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CAMPUS IT NEEDS ASSESSMENT WORKING GROUP FINAL REPORT
Submitted to the Computing Executive Committee

August 18, 2008
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Executive Summary

Critical to the future success of Kansas State University is how we adjust to the changes being brought about by technology. The Campus IT Needs Assessment Working Group was appointed by the Provost to broadly engage the campus community in a dialogue on major campus IT needs and recommend an initial set of steps to the Computing Executive Committee to better align enterprise IT services with campus needs. Based on the participation of nearly 300 faculty, staff, students, and affiliates in this process, it is clear that K-Staters are concerned about the current state of technology on campus and its impact on their work. While many people felt we “did a lot with little”, real concerns were expressed that we lag behind peer institutions in the use of technology. Of particular note, faculty and researchers new to K-State repeatedly indicated they felt constrained by the technology available here compared to elsewhere. To quote one of the focus group participants, if K-State is going to continue to attract, recruit, and retain students, faculty, and researchers and remain competitive with our peer institutions, we must “create a modern, transparent, responsive, and reliable campus-wide computing environment”.

We face a number of challenges as we build the technology and information environment necessary for a 21st century top ten land grant research institution. Our charge was to develop **initial** recommendations to better align enterprise IT services with campus needs. These recommendations, listed below, are targeted to addressing some systemic challenges during a period of transition for the University and its central technology units. We want to stress that the university cannot afford to delay addressing its technology needs because we are in a leadership transition. Campus leaders should continue to work together to make information technology and associated funding strategies a University priority.

Recommendations (FY 2009)	Challenges Addressed
1. Continue building enterprise IT services by consolidating the existing central IT organizations (Information Systems Office and ITS units) no later than FY 2010 under the leadership of a Chief Information Officer or equivalent position. Begin a national search this year to fill such a position no later than Summer 2009.	<ul style="list-style-type: none"> ▪ <i>Building enterprise IT services and governance</i>
2. Define the core enterprise IT services available to faculty, staff, students, and/or affiliates and prioritize resources to ensure those services are reliable, robust, and secure. Identify the boundaries between central enterprise and distributed responsibilities and communicate clearly to campus constituents.	<ul style="list-style-type: none"> ▪ <i>Building enterprise IT services and governance</i> ▪ <i>Communicating effectively regarding IT services/initiatives</i>
3. Develop an online catalog identifying available IT products, services, and associated fees offered by campus IT service providers to serve as an entry point for the campus community to locate needed services, support, and training.	<ul style="list-style-type: none"> ▪ <i>Communicating effectively regarding IT services/initiatives</i> ▪ <i>Improving/expanding IT support and training</i>
4. Replace current enterprise email and electronic calendar systems with an integrated collaboration suite consistent with the January 2008 campus needs analysis. Collaborate broadly with the campus community in the implementation.	<ul style="list-style-type: none"> ▪ <i>Improving enterprise application services</i> ▪ <i>Integration and interoperability</i> ▪ <i>Anywhere, anytime, authorized access</i>
5. Complete the initial implementation of the new student system (iSIS), taking all necessary steps to ensure critical user needs are met and faculty, students, and staff are supported throughout the transition.	<ul style="list-style-type: none"> ▪ <i>Improving enterprise application services</i> ▪ <i>Anywhere, anytime, authorized access</i>

<p>6. Complete an independent assessment of our identity management/authorization practices by Spring 2009 as a next step to insure that faculty, staff, students, affiliated individuals, guests, and others have appropriate access to authorized services they need in their various campus roles.</p>	<ul style="list-style-type: none"> ▪ <i>Anywhere, anytime, authorized access</i>
<p>7. Improve customer technical support by completing the current effort underway in the enterprise IT units to implement common procedures in a shared system for trouble reporting, tracking, and resolution by Spring 2009.</p>	<ul style="list-style-type: none"> ▪ <i>Improving IT support</i> ▪ <i>Building enterprise IT services and governance</i>
<p>8. Develop a plan with associated costs for expanding wireless services and improving the wiring and connectivity in the buildings with the most critical need.</p>	<ul style="list-style-type: none"> ▪ <i>Integration and interoperability</i> ▪ <i>Building cost-effective, secure, robust infrastructure</i>
<p>9. Incorporate the protection of the university's mission-critical technology and information assets into campus emergency preparedness and disaster recovery planning.</p>	<ul style="list-style-type: none"> ▪ <i>Building cost-effective, secure, robust infrastructure</i>
<p>Recommendations (FY 2010)</p>	<p>Challenges Addressed</p>
<p>10. Working collaboratively with the campus community and university leadership, develop a multi-year campus IT Strategic Plan with associated funding strategies consistent with institutional priorities and campus needs. Develop an on-going strategic planning process to set clear directions for K-State information technology services and measure results.</p>	<ul style="list-style-type: none"> ▪ <i>Communicating effectively regarding IT services/initiatives</i> ▪ <i>Building enterprise IT services and governance</i> ▪ <i>Investing in technology for K-State's future</i>
<p>11. Develop effective and efficient enterprise IT decision-making, policy, and other governance processes, including IT project and service identification, prioritization, and management. Evaluate, recommend, and implement participatory governance models to ensure the needs of all constituent groups are incorporated into these processes.</p>	<ul style="list-style-type: none"> ▪ <i>Communicating effectively regarding IT services/initiatives</i> ▪ <i>Building enterprise IT services and governance</i> ▪ <i>Investing in technology for K-State's future</i>
<p>12. Strengthen campus technology support by creating a University Technology Support Team based on the Security Incident Response Team model. This team of central and departmental IT staff would collaborate to meet technical support and training needs, share effective practices and techniques, and address such issues as a campus inventory of available software and aggregate purchasing possibilities.</p>	<ul style="list-style-type: none"> ▪ <i>Equitable availability of technology and services across campus</i> ▪ <i>Communicating effectively regarding IT services</i> ▪ <i>Improving/expanding IT support and training</i>
<p>13. Develop an expanded training program to support developing faculty and staff.</p>	<ul style="list-style-type: none"> ▪ <i>Incorporating new technologies into our work</i> ▪ <i>Improving/expanding IT support and training</i>
<p>14. Develop and implement campus-wide standards to support integration and interoperability where appropriate, beginning with hardware and software standards and wired and wireless network operation standards.</p>	<ul style="list-style-type: none"> ▪ <i>Integration and interoperability</i> ▪ <i>Building cost-effective, secure, reliable, and robust infrastructure</i>
<p>15. Create a task force to recommend a university standard for interactive video-conferencing (IVC) technology that facilitates collaboration between K-State and non-K-State partners.</p>	<ul style="list-style-type: none"> ▪ <i>Integration and interoperability</i> ▪ <i>Collaborating with others</i>

16. Create a campus Web Design and Policy Group to plan and set future directions for K-State's web presence, including the home page and its links, in four broad areas of concern - design, policy, content management roles and responsibilities, and underlying technologies.

- *Improving the K-State web presence*

Introduction

In October 2007, the Provost appointed the Campus IT Needs Assessment Working Group¹ to:

- broadly engage the campus community in a dialogue on major campus IT needs and
- recommend a first set of steps to the Computing Executive Committee to better align enterprise IT services² with campus needs.

This report summarizes the recommendations of the Working Group. The compiled results from the campus dialogue were shared on the Upgrade K-State: Tell Us What You Need website (<http://upgrade.k-state.edu/results>) in June and are included as an attachment.

Background and Context

Critical to the future success of Kansas State University is how we adjust to the changes being brought about by technology. To be truly competitive as a top ten land grant university and successful in fulfilling our teaching, research, and service missions, we need to embrace new ways of doing our work in today's digital world and we must have the capacity to do so. During the past three decades, K-State has effectively employed technology to meet changing campus needs. With the rise of the Internet in the 1990s, the information and technology environment became more complex and that complexity is only increasing today. Technology now impacts virtually every aspect of the university – from teaching, to student recruitment, to research, to engagement, to administration. In addition, the central IT units are undergoing significant change as senior leaders retire and the mainframe systems are replaced with the implementation of new financial and student systems.

Recognizing the need for increased emphasis on the campus technology environment to meet the changing demands, the Provost and Computing Executive Committee initiated several steps. In July 2007, Information Technology Services (ITS) was created when the Division of Continuing Education was separated from central academic technology services. An interim Vice Provost for ITS was appointed and a series of initiatives were identified to assess “where we are today” in providing K-Staters with the IT services they need. In addition to the creation of the Campus IT Needs Assessment Working Group, these initiatives included a comprehensive network assessment completed by an outside consultant in March 2008 and a campus email and calendaring needs assessment completed in January 2008. A Functions/Organization Working Group was also appointed by the Provost to review and document the current functions and organizational structures of K-State units with significant IT components. These efforts taken together were designed to lay a foundation for planning the next generation of information technology services at K-State.

¹ Members of the Working Group are Lynn Carlin, Interim Vice Provost for Information Technology Services (ITS) and Chair; Fred Fairchild, Vice President/President-Elect of Faculty Senate; James Lyall, Associate Vice Provost for ITS; Ralph Richardson, Dean of Veterinary Medicine, Tweed Ross, Chair, Faculty Senate Committee on Technology (FSCOT); Charlie Thomas, Athletics Department; and Zach McMahon, student representative. Michael North served on the committee as chair of FSCOT between October 2007 and May 2008.

² Enterprise IT services refer to IT services commonly needed by the campus and typically provided by central IT units. The distributed IT staffs in the Colleges typically provide IT services specific to the mission and focus of their respective Colleges and Departments.

Working Group Process

The Working Group divided its work into two phases: information gathering and review and recommendations. The information gathering phase focused on engaging a broad range of stakeholders in targeted focus groups, open forums, and email comments. In addition to gathering information for this report, this effort was designed with several additional goals.

- Begin to build a shared understanding of major campus IT needs across stakeholder groups.
- Provide stakeholders an opportunity to join in a dialogue with colleagues about the challenges they face as they integrate technology into their work and the types of services that would help overcome those challenges.
- Test the use of focus groups and open forums as a means to enhance campus dialogue between stakeholders and central IT regarding campus IT needs.

During February through April, 239 individuals participated in focus groups and open forums and more than 100 comments were received through the Upgrade K-State: Tell Us What You Need website. The following questions, based on a similar 2004 Iowa State Study, guided the process.

1. Related to K-State Information Technology Services, what works well for you? In other words, if changes were made to technology services, what should be left alone?
2. What are your major concerns with information technology services at K-State? What is getting in your way of doing your job?
3. If you could make two immediate changes to IT services at K-State over the next two years, what would they be?
4. Looking past two years, if you had two wishes for IT services at K-State, what would they be?

In addition to engaging the campus in this effort, the Working Group also considered past assessment efforts, including the results of IT Open Forums conducted in July/August 2007 and a campus survey conducted in the spring of 2007. During May and June 2008, Working Group members reviewed the report referenced above, identified major themes and challenges, and developed the recommendations outlined below.

Major Themes/Challenges

A number of themes and challenges emerged from the dialogue with the campus community. Based on the response and willingness of people to participate in this process, it is clear that K-Staters are concerned about the current state of technology on campus and its impact on their work. People stated that we have systems that work, but not as well as we want or need. Although many individuals thought the university has done a great job utilizing technology given available resources, there was general recognition that technology changes fast and we must be better prepared to deal with such change. They said we needed to create a culture that is more open to constantly evaluating new ways of integrating technology into the work of the university and of delivering technology services to campus. Real concerns were expressed that we lag behind peer institutions in the use of technology and may fall further behind. Faculty and researchers new to K-State indicated that they felt constrained by the technology available here. There was a sense that if K-State was going to be able to attract, recruit, and retain students, faculty, and researchers and remain competitive with our peer institutions, we need to “ensure our IT services are equal to or better than our competition” and “create a modern, transparent, responsive, and reliable campus-wide computing environment”. While it is impossible to include every important suggestion that came from the campus discussions, a number of key strategic challenges were raised repeatedly during the spring. We have attempted to outline those challenges below.

Equitable distribution of technology and services across campus

A major area of concern was a university technology culture of “haves” and “have nots”. Technology and technology support were seen as inconsistent across campus. Individuals repeatedly raised the need to develop strategies to ensure that all faculty, researchers, students, and staff, regardless of departmental affiliation, have access to the technology, support, and training they need to be successful. Issues ranged from the inequitable distribution of technology services and equipment to the “haves” being able to rely on their own IT units for services while the “have nots” must rely on

central IT services. A particular concern was that some departments require faculty and researchers to buy their own equipment while others provide the necessary technology with all the “bells and whistles”.

Incorporating technologies into our work

The need to expand and fully integrate technology into the work processes of faculty, students, and staff was repeatedly raised as a theme. A concurrent theme was the need for our work to drive the use of technology, rather than technology driving the work. Faculty and students talked about the need for faculty to expand the use of technology in teaching and called for more instructional design and support to assist faculty in doing so. In addition, faculty, students, staff, and affiliates raised the need to effectively incorporate technology into our business processes and move quickly toward a “more electronic/paperless” university with electronic workflows and electronic signatures.

Integration and interoperability

One of the most common themes we heard was the need for improved integration and interoperability among existing K-State technologies and services. We have incompatible systems and services resulting in frustrated users trying to navigate among multiple systems and technologies. Information is difficult to access, secure, and maintain. Individuals are asked to update their information over and over again in different systems. People want single entry of data to be shared with systems across campus and better access to authoritative data in systems. They want an automated curriculum and course approval process integrated with systems such as ISIS and our online catalog, Acalog. They want a robust single sign-on capability combined with a university-wide portal and K-State technology that is cross-platform and seamlessly supported. Recognizing standards are key to achieving integration, many participants called for adoption of campus standards where appropriate, in areas such as hardware and software, technology classrooms, web publishing, and data and information. The general call for common standards in appropriate areas was one of the most surprising results from the campus discussions.

Anytime, anywhere, authorized access

The need to provide secure, anytime, anywhere access to K-State’s IT services was a recurrent theme. People want to work wherever they are with simple, fast access to their email, folders, and files. This is fast becoming not just a need, but an expectation. In addition, people raised the need to provide quick, easy authorization for individuals to access K-State IT services and systems needed in their various K-State roles, including new employees and affiliated staff not considered on-campus K-State employees. People also requested easier authorization for guests and visitors to access the campus wireless network.

Collaborating with others

Closely related to anytime, anywhere access is the need to collaborate with fellow students, faculty, researchers, and professional colleagues wherever they are. Multi-campus collaboration among researchers and faculty is becoming the norm and the need for improved collaboration technology is considered more and more essential as we operate in a global world. Our focus group participants asked repeatedly for an improved online collaboration environment, including tools to support ad-hoc and serendipitous collaboration and improved point to point and multipoint video conferencing conveniently available to campus users in Manhattan and Salina.

Expanding Technology-Enhanced Space

Expanding the use of technology in daily work is difficult without the appropriate tools or space. Faculty, students, and researchers all called for expanded technology-enhanced learning spaces, including technology-equipped classrooms, computer labs, and “commons” areas where faculty and students have access to the tools and collaborative space they need to do their work. They called for “turn-key classrooms” and standards that would provide uniformity across campus so faculty would be able to easily move from one classroom to another. Multipoint conferencing facilities to enable research and educational teleconferences and “laptop equipped” conference rooms with high bandwidth and power at every seat were requested as well.

Improving the K-State Web Presence

Another recurring theme was the need to improve the K-State web presence, recognizing its role as a primary means of communicating who we are to the world. People called for a more attractive website that is easy to navigate and is interactive, dynamic, and consistently designed across colleges and departments. They requested improved content

management and searching capabilities; more support for departmental websites; the creation of standards, guidelines, and best practices for web page development (including accessibility) across campus; and increased space available to faculty, staff and students for website development.

Communicating effectively regarding IT services and initiatives

One of the most persistent themes expressed by K-Staters was confusion about what IT services are available to them and who to contact for such services. On one hand, individuals don't care which central or departmental IT unit provides IT services – they simply want the services available. On the other hand, they do want to know what services are available and how to get them. In many cases now, people simply call people they know until they find a unit or individual willing to provide the service. Over and over again, individuals asked for clear communications defining who provides what services and for what cost. In addition, they asked for improved communication and collaboration between the central campus IT providers and K-Staters as well as among central and departmental IT providers. Finally, they want to be included as collaborators in developing systems and services that impact them.

Improving and expanding IT support and training

The need to provide consistent, responsive, accessible technology support to faculty, researchers, students, and staff as well as expanded training opportunities were recurring themes. Individuals repeatedly expressed the desire to make more use of technology in their daily work, but indicated they needed support and training. The need for a “one stop shop” or portal for tech support and training was raised repeatedly, echoing the need for improved communications mentioned above. People valued services currently offered, but raised the need for improved centralized help desk services, more training, and increased communication regarding training opportunities. They also wanted more “face to face” support and quicker response times in some cases. Many people expressed satisfaction with their departmental support although the sense was that support services varied from College to College, linking back to the equity issues. Individuals with “interdisciplinary” roles or part of smaller departments more often expressed the need for more technology support and training services. People also requested redundant, back-up technical support for departments, particularly those with limited staff and resources.

Improving enterprise application services

The area of concern and frustration raised most often throughout the spring was the need to dramatically improve our email and calendaring services. People repeatedly called for fast, reliable, secure, and easy to use university-wide integrated email and calendaring services and collaboration tools available to faculty, staff, and students as well as student recruits, alumni, and affiliated individuals. Concerns were also raised about the transition of faculty, staff, and students to the new student system (iSIS) and needed improvements to K-State Online and other applications. The need to ensure that the requirements of users and their work drive applications development was also mentioned many times.

Building a cost-effective, secure, reliable, robust technology infrastructure

A major area of concern was the need to build and sustain a reliable, secure, robust enterprise computing and telecommunications infrastructure capable of supporting our changing needs in teaching, learning, research, and service. It was generally recognized that investing in the infrastructure is paramount to ensure the necessary capacity for faculty, researchers, staff, and students to be successful in their work in the future. The expansion and improvement of wireless services, improved wiring in existing buildings, such as Cardwell or Waters Hall; increased bandwidth and faster connectivity were all mentioned repeatedly as critical network issues. People called for improvements and flexibility in the central server environment, increased storage space and centralized data storage for individuals that could be shared, and greatly improved telephone services. The need for a secure, back-up data center to serve the campus community and disaster recovery planning were also concerns.

Building enterprise IT services and governance

Another theme that was raised repeatedly is the need for a consolidated central organization under the leadership of a Chief Information Officer or equivalent position responsible for enterprise IT services in place of the current split model. Multiple structural suggestions were made for improvements to the existing services. People also stressed the need for cooperation, synergy, and strong collaborative partnerships between central and distributed departmental staffs. Others suggested that central IT units needed to be more responsive to stakeholders, have visionary leadership, promote innovation, and work collaboratively with the campus community to plan, develop, and deliver services. Another major

concern was the need to develop campus IT strategic planning and decision-making processes that ensure alignment with institutional priorities and customer needs. The needs for improved portfolio and project management as well as policy-making processes were also raised in several forums.

Investing in technology for K-State's future

The need to develop funding sources and strategies to meet K-State's technology needs into the future was a major concern. There is a lack of understanding regarding what is currently funded centrally and what is funded by the Colleges and departments. The needs for funding standard basic hardware/software packages for faculty and staff and planned replacements and upgrades were raised repeatedly as equity issues as was the need to fund technical support, particularly for those with limited departmental funds. More transparent delineation of centrally supported services and technology funding was requested. People repeatedly suggested aggregate purchasing of common IT services to better leverage our resources as well as reducing or eliminating duplicative or outdated IT functions and services. *The need for campus leaders to work together to make realistic IT funding strategies a priority was seen as critical to K-State's future.*

Recommendations

The Working Group was charged to make recommendations regarding a first set of steps to better align enterprise IT services with campus needs. With that charge in mind, we developed the following recommendations appropriate for a 12 to 24 month time frame. Additional factors considered in developing these recommendations include the naming of a new University President this year, the interim status of the Vice Provost for ITS, and the need for the recommendations to be both realistic and timely during this transition period. That said, we want to stress that the university cannot afford to delay addressing its technology needs because we are in a leadership transition. We must continue to move forward to create a modern computing environment for a 21st century land grant research university.

It should be noted that the effort to engage the campus community in this assessment has resulted in a wealth of information. Taken together, these results offer a broad scan of the current state of IT services and future needs as perceived by a variety of stakeholders that can be used in future planning efforts. In addition to the recommendations presented here, the enterprise IT units are reviewing the results to identify "quick wins" that can be undertaken in the next 12 to 18 months. These will be shared on the Upgrade K-State website.

FY 2009

1. Continue building enterprise IT services by consolidating the existing central IT organizations (Information Systems Office and ITS units) no later than FY 2010 under the leadership of a Chief Information Officer or equivalent position. Begin a national search this year to fill such a position no later than Summer 2009. *(Supports building enterprise IT services and governance)*
2. Define the core enterprise IT services available to faculty, staff, students, and/or affiliates and prioritize resources to ensure those services are reliable, robust, and secure. Define the boundaries between central enterprise and distributed responsibilities and communicate clearly to campus constituents. *(Supports building enterprise IT services and governance/communicating effectively regarding IT services/initiatives)*
3. Develop an online catalog identifying available IT products, services, and associated fees offered by campus IT service providers to serve as an entry point for the campus community to locate needed services, support, and training. *(Supports communicating effectively regarding IT services/initiatives, improving and expanding IT support and training)*
4. Replace current enterprise email and electronic calendar systems with an integrated collaboration suite consistent with the January 2008 campus needs analysis. Collaborate broadly with the campus community in the implementation. *(Supports improving enterprise application services/integration and interoperability/anywhere, anytime, authorized access)*
5. Complete the initial implementation of the new student system (iSIS), taking all necessary steps to ensure critical user needs

are met and faculty, students, and staff are supported throughout the transition. *(Supports improving enterprise application services/anywhere, anytime, authorized access)*

6. Conduct an independent assessment of our identity management/authorization practices by Spring 2009 as a next step to insure that faculty, staff, students, affiliated individuals, guests, and others have appropriate access to authorized services they need in their various campus roles. *(Supports anywhere, anytime, authorized access)*

7. Improve customer technical support by completing the current effort underway in the enterprise IT units to implement common procedures in a shared system for trouble reporting, tracking, and resolution by Spring 2009. *(Supports improving and expanding IT support and training/building enterprise IT services and governance)*

8. Develop a plan with associated costs for expanding wireless services and improving the wiring and connectivity in the buildings with the most critical need. *(Supports building cost-effective, secure, robust infrastructure/integration and interoperability)*

9. Incorporate the protection of the university's mission-critical technology and information assets into campus emergency preparedness and disaster recovery planning. *(Supports building cost-effective, secure, robust infrastructure)*

FY 2010

10. Working collaboratively with the campus community and university leadership, develop a multi-year campus IT Strategic Plan with associated funding strategies consistent with institutional priorities and campus needs. Develop an on-going strategic planning process to set clear directions for K-State information technology services and measure results. *(Supports building enterprise IT services and governance/ investing in technology for K-State's future)*

11. Develop effective and efficient enterprise IT decision-making, policy, and other governance processes, including IT project and service identification, prioritization, and management. Evaluate, recommend, and implement participatory governance models to ensure the needs of all constituent groups are incorporated into these processes. *(Supports building enterprise IT services and governance/ investing in technology for K-State's future/communicating effectively regarding IT services/initiatives)*

12. Strengthen campus technology support by creating a University Technology Support Team of central and departmental IT staff, based on the Security Incident Response Team model. This team would collaborate to meet technical support and training needs, share effective practices and techniques, and address such issues as a campus inventory of available software and aggregate purchasing possibilities. *(Supports improving and expanding IT support and training/equitable distribution of technology and services across campus/communicating effectively regarding IT services)*

13. Develop an expanded training program to support developing faculty and staff. *(Supports incorporating new technologies into our work/ improving and expanding IT support and training)*

14. Develop and implement campus-wide standards to support integration and interoperability where appropriate, starting with hardware and software standards and wired and wireless network operation standards. *(Supports integration and interoperability/building cost-effective, secure, reliable, and robust infrastructure)*

15. Create a task force to recommend a university standard for interactive video-conferencing (IVC) technology that facilitates collaboration between K-State and non-K-State partners. *(Supports integrating new technologies into our work/collaborating with others/integration and interoperability)*

16. Create a campus Web Design and Policy Group to plan and set future directions for K-State's web presence, including the home page and its links, in four broad areas of concern – design, policy, content management roles and responsibilities, and underlying technologies. Initial issues could include revising the design/approach of the University web site, improving our capacity to maintain the currency of web pages and manage content, exploring the need to establish a campus-wide set of technology standards for web publishing or baseline standards for departmental web content, and recommendations for underlying web technologies. *(Supports improving the K-State web presence)*

In summary, we believe that these recommendations, if adopted, would move K-State forward to address some systemic challenges during a period of transition for the University and its central technology units. In today's world, technology plays a fundamental role enabling the University to achieve meet its mission of teaching, research, and engagement. The directions we choose as we build our next generation technology and information environment will be critical as we strive to be a 21st century top ten land grant institution. Ultimately, the future of K-State depends to some extent on how we embrace technology in the coming years and the degree to which campus leaders work together to make information technology and associated funding strategies a University priority.