UNIVERSITY OF MISSOURI
─ KANSAS CITY ─

2019 IT Transformation Plan

Information Services

April 2020

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Executive Summary

The University of Missouri-Kansas City's (UMKC) Information Services Strategic Plan (ISSP) supports the overall vision of the UMKC Strategic Plan, as well as key areas of IT that require additional investment and growth.

Three distinct areas informed the ISSP: a) UMKC Leadership, b) the "UMKC IS Advisory Council", and c) Educause student and faculty technology experience surveys, distributed annually.

The **IS Advisory Council's** primary purpose is to provide non-binding strategic advice to IS leadership on technology-related matters including computing, networking, voice, Ideal Learning Environments, enterprise and academic software, IS projects, initiatives, and implementations. Additionally, this Council is designed to help leadership maximize the effectiveness of IT, minimize risk, and align with the University's strategic direction. Council members include a mix of UMKC deans, associate deans, fiscal officers, faculty and staff **Leadership** from administrative units, and representation from the Student Government Association.

The annual **Educause** student and faculty surveys allow IS to use survey data to better understand and benchmark what our students and faculty need and expect from technology. ISSP uses survey data to improve IT services, prioritize strategic contributions of IT to higher education, and to become more technologically competitive among peer institutions.

The following ISSP includes (6) recommendations and (19) specific action items.

Recommendations

The following are the foundational recommendations for ISSP, developed with feedback received from students, faculty, and staff. Each foundational recommendation correlates with specific action items.

Recommendation 1: Exceptional Student Learning, Success and Experience

The University should provide and support the IT resources needed to enhance student learning, success, and experience throughout the student lifecycle. This includes providing IT systems, services and support in student learning and living environments that allow them to thrive and succeed throughout their University career. These service include facilities, online technologies, remote access, software and user support.

Recommendation 2: Become a thriving discovery enterprise

The University should develop, maintain, and promote broad utilization of IT resources that empower and advance discovery, support partnerships, entrepreneurship, and innovation by UMKC researchers. UMKC is ripe for new research opportunities that will promote the common good. The research capability of the future is based on the foundation we have and are building now. IT infrastructure and services to support the same will be essential to our Campus success in this space.

Recommendation 3: Transform our community with dynamic engagement

The University should promote engaging and effective IT support relationships with the greater Kansas City region where possible, and act as a technology change agent in economic development and workforce development to change students' lives for the better.

Recommendation 4: Support multiculturalism, globalism, diversity, and inclusion

The University should promote a multicultural, diverse and inclusive IT support team by implementing new hiring practices, staff development programs, and employee engagement surveys focused on improving the same. These efforts will better position IT to create a sense of belonging for students.

Recommendation 5: Develop strong, resilient people

The University should develop and maintain a plan focused on enhancing IT talent recruitment, management and retention to support the changing university environment. This also means recruiting quality teams of trained people to support this endeavor.

Recommendation 6: Develop strong, resilient infrastructure

The University should develop and maintain a comprehensive, innovative, secure, and accessible IT infrastructure (networks, research, teaching environments, facilities, computing software, and hardware, etc.) capable of supporting large-scale and productive use by students, faculty, staff, and other community-facing constituents

Recommendation 1: Exceptional student learning, success, and experience

Action Item 1.1 - FY20-FY21 Priority
We will partner with UM System and other UM Campuses to leverage new cloud suite tools, such as O365 and Google Apps, to provide additional resources for faculty, staff, and students. These tools will be standardized across all campuses allowing more efficient communication and collaboration.

We will partner with UM System and other UM Campuses to migrate all users and computer objects to a newly created domain (UM-AD). This will simplify the account management process and enable students to more easily move between campuses and participate in UM Shared Courses.

Action Item 1.2
IS should assess current operations and investment strategies annually to ensure they are adequately providing services that enable student success and enhanced student experience.

Action Item 1.3
We will provide flexible classroom and lab environments capable of supporting students' desire for a mix of traditional, online, flipped, and blended course delivery formats as funding is available.

Action Item 1.4
UMKC Information Services will increase coverage and access to high-speed wireless internet throughout the Campus as funding is available.

Action Item 1.5
We will commit to innovation as a baseline to support students, faculty, and staff by dedicating a percentage of total IS funding to support research & development of new IT technologies.

Recommendation 2: Become a thriving discovery enterprise

Action Item 2.1 - FY20-FY21 Priority
Implement a comprehensive cloud computing strategy focused on the following recommendations

1. Pursue a multi-model cloud that comprises IaaS, PaaS & SaaS solutions
2. Consider the cloud-first when new solutions are needed
3. Evaluate existing solutions/services on an ongoing basis and determine if they should be re-architected/moved to the cloud to deliver a better product/service
4. Facilitate the ability to use the cloud by eliminating barriers and offering a base infrastructure that complies with University security and confidentiality needs
5. Develop the next generation IT workforce with expertise in the cloud
6. Serve as a center of excellence for cloud deployments for the University of Missouri System

Action Item 2.2
We will expand IT services portfolio and related support available for research and grant-funded initiatives focused on discovery.

Action Item 2.3
IS will provide IT guidance and ongoing support for the development and implementation of the UMKC NextGen Data Analytics Center in collaboration with the UM NextGen Precision Health Initiative.

Action Item 2.4
IS will leverage the existing Workstation Replacement Program best strategies, including regular inventory reports, volume purchasing discounts, and dedicated support to research computers across Campus. We will work with Campus Leadership on potential funding to help drive engagement and adoption.

Action Item 2.5
IS will provide more student IT internships, developing a highly trained workforce.

Recommendation 3: Transform our community with dynamic engagement

Action Item 3.1 - FY20-FY21 Priority
IS will provide specialized IT support for community partners, programs and initiatives that engage and transform our community such as the University Libraries, KCUR, KC Stem, TMC, MRI, Centers and Institutes and programs like E-scholars and the Pharm D program.

Action Item 3.2
IS will provide IT systems and support for many community-based programs, including; high school summer camps, event and conference support, guest support, and publicly available teaching and computing resources.

Recommendation 4: Support multiculturalism, globalism, diversity, and inclusion

Action Item 4.1 - FY20-FY21 Priority
We will develop a standardized IT hiring process that focuses on diversity and inclusion throughout the hiring process. This should include standardized/specialized interview questions for all applicants, defined attributes and common scoring of all candidates, and consistency in advertising open positions.

Action Item 4.2
We will partner with HR to develop a training class series for IT staff to promote multiculturalism, globalism, diversity, and inclusion.

Recommendation 5: Develop strong, resilient people

Action Item 5.1 - FY20-FY21 Priority
IS will increase IT efficiencies with continued centralization, and standardization of IT services and support where possible across the UM System. IT focus for the immediate future will be on centralizing IT support for the UMKC Schools of Medicine and Dentistry.

Action Item 5.2
We will develop a standardized talent management strategy/plan for IT with the following objectives:

1. Rolling five-year staffing and professional development plans
2. Invest in standardized tools for staff development (9Box, 360s, Meyers Briggs, Strengths Finder, etc.)
3. Standardized performance management cycle that includes annual performance evaluations, quarterly Talk It Up! meetings with staff to promote a healthy dialogue and provide an opportunity for coaching, ad hoc one-on-one meetings, and on-site evaluations focused on staff performance and process execution
4. Develop advancement plans for IT positions that include road maps of how staff can progress and integrates the ongoing financial obligation related to staff growth into the yearly IT budget process
5. Annual employee experience survey lead by an employee-based engagement team tasked with action planning change based on survey results

Recommendation 6: Develop strong, resilient IT infrastructure

Action Item 6.1 - FY20-FY21 Priority
IS will work with campus facilities to update UMKC Administrative Center Data Center HVAC, generator, and backup solutions to provide capacity redundancy and support planned growth.

Action Item 6.2
We will work with Campus leadership to define new strategic direction and IT's functional ownership for Campus physical security services and systems (cameras/doors/access/alarms).

Action Item 6.3
A driving factor supporting the Campus will be UMKC's ability to support technology in a secure, organized manner. Information Security needs to have the personnel, technology and support structure to protect the UMKC Community. Information Services security department will work with UM System and UMKC administration to provide a repetitive funding formula and flexible organizational structure to meet the changing needs of students, faculty, staff and the community.

IS @ UMKC Overview, Mission, Vision, Values

Overview

UMKC Information Services (IS) provides IT resources utilized by UMKC students, faculty, staff, visitors, members of the University Community, and citizens of the greater Kansas City region, and beyond.

IS Divisions Include:

- Foundation Services
- Information Access
- IT Security & Research
- Network Architecture
- IS Administration
- Support Services
- Technology Management Services
- Infrastructure Services
- Academic Enhancements

Our nearly 160 staff members provide faculty, staff, and students with state-of-the-art information technology by offering a wide range of computing, multimedia, telecommunications systems, and networking facilities. In support of the University's goal to provide quality instruction, Information Services provides tools to enable learning, discovery, research, service, and innovation.

Mission

Information Technology is a transformative tool to propel UMKC's mission and support our foundational pillars of providing exceptional student learning; a thriving discovery enterprise; dynamic engagement with our community and region; a diverse and inclusive workforce and community; a strong and resilient staff, process and physical infrastructure. IT core values include a commitment to innovation; cultivating a team environment within Information Services; a collaborative environment of respect, sharing and participation; an expectation of excellence with high standards balanced with limited resources.

Vision

Information Services will empower the UMKC community through technology that enables IT infrastructure, services, and solutions that are innovative, readily available, and utilized to provide exceptional support to students, faculty, and staff in their endeavors to uphold the UMKC mission.

Values

In addition to the UMKC Campus values of Accountability, Learning, Respect, Diversity, Collaboration, and Integrity; Information services also lives by the following IT-specific values:

- **User-Focused** – We seek out, listen to, and respond to our users' needs
    - Offering quality solutions and being accountable for follow-through
    - Being pro-active, responsive, and empathetic trusted advisors
    - Focusing on services that are most valued by our customers
- **Open** – We act with integrity and practice honest, and respectful two-way communication
    - Balancing speaking with active listening

- o Feeling free to speak up and contribute to discussions as a way to build mutual trust
- o Proactively giving and receiving positive and constructive feedback
- **Collaborative** – We work together with our colleagues in a way that leverages and values each other's expertise and insights.
  - o Valuing, building, and maintaining cross-functional relationships
  - o Being inclusive equal contributors who foster and respect new and diverse perspectives
  - o Sharing each other's successes while owning and learning from mistakes
- **Innovative** – We encourage and experiment with new ideas, both basic and cutting-edge.
  - o Continuously striving to improve how we work and deliver services
  - o Recognizing, embracing, and celebrating ideas and new technologies
  - o Showing curiosity and a willingness to invest in calculated risks in order to learn and evolve