



EXECUTIVE SUMMARY

Tulane University's Technology Services faced an extraordinary challenge to re-establish connectivity and communications following hurricane Katrina. Dedicated staff coordinated their efforts from disparate locations and under enormous personal stress to meet the needs of faculty, students and staff over the fall of 2005 and through the remainder of the academic year. Now, Technology Services is reaching to establish an ongoing level of service excellence that will build upon the demonstrated success of this collective effort. With the recognition that technology must provide value and enable institutional goals, Technology Services is launching "Avenues to Renewal" a strategic technology planning initiative grounded in a shared understanding among members of the Tulane community regarding how technology can and should support the University mission. Avenues to Renewal defines a process for continual improvement based on measures of success; a mission and vision to guide the delivery of technology solutions and services; strategic goals for Technology Services and action items to align the strategic use of technology with institutional goals, including those in the Renewal Plan; and a decision-making framework to determine which technology projects should be resourced using a transparent, institution-wide approach.

This strategic plan has two purposes: 1) it serves as a statement from Technology Services leaders that focuses on supporting the use of information technologies as tools that should transform university activities and the student experience, and 2) it provides a procedure to assess new project and service requests from the university community. The value of information technologies should be centered on their ability to offer improvement or enhancement to business processes, to teaching, learning, and research activities, and to provide access to knowledge and information resources. Clarifying and specifying this value must be clear to determine a return on investment in technology and can be the foundation on which technologies are deployed to meet the needs of faculty, students, and staff.

Initiating a broad-based planning mechanism to insure that technology resources enable and support institutional goals and to allocate resources toward priority needs requires a phased in approach to accommodate the realities of fiscal year budget timelines and multi-year commitments. The planning process described in the document has been designed as a cyclical one that may be implemented in the least disruptive manner. This document describes the results of phase one in which the following strategic goals were identified:

Strategic Goal 1: Demonstrate service excellence via continuous improvement and benchmarking

Strategic Goal 2: Build virtual and physical communities to support enhanced communication, collaboration, and camaraderie

Strategic Goal 3: Deliver integrated, user-centered processes

Strategic Goal 4: Enhance learning in and out of the classroom

Strategic Goal 5: Enhance the research enterprise

Strategic Goal 6: Support recruiting and retention of faculty, staff and students

Phase two (Technology Self-assessments) and phase three (Technology Services Review) are discussed as ongoing activities necessary to inform tactical and operations decision-making. Phase four (Resource Allocation) is presented as a series of procedures guided by the Strategic Technology Plan Working Group and the Senior Executive Steering Committee.