are our instructional resources and research resources as compared with AAU institutions?
2. What was and was not accomplished by RIAS? Where does that leave us?
3. How can IT help fulfill the University's service mission to external constituents, state government, K-12 educational systems, other colleges, alums? How can IT help fulfill this mission internally, to students, staff and faculty, the total RU experience?
4. How should we manage the IT system and allocate resources to achieve our goals?

Material in today's folder includes:

- A timeline that indicates one year from now reports from each subcommittee will be due and then integrated in to the strategic plan.
- A copy of the charge
- List of subcommittees and members
- Draft description of each subcommittee

Question Period

- Q: When the plan comes together, who brings it together? Who comprises the leadership group? If the results indicate further changes within OIT, will leadership be willing to do that?
- A: Leadership group are people here today. In addition, we are soliciting participation from students. The OIT organization has been developed according to the perceived need, for example creation of the Office of Instructional and Research Technology. OIT is open to any further changes. You will be able to effect change both from standpoint of the OIT organization and how the University allocates resources.
- Q: Where do we stand with our AAU institutions?
- A: We are currently gathering baseline budget data. Most organizations have a similar structure: centralized and distributed support.
- Q: Do we need to publish what the ITPGC (Information Technology Project Governance Committee) is doing in relation to this group?
- A: Historically what was happening was that the person or business owner who wanted projects done went directly to RUCS. Thereby RUCS was becoming the gatekeeper of University resources. Mike McKay wanted more information in setting priorities for those resources. The ITPGC is now establishing a process for presenting proposed projects to the committee for consideration and priority ranking. Mike's goal is management of IT resources University-wide. The ITPGC is developing a process for managing, on a regular basis, whether what IT is doing is aligned with the University's objectives.
- Q: There might be a need for more formal interaction among the subcommittees. Maybe the governance subcommittee should meet with other subcommittees to keep them all in line in terms of scale.
- A: This will be monitored by embedded staff and posting of subcommittee minutes. The leadership group will continue to meet.

Around the "IT in Higher Education" World in Less than 80 Minutes (Charles Hedrick)

Chuck presented a high level overview of IT experiences at similar institutions. From the instructional standpoint the roles for technology include things like on-line resources, on-line discussion groups, on-line experiences. A good example is the University of Central Florida, whose strategic plan calls for formal faculty training, a hybrid instructional model with some on-line resources and some face-to-face interactions. With on-line instructional resources you also need to develop method for outcome assessment. How do you comply with accreditation agencies, how to prove you are accomplishing what you need to do, how do you identify outcomes?