

# **Technology Support Strategic Plan**

## **MISSION STATEMENT**

Through collaboration and professionalism, the Technology Support Department provides the highest possible quality Information Technology (IT) services, support, and assistance to the University community.

## **VISION STATEMENT**

Technology Support will be recognized as the premier source for IT customer services and solutions that fosters a technologically advanced University community by leveraging teamwork, technology, expert knowledge, professionalism, and the commitment to excellence.

**Technology Support is committed to the values of**

- customer service;
- mutual respect and trust;
- teamwork;
- ethics; and
- professionalism

## **GOALS, CRITICAL SUCCESS FACTORS, and OBJECTIVES (including Strategies and Assessments)**

**Goal 1. Technology Access: Provide access to contemporary technology to enable student, faculty, and staff to achieve their learning, teaching, and research goals.**

*Critical Success Factors (measures the degree of success over the next 5 years):*

- Double the amount of public access computing areas, including workgroup settings in common areas.
- Increase staff to one full-time staff person for every 50 workstations.
- Provide a computing access environment that is virtually wait-free.
- Make 75% of relevant services available via the Internet.
- Provide orientation to IT services and support to all incoming students, faculty, and staff.
- Increase customer satisfaction to achieve 95%.
- Increase the number of available site-licensed software by 25%.

*Objectives:*

**Objective 1.1: Deliver access to technology via computing facilities, hardware, software, and other available resource to students, faculty, and staff.**

*Strategies:*

- Create fully monitored, 24x7 student computer-access areas, equipped with contemporary equipment (hardware and software) within a 5-minute walk from any on-campus resident location.
- Maintain, improve, and expand student computer-access areas configured for workgroup environments.
- Continue formal and informal contacts with students, student groups, staff groups, and faculty groups regarding their IT needs.
- Supply a comprehensive project solution source for the University community (especially students) via high-quality prints, binding service, scanned image productions, etc.
- Research, develop, and utilize cutting-edge technologies.

*Assessments:*

- Review usage of computer access areas.
- Customer review and feedback.

**Objective 1.2: Deliver the most current software available to students, faculty, and staff.**

*Strategies:*

- Use site licensing to leverage buying power to provide state-of-the-art software to students, faculty, and staff.
- Use feedback, Internet and trade publications to assess University site license software needs.

*Assessments:*

- Review effectiveness of site licenses.
- Customer review and feedback.

**Goal 2. Training and Documentation: Provide training and documentation services to enable students, faculty, and staff to become more self-sufficient, productive, and optimize their use of technology.**

***Critical Success Factors (measures the degree of success over the next 5 years):***

- Provide TTU with the highest quality computer training and courseware in an effective and well-executed training program.
- Coordinate and educate the TTU community in using the Information Technology to achieve their educational and professional goals.
- Double shortcourse training participation.
- Increase shortcourse offerings to include advanced-level courses by utilizing IT Division experts.

- Bring usage of Computer-Based Training (CBT) (or a successor) to 2500 students, faculty, and staff.
- Provide both printed and on-line documentation for training and learning purposes.
- Provide courseware and manuals as appropriate for computer training courses.
- Develop documentation for proprietary software.
- Make 75% of relevant reference services available via the Internet.

*Objectives:*

**Objective 2.1: Enable technology-enhanced teaching and learning via training opportunities for students, faculty, and staff.**

*Strategies:*

- Expand training opportunities and participation for students, faculty, and staff by using instructor-led courses, on-line courses, training material on CDs and videos, publications, and other available resources.
- Include industry-standard software courses that require multiple sessions (or workshops) (e.g., Photoshop, Illustrator, FrameMaker, Microsoft Access, etc.).
- Expand the scope and availability of computer and/or network-based training in technology for students, faculty, and staff.
- Make ongoing training, including Quality Service Training, a priority for staff members and student assistants.
- Leverage academic resources of the University by encouraging and supporting IT staff to take courses and seek degrees.
- Provide adequate time and resources to provide exemplary training opportunities for students, faculty, and staff (including IT Division staff).
- Use feedback and customer input to evaluate training opportunities.
- Retain student employees for staff positions by providing training opportunities, computing resources, and competitive salaries.
- Design, develop, and implement training courses to advance the level of user knowledge, making use of IT Division experts as instructors.
- Provide on-request computer training.

*Assessments:*

- Amount and type of training available and utilized.
- Shortcourse growth and participation.
- Training provided through classroom instruction, CBT, and video.
- Amount of staff training received.
- Customer review and feedback through on-line evaluations.

**Objective 2.2: Provide documentation to enhance the shortcourse experience and self-paced learning for students, faculty, and staff.**

*Strategies:*

- Develop user-friendly documentation that provides a less technical format for beginning users in various applications.
- Expand the scope of on-line and printed documentation to include a broader subject base and disseminate that documentation to a wider range of student, faculty, and staff.
- Provide 95% of training documentation on-line.

*Assessments:*

- Amount of documentation printed vs. on-line.
- Subject base increased each year.
- Customer review and feedback.

**Objective 2.3: Create end-user documentation for proprietary software created for faculty and staff of TTU by other IT areas within the Division.**

*Strategies:*

- Develop a friendly, collaborative environment between Technology Support's Documentation and departments responsible for software development.
- Incorporate technical communication technologies to design and write end-user materials based on proprietary software.

*Assessments:*

- Quality of communication between relevant IT departments.
- End-user review and feedback.

**Goal 3. Internet Presence: Continue to provide the official World-Wide Web presence for Texas Tech University.**

*Critical Success Factors (measures the degree of success over the next 5 years):*

- Provide up-to-date information for TTU contacts and information.
- Bring World-Wide Web interface to developing technologies.
- Bring TTU Web in compliance with the Texas Administrative Code (TAC) and federal guidelines.
- Make 75% of relevant services available via the Internet.
- Enhance navigation of TTU Web with the establishment of a site-mapping feature.

*Objectives:*

**Objective 3.1: Maintain official Web site for Texas Tech University.**

*Strategies:*

- Continue to maintain the official Web site for the University.
- Ensure the accuracy of the data on the official Web site for the University.
- Enhance web presence to provide uniform web presence.

*Assessment:*

- Accuracy and relevancy of the data on the official Web site for the University.

**Objective 3.2: Establish a visual consistency for all related TTU Web sites.**

*Strategies:*

- Design and provide templates for departmental, organizational, and student Web sites.
- Provide initial assistance with Web setup.
- Redesign existing applications to conform to standards.

*Assessments:*

- End-user review and feedback.

**Objective 3.3: Keep pace with emerging technologies in the Internet area.**

*Strategies:*

- Apply new technologies to the TTU Web presence, bringing this service to devices such as PDAs, phones, etc.
- Maintain cutting-edge developers by providing high levels of training (40-80 hours per year).

*Assessments:*

- Review of current technology in relation to peers.
- Review staff training levels.

**Goal 4. Marketing: Market and promote products and services within the IT Division to increase awareness of TTU technology services to students, faculty, and staff.**

*Critical Success Factors (measures the degree of success over the next 5 years):*

- Ensure awareness and usage of available resources by students, faculty, and staff.
- Promote IT products and services to students, faculty, and staff in an efficient and informative manner.
- Make 75% of relevant services available via the Internet.

*Objectives:*

**Objective 4.1: Schedule promotional events and market campaigns during events such as University Day and Orientation.**

*Strategies:*

- Provide orientation to IT services and support to all incoming students, faculty, and staff.
- Increase the frequency and depth of informal and formal contacts to our community of customers—especially students and faculty.
- Provide comprehensive, efficient introduction to IT Division resources and services for all students, staff, and faculty members.
- Involve student assistants to promote products and services to TTU students.

*Assessments:*

- Amount of awareness due to marketing campaigns.
- Increased use of labs.
- Increased downloads and purchases of software.

**Objective 4.2: Assess marketing needs of departments within the Information Technology Division.**

*Strategies:*

- Hold yearly marketing events for departments.
- Collaborate with each IT director to assess marketing needs and establish goals.
- Assist units in the Division in achieving their outreach and economic development goals.
- Implement a department-wide strategy for measuring customer service.

*Assessments:*

- Feedback from departments and directors.

## **Goal 5. Personnel: Recruit and retain high-caliber IT personnel.**

### ***Critical Success Factors (measures the degree of success over the next 5 years):***

- Increase salaries for skilled IT staff to be competitive with private sector.
- Establish equitable pay based on experience for staff.
- Reduce staff turnover by 10% annually.
- Implement a competency evaluation process to assist in identifying training needs and merit.
- Identify areas of skill deficit and provide appropriate training opportunities.

### ***Objectives:***

#### **Objective 5.1: Recruit the best possible candidates.**

##### ***Strategies:***

- Send IT experts to recruit candidates at regional job fairs.
- Recruit Texas Tech students prior to graduation.
- Leverage student assistant resources for promotion to IT staff positions.
- Use on-line recruiting resources (e.g., Monster.com).
- Use local recruiting resources (e.g., local placement agencies, KCBD Hiring Network, etc.).
- Use of on-line IT testing resources.
- Offer competitive salaries and promote available benefits.
- Work with senior IT management to obtain a full-time IT recruiter position.

##### ***Assessment:***

- Review of applicant pools.
- Retention of student employees as staff employees.
- Salary and benefits surveys.

#### **Objective 5.2: Retain quality employees.**

##### ***Strategies:***

- Offer competitive salaries and promote the benefits.
- Offer IT Divisional benefits such as flex time, and other staff perks.
- Offer staff enrichment opportunities, such as certifications, training, professional development, conferences, access to industry publications, and collaborative opportunities with peers and other universities, etc.
- Promote a fun, cohesive team environment.
- Provide cross training.
- Provide opportunities for career advancement.
- Foster an internal knowledge transfer among staff.

- Provide staff with the right tools for the job.
- Leverage the unique learning opportunities available at Texas Tech.
- Increase staff office space.

*Assessment:*

- Salary and benefits surveys.
- Annual employee reviews.