2021 STRATEGIC PLAN
INTRODUCTION

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Introduction by Sharyne A. Miller
Associate Vice Chancellor & CIO
Information Technology Services

Information Technology Services strives to anticipate the needs of the university by looking beyond traditional services and systems to provide innovative services and comprehensive support to our campus community. We are committed to providing proactive and informed planning for the needs of students, faculty and staff. The Information Technology Advisory Council will facilitate the implementation of the plan through communication with campus constituents to identify technology needs, ensure efficient planning and encourage the strategic use of information technology resources. Data governance will support more accurate and timely reporting, which in turn, will help enable more efficient and strategic institutional research and decision-making. The IT community will be better equipped to: support more research, function with greater collaboration, and strengthen the delivery of IT services to students, faculty and staff.

The planning and development process for the Information Technology Services’ Strategic Plan was intentionally a collaborative effort. The ideas for how to improve from where we are today to the vision for our future included thoughtful input from across the campus. ITS staff participated in an exercise to identify strengths, weaknesses, opportunities and threats, including analyzing and concatenating the data from these activities to develop the framework for the ITS Strategic Plan 2021.

Our strategic plan is designed around three themes aligned with the broader university strategic plan endorsed by the university community. Our dedication to the promotion of the university’s goals will be visible to university stakeholders by our increasing coordination, communication and collaboration of technology initiatives across the university.

University Strategic Priority 1: Attract & Retain
ITS Theme 1: Facilitate Organizational Effectiveness, Efficiency and Innovation

University Strategic Priority 2: Educate, Advance, Research
ITS Theme 2: Enable Innovative Teaching and Learning

University Strategic Priority 3, 4, 5: Enable Place, Organize, Engage, Fund Build
ITS Theme 3: Modernize Information and Business Systems

This plan will serve as a guide to give flight to imagination for the University of North Carolina Wilmington’s community, following ever-changing industry standards, leading the way for digital transformation and looking towards next-generation technologies to support the university’s goals to drive student success and completion.

Sharyne A. Miller
OUR VISION

OUR VISION IS TO BE RECOGNIZED FOR THOUGHTFULLY IMPLEMENTING TECHNOLOGY THAT IMPROVES THE STUDENT EXPERIENCE, FURTHERS RESEARCH, ENABLES EXCEPTIONAL EDUCATIONAL OPPORTUNITIES AND FOSTERS INNOVATIVE COLLABORATION.

OUR MISSION

INFORMATION TECHNOLOGY SERVICES IS AN INNOVATIVE ORGANIZATION COMMITTED TO PROVIDING A TECHNOLOGICALLY PROGRESSIVE ENVIRONMENT FOR STUDENTS, FACULTY AND STAFF.

WE ARE DEDICATED TO LEAD, COLLABORATE AND SUPPORT WITH COST EFFECTIVE SERVICES THAT PROMOTE THE UNIVERSITY’S MISSION.
OUR VALUES

SECURITY FIRST
Ensure the confidentiality and integrity of campus data.

INTEGRITY
Maintain the highest levels of honesty and fairness.

COMMUNICATION
Cultivate a culture of open dialogue.

COLLABORATION
Build trusted partnerships.

EXCELLENCE
Add value by providing the right solutions.

INNOVATION
Research and creatively solve problems to achieve the best outcomes.
SWOT Analysis

STRENGTHS
Deep Knowledge of Technology and Services
Commitment and Dedication of ITS Staff
Information Technology Advisory Council
TAC Library Presence
Reliable and Secure Enterprise Solutions
Fluid Communication within ITS
Commitment to Professional Development

WEAKNESSES
Staffing Available to Work on Projects
No Formal Project Prioritization Process
Staffing for Single Points of Failure
Campus Experiencing Message Overload
Perception of ITS being Detached from the Learning Process
SWOT Analysis

OPPORTUNITIES
Recurring Training for New Faculty, Staff and Student Workers
Expanding Methods of Communication
Cloud-first Technologies
Working more closely with OEL and CTE
Cultivating trusted Advisor Relationships Across Campus
Creating Channels for Faculty and Staff to relay IT ideas to ITS

THREATS
Cybersecurity
Staff Retention
Running Out-of-Date Software and Hardware
Lack of Alignment of IT-Related Purchases Across the University
Themes for the Future

Theme One

Facilitate Organizational Effectiveness, Efficiency and Innovation

*Develop operations and infrastructure to provide outstanding information technology, analytics and digital services to support and enable UNCW to fulfill its vision.*

- Ensure resiliency by enhancing planning and infrastructure designs to reduce the impact of a disaster on technology resources.
- Further develop the information technology governance model.
- Enhance our security processes, protections and awareness programs.
- Foster and develop a skilled and dedicated information technology workforce.
- Create an agile information technology infrastructure to meet the current and future needs of the university.
- Modernize key enterprise applications and services to ensure they are user-friendly, robust, secure and reliable.
- Deliver a comprehensive customer service experience; actively engage with campus to deliver meaningful services and support.
Enable Innovative Teaching and Learning

Deliver innovative and effective technologies, resources and services to enhance the teaching and learning experience.

- Enhance and expand online learning to provide better accessibility to the university as well as contribute to enrollment growth.
- Provide technology and support to enrich the teaching and learning experience.
- Investigate and implement emerging technologies to enhance teaching and the student learning experience.
- Provide integration and support for the utilization of predictive analytics to foster a better understanding and optimization of student success.

Modernize Information and Business Systems

Provide modern, flexible and integrated business information systems to support a complex, growing university and increase operational effectiveness while continuously improving quality.

- Improve the efficiency and effectiveness of university operating units through business process reengineering.
- Provide support for the establishment of university-wide data management, data analytics and enterprise reporting programs.
ENGAGEMENT:

Data documenting our engagement with stakeholders demonstrating increased communication, collaboration and knowledge-sharing with ITS serving as a trusted strategic partner.

ALIGNMENT:

Tracking utilization of IT Governance through the IT Advisory Council for collaboration, alignment and prioritization of technology initiatives for better capacity and capability management.

MEANINGFUL SERVICES:

Surveying data collected from instruments developed for students, faculty and staff to assess the delivery of IT services that meet the UNCW community needs and enhance and support innovation and research activities.

INFRASTRUCTURE:

Optimizing use of cloud services and vendor partnerships to provide improved resiliency and availability of critical technology systems and infrastructure.

INFORMATION SECURITY:

Implementing an effective security program through a principled and measured approach to reduce information security risk while championing a sustainable and effective security culture in the campus community.
The University of North Carolina Wilmington, the state's coastal university, is dedicated to the integration of teaching and mentoring with research and service. Our commitment to student engagement, creative inquiry, critical thinking, thoughtful expression, and responsible citizenship is expressed in our baccalaureate and masters’ programs, as well as doctoral programs in areas of expertise that serve state needs. Our culture reflects our values of diversity and globalization, ethics and integrity, and excellence and innovation.