

#	Initiatives and Associated Action Items	Progress	Spr17	Fall17	Spr18	Fall18	Spr19	Fall 19	Spr20	Fall 20	Funding	Staffing Needs
<b>Governance of IT</b>												
1.1	Establish TAC and accept charges		S									
1.2	Communicate the governance structure to the university		S	F								
1.3	Establish TRB and accept charges		S									
1.4	Create a Research Technology Group			F								
1.5	Create annual goals for achieving TAC and TRB action items			F								
1.6	Annually assess the effectiveness of governance structures				S							
<b>Strategic Technology Planning</b>												
2.1	Review IT Master Plan initiatives and set annual goals		S									
2.2	Communicate IT Master Plan to the university community			F								
2.3	Institute an ongoing planning cycle			F								
2.4	Deliver annual report on IT Master Plan progress				S							
<b>IT Leadership and Coordination</b>												
3.1	Approve and fund new CIO position						S					
3.2	Hire CIO							F			\$\$\$	
3.3	CIO establishes a strategic vision for distributed and central IT								S			
3.4	Optimize services across central and distributed IT								S			
3.5	CIO increases partnerships with key members of the Las Vegas community								S			
3.6	Broaden UNLV's involvement with Internet2 and other technology consortia								S			
3.7	CIO fosters opportunities for IT collaboration, economic development, and community partnerships with key regional constituencies								S			
<b>IT Projects</b>												
4.1	Implement IT project review process			F	S							
4.2	Implement a Project Portfolio Management (PPM) tool				S						\$	
4.3	Implement an IT purchasing approval process					F						
4.4	Leverage IT purchasing power for research tools					F						
4.5	Establish technology standards and design IT architecture for quicker deployment of research technology					F	S					
4.6	Review the IT project and IT purchasing processes annually						S					
<b>IT Service Coordination</b>												
5.1	Increase local and regional collaborations to expand technology infrastructure services		S									
5.2	Develop an inventory of current technology services campus wide			F	S							
5.3	Develop an inventory of current technology professionals campus wide				S							
5.4	Identify technology resources available to students and faculty				S		S					
5.5	Implement an IT Service Portfolio					F						
5.6	Implement an IT Service Catalog					F					\$\$	
5.7	Implement a tool for IT Service Portfolio management						S				\$\$	*
5.8	Expand the IT Service Catalog to include training information						S					

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<b>Sustaining Technology Investments</b>												
6.1	Re-architect the UNLV network for current needs and future growth		S	F	S	F	S	F	S		\$\$\$\$	
6.2	Implement robust infrastructure management tools		S	F		F		F			\$\$\$	
6.3	Provide off campus data center services			F		F		F		F	\$\$\$\$	
6.4	Develop funding models to effectively sustain IT investments			F	S	F						
6.5	Establish campus technology standards				S							
6.6	Implement a technology refresh strategy				S						\$\$\$\$	
6.7	Develop a funding model to maintain and renew grant-funded equipment					F						
6.8	Annually assess IT investments to determine when to decommission services, consolidate services, and introduce new technologies						S					
6.9	Annually update policies, procedures, and standards for IT purchases						S					
<b>IT Awareness and Training</b>												
7.1	Annually prioritize initiatives to increase awareness of IT services and IT training options		S	F								
7.2	Refresh UNLV's IT security education, awareness, and training program		S	F								
7.3	Create both in-person and online technology orientations for new students			F	S						\$	*
7.4	Increase cost-effective professional development opportunities for the IT community				S	F						
7.5	Provide multiple IT training approaches				S		S				\$\$	
7.6	Develop targeted communications for IT service change notifications				S							
7.7	Deliver technology orientation programs for faculty and staff					F	S	F				
7.8	Coordinate technical training and professional development opportunities					F						
7.9	Promote peer-led professional development focusing on teaching and learning technology					F						
7.10	Increase use of on-line technical training resources to augment instruction					F						
7.11	Assess technology orientation and training programs annually					F						
7.12	Provide targeted information about IT issues relevant to investigators						S					
<b>Information Security</b>												
8.1	Create a UNLV Cyber Security Team		S									
8.2	Establish a Data Security & Integrity vision			F								
8.3	Provide IT security consultation for grants and contracts providing community services			F	S	F						
8.4	Establish and annually update UNLV's risk assessment program			F	S	F						
8.5	Establish annual goals to achieve Cyber Security Team recommendations			F								
8.6	Implement and regularly assess a comprehensive security strategy			F	S							
8.8	Implement data encryption solution				S	F					\$\$	
8.9	Assist investigators with mitigating risk associated with research data				S							
8.10	Implement a desktop backup solution				S						\$	

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8.11	Assess and update security-related education, training, and awareness programs					F						
8.12	Annually assess information technology security policies and procedures					F						
8.13	Implement data loss prevention solution						S	F			\$\$	
8.14	Hire a Chief Information Security Officer								S		\$	
<b>INtegrate 2</b>												
9.1	Provide technical staff with Workday training		S	F								
9.2	Implement a process to prioritize alternatives for functionality unavailable in Workday		S	F	S							
9.3	Implement Workday			F	S							
9.4	Implement a grants and contracts module for more effective management of grant funds			F	S							
9.5	Improve the efficiency and transparency of academic administrative processes (e.g., hiring, procurement, travel, budgeting)			F	S							
9.6	Implement interfaces between Workday and existing campus systems			F	S	F	S				\$\$	
<b>Identity Management and Single Sign-On</b>												
10.1	Complete the initial Identity Management implementation		S								\$	
10.2	Provide basic federated identity information to facilitate access to restricted government and educational resources		S									
10.3	Add secure wireless to the identity management system for authentication			F	S	F						
10.4	Implement Identity Management Phase 2 - See Appendix 10B for details		S	F							\$	
10.5	Expedite cross-institutional collaboration via federated credentials for authorization and access to shared research resources			F	S							
10.6	Establish procedures to add groups to the identity management system and define access privileges				S	F						
10.7	Make available authorization based on role/group identities for employees using data from Workday					F	S					
10.8	Implement Identity Management Phase 3 - See Appendix 10B for details						S	F	S		\$	
10.9	Expand identity management to support easier access to research, grants and collaboration requiring higher levels of security (i.e., research and scholarship attributes)						S					
<b>Mobility</b>												
11.1	Develop a wireless overlay plan		S	F	S	F	S				\$\$	
11.2	Replace the current wireless authentication solution			F	S	F					\$\$	
11.3	Expand wireless access to cover all indoor and outdoor spaces on campus		S	F	S	F	S	F			\$\$\$\$	
11.4	Develop and implement a mobile strategy		S	F	S							
11.5	Improve wireless services at conferences and public events held in UNLV venues			F	S							
11.6	Increase mobile access to major campus applications that support student success			F		F		F				
11.7	Secure ongoing resources to implement the mobile strategy			F							\$\$\$	
11.8	Expand wireless capacity in research facilities			F	S	F	S	F				
11.9	Annually add new functionality to the UNLV Mobile application				S		S		S			
11.10	Increase the number of campus applications with mobile access					F	S		S			

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11.11	Support students and faculty using mobile devices for instruction, study, and field work				S	F						
11.12	Support investigators using mobile devices in the field				S	F						
11.13	Incentivize innovative mobile application development to help meet community needs				S		S		S			
11.14	Develop and annually update security standards for mobile application development					F						
11.15	Implement a prioritization process for mobile application development and acquisition					F						
11.16	Incentivize innovative mobile application development by and for students and faculty					F		F		F		
11.17	Coordinate the support services for commonly used mobile devices and applications						S	F				
<b>Enterprise-wide Document Management</b>												
12.1	Create a cross-functional Document Management Steering Team				S							
12.2	Fund the enterprise-wide document management implementation				S						\$\$\$	
12.4	Develop interfaces between document management and major campus systems					F	S					
12.5	Align document imaging procedures with state and NSHE legal requirements for business processes (e.g., records retention, electronic signatures, data security)						S					
12.6	Implement a solution to route, approve, and retrieve academic documents (e.g., annual evaluation, conflict of interest, program review)						S	F				
12.7	Prioritize document management workflow project requests quarterly						S					
12.8	Annually audit alignment of new data generated by the document management solution with UNLV's data governance						S		S			
12.9	Continue to expand the document imaging solution to meet prioritized needs							F		F		
12.10	Assist with e-forms creation, electronic data capture, and automated workflows to increase research administration efficiency							F				
<b>Leveraging Institutional Data Management</b>												
13.1	Develop revised Data Management Plan			F	S							
13.2	Implement Data Management Plan					F						
<b>Communication and Collaboration Tools</b>												
14.1	Enhance campus digital signage services including emergency notification capabilities		S								\$	
14.2	Provide assistance for meeting official UNLV web pages standards			F							\$\$\$	
14.3	Support dashboard development				S							
14.4	Adopt a web conferencing solution (e.g., WebEx, GoToMeeting, Zoom)				S	F					\$\$	
14.5	Expand video streaming solution enterprise-wide				S							
14.6	Implement tools to consolidate, coordinate, and analyze the impact of new social media efforts				S						\$\$	
14.7	Increase assistance for web page development in academic departments					F					\$\$	
14.8	Adopt a teamwork facilitation solution (e.g., Box, Trello)					F						
14.9	Expand tools that facilitate research collaboration					F					\$\$	
14.10	Implement video streaming for instructional technology needs - includes captioning					F					\$\$	
14.11	Provide integrations for Customer Relations Management tools					F						
14.12	Implement a single sign-on student portal allowing access to multiple campus systems						S	F			\$	
14.13	Expand the use of the learning management system non-credit learning needs						S		S			
14.14	Expand web-conferencing solution to facilitate online office hours, group work, connecting with offsite guest lecturers, etc.						S					
14.15	Merge the units that provide the infrastructure for voice and data services						S					

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14.16	Implement a single sign-on employee portal allowing access to multiple campus systems								S			
<b>R - Promote Research, Scholarship and Creative Activity</b>												
R.1	Rearchitect UNLV's network to enable a secure, expandable, high-speed research network		S	F	S	F	S					
R.2	Develop research-specific data management solutions (e.g., archiving, curation, accessibility, rights management, security)			F	S							
R.3	Provide options for storage and access to large data sets (e.g., created by investigators, acquired from other sources, available commercially)			F								
R.4	Extend the Switch partnership to increase support for research activities				S							
R.5	Implement new and/or enhance research administration tools				S		S				TBD	
R.6	Hire programming staff to support the development of research applications				S		S				\$\$\$\$	
<b>S - Advance Student Achievement</b>												
S.1	Provide state-of-the-art technology to support medical education		S	F							TBD	
S.2	Enhance RPC reporting and predictive modeling with EAB Success Collaborative tools		S	F								
S.3	Develop campus IT internships to support information technology disciplines		S	F							\$\$	
S.4	Create technology-enhanced collaborative learning spaces			F							TBD	
S.5	Install print station kiosks in key campus locations			F	S		S					
S.6	Expand computer laboratory hours to 24/7			F								
S.7	Assist academic departments with database needs to help track RPC and growth metrics			F	S							
S.8	Transition to a new learning management system by 2019				S	F					\$\$	
S.9	Increase analytic support for early warning activities and tracking learning outcomes				S	F					\$\$	
S.10	Create computer lab environments accessible by students from off campus					F					\$\$	
S.11	Provide lecture capture services for faculty					F						
S.12	Create a technology sandbox to support innovation in teaching and learning						S				\$	
S.13	Create Academic Liaison positions in departments, schools, and colleges							F			\$\$\$	
<b>C - Foster Community Partnerships</b>												
C.1	Offer additional continuing education courses for IT professionals		S		S							
C.2	Expand the UNLV IT Community's involvement the InNEVation Center's mission to diversify the Nevada economy through innovation		S		S							
C.3	Improve technologies to provide lifelong connections for university alumni				S							
C.4	Implement tools to assess community partnership initiatives					F						
C.5	Expand use of learning management system to offer online continuing education courses to the community						S				\$	