

**ACADEMIC SERVICES
&
INFORMATION TECHNOLOGY
DIVISION**

**2006 – 2009
STRATEGIC PLAN**

MISSION

*The Division supports students' academic achievement,
faculty teaching, research endeavors,
and efficient university operations by
providing timely and responsive services.*

Developed by the Staff of:

*Admissions Office
Financial Aid Office
Information Technology
Office of Records & Registration*

September 15, 2006

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BACKGROUND

The Academic Services and Information Technology Division is comprised of four units: Admissions Office, Financial Aid Office, Information Technology, and the Office of Records & Registration. These four units are supported by approximately 150 professional, technical, and clerical personnel.

This Division has experienced significant leadership transition and will experience even more within the next year. Grand Valley State University will undergo accreditation review in 2008, and this Division, along with all other university Divisions and colleges, are reviewing and reassessing their priorities for the future. This strategic plan is the result of the Division's review and reassessment.

The planning process included several steps:

1. Division leadership (including the four Unit Directors and management staff) reviewed and articulated their mission in terms of desired impact, a vision for how the Division will evolve and change in the next 3-5 years, and values that are the Division's foundation for conducting all activities.
2. Leadership staff from each Unit reviewed and provided counsel on the proposed mission, vision, and values.
3. Each Unit created their own strategic plan that supports achievement of the Division's mission, vision, and values. Unit plans include the following components:
 - a. Dynamics or Trends that affect the Unit's performance.
 - b. Critical Challenges that the Units must address in the next 3 years.
 - c. Outcomes that will address the critical challenges.
 - d. Performance Targets that define measurable levels of achievement of each outcome.
 - e. Action Plans that identify key actions to be taken by specific persons within a given timeframe in support of each Performance Target.

DIVISION'S MISSION

The Division supports students' academic achievement, faculty teaching, research endeavors, and efficient university operations by providing timely and responsive services.

DIVISION'S VISION

The Division of Academic Services and Information Technology will continue to grow, evolve, and improve in response to the needs of students, faculty, staff, the entire university community, alumni, and supporters. The Division anticipates change in three areas:

Supporting Student Success

The Division will provide first-rate on-line and in-person services to all of our constituents in order to increase their timely access to needed information and resources in a seamless, efficient, and responsive manner.

The Division will be proactive in its outreach to students through effective communication to support the university goals of improved retention, time to graduation, and six year graduation rate.

The Division is committed to understanding, identifying, and articulating the needs of our students.

Organizational Effectiveness / Staff Development

Staff will have the resources necessary to gain and maintain mastery of their job requirements.

The Division will enhance inter-departmental communications, ensuring optimal cooperation, elimination of any duplication of effort, efficient work flow, and maximum integration of resources and efforts.

The Division will continually seek to increase its effectiveness.

The Division will actively support University enrollment goals.

Technology

The Division shall provide effective technology services available on a 24/7 basis.

The Division will continue to identify new or improved technologies that are user-friendly and accessible.

The Division will enhance effective and appropriate training in the use of technology by students, faculty and staff.

The Division will initiate efforts to increase university-wide awareness and use of all available security measures and the most effective practices in data protection.

DIVISION'S VALUES

1. **Flexibility and acceptance**, in the treatment of students, faculty, and staff, taking into consideration diverse abilities, opinions, and backgrounds.
2. **Ownership**, where staff accept responsibility for the delivery of service to the university community.
3. **Quality Service**, where we seek to provide accurate, responsive service to the university community.
4. **Collaborative work environment**, where all staff have the opportunity to offer input.
5. **Staff**, where we value leadership, expertise, and the opportunity for professional development.

ASSUMPTIONS ABOUT THE DIVISION

Planning participants examined the Division's history since the 1990's and identified their assumptions about the Division that will influence their planning perspectives. Their assumptions included:

1. Loss of Division leadership could lead to loss of knowledge.
2. Leadership gaps need to be filled.
3. New leadership will result in significant changes.
4. The student is the #1 customer. Participants cited ongoing effort to meet students' needs and expectations as well as determine how to make improvements to better serve them.
5. The Division seeks to be transparent in its service delivery. Participants recognized that improved service depends on customers having easy access and user-friendly procedures in dealing with any of the Division's units.
6. The Division must maintain and improve itself. Rapid change – in technology, customer needs and expectations, and the pressure to do more with less require continuous upgrades in abilities, processes, and knowledge if Division personnel are to remain effective and competent in their positions.
7. Expect to learn much more about the Division. Some participants acknowledged that they do not know as much about other units as they should, and if they did, their service to students and faculty would improve.
8. Participants are committed to the planning process. There was an assumption that participants desire a chart for the future that will provide stability and continuity.
9. The strategic plan will be used and will be subject to review and change. Participants believe that the result of the planning process will be a practical and useful document that will help set and meet priorities and allow for tracking their progress.

CHAPTER ONE: ADMISSIONS OFFICE

Dominant Trends & Factors Affecting Admissions Office Effectiveness

- Higher student and parental expectations
- Increasing parental role in student's decision process
- Competition with other local and international colleges
- Competition for recruiting a diverse and qualified student body
- Student preparedness levels vs. rising readiness demands
- Rising student profile
- Low name recognition
- Success in athletics has provided an opportunity for more name recognition in recent years
- Growing demands on staff reduce personal interface with recruits
- Challenge of maintaining strong relationships with other departments
- Economics, including the rising cost of education, growing demand for need-based financial aid, school funding from the State, and the overall economy
- Technology, including its need for use in marketing and outreach, to meet increasing demands on staff, the importance of staff mastery, the need funds for training, and as a tool to maximize effective communications

Critical Challenges, Outcomes, and Performance Targets

Critical Challenge #1: Effective Recruitment

Outcome 1: Increase exposure of diverse and qualified college-bound students to GVSU.

Performance Target 1.1: Increase attendance during bus trips and events by 10% by June 2010.

Outcome 2: Assure optimal allocation of Unit resources.

Performance Target 2.1: Staff plan is created by January 2008 that outlines reallocating individual's time to meet shifting demands throughout the recruitment cycle.

Critical Challenge #2: Interdepartmental Communications, Awareness, and Relationships

Outcome 3: Improve admissions office liaisons to colleges and identified departments.

Performance Target 3.1: 100% of all identified departments and colleges are contacted annually, beginning with the 2006-2007 academic year.

Critical Challenge #3: Integrating Technology

Outcome 4: Increase effective use of available technologies.

Performance Target 4.1: Staff demonstrates proficiency and effective use of all technologies that are required to successfully perform their job by September 2008.

**ADMISSIONS OFFICE
ACTION PLAN**

Critical Challenge 1: Effective Recruitment

Outcome 1: Increase exposure of diverse and qualified college-bound students to GVSU.

Performance Target 1.1: Increase attendance during bus trips and events by 10% by June 2010.

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify targeted schools.	Assoc. Director M. Lopez	Sept. – May & annually	Staff engagement / identification of schools	
B. Contact identified schools.	Assoc. Director M. Lopez	March – April annually		
C. Expand existing tele-counseling for targeted populations.	Assoc. Director J. Breneman	9/06 & ongoing		
D. Use AIM to identify students with high mobility potential.	Assoc. Director M. Lopez	4/07 – 8/07 & ongoing		
E. Develop a communications plan using Liquid Matrix to identify and reach students from diverse backgrounds.	Assoc. Directors J. Breneman & B. Ulmer-DeGraves	1/07 – 8/07		
F. Implement communications plan.	Assoc. Directors J. Breneman & B. Ulmer-DeGraves	Ongoing		

**ADMISSIONS OFFICE
ACTION PLAN**

Critical Challenge 1: *Effective Recruitment*

Outcome 2: *Assure optimal allocation of Unit resources.*

Performance Target 2.1: *Staff plan is created by January 2008 that outlines reallocating individual's time to meet shifting demands throughout the recruitment cycle.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Review current allocation of duties – staff and yearly cycle of activity.	Director of Admissions	1/07 – 4/07		
B. Identify areas of capacity deficits.	Director of Admissions	5/07 – 8/07		
C. Develop and implement plan.	Director of Admissions	9/07 – 12/07		
D. Review and evaluate plan.	Director of Admissions	1/09		

**ADMISSIONS OFFICE
ACTION PLAN**

Critical Issue #2: *Interdepartmental Communications, Awareness, and Relationships*

Outcome 3: *Improve admissions office liaisons to colleges and identified departments.*

Performance Target 3.1: *100% of all identified departments and colleges are contacted annually, beginning with the 2006-2007 academic year.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify colleges and departments.	Assoc. Director B. Ulmer-DeGraves	9/06		
B. Assign staff to make contacts.	Assoc. Director B. Ulmer-DeGraves	9/06		
C. Define purpose and objectives.	Assoc. Director B. Ulmer-DeGraves	9/06		
D. Train staff regarding content and contact methods.	Assoc. Director B. Ulmer-DeGraves	9/06		
E. Make and maintain contacts.	Assoc. Director B. Ulmer-DeGraves	11/06 & ongoing		
F. Review and evaluate results.	Assoc. Director B. Ulmer-DeGraves	8/07		

**ADMISSIONS OFFICE
ACTION PLAN**

Critical Issue #3: *Integrating Technology*

Outcome 4: *Increase effective use of available technologies.*

Performance Target 4.1: *Staff demonstrates proficiency and effective use of all technologies that are required to successfully perform their job by September 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Staff technology use needs are identified.	Assoc. Director Tracey James-Heer	2/07		
B. Individual staff technology training plan is developed and implemented.	Assoc. Director Tracey James-Heer	9/07	Training sessions / opportunities	
C. Progress in technology use evaluated.	Assoc. Director Tracey James-Heer	9/08		

CHAPTER TWO: FINANCIAL AID OFFICE

Dominant Trends & Factors Affecting Financial Aid Office Effectiveness

- Technology enables / changes communication with students
- Federal and State rules
- University policies govern financial aid allocations, i.e., Merit Scholarship criteria
- Financial Aid resources: Growing reliance on loans; fewer grants, rising demand / need for grant aid; elimination of loans to low income students and more grants
- State funding does not keep up with the rising cost of tuition / education
- Financial aid is directed more to athletics, merit, and diversity vs. actual financial need
- More students take 5 years to graduate, increases financial aid need
- More single parents, whose children have greater financial need
- Push for increased student diversity – non-Michigan, international, racial / ethnic
- Demand for good customer service
- Rising enrollment combined with flat Financial Aid office staffing level
- Push for efficiency
- Training demands
- Increased emphasis on transparency
- Competition from other colleges / universities
- Increase in minimum wage results in fewer student employees and higher labor costs
- High unemployment
- Consolidation of universities

Critical Challenges, Outcomes, and Performance Targets

Critical Challenge #1: Customer Service, Training, and Communications

Outcome 1: Increase the level of confidentiality, accessibility, and efficiency of office and staff.

Performance Target 1.1: Work space is redesigned by July 2008.

Performance Target 1.2: A survey measures customer satisfaction with financial aid services beginning July 2007.

Performance Target 1.3: All staff are trained and equipped for future roles. Ongoing.

Critical Challenge #2: Meeting Students' Financial Need

Outcome 2: Increase awareness of Executive Officers of the need for their support for need-based financial aid and student wage funding.

Performance Target 2.1: Advocacy and documentation justifies the request for increased institutional funds to support students with financial need. Ongoing.

Critical Challenge #3: Keeping Up with New Technology

Outcome 3: Increase staff knowledge and use of new systems and technology.

Performance Target 3.1: All staff is trained in Banner by January 2007. Additional training will continue on an ongoing basis.

Outcome 4: Assure sufficient information technology support.

Performance Target 4.1: Existing IT staff capacity and response meets Financial Aid's needs by 2008.

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 1: *Customer Service, Training, and Communications*

Outcome 1: *Increase the level of confidentiality, accessibility, and efficiency of office and staff.*

Performance Target 1.1: *Work space is redesigned by July 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Review office space redesign plan in terms of meeting privacy, confidentiality, and accessibility requirements.	Customer Service Team Leader	7/07		
B. Review and revise (if necessary) redesign cost estimate.	Customer Service Team Leader	7/07		
C. Document the need to Administration (i.e., ADA compliance, proven noise level, visual privacy, student feedback, etc.).	Customer Service Team Leader	7/07		
D. Present recommendations to Provost's Office.	Customer Service Team Leader	7/07		

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 1: *Customer Service, Training and Communications*

Outcome 1: *Increase the level of confidentiality, accessibility, and efficiency of office and staff.*

Performance Target 1.2: *A survey measures customer satisfaction with financial aid services beginning July 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify a university resource to conduct the survey.	Customer Service Team Leader	7/07		
B. Implement response to survey findings.	Director of Financial Aid	Begin 1/08		

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 1: *Customer Service, Training and Communications*

Outcome 1: *Increase the level of confidentiality, accessibility, and efficiency of office and staff.*

Performance Target 1.3 *All staff are trained and equipped for future roles. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Compare staff-to-student ratio and other capacity indicators with other colleges and universities using Banner.	Director of Financial Aid	2/07	Data made available from other institutions	
B. Create a plan to reallocate staff to meet shifting demands as needed.	Director of Financial Aid	6/07	Input from Associate Directors	
C. Identify future skill sets required for each position.	Director of Financial Aid	Begin 1/08		
D. Identify training needs of each staff member.	Director of Financial Aid	Begin 1/08		
E. Develop and implement individual staff training plans.	Director of Financial Aid	Begin 7/08	Additional funding	

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 2: *Meeting Students' Financial Need*

Outcome 2: *Increase awareness of Executive Officers of the need for their support for need-based financial aid and student wage funding.*

Performance Target 2.1: *Advocacy and documentation justifies the request for increased institutional funds to support students with financial need. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Measure unmet financial need (including size of financial gap, level of demand, size of student debt, etc.).	Director of Financial Aid, Associate Director of Systems	Sept. annually		
B. Prepare and present annual budget requests.	Director of Financial Aid	October annually		

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 3: *Keeping Up with New Technology*

Outcome 3: *Increase staff knowledge and use of new systems and technology.*

Performance Target 3.1: *All staff is trained in Banner by January 1, 2007. Additional training will continue on an ongoing basis.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Assign staff members to train other staff.	Customer Service Team Leader	9/06, ongoing		
B. Develop training manual.	Processing Team Leader	By 1/07, ongoing		
C. Begin training.	Associate Directors	9/06 – 12/08		
D. Appropriate staff will attend state, regional, and national meetings and will be involved in Banner User Groups.	Associate Directors	Ongoing		
E. Staff will annually identify and propose improvements to the Banner Financial Aid System.	Associate Directors	Ongoing		

**FINANCIAL AID OFFICE
ACTION PLAN**

Critical Challenge 3: *Keeping Up with New Technology*

Outcome 4: *Assure sufficient Information Technology support.*

Performance Target 4.1: *Existing IT staff capacity meets Financial Aid's needs by 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Document current and future needs.	Associate Director of Systems	Ongoing		
B. Track IT staff response to expressed needs.	Associate Director of Systems	Ongoing		
C. Evaluate and make recommendations (if any) regarding support and capacity needs.	Associate Director of Systems, Director of Financial Aid	Annual, 10/7 (budget cycle) & Ongoing	Consultation with Director of IT	

CHAPTER THREE: INFORMATION TECHNOLOGY

Dominant Trends & Factors Affecting IT's Effectiveness

- Rapid changes in technology – new operating system most current issue
- Rising student expectations – 24/7, “perfection”, wireless access campus-wide
- New technology leads to changes in learning options – pod casting, v-casting
- Moving from wired to wireless
- Government regulation -- privacy of data / voice, confidentiality
- Rising voice / data threats – theft
- Struggle for proper funding – protect data / voice security, disaster planning
- Increased number of servers in Departments lead to increase in IT support demands between Divisions – Insufficient involvement by IT re technology purchase and development
- Need to prepare for disaster recovery
- Inadequate facilities for housing tech equipment (voice / data farms)
- Growing need for tech space
- Continuous IT staff training / education needs
- Some staff remain in “comfort zone” and resist learning / training
- Communications between units always a challenge
 - Less effective due to rapid pace of projects and need for immediate communication (or becomes too late)
 - Weak coordination of project “details”

Critical Challenges Outcomes, and Performance Targets

Critical Issue #1: Staff Resources, Alignment, and Training

Outcome 1: Increase and align staff capability to meet the university's IT needs.

Performance Target 1.1: All staff are assigned and trained commensurate to their abilities and the IT Unit's needs. Ongoing.

Performance Target 1.2: Tools to improve speed and efficiency are implemented. Ongoing.

Performance Target 1.3: Develop and implement a temporary / contract staffing plan by October 2007.

Critical Issue #2: Responding to Service and Education Demands

Outcome 2: Increase access to and use of emerging technologies.

Performance Target 2.1: Banner is implemented according to schedule.

Performance Target 2.2: Windows/Office software is implemented by December 2007.

Critical Issue #3: Data Security

Outcome 3: Improve university-wide awareness of security risks and actions.

Performance Target 3.1: Incorporate security content in all IT seminars by January 2007.

Performance Target 3.2: Contact all departments and offer to speak at meetings and seminars beginning January 2007.

Performance Target 3.3: All university personnel annually receive security information beginning September 2008.

Performance Target 3.4: Policy is developed and used requiring IT's review of all new IT development projects by March 2007.

Outcome 4: Strengthen security actions taken by IT.

Performance Target 4.1: Increase vulnerability scans to twice annually beginning January 2007.

Performance Target 4.2: Department security reviews eliminate unused and unnecessary access by October 2007 and ongoing.

Performance Target 4.3: University-wide installation of Anti Spyware software reduces Spyware help calls by 80%, resulting in 250 staff hours recovered annually by September 2009.

Critical Issue #4: Facilities, Technology Space, Planning

Outcome 5: Assure sufficient space to meet IT Unit's growth needs (Staff, Data Center, and Receiving).

Performance Target 5.1: Define and design facilities infrastructure needs for future growth by July 2007.

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Challenge 1: *Staff Resources, Alignment, and Training*

Outcome 1: *Increase and align staff capability to meet the university's IT needs.*

Performance Target 1.1: *All staff are assigned and trained commensurate to their abilities and the IT Unit's needs. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify training needs.	IT Dept. Managers	As needed		
B. Send staff to training.	IT Dept. Managers	As needed		
C. Reassign staff as appropriate.	IT Dept. Managers	As needed		

Critical Challenge 1: *Staff Resources, Alignment, and Training*

Outcome 1: *Increase and align staff capability to meet the university's IT needs.*

Performance Target 1.2: *Tools to improve speed and efficiency are implemented. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Analyze identified needs (from staff or users), for software, hardware, cost, (ROI).	IT Dept. Managers	As needed		
B. Create acquisition plan.	IT Dept. Managers	As needed		
C. Implement plan.	IT Dept. Managers	As needed		
D. Review and evaluate process.	IT Dept. Managers	As needed		

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Challenge 1: *Staff Resources, Alignment, and Training*

Outcome 1: *Increase and align staff capability to meet the university's IT needs.*

Performance Target 1.3: *Develop and implement a temporary / contract staffing plan by October 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify needs (skill sets, project requirements, time frame, duties).	IT Dept. Managers	As needed	Funding	
B. Identify staffing resources.	IT Dept. Managers	As needed		
C. Negotiate contracts.	IT Dept. Managers	As needed		
D. Oversee and monitor.	IT Dept. Managers	As needed		

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Issue #2: *Responding to Service and Education Demands*

Outcome 2: *Increase access to and use of emerging technologies.*

Performance Target 2.1: *Banner is implemented according to schedule.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Monitor staffing issues.	Director of IT, Administrative Systems Mgr, Network Systems Mgr.	9/06 – 12/07		
B. Monitor hardware requirements.	Director of IT, Administrative Systems Mgr, Network Systems Mgr.	9/06 – 12/07		
C. Monitor implementation schedule.	Director of IT, Administrative Systems Mgr, Network Systems Mgr.	9/06 – 12/07		
D. Provide training and additional tools.	Director of IT, Administrative Systems Mgr, Network Systems Mgr.	9/06 – 12/07		

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Issue #2: *Responding to Service and Education Demands*

Outcome 2: *Increase access to and use of emerging technologies.*

Performance Target 2.2: Windows/Office is implemented by December 2007.

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify resources.	Network Systems Manager	9/07 – 12/07		
B. Develop implementation plan.	Network Systems Manager	9/07 – 12/07		
C. Review and evaluate.	Network Systems Manager	9/07 – 12/07 & ongoing		

INFORMATION TECHNOLOGY ACTION PLAN

Critical Issue #3: *Data Security*

Outcome 3: *Improve university-wide awareness of security risks and actions.*

Performance Target 3.1: *Incorporate security content in all IT seminars by January 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Create security content.	Academic Systems Manager	9/06 – 12/06		
B. Educate IT staff, to offer common message.	Academic Systems Manager	11/06 – 12/06		
C. Implement.	Academic Systems Manager	1/07		
D. Review and evaluate process.	Academic Systems Manager	Ongoing		

Critical Issue #3: *Data Security*

Outcome 3: *Improve university-wide awareness of security risks and actions.*

Performance Target 3.2: *Contact all Departments and offer to speak at meetings and seminars beginning January 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Develop and implement outreach / contact strategy.	Academic Systems Manager	12/06		
B. Review and evaluate process.	Academic Systems Manager	Ongoing		

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Issue #3: *Data Security*

Outcome 3: *Improve university-wide awareness of security risks and actions.*

Performance Target 3.3: *All university personnel annually receive security information beginning September 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Develop content.	Director of IT	1/07		
B. Collaborate with Institutional Marketing to get on web.	Director of IT	1/07		
C. Implement.	Director of IT	11/08 & annually		
D. Research other universities' data and document security management policies.	Network Systems Manager, Director of IT	4/07		
E. Present recommendations for a university-wide policy to Provost's Office.	Director of IT	9/07		

**INFORMATION TECHNOLOGY
ACTION PLAN**

Critical Issue #3: *Data Security*

Outcome 3: *Improve university-wide awareness of security risks and actions.*

Performance Target 3.4: *Policy is developed and used requiring IT's review of all new IT development projects beginning March 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Define and finalize policy.	Network Systems Manager	9/06		
B. Disseminate policy via department presentations, bulletin boards, and web.	Academic Systems Manager	3/07 – 12/07		
C. Advocate for campus-wide policy (with Facilities, Purchasing Dept. & Provost's Office).	Director of IT	3/07 & ongoing		

Critical Issue #3: *Data Security*

Outcome 4: *Strengthen security actions taken by IT.*

Performance Target 4.1: *Increase vulnerability scans to twice annually beginning January 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Conduct scans in January and July annually.	Network Systems Manager	Begin 1/07		

**INFORMATION TECHNOLOGY
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Critical Issue #3: *Data Security*

Outcome 4: *Strengthen security actions taken by IT.*

Performance Target 4.2: *Department security reviews eliminate unused and unnecessary access by October 2007 and ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Establish a policy governing account management.	Director of IT	5/07	IT Dept. Managers' input	
B. Identify unused Log-ins.	IT Dept. Managers	Begin 10/07		
C. Identify new hires, departures, and transfers.	IT Dept. Managers	Begin 10/07 & ongoing		
D. Administer accounts.	IT Dept. Managers.	Begin 10/07 & ongoing		
E. Verify lists of all Departments' personnel.	Academic Systems Mgr.	Begin 10/07 & ongoing		
F. Explore verification of data level security.	Academic Systems Mgr, Director of IT	2/08	Possible, additional staff	

**INFORMATION TECHNOLOGY UNIT
ACTION PLAN**

Critical Issue #3: *Data Security*

Outcome 4: *Strengthen security actions taken by IT.*

Performance Target 4.3: *University-wide installation of Anti Spyware software reduces Spyware help calls by 80%, resulting in 250 staff hours recovered annually by September 2009.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Evaluate current and emerging Spy ware applications.	Network Systems Manager, Academic Systems Manager	1/08		
B. Select / acquire application.	Network Systems Manager, Academic Systems Manager	3/08	New funding	
C. Implement.	Network Systems Manager	8/08		
D. Review and evaluate application's performance.	Network Systems Manager	10/08 & ongoing		

**INFORMATION TECHNOLOGY UNIT
ACTION PLAN**

Critical Issue #4: *Facilities, Technology Space, Planning*

Outcome 5: *Assure sufficient space to meet IT Unit's growth needs (Staff, Data Center, Receiving).*

Performance Target 5.1: *Define and design facilities infrastructure needs for future growth by July 2007.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Document current and projected occupancy.	Telecommunications Systems Manager	9/06		
B. Project expansion potential, based on capacity (HVAC, electrical, room design)	Telecommunications Systems Manager	9/06		
C. Discuss three-year needs with Facilities Planning and Provost's Office to increase awareness of facilities infrastructure constraints	Director of IT	11/06		
D. Define needed improvements re: 1. Shipping / receiving 2. Operations 3. Security 4. Consolidated / efficient space	IT Dept. Managers, Director of IT	7/07		

CHAPTER FOUR: OFFICE OF RECORDS AND REGISTRATION

Dominant Trends & Factors Affecting Registrar's Office Effectiveness

- New technology/database conversion
- Leadership change
- Increase in expectations of service by students and parents
- Users are more tech savvy
- Demands on staff as a result of heightened expectations
- Highly skilled staff required
- Changing expectations lead to a learning curve for staff
- Ability to multitask is important
- Good tech support/relations
- Strong sense of customer service
- Training demands
- Changing federal and state regulations and requirements

Critical Challenges, Outcomes and Performance Targets

Critical Challenge #1: Ensuring Responsive Customer Service

Outcome 1: *Maintain peak customer satisfaction.*

Performance Target 1.1: Expand customer information and web-based services.
Ongoing.

Critical Challenge #2: Integrating Technology

Outcome #2: Optimize use of available and future technology.

Performance Target 2.1: Identify the technology requirements for each position.
December 2008.

Performance Target 2.2: Staff use of technology is evaluated regularly.
December 2008.

Performance Target 2.3: Future technology is identified, evaluated, and acquired.
Ongoing.

Critical Challenge #3: Aligning and Maximizing Staff Resources

Outcome #3: Optimize staff resources.

Performance Target 3.1: All staff are trained and prepared to assume a variety of functions. January 2008.

**OFFICE OF RECORDS AND REGISTRATION
ACTION PLAN**

Critical Challenge 1: *Ensuring Responsive Customer Service*

Outcome 1: *Maintain peak customer service satisfaction.*

Performance Target 1.1: *Expand customer information and web-based services. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Develop and implement a plan to increase distribution of information and services through existing vehicles (web, printed and electronic media).	Associate Registrar for Customer Service and Technology	September 2007	Registrar's input	
B. Conduct multiple user surveys.	Registrar	Ongoing		
C. Convert in person services to online 24/7 access.	Registrar	Ongoing	Associate Registrar's input	

**OFFICE OF RECORDS AND REGISTRATION
ACTION PLAN**

Critical Challenge #2: *Integrating Technology*

Outcome #2: *Optimize use of available and future technology.*

Performance Target 2.1: *Identify the technology requirements for each position by December 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Identify all available technology.	Registrar	Ongoing	Staff input	
B. Review and revise the qualifications, skills, tasks and duties required in each position.	Associate Registrars	3/07		
C. Align each position with the available technology necessary to successfully fulfill the position's requirements.	Registrar	1/08	Associate Registrars' input	

Critical Challenge #2: *Integrating Technology*

Outcome #2: *Optimize use of available and future technology.*

Performance Target 2.2: *Staff use of technology is evaluated regularly by December 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Add the specific technology requirements to each position's Professional Development Plan.	Registrar	2/08	Associate Registrars' input	
B. Implement revised Professional Development Plans.	Supervisors	3/08		

**OFFICE OF RECORDS AND REGISTRATION
ACTION PLAN**

Critical Challenge #2: *Integrating Technology*

Outcome #2: *Optimize use of available and future technology.*

Performance Target 2.3: *Future technology is identified, evaluated, and acquired. Ongoing.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Conduct literature reviews and product identification.	All Staff	Ongoing		
B. Participate in networking, conferences, users groups and list serves.	All Staff	Ongoing		
C. Contribute recommendations regarding future technology.	All Staff	Ongoing		
D. Approve and acquire.	Registrar / Director of IT	Ongoing	Additional funding	

**OFFICE OF RECORDS AND REGISTRATION
ACTION PLAN**

Critical Challenge #3: *Aligning and Maximizing Staff Resources*

Outcome #3: *Optimize staff resources.*

Performance Target 3.1: *All staff are trained and prepared to assume a variety of functions by January 2008.*

Key Actions	Responsible Person / Group	Timeline	Resources	Status
A. Develop and implement a plan to increase cross-unit support.	Registrar	1/08	Associate Registrars' input	
B. Develop and use an assessment tool for determining staff proficiency in higher level service tasks.	Associate Registrars	8/08		
C. Develop and use individualized staff training which may include personal and professional development plans.	Associate Registrars	12/08		