UNIVERSITY ADMINISTRATION SUPPORT PROGRAM
FELLOWSHIPS IN UNIVERSITY ADMINISRTATION
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Alexander Spivakovsky

GOVERNING IT-ASSETS IN THE CONTEXT OF SYNCHRONIZATION OF OTHER BASIC UNIVERSITY ASSETS' MANAGEMENT

September, 16th - November, 9th, 2012






IREX EASTERN WASHINGTON UNIVERSITY KSU

2012

The resources are formed with the
rising of generally valid priorities

FROM THE AUTHOR

The destruction of an isolation, as a rule, leads to collapse of stereotypes, dogmas, points of view, opinions. The understanding of right and wrong judgments inevitably causes the realization: every cessation, in the first place, brings about the system stagnation, and consequently – its decline and damage.

My internship in University Administration Support Program provided by International Research and Exchange Board (IREX) and the in-depth study at the higher educational institution of the United States of America influenced my personal professional development and made me bring quite a worthwhile experiment to my home University. This book, dedicated to my case study description (as it went into as the main part in English and Ukrainian) provides a bright example for comparing the administrative systems of American and Ukrainian higher educational establishments. It is not a universal example, of course, it is just a separate investigation, but it helps to realize the similarities and differences of both systems.

My case study, composed at Eastern Washington University (Washington, USA), was, in the first place, aimed at investigating the administrative experience in the context of ICT-use. I tried to find out how do Information and Communications Technologies help in permissions and roles division for effective governing of the university assets (human, financial, tangible, intangible, including know-how, relationship assets etc.).

I have experienced the fact that the changes in the system are inevitable. The external environment is constantly transforming, and so does the system in order to survive. Every isolated, closed system will in any case undergo the "heat death". The organization that does not adjust its form and kind of activity according to the surroundings is doomed to failure. For effective solving of this problem there exist modern models of higher educational institutions' administration. The generally

acknowledged and most efficient one is the so-called “congruent model”. It enables the innovative changes taking into account the four main components: formal and informal organizational models, human resources and labor. The model makes possible the transition from the formal to informal model in the mutual flow of these components. Thus, the unity of conversion from one stage to another is provided.

The current book allows to realize the opportunities for changes. They may say: “Plans are good, conception – even better, strategic plan is perfect, but where to find resources?” I would like to point out that the resources are formed with the rising of generally valid priorities. In this context, creating the conception and the strategic plan is very important. The first stage, marked by questionnaire polls for students, faculty, staff and external agents (authority and social organizations members), helps to involve key groups of people into the process of decision-making. The resources are consequently formed by these people for effective actions.

I believe, this book may help to cope with these problems, so the more my investigation at Eastern Washington University included the templates of administrative model, decision-making and strategic plan, as well as questionnaire poll for key groups that implement the changes at a higher educational institution of the United States of America.

Feedback for this book is possible here: http://feedback.ksu.ks.ua/

Your opinion is extremely important!

IREX

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CASE STUDY

GOVERNING IT-ASSETS IN THE CONTEXT OF SYNCHRONIZATION OF OTHER BASIC UNIVERSITY ASSETS' MANAGEMENT

September, 16th - November, 9th, 2012

This study was made possible by a grant from IREX with funds provided by the Carnegie Corporation of New York. The statements made and views expressed are solely the responsibility of the author.

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2012

«Investing in IT is a bit of advertizing. I believe that the part of investments was done right. I only do not know which one. »

This case study would not be possible without, goodwill, open-mindedness and dedication to international education showed by all the people I met and worked with at Eastern Washington University.

I would like to use this opportunity to express my gratitude to Dr. Gary L.Pratt, DM Information Technology, Chief Information Officer for inspiration and encouragement to conduct this research at Eastern Washington University as well as support, help and assistance provided for the most efficient project realization. Special thanks are expressed to Catherine Dixon, Executive Dir-Global Initiatives, for data, helpful pieces of advice and time contributed to this research. I also would like to give hundreds of thanks to Nora Merkel, International Project Manager, Global Initiatives Office, for being so ready to help.

I also feel obliged to Denise Campitelli, Office Information Technology, Manager, Budget Admin Services, and Antoinette Burkley, Office of Information Technology, Secretary, who served as my research assistants and devoted much time to the data collection, analyses and processing.

Thanks are also due to EWU colleagues who, despite their busy schedules, found time to take part in my questionnaire poll (see Appendix II). These results were carefully analyzed and presented as diagrams in this case study.

I also would like to express gratitude to my home University's team for moral support and assistance in case study preparation: Eugene Alferov, Head of AIC Infrastructure Support Department, Hennady Kravtsov, Marina Maximovich, Jaroslawa Samchinska and Natalia Kushnir, Chair of Informatics lecturers, Vitaly Kobets, Deputy Head of Chair of Informatics, Daryna Tkachenko and Alexander Soloveyko, my Office Employees.

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PREFACE

You may change your future only if you look back
Alexander V. Spivakovsky

Heads of institutions of higher education, especially in present-day conditions, very often come across many complicated questions regarding the effective use of informational technologies in university management. Summarizing them all, we may ask the main question: whether the administration of an educational institution is satisfied with the results of investing in IT? True, every higher education establishment is a complicated complex system that manages various assets. These are: 1) human assets; 2) financial assets; 3) material assets; 4) immaterial assets, including intellectual property; 5) assets of relationships (e.g. between students and teaching staff); 6) cooperation with different external organizations, including fiscal.

All the above mentioned assets need to be governed correctly. The peculiarity of IT-use requires the significant advancement of and current investments in to get the results (the latter cannot be exactly defined beforehand). The uncertainty and difficulties in providing the effective use of IT by the employees of the higher educational institutions often cause neglect in the administrative duties [4].

The **objective** of this case study is to observe, discuss and analyse the strategies of using IT-assets in the management of Eastern Washington University (EWU). The author deeply researched the experience and practices of the host university in using ICT-tools for governing human, financial, material assets, assets of relationships etc. and compared it to the corresponding experience and practices at Kherson State University (KSU). One of the major aspects of the investigation is devoted to the comparative characteristics of IT-use and infrastructure at EWU and KSU, on the basis of carried questionnaire poll of top-managers of EWU and KSU (See Appendix II).

The **findings** of this project will be used to develop a conception for the development of strategic plan for Kherson State University, Ukraine, in the context of synchronization of IT and other basic university assets management.

For this research we used EWU **official documents** such as EWU 2012-2013 Annual Action Plan, EWU 2012 – 2017 Strategic Plan, EWU 2008 – 2011 Information Technology Strategic Plan etc. as well as information kindly provided during the meetings with the University administrators and interviews with faculty staff and students.

The **focus** of the investigation is:

1. Office of Information Technology;
2. Organizational Structure of the University;
3. Different assets that are governed;
4. University's Plan of Strategic Development (in the context of IT Management);
5. The departments' structure (according to roles and responsibility division);
6. The entitlement to decision-making and division of responsibilities for stimulating the desired behaviour when using IT.

"Experience is the teacher of all things."

Gaius Julius Caesar

INTRODUCTION

EWU Portfolio

Eastern Washington University is a regional, comprehensive public university located in Cheney, Washington, with programs also offered in Bellevue, Everett, Kent, Seattle, Shoreline, Spokane, Tacoma, Vancouver and Yakima. EWU has provided 130 years of educational service to the Cheney/Spokane area and is a driving force for the culture, economy and vitality of the Inland Northwest region.

The University's mission is focused on career preparation with a strong underpinning in the liberal arts. Eastern Washington University offers nearly 100 fields of study and an exceptional learning environment that provides an opportunity for hands on experience in a student's area of interest, courses taught by student-centred faculty and numerous academic resources to help the students prepare for their chosen careers. Student research is highlighted each year in the Student Research & Creative Works Symposium [11]. The most significant thing is that at EWU, students may not only choose their individual educational trajectory, but successfully implement it into professional and social lives as well. Unlike EWU, KSU is centred on mere knowledge transmission during studies. This saves the archaic training system that is based on administration of academic, not training, groups.

The Advisory Committee on Academic Assessment (ACAA) under direction of the Provost leads the assessment effort of the university. The Office of Institutional Research assists in this effort by conducting surveys, maintaining databases and performing analysis to satisfy accreditation, state and federal assessment reporting requirements.

The Office of Undergraduate Studies assists faculty and staff educators with professional development, teaching and learning resources and student learning assessment support [11]. Unfortunately, KSU as well as the majority of Ukrainian higher educational establishments do not possess effective legal tools for measuring the students' contentment with different activity types. But KSU has developed its own advanced system KSU Feedback that enables the measurement of the students' attitudes adequately. Still, it is administrated by two faculty-members of KSU only (Faculty of Physics, Mathematics and Informatics, Faculty of Pre-School and Elementary Education).

Student outcomes are measured in many ways at EWU including classroom testing, student portfolios, Classroom Assessment Techniques (CATs), standardized testing (CAAP) and self-assessment (EWU Graduating Senior Survey). The EWU catalogue lists Student Learning Outcomes (SLOs), which are statements that specify what students will know or be able to do or demonstrate when they have completed each course. ACAA reviews all SLOs and the faculty assess students' progress in achieving stated outcomes. SLOs by program are provided on the EWU web pages. Post-graduation success is measured at EWU using alumni survey data [11].

EWU Governance Structure (Fig.1) and Organization Chart (Fig.2) are presented below [11]:

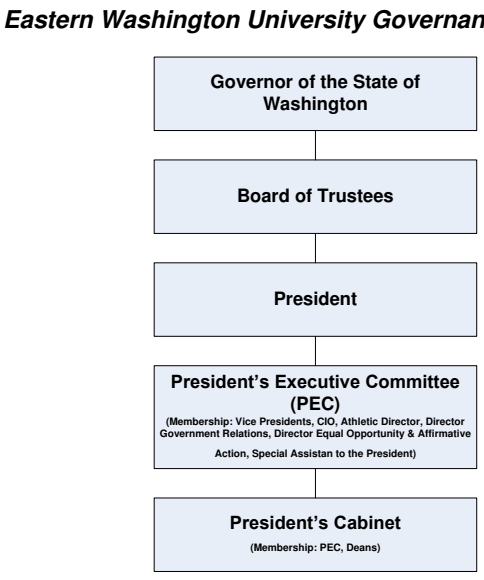

Fig. 1.

Eastern Washington University Organization Chart

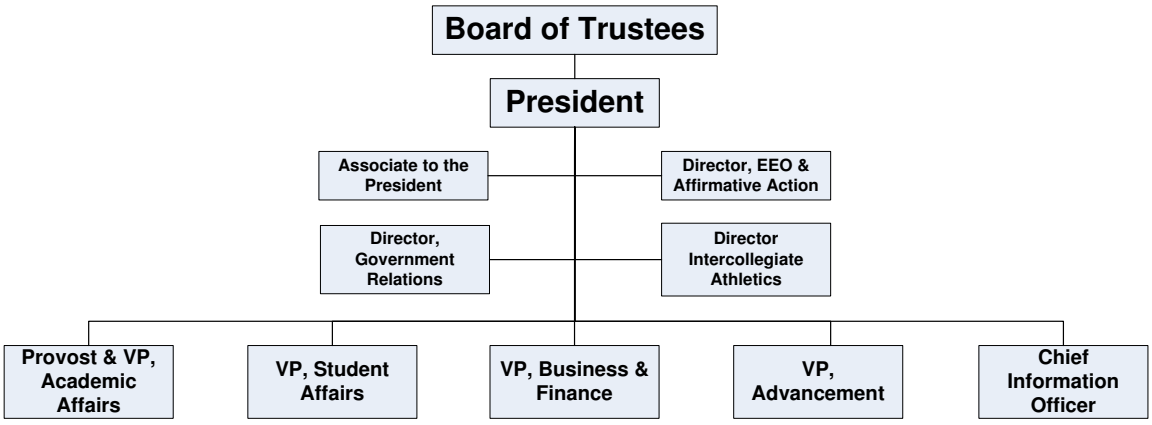

Fig. 2

We would like to indicate that EWU Governance Structure in many aspects differs from the corresponding KSU Structure (Fig. 3):

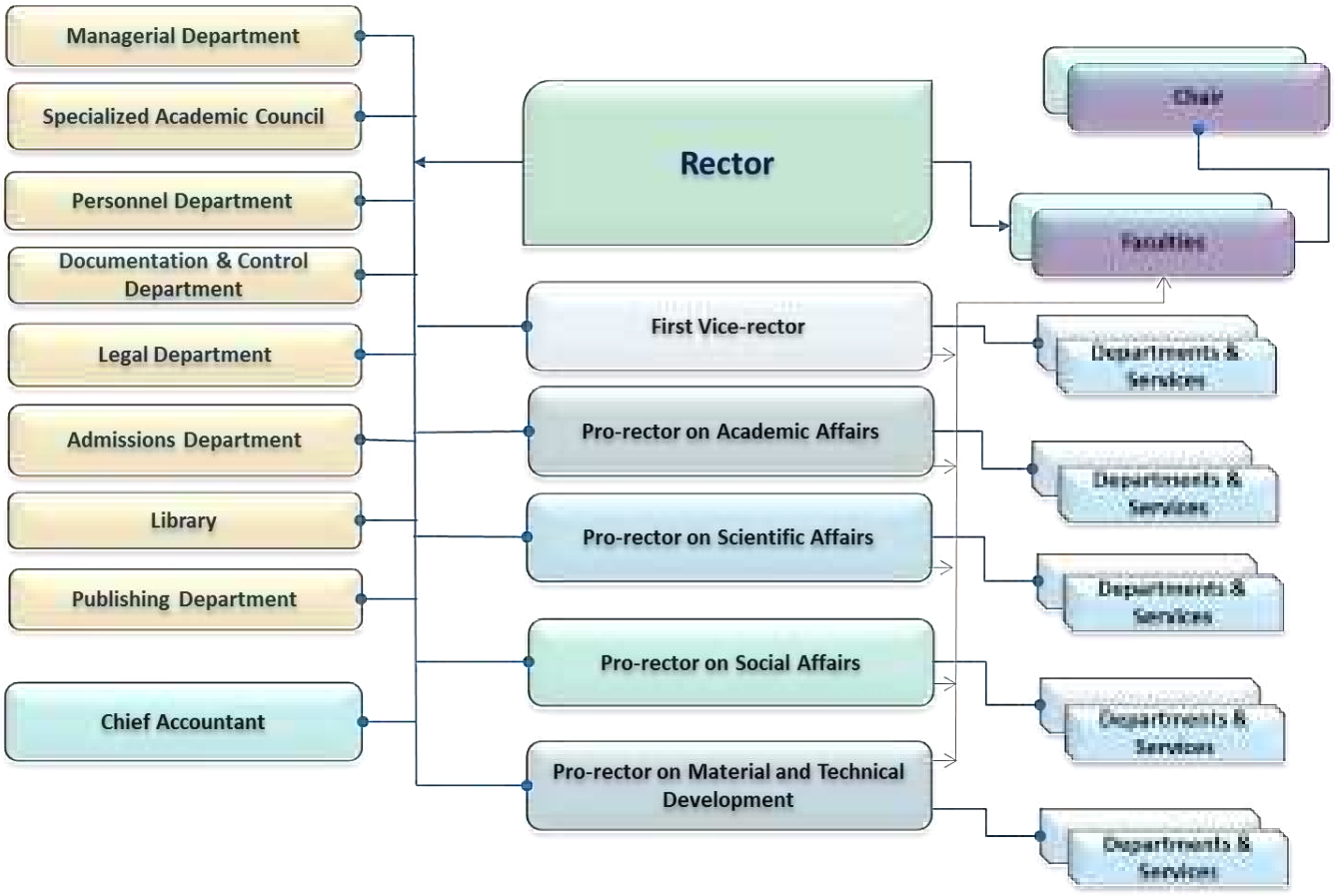

Fig. 3

The EWU Governing Structure, unlike the KSU one, is more compact and laconic. The University's President reports to the Board of Trustees, while the President's Executive Committee and Cabinet are subordinate to the President. Thus, significant decisions in the life of University are made by the Board of Trustees, the University's governing body appointed by the governor with broad responsibilities to supervise, coordinate, manage, and regulate Eastern Washington University as provided by state statue (RCW 28B.35.120). The Board of Trustees consists of eight members, one of whom is a student. Trustees serve six-year terms, except for the student whose term is one year [11]. We find the EWU governing structure more democratic and considered. At KSU, on the contrary, the Rector delegates powers to Vice-Rectors, but still remains the only governing and legislative body. KSU model has no effective mechanism of assets' executive management public control. What is more, the present system of University's governing in Ukraine legislatively appoints the Rector to be the one and only body of decision-making (with no control provided by students or staff). What is more, the successive access to university documents provides the so-called "bottleneck" phenomenon in discussion and decision-making (the performance or capacity of an entire system is limited by a single or limited number of components or resources). According to the Ukrainian legislative base, all the powers (controlling and executive) are centralized in the University Rector's hands. Thus he is the Head of Academic Senate and makes all administrative decision on his own.

Here lies the boundary between two closely-related concepts: "governing" and "management". To our mind, the difference is as follows: "governing" is defined as the persons who are going to make decisions, while "management" means implementing the decisions strictly obeying the described procedures.

The total sum of Undergraduate and Graduate students at EWU was 12,130 (in fall 2011). 47% of 2010-11 full-time undergraduates received need-based grants or scholarships; the average award for the year was $7,311.00. Scholarships and grants are financial aid that does not need to be repaid and is sometimes referred to as gift

aid. Fifty percent of 2010-11 full-time undergraduates received need-based work-study and/or loans (not including parent loans) [11].

Statistic data concerning degrees awarded at Eastern Washington University in 2010-11 [11].

Bachelor's	2,059
Master's	546
Doctoral	35
Total	2,640

The data may be easily compared with the corresponding characteristics of KSU:

Bachelor's	1,515
Master's	447
Doctoral	25
Total	1,987

As we see from the above tables, there is conformity of proportions between total number of EWU graduating students and the corresponding amount of KSU students. Five years ago, EWU had 8, 000 students and, the EWU budget consisted of about 60% State financing and about 40% financing provided by students tuition. Currently the total amount of students is about 12, 000. Due to statewide budget cuts, the current budget is comprised about 40% State financing and about 60% financing provided by students.

General percentage of EWU classroom environment is as follows:

Students per Faculty	22 to 1
Undergraduate classes with fewer than 30 students	60%
Undergraduate classes with fewer than 50 students	87%
Total Full-Time Instructional Faculty	411
% of Full-Time Instructional Faculty Who Are Female	45%
% of Full-Time Instructional Faculty Who Are Persons of Color	13%
% of Full-Time Instructional Faculty Who Have the Highest Academic Degree	98%

It is quite complicated in the short term to define the divergence in students-lecturers ratio. This phenomenon may be explained by the differences in studies

(academic week at EWU is about 10 – 12 hours; at KSU it lasts over 26 – 28 hours). This may become the topic of the further investigation.

EWU Campus Security

Eastern Washington University is located in the city of Cheney and has a site located campus in the city of Spokane. EWU Police Department has twelve commissioned officers who are on duty 24 hours. They have the same authority as any other police officer and all the officers have graduated from the Washington State Criminal Justice Training Commission's Basic Academy or its equivalencies. The officers receive specialized training annually. Several have B.A. degrees and others are taking classes. They enforce all federal, state and local laws and ordinances and promote community involvement, both on the campus and in the Cheney community. Eastern takes many common sense precautions for the safety of its constituents and expects the students and staff to do the same. Thefts, assaults and other crimes sometimes occur on the campus and in the surrounding communities. However, the crime rate is significantly lower than at other public universities. Through education and crime prevention programs and by working together, EWU helps students, faculty and staff in taking responsibility for their safety. By working with the Student Affairs Office, residence hall staff and Athletic Department in the education of students, most incidents on campus are avoided [11].

At KSU two factors prevent from creating the similar system of the University Police: 1. Absence of the Campus System; 2. Absence of the needed legislative base. Still, KSU has its own archaic security system. It should be mentioned that EWU Police Department uses ICT in order to operate with minimal human assets.

Eastern Community's Sports and Activities

Eastern's main campus offers a variety of programs, events, and entertainment programs creating opportunities for social interaction and the development of communication and leadership skills. EWU sponsors the annual Get Lit! Literary festival, which attracts some of the most renowned poets and writers from around the world.

The EWU athletic program is designed to be an integral part of the university community and EWU is proud to be the 2010 NCAA Division I Football Champion! Epic Adventures offers outdoor recreation events and the new Recreation Center houses an ice arena and a challenging climbing wall. EWU sponsors 14 intercollegiate sports, six for men and eight for women, both as learning opportunities for most athletically talented students and as recreational opportunities for all of the students and the local community. Eastern is a member of the Big Sky conference and Team Red fans support men's football, basketball, cross country, tennis and indoor/outdoor track and field and Women's volleyball, soccer, basketball, cross country, tennis, golf and indoor/outdoor track and field [11].

Though KSU has quite limited facilities for students to go in for sports, physical education is included in academic curriculum. The previous academic year (2011/2012) brought quite a lot of victories and medals to the students of Physical Education and Sports Faculty of KSU. According to the reports, more than 60 students of KSU have received prize-winning accolades in World, European and Ukrainian Championships and Cups. Our sportsmen are known all over the country and Europe in such kinds of sports as freestyle wrestling, track and field athletics, weight-lifting and power-lifting, boat racing, orienteering, trampoling, sumo wrestling and taekwondo, handball etc. [12]

«If we managed our finance like we manage the information, many of us would have turned bankrupts long ago»

PART I

DEPARTMENTS THAT SUPPORT IT-INFRASTRUCTURE

EWU Office of Information Technology

Led by the Chief Information Officer (CIO), the Office of Information Technology (OIT) provides comprehensive, campus-wide IT leadership, implementation, maintenance, and support provided through three units (Information Systems, Customer Support Systems, and Academic Systems) with centralized support provided through the CIO's office. This structure affords Eastern Washington University with a comprehensive IT strategy for implementation and support that provides a cost-effective, efficient IT infrastructure aligning with the institution's mission, vision, and goals:

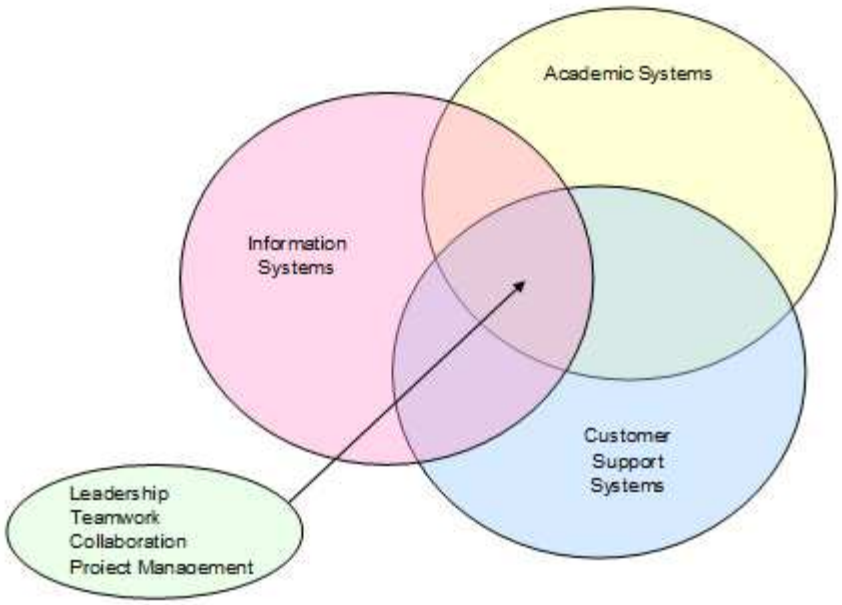

Fig.4. Convergence of EWU Mission and Information Technology Vision [11]

The mission of Eastern Washington University is "EWU expands opportunities for personal transformation through excellence in learning."

Eastern's "Strategic Business Plan" and "Academic Strategic Plan" shared the following three goals:

Goal I:	A rigorous and engaged student learning experience
Goal II:	An academic community culture that supports and engages faculty and staff throughout their careers
Goal III:	An institution-wide commitment to community engagements that benefit the university, the region, and the world

- Effective use of technology is a key component of all three;
- Technological proficiency is a stated goal for the education of our students as we prepare them for the highly technological world in which they will live and work;
- Faculty members are encouraged to use instructional technology to create a dynamic learning environment for students;
- Staff members depend upon information technologies to perform administrative work and to offer services to students on campus and at a distance;
- Planners expect efficiencies and some types of cost savings as well as improved services and teaching to result from investments in technology [1];

OIT staff numbers approximately 85 persons (in September, 2012). The Office's budget is approximately $10,000,000 per year. The following diagrams (Diagram 1, Diagram 2) present the OIT Budget Analysis.

KSU budget is made up of the following constituents:

1. State financing – 71 million hrn. (app. 9 million $)
2. Students' financing – 16 million hrn. (app. 2 million $)
3. Research financing – 0,5 million hrn. (app. 63 thousand $)
4. Financing of students' hostel – 2,5 million hrn. (app. 0,3 million $)
5. Additional paid services – 1,2 million hrn. (0,15 million $)

Salary and scholarship cover approximately 90% of the budget. Utility expenses are approximately 7%. The rest (3%) is spent on maintenance. Almost nothing is left for the University development. This shows the huge imbalance in the KSU budget.

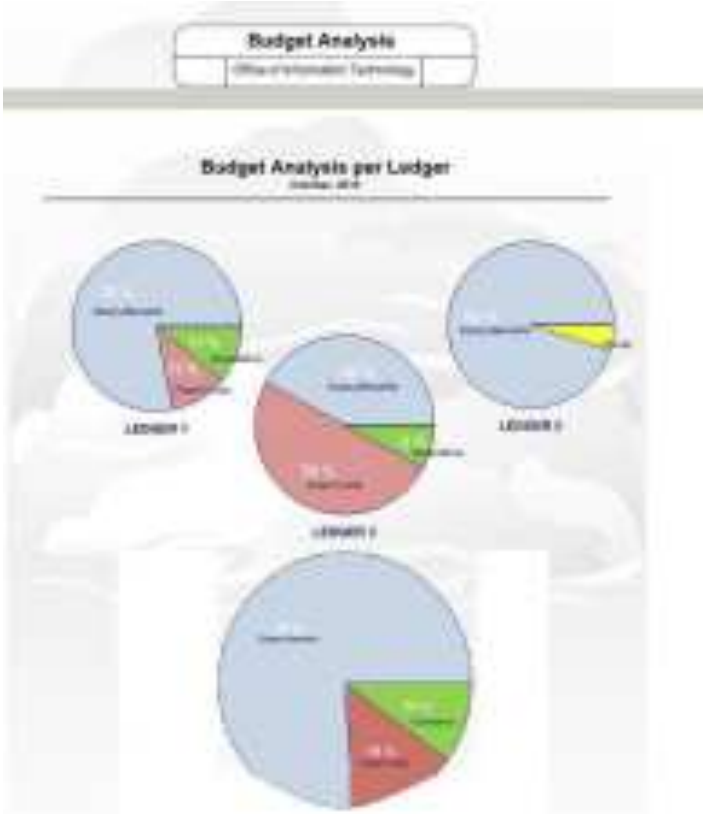

Diagram 1.

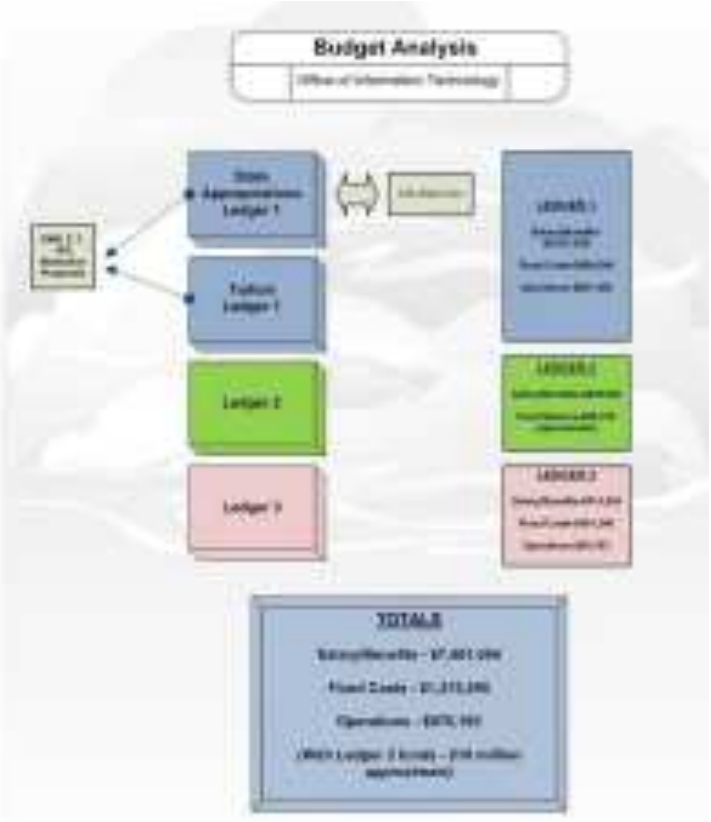

Diagram 2.

Information Technology Governance Structure

A strong governance model is key to the success of OIT at Eastern Washington University. The following governance structure serves all aspects of the organizational needs of OIT at EWU:

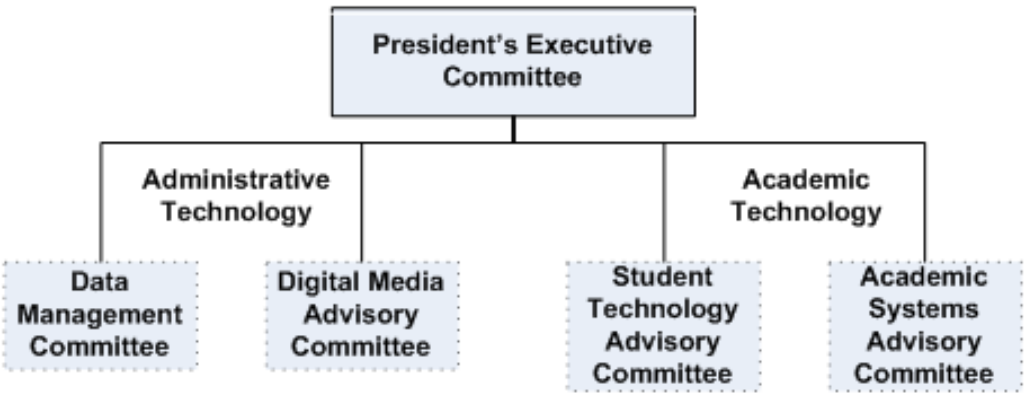

Fig. 5

There is a faculty technology advisory committee (the Academic Systems Advisory Committee) and a student technology advisory and action group (the Student Technology Advisory Committee) both of which provide opportunities to faculty, staff and students to help identify institutional technology needs and wants.

The Academic Systems Advisory Committee (ASAC) advises the Office of Information Technology (OIT) and Academic Affairs (AA) on the standards, guidelines, policies, and planning that supports the use of technological resources to enhance the quality of teaching and learning, research, and other scholarly activities; develop and review academic technology; advise on priorities for academic technology initiatives; provide a forum for investigation and advises on new teaching and learning technologies; and facilitates communications regarding academic teaching and learning initiatives.

The student group (STAC) working in conjunction with the Associated Students of Eastern Washington University (EWU's student government), hosts an open solicitation for student technology proposals and engages students and campus service providers (labs, student bookstore, etc.) in conversations regarding current and future technology needs of EWU students.

The Data Management Committee (DMC) and Digital Media Advisory Committee (DMAC) provide the primary venues for planning and input from constituencies regarding administrative technology. The DMC is chaired by the CIO and comprised of EWU's data custodians, and the Director of Institutional Research and Demographic Assessment. DMC recommends, establishes, implements, and enforces standards and strategies for use of institutional data and reporting.

The DMAC is co-chaired by the CIO and the Vice President for Advancement and its membership is drawn from a broad representation of the EWU community. The DMAC is charged with developing web strategy and policy and communicating these to the university community. Furthermore, their authority shall encompass all websites that deliver content related to EWU, regardless of where or how they are published or hosted [11].

EWU and KSU have quite a common structure of executive bodies in IT governing. At Kherson State University the Information Technology Governance Structure is a bit similar (Fig. 6):

Fig. 6

The following departments provide administrative and academic support for IT-resources of KSU: Chair of Informatics, Department of AIC Infrastructure Support, Department of Technology Transfer Infrastructure Support and Operational-Technical Department of IC Infrastructure Support. All the departments are directly subordinated to the First Vice-Rector of Kherson State University. I am responsible for academic IT-component at KSU as the First Vice-rector. I have acted as the

Chair of Informatics for 16 years. This allows me concentrate the resources and easily include academic trainings as well as various part-time professional students' occupations into the academic curriculum. This provides the necessary flexibility that is sometimes impossible to achieve when the roles and permissions in IT management and academic constituent are divided, as is the case at EWU. Finally it may be noted that such an organization of teaching and learning in our "Computer Science" and "IT" not only increases the performance and refines the capabilities of knowledge workers considerably, but also creates an attractive and comfortable professional environment for students and academics.

Starting from the 1st year of studies the KSU "Computer Science" and "IT" students are taught several fundamental and applied disciplines. Didactics for these disciplines involves the use of many teaching software tools for illustrative purposes, as simulators, for providing teaching and learning materials. The tools are managed and configured; feedback from students is collected using the university IT infrastructure. Leading specialists from the partner IT companies are involved in the educational process as tutors for the applied disciplines that provide the competence transfer.

IT management at KSU comprises several IT departments for providing software and IT services, supporting business and academic processes, technical support. Starting from the 2nd year of study our "Computer Science" and "IT" students are given an opportunity to apply for a part-time job in these departments. Successful applicants become a part of our IT management and development team and work in the projects of these departments that develop, maintain, and manage information resources and services. Our senior students are directed to participate in traineeships or receive scholarships to study and practice at the universities in France, Germany, Great Britain and the USA.

Our academic infrastructure also creates good opportunities for those students who choose to develop an academic carrier. Students, involved in research and development projects, become well known to our internal- and external-leading scientists. So, it is much easier for them to select a scientific adviser for post-graduate

studies. For fostering exchanges and further cooperation between our senior students and scientific communities KSU is active in organizing and hosting academic conferences. In the ICT domain, for instance, KSU hosts the ICTERI conference series (icteri.org). Our academics and students are active in submitting their research and development results to these conferences.

In addition, our senior students explore the benefits of several partnerships of KSU with several external business companies working in software production: DataArt (www.dataart.com), PostIndustria (www.postindustria.com), Aricent (www.aricent.com) and many others. Well-formed and mutually beneficial cooperation between competent IT-professionals from these industrial companies and students having their internships at the companies helps in identifying, revealing, and further developing the creative traits of future specialists. Student internship projects therefore yield results that are seamlessly used in industry and produce business value. The awareness of our students in the industrial environment is also very helpful in validating the quality of the professional capabilities they have obtained at the university. Furthermore, the environment motivates students well to continue their professional development.

IT Prioritization Process

At EWU, a new, formal Campus-wide Technology Initiative Process was developed and implemented in 2010/11. This process allows for all IT-related initiatives to be submitted and prioritized by the President and the President's Executive Committee based upon the institution's priorities. This process aligns with the university's budget process. The Diagram 3 below outlines the flow of this process. Requests are sent through this process and reviewed by the PEC monthly. Once a request is denied, it must be resubmitted for consideration. There is a 60-day lead time to begin project implementation. Project managers will communicate/follow up on status every 1-2 weeks. Requests that are stalled after 8 weeks will be cancelled and will need to be resubmitted at a later time [11].

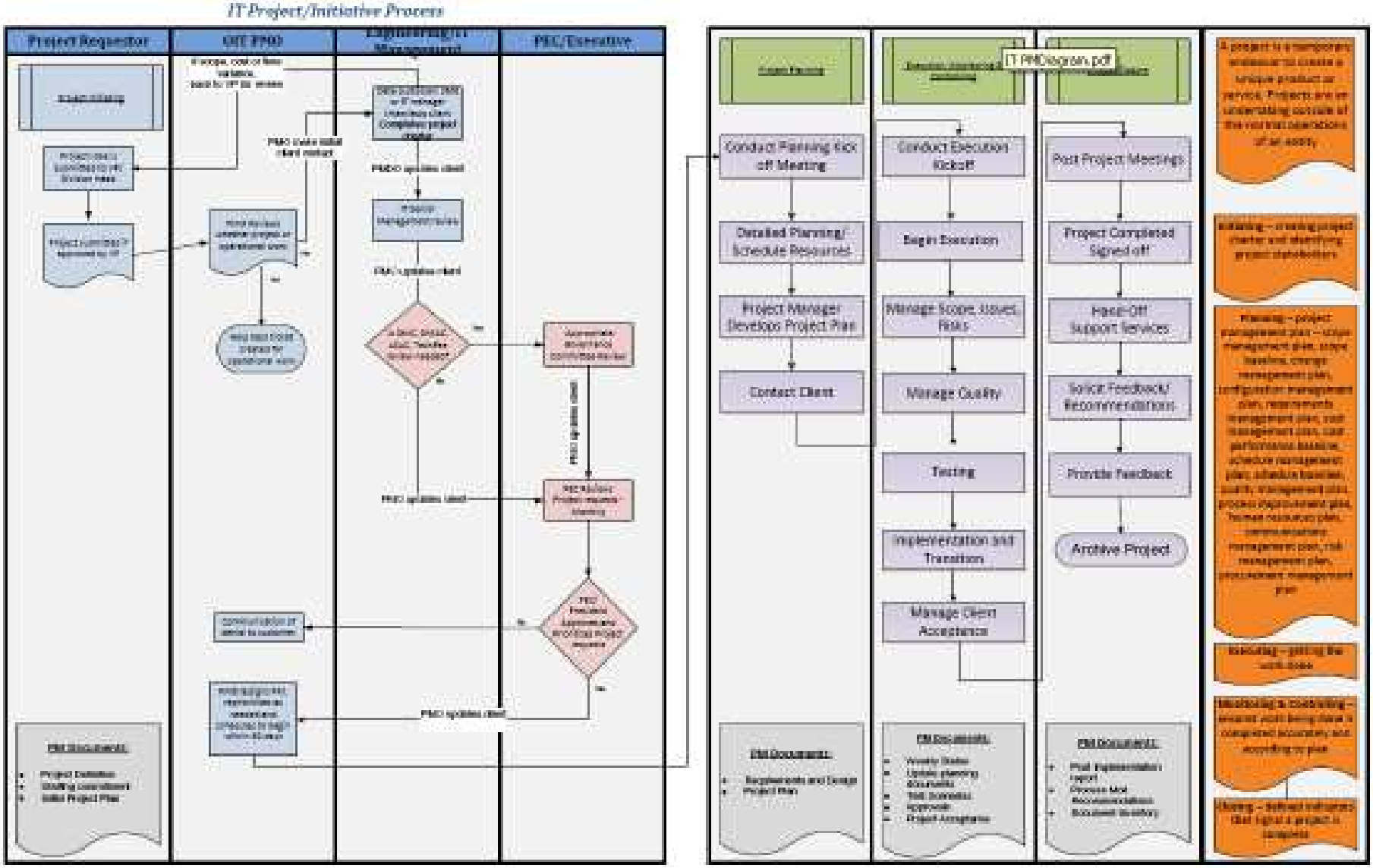
IT Project/Initiative Process
Project Requestor
OIT PMO
Engineering / Management
PEC/Executive
Conduct Planning Kick off Meeting
Detailed Planning/ Schedule Resources
Project Manager Develops Project Plan
Contact Client
Conduct Execution Kickoff
Begin Execution
Manage Scope, Issues, Risks
Manage Quality
Testing
Implementation and Transition
Manage Client Acceptance
Post Project Meetings
Project Completed Signed off
Hand-Off Support Services
Solicit Feedback/ Recommendations
Provide Feedback
Archive Project
IT PMOdiagram.pdf

Diagram 3.

Proposal Development, Prioritization, and Acquisition Process

The EWU Chief Information Officer has primary responsibility for university compliance with the Department of Information Services/Information Services Board (DIS/ISB) policies and practices and is responsible for maintaining the university's IT Portfolio.

Hardware, software, and services purchased by the university are acquired through the Purchasing Office. In addition, departments can use Interdepartmental Purchase Orders at the university's bookstore to acquire some peripherals and software. The Purchasing Office has responsibility for ensuring that all purchasing complies with regulations of the Office of Financial Management and the Department of Information Services. All contracts require the approval of the Associate Vice President for Business Services or the Associate Vice President for Business & Finance/CFO.

The CIO works actively with the EWU Foundation to ensure that the development officers understand when and how acquisition regulations for technology fit into the processes of acquiring IT gifts-in-kind [11].

Still, there are still some problems in the work of CIO, with guest accounts, in particular. It became a really difficult task to integrate the non-university e-devices into the University’s corporate network. On the one hand, it may be called a security balance problem, and service increase problem, on the other. What is more, it seems to us that separate IT-services have drawbacks as well (everyday’s necessity of data conversion within University’s library; multiple keys to different resources given to students and staff, guests and visiting scholars etc.). These shortcomings will to be taken into consideration and resolved in the new, 2012 – 2017 IT Strategic Plan. It should be pointed out that American higher educational establishments and EWU in particular, unlike Ukrainian universities, invite outside independent experts and consulting firms for the development of the Strategic Plan.

PART II

EWU IT CHALLENGES AND OPPORTUNITIES (ACCORDING TO 2008 - 2011 Institution Information Technology Strategic Plan)

Late in 2006, Eastern Washington University made a strategic decision to reorganize the information organization, separating the Dean of Libraries and the Chief Information Officer (CIO) responsibilities. During the intervening months, the institution took part in a national search for a new CIO. Dr. Gary L. Pratt, started with the university August 1, 2007 and reports to the President of the university.

During the 2008/2009 year, the university information technology organization completed a comprehensive review and strategic planning process. The intent of this process was to create an effective and efficient information technology organization aligned with the Eastern Washington University vision, mission, and strategic direction. The result was the 2008 - 2011 Institution Information Technology Strategic Plan (see Appendix III). The Eastern Washington University Board of Trustees approved this plan in February 2009 [1].

In support of the university's mission and vision, early in the 2008/2009 year, the Office of Information Technology began implementation of this plan. In the plan, multiple strategies and actions outline how the Office of Information Technology will achieve the following goals:

Goal 1: Provide an Effective, Efficient, and Flexible Information Technology Organization. The Office of Information Technology will become a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the institution.

Goal 2: Provide a Robust Technology Infrastructure. The Office of Information Technology will develop and maintain a robust infrastructure that will ensure the security, availability, and integrity of the institution's information technology systems and networks.

Goal 3: Provide Professional Customer Service and Support. The Office of Information Technology will develop a highly-effective, comprehensive, professional customer support structure.

Goal 4: Provide Leadership in Developing and Maintaining a Strong Institutional Data and Reporting Environment. The Office of Information Technology will work with institutional leaders in developing a secure and available system for creation, collection, recording, maintenance, and reporting of institutional data [1].

June, 2011 brought the 2008 - 2011 Institution Information Technology Strategic Plan to a successful conclusion with 95% of the Goals, Strategies, and Actions completed as planned. Eastern Washington University recently completed a new institutional strategic planning process, under the leadership of the Chief Information Officer. Currently, the CIO is developing the next division-level strategic plan, based upon the new institutional plan [1].

Rocky Budget Environment

During the 2008/11 and 2011/13 biennia, the university went through significant budget reductions because of the state of the economy. The Office of Information Technology received its proportional budget cuts as a result. This led to cuts in staff positions (both vacant and filled) and operating. Although the IT division made extensive efforts to minimize the effect of this issue by streamlining costs and implementing more efficient and effective strategies for investment, this issue has had significant affects on the division's ability to provide a technological support structure. The development and implementation of a formal IT Strategic Plan has made the ability to respond to these issues easier in that all decisions are weighed against the division's ability to achieve this plan's objectives [1].

Since 2012 KSU has been under the similar changes: University staff reduction, zero-investments in IT-infrastructure and financing decrease. Still, it is almost impossible to compare the two higher educational establishments' budgets (KSU IT budget is approximately $250,000 per year, EWU IT budget is approximately $9,860,923 per year).

Recruitment, Retention, and Skill Development of IT Staff

Recruiting and retaining qualified IT staff is a major challenge. The budget crisis mentioned above has affected this challenge in ways other than past years with the loss of staff positions through layoffs and vacant position eliminations, freezes on hiring, reductions in student worker funding, and a significant reduction in professional development [1].

Expectations of Students, Faculty, and Staff

At EWU, the centrality of information technology, office automation, and automated systems in the work of the university causes students, faculty and staff to have high expectations for the IT support they will receive. Current and prospective students expect to have access to university information and services (such as course registration or application for admission) at all times. Staff and faculty expect to be able to use administrative systems at all times so that they can work whenever and wherever needed. All expect that appropriate levels of IT staffing, hardware, and network capabilities will be in place to support the applications they select for use for instruction, administrative work, and research. When they need help with equipment or software, they expect to have assistance at the time of need. The current budget crisis exacerbates the Office of Information Technology's ability to successfully support these needs.

The implementation of the IT Strategic Plan has allowed the Office of Information Technology to better respond to these needs with a consistent focus, ability to determine standard practices and purchases, and provide comprehensive IT support across all of campus [1].

Technological Skills of Faculty and Staff

The use of technology in the daily work of students, faculty, and staff drives the need for continual training and timely upgrades of computing and software. Communication within campus and EWU's ability to work effectively with peers across the state and beyond depends upon availability of relatively up-to-date office automation and skills in using that automation. The ability of faculty to provide effective instruction and to interact with students outside class time depends upon the availability of appropriate hardware, software, and support services as well as the faculty members' skills in using available technologies to enhance teaching and learning. There is a significant demand on staff time for training of end users, equipment and staff support, and housing and operating associated servers [1].

According to our data, at KSU only 10% of administrative staff use ICT directly in the managing system. Almost 80% of academic staff instruct the chair assistants to prepare the e-didactic materials and publish them in the University’s resource database, instead of doing it by themselves. Thus, there occurs an effect of an intermediary person between the ICT tools and the educational materials developer.

PART III

THE ANALYSIS OF IT-RESOURCES USED IN WORK OF EWU AND KSU STAFF

To determine the degrees of EWU and KSU staff competence in IT-use as well as to analyze the role of IT in everyday work of universities' staff, we created two effectiveness questionnaire templates and offered the EWU and KSU administrators and staff engaged in IT to complete the forms. Thirty three top-managers of EWU and 28 KSU administrators and staff engaged in IT received an invitation to participate in the questionnaire poll (see Appendix II). Their answers were grouped according to 6 aspects:

1. Using IT in Departments' Work.
2. IT-governing Model.
3. Participating in IT-governance.
4. Distinguishing the Notions "University Management" and "University Governance".
5. Investments in IT.
6. University's and IT-companies' cooperation.

In each group the four answers correspond to strongly positive, positive, negative and strongly negative attitude towards IT. The results of the questionnaire poll are presented in the diagrams below.

The Diagram 4. reveals the general persontage of EWU and KSU staff that took part in the questionnaire poll. Though 33 managers of EWU had received the questionnaire template and had been asked to fill it it, only 16 of them gave their answers. At KSU, correspondingly, 28 administrators had been requested to give answer to the questionnaire, and only 19 of them participated. This may be explained by busy shedules of administrators in both higher educational establishments, their disinterest in the questions concerning IT-infrastructure and assets as well as by quite a low implementation practice.

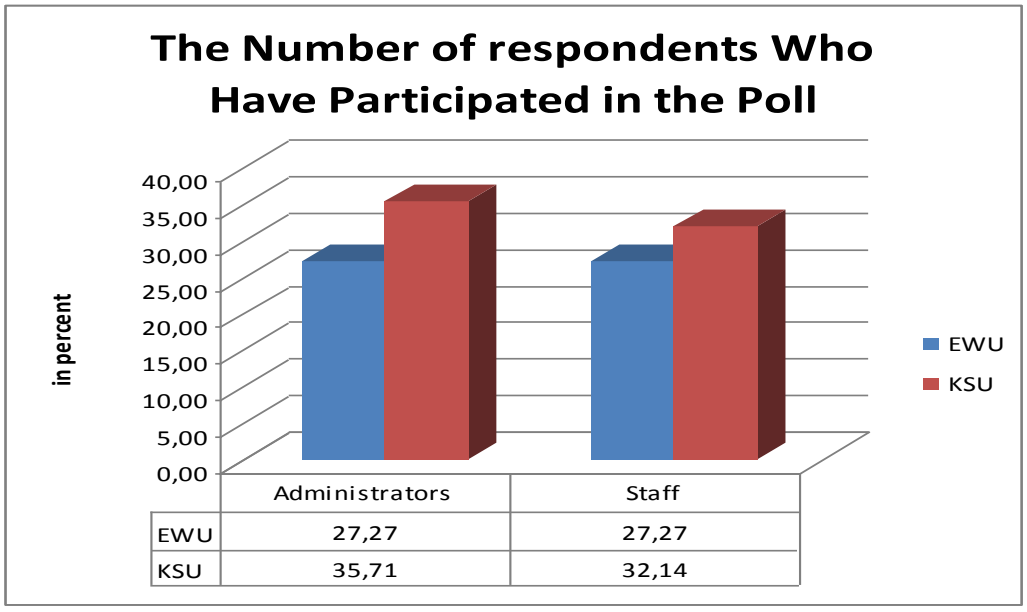

Diagram 4.

The following diagram (Diagram 5) shows the role of IT in everyday work of universities' departments. This helps us to define the level and frequence of IT-use by respondents (the prevailing majority of answers were referred to "high" level of IT use in the departments' work). Still, quite a lot of answers given by respondents were difficult to interpret.

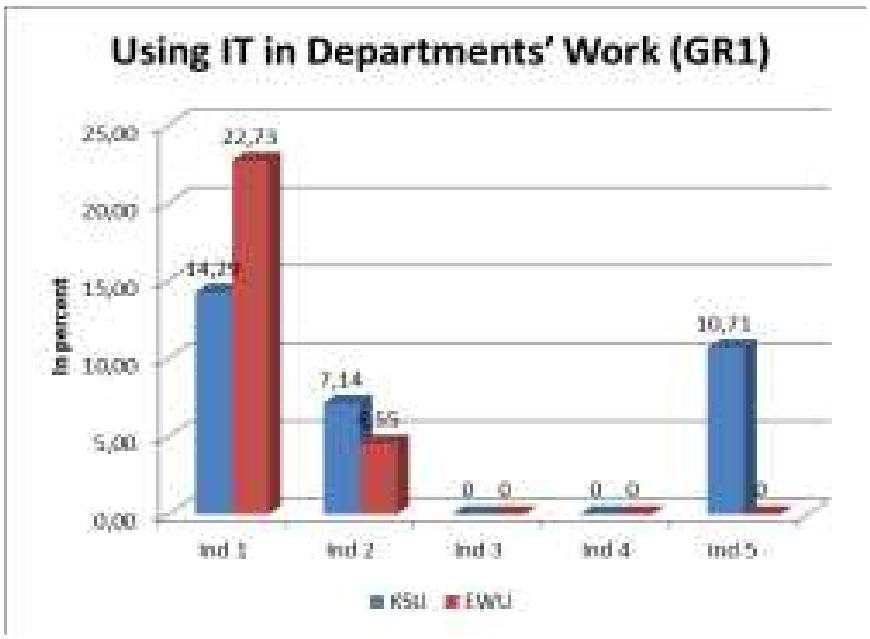

Diagram 5.

Diagram 6 reveals the second group of answers results – the administrators' vision of an IT-governing model, effectiveness of IT-resources and responsibility in their management. It was quite difficult to interpret the answers referring to this group,

because the respondents' answers referred to the actual governing model, not an ideal one.

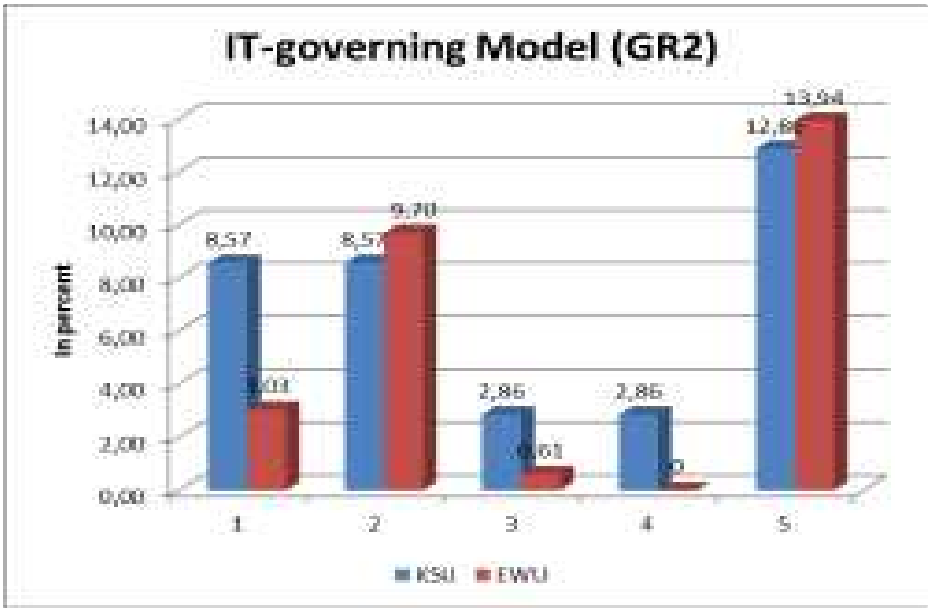

Diagram 6.

Many answers of KSU and EWU respondents were hardly interpreted. Still the majority of answers may be decoded as the statements with a positive attitude towards including the synchronization of governing other assets into the IT-governance-model.

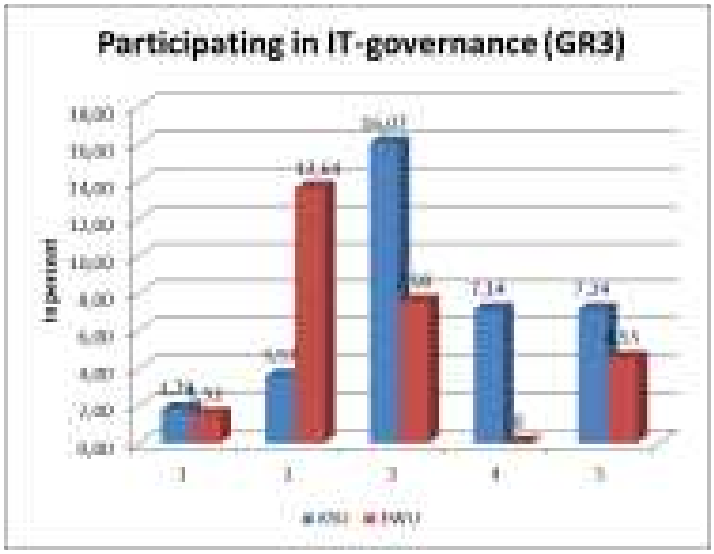

Diagram 7.

Diagram 7 shows the respondents' attitude towards the participation of staff in the process of IT-governance. The answers of EWU and KSU administrators noted that

both IT-specialists and other specialists should participate and make decisions in IT-governance.

Administrators of both higher educational establishments were asked to find the difference between two related notions: “University Governing” and “University Management”. Diagram 8 reveals their answers on the question. Most answers of EWU administrators clearly defined the peculiarities of management and governing processes. Most answers of KSU administrators pointed to either no difference in the terms, or lack of understanding what they mean. This shows the complete distinction between the governance models in Ukraine and the USA.

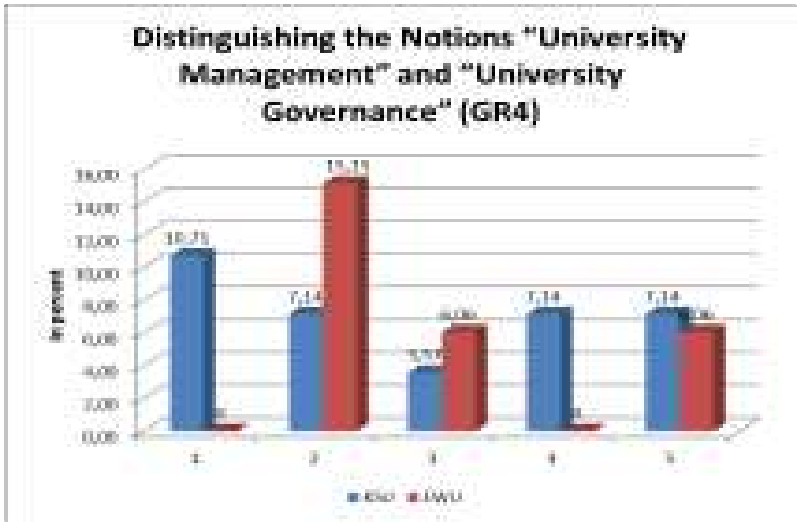

Diagram 8.

Diagram 9 presents the administrators’ attitude towards investments in IT-infrastructure.

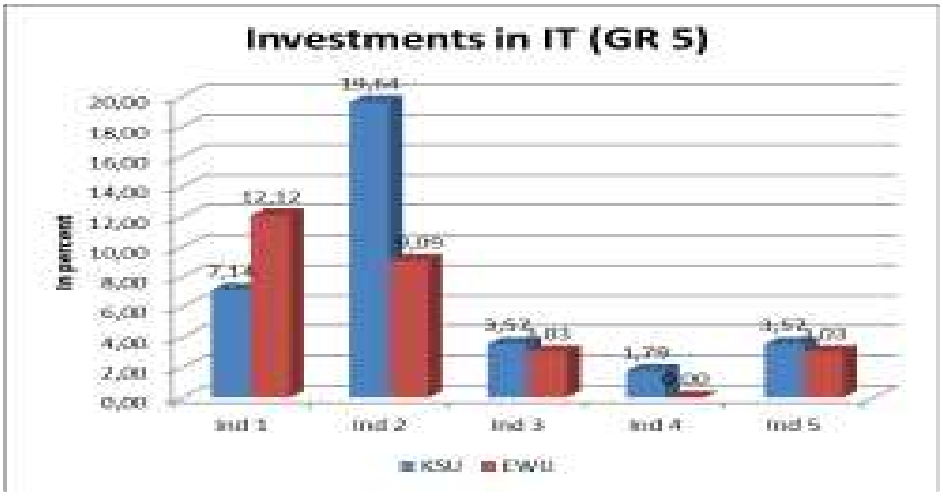

Diagram 9.

Several EWU respondents could not answer the questions either because they were “recently hired” staff members, or because the answer was unknown from their position. The administrators of KSU noted zero investments in IT-infrastructure within the last several years; still they do understand the need to invest in IT and most of them believe this investment is important.

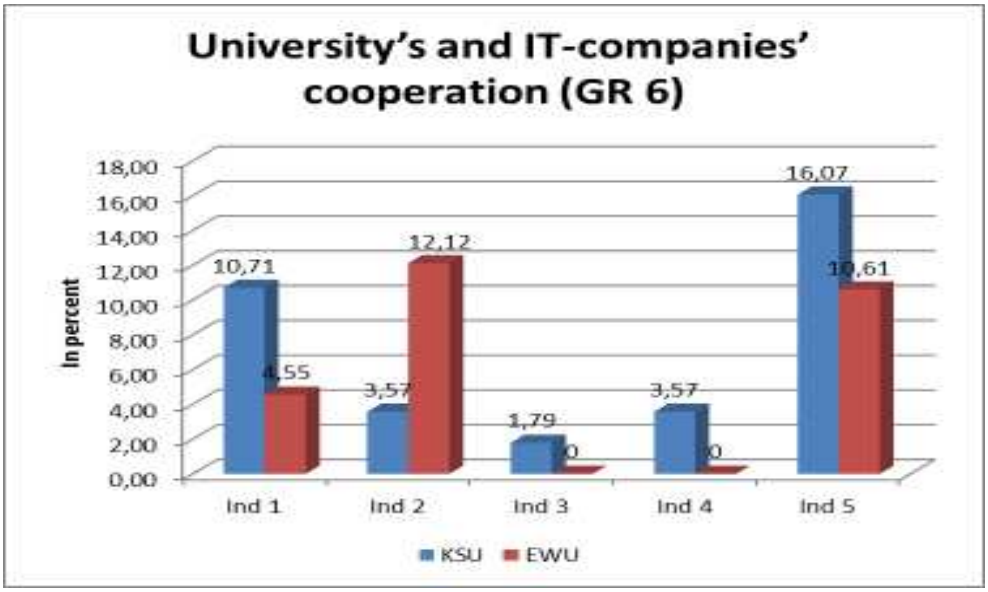

Diagram 10.

The attitude of the universities’ staff towards the cooperation with IT-companies is presented on the Diagram 10. Most EWU administrators’ answers referred to the necessity to maintain partner relations with software companies. The answers of KSU administrators were similar. The answers of the “recently hired” staff members were impossible to interpret.

CONCLUSION

1. Common Conclusions

In the conditions of dynamic market change and the structure of educational services, strengthening of the requirements of quality training for specialists of higher level, the development of competitive strategy is one of foreground objectives in a university activity. Redistribution of responsibilities, appearance of new decision making mechanisms, including external objects into the internal structures of an institution of higher education cause the change of standards of corporate behaviour of students, staff, and faculty. In such complicated and ambiguous conditions, effective IT management allows for the realization of quick and appropriate new strategies for university development, depending on the public demand. For example, considering the higher educational institution as a corporation for the maintenance of students' educational interests, allows to change to accent the university activity from a simple transfer of certain knowledge from a faculty member to student, to the creation of knowledge, which provides effective possibilities for teaching the stuff to develop necessary informative resource and almost unlimited possibilities in communications on one side, and on other side, provides any student with the possibility to use all of the information and communication resources created by the institution of higher education for satisfaction of his/her own intellectual wants in any convenient time. This is the challenge that enables the shift to the accent from mere knowledge transfer to the creation of a suitable environment and formation of students' motivation. The roles and the permissions are changing accordingly. The statement may as well be implemented concerning the management model that demands using modern University's transformational patterns. The latter ones are to save the integrity, adequate relations between the system elements and provide the correct correlation of formal relations to informal ones (with the following architecture legalization in the corresponding formal structure) – see Congruent Model.

As a result, the code of the desired conduct of all of subjects that realize their activity in the university must be changed. And certainly, it is necessary to stimulate new principles of conduct by means of management, including budgeting of a whole higher educational institution in accordance with the requirements of IT.

In such context, there are the following requirements to universities which are planning to manage information technologies effectively:

to form a clear view of the own strategies of educational services provided and the role of IT in their realization;

of the utmost importance, to be transparent, for the students and tutors, and outside, for the future students, tutors, authorities, labour market and all the interested persons. This aspect, first of all, is provided by effective IT management, as they must assure such factors, as actuality, certainty and safety of the corresponding business information;

to keep record of facilities which are outlaid on IT, manage these facilities and value which is gained from IT;

to distribute responsibility for organizational reassignments, that are necessary for a successful use of new possibilities of IT;

to learn by experience of every specific case of IT management and become the supporters of the compatible and repeated use of IT assets.

The results of this research, represented in this scientific paper, show that due to the effective use of IT management to realize their strategies, some prosperous enterprises reach success, while other organizations meet with failure. For example, incomes of the companies, where IT management is an important strategy (such as an individual treatment of a client) are by 20% higher than at firms which realize the same strategy, but their management is at a lower level.

2. Key Conclusions

2.1. Our research made us conclude that there exists a contradiction between the ICT nature of development (mostly the speed of their diffusion) and quite a high inertness of a University's life cycle. This leads to constant system crises in

transformation from formal to informal model of corporate management. In the first line it influences the changing behavior of staff with ICT using in the professional activity.

2.2. The solving of the above mentioned contradiction, according to interview and questionnaire poll results, lies in the plane of congruent model use, in which students', administrators' and staff involving by means of interviews, committees and group discussions, transition to informal model etc. is the basic component.

2.3. As far as educational needs of students generate demand and ICT, on the one hand, and American Universities' administration, on the other hand, really quickly react to them, there exists the danger of consumer's attitude towards educational information. This danger is not clearly seen nowadays, but may become apparent in future generations.

2.4. Our investigation showed that the EWU experience may be successful if used while implementing the corresponding reforms at KSU. Surely, all peculiarities of Ukrainian educational system should be taken into consideration. This may become the basis for further investigations and grant application.

***

Based upon Eastern Washington University's 2008 - 2011 Institution Information Technology Strategic Plan and with the careful consideration of our past publications, we have made an attempt to create the corresponding Plan for Kherson State University. We can not help taking into consideration the complex differences between EWU and KSU: division of responsibility and permissions, budget constituents differences, educational systems of the countries, polar mentalities and what not. Most American higher educational establishments use the so-called congruent model in the strategy analyzing (EWU is not an exception). It is extremely important to apply the mentioned model in the conditions of modern Ukrainian educational system, because it allows a clear mechanism for transition – from formal model to informal one – with an appropriate legalization system. For the strategy realization it is necessary to use the algorithms of the Conflict Management Theory, the resistance should be minimized by involving all administrators in the

development process and motivation stimulation. 2012 - 2022 KSU Conception of Development is presented in Appendix V of the current case study. The Draft of KSU IT Developing Strategy is given in Appendix VII of the current case study.

During the entire process of investigation we have made a conclusion that we may use the experience, model and consulting services of Eastern Washington University for the necessary transformations at Kherson State University. This may require additional financial sources and grants. The results of the investigation were approved by the Chief Information Officer of EWU, Dr. Gary L. Pratt (see Appendix VIII).

To make the cooperation more efficient and productive, it was agreed to sign the bilateral agreement, Memorandum of Understanding between Eastern Washington University and Kherson State University (see Appendix IX).

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APPENDIX I

The Results of Effectiveness Questionnaire of EWU and KSU Administrators and Staff Engaged in IT

Decryption of the Effectiveness Questionnaire Results

Group 1. Using IT in Departments' Work.

Ind.1 – I think that every department should widely use IT in its work.

Ind.2 – I think that departments should use IT in their work as required.

Ind.3 – I think that departments do not need to use IT in their work.

Ind.4 – I think that use of IT may cause a harmful effect for departments.

Ind.5 – The respondent did not give answer to the question.

Group 2. IT-governing Model.

Ind.1 – I think that the IT-governing-model MUST include the synchronization of other assets' governing.

Ind.2 – the IT-governing-model MAY include the synchronization of other assets' governing.

Ind.3 – I think that the IT-governing-model may NOT include the synchronization of other assets' governing.

Ind.4 – I think that synchronizing other assets by means of IT-governing-model may cause a harmful effect.

Ind.5 – The respondent did not give answer to the question.

Group 3. Participating in IT-governance.

Ind.1 – I think that only IT-specialists must participate in IT-governance.

Ind.2 – I think that both IT-specialists and other specialists should participate in IT-governance. Still, the final decision is made by IT-specialists.

Ind.3 – I think that both IT-specialists and other specialists should participate in IT-governance. Still, the final decision is made by other specialists.

Ind.4 – I think that both IT-specialists and other specialists should participate in IT-governance. Still, the final decision is made 50/50.

Ind.5 – The respondent did not give answer to the question.

Group 4. Distinguishing the Notions "University Management" and "University Governance".

Ind.1 – I think that there exists a strong difference between "University Management" and "University Governance".

Ind.2 – I think that "University Management" and "University Governance" are related notions.

Ind.3 – I think that there exists a weak difference between "University Management" and "University Governance".

Ind.4 – I think that "University Management" and "University Governance" are equal notions.

Ind.5 – The respondent did not give answer to the question.

Group 5. Investments in IT.

Ind.1 – I think that a strong investment in IT is needed.

Ind.2 – I think that a strong investment should be in another sphere, not in IT.

Ind.3 – I think that some investments in IT are needed.

Ind.4 – I think that investments in IT are needed to support the existing infrastructure.

Ind.5 – The respondent did not give answer to the question.

Group 6. University's and IT-companies' cooperation.

Ind.1 – I think that there MUST be a strong cooperation between the University and the IT-labor market.

Ind.2 – I think that there MAY be a cooperation between the University and the IT-labor market.

Ind.3 – I think that there is no need for cooperation between the University and the IT-labor market.

Ind.4 – I think that a strong cooperation between the University and the IT-labor market may cause a harmful effect.

Ind.5 – The respondent did not give answer to the question.

APPENDIX II

EWU TOP-MANAGERS WHO PARTICIPATED IN THE QUESTIONNAIRE POLL

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KSU ADMINISTRATORS AND STAFF ENGAGED IN IT WHO PARTICIPATED IN THE QUESTIONNAIRE POLL

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APPENDIX III

2008 - 2011 Institution Information Technology Strategic Plan

http://wiki.ewu.edu/oit/OIT_Strategic_Plan_-_Final.

APPENDIX IV

Comparison Characteristics of Certain Aspects of EWU* & KSU

***** The information in table concerning the assets and IT-infrastructure of the Eastern Washington University was kindly provided by Gary L. Pratt, Chief Information Officer.

EWU	KSU
University Management Model	
The University President, reports to the Board of Trustees, a group of state-wide business, government, and education leaders appointed by the Governor of the State of Washington. The President works closely with both the Board of Trustees and the University executive leadership (vice presidents and division heads) to manage and govern the university.	The whole management model is organized around the University rector, who delegates some responsibility to vice-rectors, but still has the right for the final decisions («narrow neck»).
University's Strategic Priorities	
Eastern Washington University recently completed a 5 year institutional strategic plan. In this plan, 4 goals were established: · Student Success - Create an environment where students succeed at their highest level. · Institution of Innovation - Build an environment that utilizes research to identify, anticipate and respond to community and societal needs. · Community Engagement - Increase community engagement through active participation of students, staff and faculty with community groups, business, organizations and government. · Visibility - Continue to strengthen EWU's reputation by raising the visibility of EWU's high-quality academic programs, community engagement and innovation.	• Supplying international standards of education quality and the diversity of services for students and administrative and academic staff; • Developing a corporate Internet-portal of KSU; • Developing the system of educational marketing, informational-analytical support of scientific partners and competitiveness of KSU, forming an international brand "KSU". • Developing interactive education; • United standardized system of document-flow; • United standardized reports and accounts of the departments' work. • United electronic scientific and educational database of KSU; • Creation of a uniform electronic system of registration and assets management; • Integrated system of interactive scientific and educational resources of KSU: e-Libraries, web-pages, portals and academic services.
IT & the University's Competitiveness	
The academic focus of Eastern Washington University is to prepare broadly educated, technologically proficient, and highly productive citizens to attain meaningful careers, to enjoy enriched lives, and to make contributions to a culturally diverse society. Eastern Washington University will achieve its mission by providing: · an excellent student-centered learning environment; · professionally accomplished faculty who are strongly committed to student learning; · high quality, integrated, interdependent programs that build upon the region's assets and offer a broad range of choices as appropriate to the needs of the university's students and the region; and · exceptional student support services, resources, and facilities.	KSU offers the education of higher quality with IT-resources use. Thus, KSU graduating students are more competitive. KSU has an innovational technical base, new educational and training programs that allows to attract more and more commercial partners and students.
Connection between IT-infrastructure and IT-companies	
EWU works with many business and industry companies in multiple ways, including: · inclusion on academic discipline-specific advisory committees · student internships	KSU cooperates with the following IT-companies: • DataArt (www.dataart.com); • PostIndustria (www.postindustria.com); • Aricent (www.aricent.com); • Logicify (www.logicify.com).
The Process of the Results' Monitoring	
All student, human resource, and financial data records and audits are managed through Banner	Is carried out via IAS (data of financial state of the university)

<table>
<tr><th colspan="2">General IT-infrastructure</th></tr>
<tr><td>The Office of Information Technology at EWU consists of the following Units:
· Customer Support Systems - Responsible for the recommendation, implementation, development, administration, and maintenance of all information technology-related customer, telecommuinications, and infrastructure support for the institution.
· Academic Systems - Responsible for the recommendation, implementation, development, administration, and maintenance of all academic-specific systems for the institution.
· Information System - Responsible for the recommendation, implementation, development, administration, and maintenance of enterprise-level applications for the institution.
· Budget and Administration Services – Responsible for the budget and administrative for the Office of Information Technology, and technology training functions for the institution.</td><td>For creating the preconditions for developing highly professional specialists at KSU many resources and web services are designed, implemented, deployed, and widely used in teaching and learning processes. They help academic staff to create information and communication environments in order to share their teaching materials, communicate and work together with students for developed courses.
IT management at KSU comprises several IT departments for providing software and IT services, supporting business and academic processes, technical support. Starting from the 2nd year of study our Computer Science and IT students are given an opportunity to apply for a part-time job in these departments. Successful applicants become a part of our IT management and development team and work in the projects of these departments that develop, maintain, and manage information resources and services.</td></tr>
<tr><th colspan="2">Persons/Departmnets Responsible for IT-assets Management and Functioning</th></tr>
<tr><td>Under the leadership of the Chief Information Officer, the Office of Information Technology is managed by the following positions:
· Director of Customer Support Systems
Manager of Technical Support Services
Manager of Data Center Services
Manager of Infrastructure and Communications Services
Manager of Project Management Services
Manager of Security Services
· Director of Academic Systems
Manager of eLearning, Design, and Development Services
· Director of Information System
Manager of Enterprise Application Support Services
Manager of Decision Support and Business Intellegence Services
Manager of Database Administration, Web Server Administration, and Application Development Services
· Manager of Budget and Administration</td><td>First Vice-rector, Department of Academic-Informational-Communicational Infrastructure Support, Department of Infrastructure and Technologies Development, Operational-Technical Department of IC Infrastructure Support, Chair of Informatics</td></tr>
<tr><th colspan="2">Role of IT in Administrative Decision-making</th></tr>
<tr><td>The decision-making process for IT policies, budget initiatives and priorities at EWU is a multi-step process that results in a recommendation to the President of the University. This is a collaborative process. The process is as follows:
Input - Individuals or groups at Eastern Washington University suggest IT-related policy changes and other IT-related issues, directly to the CIO, who brings these to the appropriate governance body for review, approval, and recommendation.
All IT-related initiatives are submitted, reviewed, and approved through the OIT Initiative Process. The President makes the final decision on all issues. A high-cost initiative that by law or past practice would require approval by the Board of Trustees would be sent to the Board for approval.
Established advisory committees include the President's Executive Committee, Data Management Committee, Digital Media Advisory Committee, Academic Systems Advisory Committee, and the Student Technology Advisory Committee.</td><td>A tool for getting business-information that is a basis for decision-making.</td></tr>
<tr><th colspan="2">The Use of IT in Business Development</th></tr>
<tr><td>IT is a tool for communications and business information support. At EWU IT implemented and manages the university external website, intranet/portal, and all collaboration and business technologies campus-wide.</td><td>IT is a tool for telecommunications support and business information. At KSU IT are used for web-pages and applications and services creation.</td></tr>
</table>

The System of Assets Changing Tracing	
EWU manages student, human resource, and financial data records (assets) through Ellucian's Banner system, an enterprise resource planning (ERP) system. All physical assets are managed through a facilities resource management system called AIM. Unfortunately, there are other records management systems on campus that are not fully integrated (i.e. library circulation system, various department accreditation systems, residential life, etc.)	Informational Analytical Systme (enables to trace changes in human, financial and other assets) IAS helps to effectively gather the current information about key aspects of the University's functioning: – planned-financial control; – human resources records management: o staff, o students, – accounting: o salary; o scholarship; o payments for education, hostel and other services; – materials accounting; – settling with other organizations; – entrants' database; – academic curriculum, students' records; – hostels and other information.
IT-infrastructure Investments	
Since the development of the Institutional IT Strategic Plan in 2008, significant one-time and recurring investments in IT infrastructure and support have been made (see the IT Strategic Plan). With the advent of the IT Initiative Process, IT-related projects are submitted for approval, prioritization, and funding on a monthly basis.	The investments were extremely small within the last 2 years. KSU only updates the current infrastructure and buys soft- and hardware products for admissions department yearly.
Effects of Investments	
Over the past 5 years, investment in IT has created an IT support organization that is a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the institution.	May be observed only as coefficient of efficiency increase with advanced technique, software and IT use as well as the progress in the training process.
Commercialization	
Unlike a research university, EWU is classified (Carnegie Classification System) as a regional comprehensive, which doesn't have full-scale research as a primary mission. Because of this, there is less of a focus on commercialization of research that would exist at a research university. With that said, EWU does support faculty and graduate program applied research and has a significant focus on undergraduate student research. There are formal agreements governing intellectual property rights of faculty developed research, curriculum, and publishing. There is also a Research and Grants Office that facilitates access to research-based funding sources.	− 0-level of commercialization; − intellectual property that includes registered products, services know-hows that are protected by copyright and may be used by university staff and systems; − developed soft, books and guidelines; − web-portal EduSoft for selling program products.
Synchronizing Assets	
1. Financial Assets	
Financial resources at EWU are comprised of the following funding sources: · State of Washington Appropriation o Operational finds o Capital funds · Student Tuition · Student Fees · Foundation funds (donations, campaigns, etc.) · Grants	− resources of general and special purpose funds; resources of self-supporting scientific projects; − grants; − university commercial products and resources, intellectual property's registered inventions etc.
2. Tangible Assets	
· Basic assets, buildings; · Equipment, transport facility, furniture etc.	− basic assets, buildings (training corps, hostels, sports training camp "Burevestnik" etc.); − equipment, transport facility, furniture etc.
3. Intangible Assets	
· EWU intellectual property (registered scientific achievements and inventions, brands, books, computer products, software etc);	− KSU intellectual property (registered scientific achievements and inventions, brands, books, computer products, software etc);

	− IAS "University" – integrated corporate network of KSU;
4. Human Assets	
faculty staff; maintenance staff ; additional staff; training courses, retraining and raising skills programs, international conferences and seminars, projects and other activities, training courses at other educational establishments etc.	− faculty staff; − maintenance staff ; − additional staff; − training courses, retraining and raising skills programs, international conferences and seminars, projects and other activities, training courses at other educational establishments.
5. Assets of Relationships	
relation inside the University; · outside relations with schools, lyceums, colleges, Ministry etc. · brand, positive reputation of KSU among entrants, their parents; · business-relations with commercial partners (suppliers, state organizations, business rivals etc.); · recruiting international students; · international relations with partnering educational establishments, organizations, funds etc.	− relation inside the University; − outside relations with schools, lyceums, colleges, Ministry etc. − brand, positive reputation of KSU among entrants, their parents; − business-relations with commercial partners (suppliers, state organizations, business rivals etc.); − recruiting international students; − international relations with partnering educational establishments, organizations, funds etc.;
6. Informational Assets	
All enterprise applications and infrastructure systems (i.e. Banner ERP, MS Exchange, WiFi, etc.)	• IAS "University" – integrated corporate network of KSU; • United circulation of documents network within KSU (Microsoft Outlook); • Free access to Wi-Fi in campus;
Standardization of IT-services	
The Office of Information Technology sets all technical standards for base-level systems and services (hardware, software, infrastructure, security, etc.)	No standardization. The exception form distance learning systems (standards IMS, SCORM)
IT-Services	
1. For Students	
▪ Services	•
Training: Blackboard; E-mail; LyndaCampus; Training & Tutorials.	Training: Kherson Virtual University; Windows Live Hotmail for Students; Informational Center of EU at KSU; Israeli Culture Center; International Cultures Centres etc.
Resources: Accessibility; Accounts & Passwords; Appropriate Use Policy; Bookstore; Classrooom Technology; Information Security; IT Policies; iTunes U; TechFee; Wireless (WI-Fi); Technology Responsibility; Software Discounts; Student VPN.	Resources: Free access to file exchange servers, work with new software products.
2. For Academic Staff	
Services: Banner; Blackboard; Classroom Technology; Computer Labs; E-mail; Equipment Checkout; Faculty Web Space; FCRP; Netstorage; Office phone; Printing Services; Voice mail	Services: KSU official web-page; Kherson Virtual University; Distance Learning System KSU Online; United circulation of documents network within KSU (Microsoft Outlook); Virtual Training Laboratories; Free access to Wi-Fi in campus; KSU Publishing House; IAS "University" – integrated corporate network of KSU;
Training: Banner Help; Blackboard; E-mail; LyndaCampus; Training & Tutorials; Training Scheduler.	Training: The system of regular trainings and seminars on Distance Learning Systems work; National and International Conferences, Seminars etc; Center of Retraining and Raising Skills at KSU.
Resources: Accessibility; Accounts & Passwords; Appropriate Use Policy; Bookstore; Cell phone Policy; EagleNET; Information Security; IT Policies; iTunes U; Manage Department Storage Folder Security; Software Discounts; Web CMS; WordPress; VPN.	Resources: Kherson Virtual University; United circulation of documents network within KSU (Microsoft Outlook); Free access to Wi-Fi at campus; Windows Live Hotmail for Academic Staff.

APPENDIX V

2012 – 2022 KSU Conception of Development

During the sitting of KSU Strategic Plan of Development Commission, that was held on the 1st of August, 2012, it was agreed to accept the following fundamental concepts as the basis for the further strategic planning at KSU. Under the term "conception" we understand the general project that defines the strategic activities while reforming, planning and programs implementing.

2012 – 2022 Fundamental Concepts of Kherson State University (KSU)

1. **Our Key Values:**

   1.1. Students' oriented educational environment.

   1.2. The service quality must be equally high at all levels.

   1.3. Providing the free access to all resources (within legal boundaries) for students and staff.

   1.4. The variety of points of view makes us stronger.

   1.5. We are oriented towards the students' satisfaction measurement.

   1.6. We form honest well-educated intelligent individuals.

2. **Our Mission. KSU extends the students' opportunities for realization of individual educational trajectory.**

   2.1. High-quality educational level is provided by reliable academic programs, students' involving in research work and individual projects. The students' opportunities may be extended with the help of variative component in academic curriculum, life-long education skills forming, best training places offering, volunteer and service education involving etc.

2.2. Creating the educational environment for personal development of students that will enable the successful realization of career and social plans.

2.3. Extending the students' opportunities by supporting entrants, people with special needs and people who have no opportunity to receive higher education.

2.4. Staff and faculty development for rising the intellectual communications level and professional skills refreshment.

3. Our Vision.

3.1. KSU must become the driving force for culture and economy development and rising the competitiveness of the Kherson region.

3.2. Our students and graduates must have critical thinking, clear social position and make a significant contribution into the country's life due to their professional position.

4. Key Areas for 2012 – 2017 – 2022 Strategic Planning

The key areas for 2012 – 2017 – 2022 strategic planning should be carefully chosen by means of: questionnaire polls and surveys among target groups; web-researches; committees creation and planning of their work; involving of students and graduates, faculties, staff, administration etc.

The collected and systemized information concerning strategic planning (ap. 1500 information pieces) will not only help in the activity algorithm elaboration, but involve all the members into the decision-making process. This will help in concentrating on the following areas:

- Students' successes;
- Innovations in institutional development;
- Social environment coordination;
- Vision.

5. Aims and Strategies for 10-years Strategic Planning.

Every key area has its aims and strategies that must be implemented during the following 5-10 years. The measurement of every aim is to become the success indicator. The University strategic plan will be annually updated, it will be composed of a guide for individual actions with the executors and metrics specifications. All the departments and programs are to be involved in the process. The reporting must take place annually, in August. All the creative ideas are to correlate with the Strategic Plan of Development, because only working as a united body we may guarantee the successful future for the University.

5.1. Students Successes

Aim: Creation of an environment in which students may raise their level of professional competence. Students are the center of all the University actions and aims. KSU defines "student' success" as "students' opportunities to flourish professionally and individually.

Key Strategies:

- Skills development and KSU rating raising;

- Creating opportunities for free access to all resources, student-services support;

Faculty and staff support in students' stimulating;

- Extending the University liability for students' successes;

- Creating of a system that strengthens the students' influence on academic curriculum, courses and programs in order to raise their educational progress.

Success Indicators:

- Diminution of first- and second-year of studies students expulsion;

- Increasing the overall rating of fourth- and fifth-year of studies students;

- Matching the students' and staff contingent to correct proportions.

- Improving, developing and updating of students' services.

5.2. Innovations in institutional development'

Aim: Creation of an environment that uses researches for defining, foreseeing and satisfying the needs of consumers, labor market and the country in **general.** KSU solves these problems by implementing the innovation programs, new types of cooperation with labor market, social organizations and state establishments by means of effective use of resources and University progresses.

Key Strategies:

- Creating of virtual campus that enables access to quality educational service for students, staff, people with special needs, people who have no opportunity to receive a higher education;

- Using partner relations for new programs establishment;.

- Improving and supporting of faculty investigational programs by means of students' and social organizations' involving, partnership establishing.

Success Indicators:

- The number of new on-line/hybrid programs and disciplines for educational purposes of recipients;

- The number of training programs offered for the Virtual University;

- Center of Alternative Energy creating;

- The number of students involved in researches on compensatory conditions;

- The number of master and candidate programs;

- The number of conferences with invited professors from foreign universities.

5.3. Social environment coordination

Aim: Strengthening the relations with neighboring regions by means of active students' and staff participation in social and governmental organizations, business. Involving the region will lead to extending the opportunities for students, staff in many aspects. Close relations with business and industrial establishments will help in financial support as well as in graduates job placement.

Key Strategies:

- Strengthening the students' and staff participation in cultural and social events held in the region;
- Strengthening of involving KSU leaders into the region's activity;
- Consolidating of present relations and establishing new relations with external partners.

Success Indicators:

- The number of strategic partners in social and governmental organizations, educational associations and private business;
- The number of external regional advisory commissions in which KSU participates; regular participation in conferences, that present social and governmental organizations, business representatives etc.;
- Establishing contacts via trainings, partnership, other forms of cooperation with region representatives and students, faculty staff and administrators;
- The number of registered students who work part-time (on the positions related to their future specialty);
- The number of social and regional activities that were initiated by KSU administrative bodies.

5.4. Vision.

Aim: Further Strengthening of KSU reputation by means of academic program quality increasing, involving innovations and regions potential.

The reputation of KSU is based on relations with the region, business support, connection with graduates, and in the first line, on our academic programs. Wide vision and reliable reputation, recognizability of the KSU brand strongly affects the choice of internal and external partners towards our University.

Key Strategies:

- Increasing of media-expositions.

- The demand forms the reputation of KSU.

- Development of self-asserting programs with KSU students' and graduates' participation. **Success Indicators:**

- Increasing of KSU rating among business-leaders and the region citizens;

- Increasing of KSU rating in the annual rating of the Ministry of Education and Science, Youth and Sports of Ukraine;

- Increasing of KSU rating in famous indexable publishing houses;

- Increasing of publications about KSU activities in regional printing;

- Increasing of honors, medals, cups etc. of KSU in various competitions, championships, conferences etc;

- Making the brand of KSU more popular among school-leavers.

APPENDIX VI

WORKING DIARY (Most Important Events of Sept., 22nd – Nov., 10th 2012)

September, 22nd, 2012

Activity

- Meeting with host university coordinator and scientific advisors:
  - Gary Pratt,
  - Catherine Dixon,
  - Nora Merkel.
- Campus Orientation.

Goal

- Discussion of research interests and case study topic.
- Planning of possible meetings and activities.
- Tour of the campus, taking a view of the carrel, checking computer and phone access.
- Receiving EWU ID and account.

September, 22nd , 2012

Activity

- New Student Convocation at Eastern Washington University.

Goal

- Getting knowledge of EWU traditional annual public events.
- Acquaintance with academic and administrative staff.

Watch Video

September, 24th , 2012

7:15 a.m. – 10:00 a.m.

Activity

- Welcome Back Breakfast

Description

- All faculty and staff were invited to attend the annual "Welcome Back Breakfast" to start the year off.
- Presentations of scholarship funds and addresses from university, faculty local community members accompanied the breakfast.
- The Welcome Back Breakfast was jointly sponsored by the West Plains Chamber of Commerce, EWU Faculty Organization and EWU President's Office.

Watch video

September, 24th , 2012

Activity

- 2012 New Faculty Orientation, Workshops

Goal

- Getting knowledge of the University's scholarship funds and addresses from university, faculty local community members.

Watch video

September, 24th , 2012

Activity

- JFK Library Tour with Reference and Instruction Outreach and Inclusion Librarian **Rayette Sterling**

Goal

- Exploring library services and resources to be used for case study.
- Collecting materials such as the EWU Information Technology Strategic Plan 2008-2011, IT Guide etc.

September, 24th , 2012

Description

- *I was deeply impressed by the tour of JFK Library provided by **Rayette Sterling**.*
- *The Library has its own system (mutual with 15 more Universities).*
- *Interface with EWU data's is daily carried out by converting.*
- *According to Garry Pratt, the Library system is going to be integrated into the University's one.*
- *Still, some problems with personal data security occur.*

September, 24th , 2012

Activity

- Initial meeting with the Chief Information Officer **Gary Pratt** and the executive director of the office of Global Initiatives **Catherine Dixon**

Goal

- Writing a short outline of case study.
- Choosing possible research guidelines.

September, 24th , 2012

Description

- *One-hour discussion resulted in the **following agreements**:*
  - *to prepare the draft of double-sided diplomas treaty between EWU & KSU;*
  - *EWU will consider the possibility of students' study-course at KSU;*
  - *to prepare a mutual project devoted to Strategic Plan for KSU, submit it to IREX;*
  - *to examine the IT-governance experience of EWU for KSU.*

EASTERN WASHINGTON UNIVERSITY
start something big

September, 25th , 2012

Activity

- Weekly Meeting with Chief Information Officer **Gary Pratt.**

Goal

- Discussion of the **following questions**:
  - general notions on IT-assets and infrastructure;
  - IT-services organization;
  - investment in IT-infrastructure;
  - monitoring IT-assets;
  - cooperation with IT-companies etc.

September, 25th , 2012

Description

- *During a one-hour meeting the following question was discussed: KSU Strategic Plan in the context of effective IT-assets use.*
- *The general outline of Case Study was approved with the **following add-ins**:*
  - *comparative analysis of EWU & KSU IT;*
  - *questionnaire results of EWU Top-managers;*
  - *final KSU Strategic Plan.*

September, 26th , 2012

Activity

- Meeting with EWU Vice President for University Advancement and Foundation Executive Director **Michael Westfall.**

Goal

- Discussing the questions of the Strategic Plan results.
- Gathering information for comparison characteristic in case study.

September, 26th , 2012

Description

- *Was talking (for 30-40 min.) to **Michael J. Westfall** about KSU structure and responsibility division and outlined my research directions.*
- *He, in-turn, explained how EWU is structured and agreed to edit my questionnaire forms for EWU administrators and staff engaged in IT.*

September, 27th , 2012

Activity

- Weekly meeting with the executive director of the office of Global Initiatives and Campus Programs **Catherine Dixon**

Goal

- Discussing the interim results of case study.

September, 27th , 2012

Description

- *Discussed the **following questions** during the meeting:*
  - *My working schedule;*
  - *Confirmation of my working schedule for IREX;*
  - *Distribution of my questionnaire forms to EWU staff;*
  - *New mutual EWU and KSU project.*
  - *Double-sided diplomas treaty between EWU & KSU;*
- ***Results:***
  - *The work is carried out according to the schedule.*
  - *Waiting for the confirmation of the working schedule by IREX;*
  - *The questionnaire forms will be sent in the recent future.*
  - *The template of project will be ready till the 10th of October, 2012.*
  - *The issue is still under consideration.*

September, 27th , 2012

Activity

- Meeting with Passau University Representatives. Visiting Lecture Prof. **Dr. Karsten Fitzgerald**, devoted to American Studies

September, 27th , 2012

Description

- ***Called up thoughts:***
  - *Create standard symbols for the Chair;*
  - *Organize Summer Schools at KSU*
  - *Campus System of orgwork.*
  - *They rule projects, we rule current problems.*
  - *Individual decision always causes isolation in implementing*
  - *Foreign students is a good way for swallowing up each others in a good sense.*
  - *How to create a global educational space: access to grants for future students; access to different languages learning.*

September, 28th, 2012

Activity

- Meeting with Board of Trustees (BOT) and **Gary Pratt.**

Goal

- Discussing BOT goals, mission, strategy.
- Collecting data for case study.

September, 28th, 2012

Description

- *I was present at the Board of Trustees Meeting together with 10 BOT Members, Provosts and Departments' Heads.*
- *BOT is the University's governing body appointed by the governor with broad responsibilities to supervise, coordinate manage and regulate EWU as provided by state statue.*
- *The BOT consists of eight members, one of whom is a student.*
- *Trustees serve six year terms, except for the student whose term is one year.*

Watch video

As a board, its mission is to build trust with EWU public. Rather, its role is to ensure the process reaching administrative decisions has been fair.

September, 28 – 29th, 2012

Activity

- Working in the Library.

Goal

- Improving case study.
- Systematizing the material.

October, 1st, 2012

Activity

- Meeting with President's Executives Committee (with **Gary Pratt**)

Goal

- Collecting data for case study concerning EWU assets management and their synchronization.

October, 1st, 2012

Activity

- Meeting with Vice President for Business and Finance **Mary E. Voves.**

Goal

- Discussion the questions of financial assets management and use of IT, University funds and financial discipline.

October, 1st, 2012

Description

- *During the meeting with **Mary E.Voves**, the **following questions** were discussed:*
  - *her responsibilities and permissions,*
  - *EWU and OIT budget structure,*
  - *IT-investments effectiveness estimation, scheduled investments in IT within 5 years.*
- *The meeting was recordered*

Watch video

October, 2nd, 2012

Activity

- One-on-One meeting with **Gary Pratt.**
- Meeting with **Catherin Dixon.**

Goal

- Discussing the interim results of case study.

October, 2nd, 2012

Activity

- Office of Information Technology Tour with **Gary Pratt.**

Goal

- Observing OIT at work, its organizational structure, tasks and facilities.
- Acquaintance with OIT staff.

October, 3rd, 2012

Activity

- Meeting with Director Human Resources, Rights & Risk (Chair) **Jolynn Rogers.**

Goal

- Discussion the questions of human assets management and use of IT.

Watch video

October, 3rd, 2012

Description

- *Today I've had a meeting with Director-Human Resources, Rights and Risk **Jolyynn Rogers**(Chief HR Officer).*
- *We've discussed the **following questions:***
  - *Why is the department called like this?*
  - *How do you share responsibilities and permissions between your department and the department of Dr.Gary Pratt(access, creation, editing of databases)?*
  - *Who take decisions concerning the staff access to databases?*
  - *Can your compare the 5-years ago situation and the current on the IT-resources use and convenience?*
  - *What do you want to improve in context of IT implementation in your department?*
  - *Who is responsible for the conflicts politics at EWU?*
  - *Do you use congruence model for changes in EWU?*

October, 4th, 2012

Activity

One-on-One meeting with **Gary Pratt**.

Description

- *Today we were discussing my case study V.7.*
- *I made the necessary changes and answered the questions concerning IT academic infrastructure.*
- *We've also added two diagrams on IT-Projects development at EWU.*
- *I am going to improve the case study during weekend and present its V.8 on Monday.*
- *Appendix 4 for case (comparative characteristics of EWU and KSU) study is still in process of editing, we've discussed its control points.*

October, 5th, 2012

Activity

- One-on-one meeting with **Gary L. Pratt**

Description

- *My scientific advisor and I discussed the comparative structure and resources of KSU and EWU.*
- *He kindly agreed to help with Appendix IV of my case study.*
- *We will not be able to meet at the beginning of the next week as far as Gary Pratt has to visit the annual conference on ICT in Seattle.*

October, 5th, 2012

Activity

- A meeting with the Dean of College of Science, Health and Engineering **Dr. Judd A. Case**

Goal

- Interviewing the Dean.
- Collecting knowledge of the College's structure, academic staff, budget, assets etc.

October, 5th, 2012

Description

- *What specialties are presented at your faculty?*
- *What is the academic curriculum structure?*
- *Are IT-Disciplines included in the curriculum? If yes, in which proportions?*
- *What is the proportion of practical trainings in the curriculum?*
- *Do you allow your student to work part time (if the work is connected with area of studies)?*
- *Which IT-companies do you cooperate with?*
- *How widely do your students use IT in their academic activity?*
- *How close do you cooperate with OIT, Department of Garry L. Pratt?*

October, 5th, 2012

Description

- **Dr. Judd A. Case** told about the College of Science, Health and Engineering structure, its cooperation with famous software companies. Almost all natural sciences (Physics, Biology, Chemistry, Botany etc.) as well as IT-subjects are included into academic curriculum.
- The College students have an opportunity to practice at IT-companies. And staff of these companies, in return, actively participate in the academic process, conduct lectures and practical studies in IT.
- We've also discussed the College's close cooperation with CIO, responsibility division etc.

Watch Video

October, 5th, 2012

Activity

- A meeting with the Dean of College of Arts, Letters & Education, Professor of English **Lynn Briggs**

Goal

- Interviewing the Dean.
- Collecting knowledge of the College's structure, academic staff, budget, assets etc.

October, 5th, 2012

Description

- *What specialties are presented at your faculty?*
- *What is the academic curriculum structure?*
- *Are IT-Disciplines included in the curriculum? If yes, in which proportions?*
- *What is the proportion of practical trainings in the curriculum?*
- *How widely do your students use IT in their academic activity?*
- *How close do you cooperate with OIT, Department of Garry L. Pratt?*

October, 5th, 2012

Description

- *I've had a wonderful one-hour meeting with the Dean of College of Arts, Letters & Education, Professor of English Lynn Briggs and two Associate Deans.*
- *One of them conducts investigation on history, on ex-Soviet, Russian and Ukrainian history, in particular.*
- *He has visited Kazan' (Russia) for this purpose.*

October, 9th, 2012

Activity

- One-on-one meeting with **Gary L. Pratt**

Description

- *We have discussed the following questions:*
- *Questionnaires that they had done while composing the Strategic Plan of Development;*
- *Should I include the draft of KSU Strategic Plan on IT into my case study?*
- *My Case Study V.9.;*
- *Construction of our new project-application to IREX etc.*

October, 10th, 2012

Activity

- Meeting with the President of EWU **Dr. Rodolfo Arévalo**

October, 10th, 2012

Questions

- During the interview with the President we have discussed the **following questions:**
  1. Strategic decisions about reorganizing the information organization, separating the Dean of Libraries and the Chief Information Officer responsibilities. What were the reasons for this decision?
  2. Now, in 2012, the Office of Information Technology is already 5 years old. You do not have regrets about your decision, do you?
  3. Under the term "IT-management" I understand defining the powers for decision-making while IT-use that is aimed at stimulating the needed behaviour. Have you met difficulties and problems while the division of powers and responsibilities at EWU?
  4. What are the key, first-priority tasks in IT-governance till 2017 at your University?
  5. Do you plan to unite in one department (in Office of Information Technology, for example) the providing and support of IT-infrastructure and the academic IT-component?

October, 10th, 2012

Description

- *It was after the new President's appointment, that EWU was headed towards IT-governing reforming.*
- *One of the strategic decisions of **Dr. Rodolfo Arévalo** was to reorganize the information organization, separating the Dean of Libraries and the Chief Information Officer responsibilities.*
- *Nowadays **Dr. Rodolfo Arévalo** has absolutely no regret of his decision, and to increase the Office of Information Technology powers plans to institute a new position, Vice-Provost on academic IT-component.*

October, 10th, 2012

Description

- *I wondered about EWU first-priority tasks in IT-governance till 2017 as well as the President's vision of the term "IT-governance".*
- *After the in-depth course I will return to KSU and start a mutual project with EWU and IREX.*
- *The draft of the project was also discussed during the meeting with the President.*
- *During the meeting I have also discussed with* ***Dr. Rodolfo Arévalo*** *the perspectives of KSU and EWU cooperation in students- and staff-exchange programs and KSU-EWU double-sided diploma programs introduction.*

October, 11th, 2012

Activity

- Office of Information Technology Exhibition Participation

October, 11th, 2012

Description

- *I have taken part in the annual Office of Information Technology Exhibition.*
- *It is aimed at presenting all the aspects of OIT work: technical support, electronic services for students and staff providing, distance technologies, including mobile devices support, photo- and video-services.*
- *These exhibitions are traditionally carried out every season: in autumn, winter, sprinf and summer.*

October, 11th, 2012

Activity

- Meeting with the Dean of College of Business and Public Administration **Martine Duchatelet**

October, 11th, 2012

Description

- *I wondered about the structure of academic curricula, the spectrum of disciplines presented at College.*
- *It is quite wide: "Health Informatics Technology", "Urban and Regional Planning", "Economics", "Finance", "Business and Marketing Education", "Management" etc. Special attention was paid to the questions that are in focus of IREX case study: cooperation of CBPA with Office of Information Technology and various IT-companies.*
- *We've also discussed the future cooperation perspectives of KSU and EWU College of Business and Public Administration in double-sided diploma programs introduction.*

October, 11th, 2012

Activity

- Meeting with the Vice President for Student Affairs of Eastern Washington University **Dr. Stacey Morgan Foster**.

October, 11th, 2012

Description

- *The questions for the interview had been prepared by the Head of KSU Students and PhD-Students Committee Andrii Vyshnevskyi.*
- *Vice-President for Student Affairs of EWU is responsible not only for all aspects of students' life (free time, sport, health, academic individual and group work etc.), but for the budget of these activities as well.*
- *This budget is formed only of the students' money and is spent only for their needs.*
- *The student budget is approximately 1 million dollars and the half of it is spent for various students activities (the students may participate in them as volunteers).*
- *American students have 15 hours of weakly classroom work, the rest of time they spend working in libraries.*
- *Students have the opportunity to work at any place to consider it cozy because the whole campus territory has Internet access.*
- *Besides EWU has an access to the centralized education database of Washington State, where one can find information about students who were shifted from one university to another.*

October, 11th, 2012

- *Dr. Stacey Morgan Foster told that among American students there are still a lot of problems.*
- *And the University Administration does its best to solve them.*
- *Students have no tedious time, because various events, faculty presentations, exhibitions, concerts and other cultural activities take place almost daily at EWU campus.*
- *At the end of interview Dr. Stacey Morgan Foster suggested the students of Kherson State University to get acquainted with the EWU Student Affairs Annual Report 2010/2011.*

October, 12th, 2012

Activity

- Participation in WG for New Strategic Plan Developing

October, 12th, 2012

Description

- *I have taken part in the work of **Office of Information Technology** workgroup that was aimed at creation the new 5-year strategic plan.*
- *Top managers of EWU as well as invited specialists participated in the process with teambuilding strategy implementing.*
- *The overall conception of EWU Development was taken into consideration.*
- *The work of the team was divided in several stages: general discussion, brainstorming in groups etc.*

October, 15th, 2012

Activity

- Meeting with the Vice-President on Enrollment Services **Lawrence Briggs.**

October, 15th, 2012

Description

- ***The questions for the interview had been prepared by the Dean of the Faculty of Pre-University Training, general secretary of the Admission Committee of KSU Elvira Fatieieva. First of all she was interested in the entrance exam for the prospective university students in American universities and whether their results influence the choice of the Admission Committee.***
- ***Vice President Lawrence Briggs told that this year the Eastern Washington University received a lot of applications for the admission to the university (about 5000 person).***
- ***EWU has choosen 3800 best applications, but only 1700 prospective university students can study at Eastern Washington University.***
- ***On the University admission in America the average grade point after school is counted as well as the results of the national testing.***
- ***EWU holds interviews with foreign applicants to establish the legacy of the documents and also choose the field of study, their major.***
- ***The Eastern Washington University has own student's base access.***

October, 15th, 2012

Activity

- Participation in the **meeting of the Executive Committee** of the President of Eastern Washington University

October, 15th, 2012

Description

- *During the Executive Committee Meeting several questions were discussed. These were:*
- *the Board of Trustees November agenda;*
- *new rules for parking on campus during football matches etc.*
- *During the meeting there was presented a project of a new stadium of the Eastern Washington University.*
- *Vice President for University Advancement and Foundation Executive Director **Michael Westfall** told about a variety of fundings for this project. The estimated cost of the new stadium is more than 70 million dollars.*

October, 17th, 2012

Activity

- Visiting the Academic Systems Advisory Committee
  - *The Academic Systems Advisory Committee (ASAC) advises the Office of Information Technology (OIT) and Academic Affairs (AA) on the standards, guidelines, policies, and planning that supports the use of technological resources to enhance the quality of teaching and learning, research, and other scholarly activities; develop and review academic technology; advise on priorities for academic technology initiatives; provide a forum for investigation and advises on new teaching and learning technologies; and facilitates communications regarding academic teaching and learning initiatives.*

October, 17th, 2012

Description

Meeting Agenda
10/17/2012, 3:00pm-5:00pm, Huston Hall Rm. 219

1. ***Welcome Ben Meredith***
2. ***Planning for Fall Quarter Faculty Forum***
3. ***EagleNet concerns from the Faculty Senate on 10/8/2012***
4. ***Takeaways/suggestions from 2012 Teaching and Technology Boot Camp***
5. ***Discussion with visiting scholar Alexander Spivakovskiy***
6. ***Proposed topics for October 31st***
   - ***Lowering textbook costs through eTextbooks***
   - ***Improving technology (laptops) for Riverpoint campus***

October, 17th, 2012

Activity

- Visiting the Washington State University (Seattle) together with **Gary L. Pratt**

WASHINGTON STATE UNIVERSITY

World Class. Face to Face.

October, 17th, 2012

Description

- *I have seen the WSU advanced technologies for studying medicine – classrooms, test laboratories where students work with computerized dummies etc.*
- *I have also seen the advanced equipment that enable to teach students as well as 20 multimedia classes that are employed not only for inner students of **EWU** and for students from distant places.*
- *I have also been impressed by the room for tests passing in real conditions without teachers' and lecturers' participation.*
- *A **special system of recording** enables the lecturer to estimate the students' success.*

October, 17th, 2012

Description

- ***WSU & EWU have firm contacts and cooperate in many spheres. At WSU there is a wide range of MA and PhD programs, that is why a lot of EWU bachelor students prefer to continue their studying at WSU.***

October, 18th, 2012

Activity

- Meeting with **Dr. Linda Kieffer**, Vice Provost on Academic Administration

October, 18th, 2012

Description

- *Linda Kiefer described the structure of EWU study courses, and the peculiarities of the education system in the United States. In the U.S. universities, and in EWU in particular, there are no academic groups like in Ukraine. The students of all ages and different study courses are integrated in educational groups, that allows them to choose subjects for study, and, of course, creates all the conditions for the development of their educational background.*
- *In addition, American students have to thoroughly work on their own - in libraries, educational laboratories and in campus. Special student body, the so-called "helpdesk", was created by students of EWU in order to help groupmates in particular study courses. EWU Administration has positive attitude towards this kind of assistance and even pays the students involved in the process of teaching in «helpdesk».*
- *Linda Kiefer also shared the problems that exist among American students. The first one is the classes skipping. But the EWU Administration is trying to overcome this problem. Students of the U.S. Universities are involved not only in the academic process, but also live a full campus life and have to find time both for leisure, and educational activities.*

October, 18th, 2012

Activity

- **Meeting with David Buri, Director of Government Relations**

October, 18th, 2012

Description

- *Dave Buri is responsible for the submission of the applications for financial assistance from the government of Washington State.*
- *He told in details about the structure of the EWU budget.*
- *The Director of Government Relations told that the State government can allocate money for various needs of the University: for capital facilities (such as a new stadium in Eastern Washington University) for urgent needs and payments for cultural events organized for students and teacher staff etc.*
- *This year, in particular, the State Washington government gave EWU about 65 million dollars for operational needs and about 69 million dollars for new EWU stadium construction.*

October, 18th, 2012

Description

- *I, in turn, told David Buri about the budget structure of Ukrainian higher educational establishments and areas of funding from the Ministry of Education and Science, Youth and Sports of Ukraine.*
- *What is more, we have discussed the prospectives of the new mutual KSU and EWU project for ICT strategic plan realization due to IREX Organization.*

October, 18th, 2012

Activity

- Meeting with Academic Board and CIO

Description

- *During two hours I was presenting Kherson State University, taking part in the discussion of responsibility divisions share at CIO and academic department.*

October, 22nd, 2012

Activity

- *I was present at a short meeting devoted to further CIO Strategic Plan Development.*

Description

- *The short fragment of the Meeting is revealed in video-file.*

October, 22nd, 2012

Activity

- The Senate Meeting Participation

October, 22nd, 2012

Description

Senate Meeting Agenda

3:00	1. Call to Order
3: 05	2. Approval of Consent Agenda including: Senate Minutes May 14, 2012.
3:10	3. Additions/Changes to Agenda
3:10	4. Committee of the Whole
	a. Legislative Liaison Report
	b. Shared Governance
3:20	5. Administrative Reports
3:40	6. Associated Students Report
3:45	7. Chair's Report
3:50	8. UFE Report
3:55	9. Council Elections/Selections/Confirmations
	a. Vince Pascal, Management – Graduate Affairs Council
3:57	10. Information Items
	a. Q2S Update
	b. Veteran's Resource Center
4:35	11. Unfinished Business
4:35	12. New Business
	a. Student Success and Retention
4:55	13. Good of the Order
5:00	14. Adjournment

October, 22nd, 2012

Description

- *In fact, I may identify the Senate Meeting as the analogue of our Scientific Council Meeting.*
- *Still there are some differences.*
- *For example, the Head of the Senate is not the University President.*
- *What is more, neither the President nor the Vice-Provosts have the right to vote.*
- *They just participate in the Meeting without constituent power.*
- *Vice-President on for University Advancement and Foundation Michael J. Westfall presented the project of EWU stadium reconstruction (the total cost is appr. 69 ml.$).*
- *The Senate voted positively for this issue.*
- *Dr. Gary L. Pratt presented the new project - My EWU Portal.*
- *The Senate voted positively for this issue.*

October, 23rd, 2012

Activity

Meeting with Catherine Dixon and Gary L. Pratt

Description

- *The meeting lasted for nearly an hour and was very productive. We have discussed my working plan and the final version of my case study. We talked over the details of our mutual IREX Project aimed at strategic plan in ICT use and implementing development at KSU. EWU colleagues really like our experience of deep cooperation with software companies in students' trainings, feedback in knowledge transfer and mutual conferences and IT-Talks organization.*
- *What is more, we have agreed to sign the Memorandum of Understanding between EWU and KSU.*

APPENDIX VII

DRAFT OF KSU IT DEVELOPING STRATEGY*

* The KSU Draft of IT Developing Strategy was written on the basis of the corresponding IT Strategic Plan Development implemented at Eastern Washington University during the last few years. The text of the KSU Draft of IT Developing Strategy was developed by composite authors:

- Oleksandr V. Spivakovsky, Professor, First Vice-Rector of KSU, Chair of Informatics Head;
- Hennady M. Kravtsov, Candidate of Science, KSU Chair of Informatics Associate Professor;
- Eugene A. Alferov, Head of Department Providing Academic, Informational and Communicational Infrastructure of KSU;
- Daryna V. Tkachenko and Oleksiy V. Lonsky, KSU Office of International Relations Employees.

The template of the Draft of IT Developing Strategy was kindly provided by Dr. Gary L.Pratt, Chief Information Officer of Eastern Washington University.

Overview

Kherson State University (KSU) has many departments and services, including Department of Informatics, for appropriate information and communication infrastructure activity. This plays an important role in the efficient work of the University in the field of IT. Together with the Ministry of Education, Youth and Sports of Ukraine, European Union institutions and IT companies they provide joint research, projects development, the scientific and technical work and knowledge transfer.

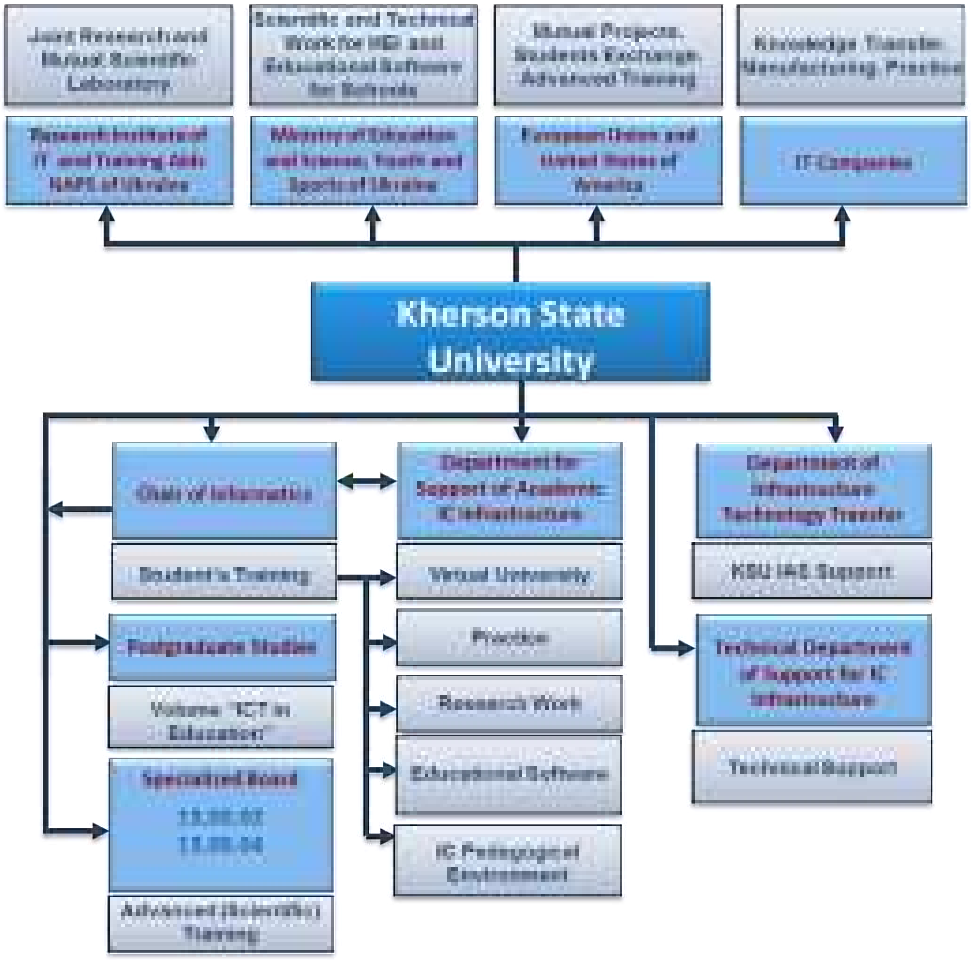
In September 2011 Kherson State University established the Department of Support for Academic, Informational and Communicational Infrastructure, Department of Infrastructure Development and Technology Transfer and the Technical Department, which jointly with the Department of Informatics of KSU promote research work of students in ICT applications and developing applications developed for the efficient use in the classroom.

KSU information and communication infrastructure presented in Pic. 1.

As a result of the reorganization, the newly formed Department of Informatics is focused on defining roles and responsibilities for the provision of strategic direction, mission, vision and goals of Kherson State University. An important step is the development and implementation of the strategic planning process to provide access to information technology, resulting in consistent steps required to create full access to information technology that have been described in details in the plan.

Purpose

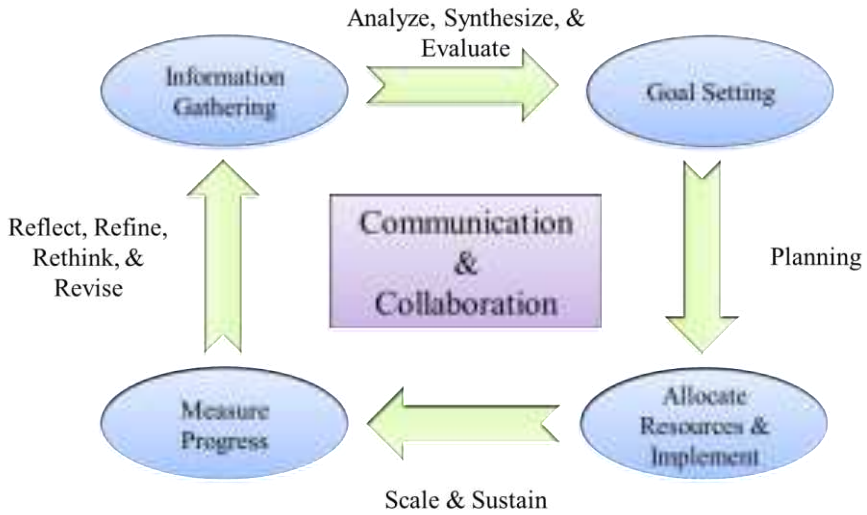
The purpose of this strategic planning process is to determine how best to align information technology support with the mission, vision and values of the University and its various department and to develop a strategic plan for providing organized and user-friendly information technology support to the University.



Pic. 1 KSU Information and Communication Infrastructure

The Strategic Planning Cycle

The strategic planning process is a continuous and cyclical adjustment to the annual plan based on data collection from its performance, analysis and evaluation of these data and to identify new challenges (Pic.2).



Pic.2. The Strategic Planning Cycle Structure

Information Gathering

The first step is to collect data for the development of a strategic plan. We use three methods for data gathering:

2. Web Survey
3. Interview with key individuals:
    1. Rector
    2. First Vice-Rector
    3. Vice Provosts
    4. Associate Vice Presidents
    5. Deans
    6. Department Heads
    7. Head of International Relations Office
    8. Professors and Leading Teachers
    9. Key Student Services and Administrative
4. Focus group discussions

- Key Constituent Groups
    10. University Academic Senate
    11. Faculty Senate
    12. Administrative and Economic Part
    13. Student Organization
    14. Student Affairs Directors
    15. Human Resources Department
    16. Bookkeeping Office
    17. Planning and Finance Department
    18. International Relations Office
    19. IT Personnel
    20. Information Technology Department Staff
- Open Focus Groups
    21. Students
    22. Staff
    23. Departments
    24. Faculties

Appendix A shows the questions asked of Focus Groups and Key Stake Holders during interviews.

Analyze, Synthesize, and Evaluate

The collected data are intended to identify important issues and areas that should be given high attention. Appendix B presents resources for the online survey, and Appendix C presents the results of the analysis of this survey. This information should be made public in the University media in order to ensure that the results are captured and provided to the University.

When developing and adjusting a strategic plan an effective method of disclosure and discussion can be wiki-services. The IT strategic plan will require feedback from the University and input at every stage of development in order to ensure that the final product will reflect all the needs of the University and will meet its missions, vision, value and goals.

Setting Goals

Four primary goals have been identified for IT support at KSU:

Goal 1: Provide an Effective, Efficient, and Flexible Information Technology Organization

The Council of Information Technology will become a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the University.

Goal 2: Provide a Robust Technology Infrastructure

The Council of Information Technology will develop and maintain a robust infrastructure that will ensure the security, availability, and integrity of the institution's information technology systems and networks.

Goal 3: Provide Professional Customer Service and Support

The Council of Information Technology will develop a highly-effective, comprehensive, professional customer support structure.

Goal 4: Provide Leadership in Developing and Maintaining a Strong Institutional

Data and Reporting Environment Board of Information Technology is working with the University to develop a reliable and affordable system for the creation, collection, storage and maintenance of data information.

Planning

Above we mentioned main objectives of the strategic planning process. The next step is to define several strategies to achieve the goals. Individual plans for each of these strategies will be also developed. Further we will describe in detail these strategies and action plans.

Goal 1: Provide an Effective, Efficient, and Flexible Information Technology Organization

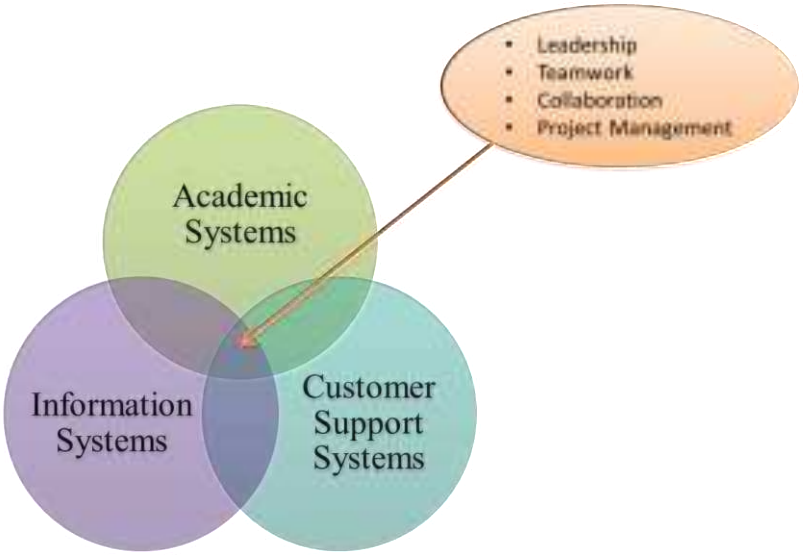
The Office of Information Technology will become a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the institution.

Strategy 1: Support and Maintain Information Technology by Integrating the Intentions and Actions of Management and Information Departments of the University

At Kherson State University the IT efforts are performed by the following units: Department of Support for Academic, Informational and Communicational Infrastructure, Technical Department.

Under the leadership of Information Technology Heads the reorganization of the information infrastructure will provide the full access and maintenance of IT at the University by three elements (Information Systems, Customer Support Systems and Academic Systems) with distributed control. The centralized management will be provided by the First Vice-Rector.

This information infrastructure will provide the University the ability to carry out and enforce IT strategy that is effective, efficient and aligned with the objectives (Pic. 3):



Pic.3. KSU Information Structure

IT systems may be easily understood by the students, staff and faculty who use them. The academic systems units (implemented from 2011) provides an enhanced and innovative nature of IT for the University:

- resources to enhance the quality of training for new technologies;
- forums or workshops for skills training how to use the new systems;
- management opportunity for students, advisory boards and working groups.

Each of these points will be described in details below.

The successful operation of KSU information infrastructure requires a new type of management team that would reported to the senior management. This management team must not only understand the technology that they serve, but also develop new collaborative, innovative and entrepreneurial approaches that would be appropriate in this unique environment as Kherson State University.

Action 1: Develop the New Information Systems Unit

The Information Systems unit is responsible for the recommendation, implementation, development,
administration, and maintenance of enterprise-level applications for the institution. This unit is led by the
Director of Information Systems. The Director provides supervision and leadership for a unit consisting of
programmers, system administrators, and database programmers.

IT Departments Heads are responsible for (but not limited to):

- Implementation and maintenance of Administrative Applications:
  - Manage both internal and external information across the organization, covering supply, service, financial and other components to facilitate access to the flow of information for all departments within the organization.
  - Administrative Systems Support
    - University IAS
    - University Portal
  - Database Support – Operational Data Storage
  - Reporting Support – Crystal Reports System etc.
- Implementation and maintenance of Communications Applications – Microsoft Exchange (Email & Calendaring)

- Implementation and maintenance of Web Applications
  - E-learning Systems
  - Web Pages and Academic Services
  - Web-collectors of scientific works and conferences
- Implementation and maintenance of Other Proprietary Applications
- Application Development

Action 2: Develop the Customer Support Systems Unit

The Customer Support Systems unit is responsible for the recommendation, implementation, development, administration, and maintenance of all information technology-related customer support for the institution. This unit is led by the Director of Customer Support Systems. The Director provides supervision and leadership for a unit consisting of technical support staff, system administrators, and network administrators.

The areas of responsibility for the Director of Customer Support Systems include (but are not limited to):

- Development and management of a comprehensive, campus-wide information technology support

structure;

- Development and management of a comprehensive help desk;
- Implementation and maintenance of all student, staff, and faculty desktop computers & peripherals;
- Implementation and maintenance of information technology in campus facilities:
  - Desktop Computers
  - Classrooms
  - Computer Labs
  - Discipline-specific labs
  - Research facilities
  - Meeting and multi-purpose rooms

6. Implementation and maintenance of information technology infrastructure:
   - Data – Voice – Video networks
   - Telecommunications systems
   - Enterprise computer server
   - Hardware
   - Computer Room operations
7. support for events using IT
8. implementation, support and maintenance of video conferencing.

Action 3: Develop the New Academic Systems Unit

The Academic Systems unit will be responsible for the recommendation, implementation, development, administration, and maintenance of all academic-specific systems for the institution. This unit will be led by the Director of Academic Systems. The Director will provide supervision and leadership for a unit consisting of technical support staff, system administrators, technical trainers, graphic designers, and course development specialists.

The areas of responsibility for the Director of Academic Systems include (but are not limited to):

- Implementation and maintenance of academic-specific information technology systems:
  - E-learning Management Systems: ХВУ, KSU Online, Moodle, Sakai etc.
  - Audio and video distribution systems – Helix, iPod University, etc.
  - Feedback Systems: KSU Feedback etc.
  - Software Testing
- Implementation and Maintenance of Technologies Used in Academic Process.

- Implementation and Maintenance of MSDN Academic Alliance (attention: Microsoft software package, which KSU students can download for free for use on their own computers or laptops)
- Leadership and Participation in Faculty and Student Advisory Councils and Working Groups.

Action 4: Develop the Central Information Technology Support Unit

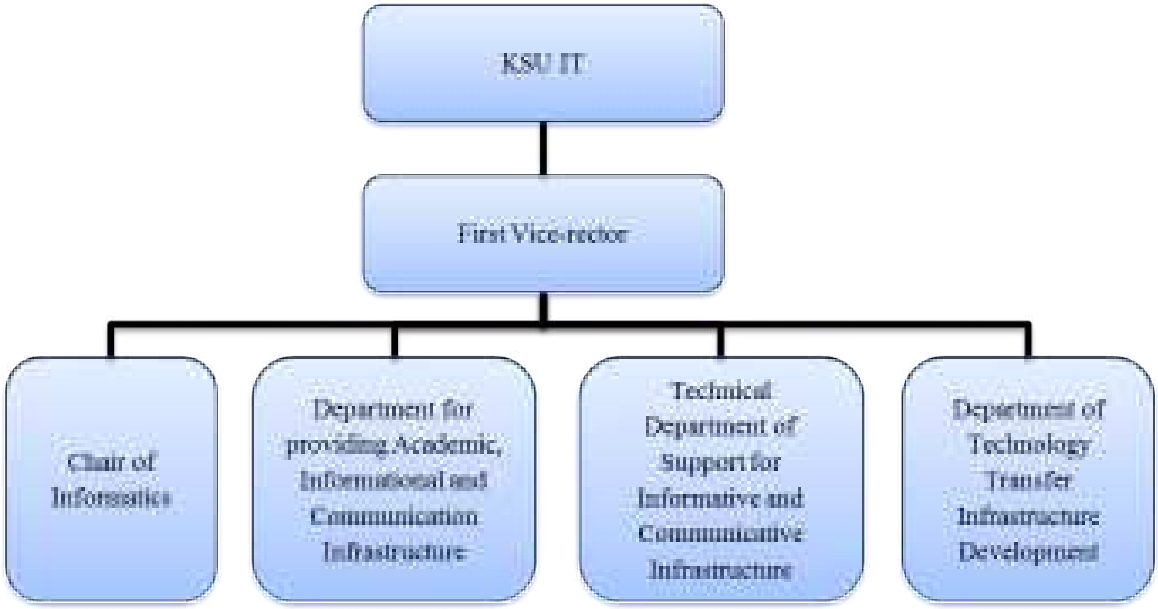
The Department of the IT Support provides central leadership and support for the Information Systems, Customer Support Systems, Academic Systems units, and other institutional IT. Central support includes (but is not limited to):

- Project management led by the Manager of Project Management:
  7. Central planning for all large-scale projects
  8. Implementation, maintenance, and training for project and collaborative application tools
  9. Supervision and leadership for large-scale project lead personnel
- Administrative support is led by the Manager of Support Systems, who is responsible for:

* Budget management
* Purchasing and bill payment
* Software/systems licensing and maintenance
* Back office support
* Reception

Strategy 2: Develop a Governance Structure

A strong governance model is key to the success of information technology support at an institution of higher
education like Kherson State University. The following governance structure will serve all aspects of the
information and communication technology of the University:



Pic.4. IT Management Structure of KSU

Directors of departments in the given structure of KSU IT will create and manage the Coordination Board on Information Technology.

Action 1: Improve Management of University Information Technology Governance

Under the direction of the First Vice-Rector, a work plan will be established for the Information Technology Board. This Board works with the directors of departments of information for the development, review and consultation of short and long-term plans for University IT, review the technical issues of academic and administrative service IT and assess the quality of the development and implementation of information technology.

Action 2: Improve and Support Corporate Systems

Coordinators of Board on Information Technology should:

- recommend, install, and provide the same standards and strategies for institute data and reporting;
- assess the quality of the work, approve changes and improve the functioning of corporate data systems;
- provide support and solve problems in the following working groups:
  16. Development and Maintenance Group for IAS «University», «Applicant»
  17. Development and Maintenance Group for Distance Learning System (DLS) «Kherson Virtual University», DLS «KSU Online» etc.
  18. Quality Monitoring Group.

Action 3: Determine the Need for a Student Advisory Committee

We should discuss in what way would it be better to engage students through about institutional IT. Over the next 12 months, in cooperation with a Student Advisory Committee will advise IT in what way would it be better to implement this important function.

Action 4: Determine the need for an Academic Advisory Committee

There has been discussion as to how best to provide a formal faculty advisory capacity for institutional information technology. During the next 12 months, in collaboration with Faculty Senate a recommendation will be forthcoming as to participation from teachers and content of University IT departments activity planning.

Strategy 3: Develop a Strong IT Communication Plan

For an information technology support organization to be successful, it is essential that it has a strong plan for communication with the campus and for gathering feedback.

Action 1: Develop Process for Communicating System Issues to Campus Users

When information technology systems and networks experience issues that affect users, it is imperative that the campus community users that are affected by the issue receive timely and informative information regarding the issue so that they know how it may affect them.

Action 2: Develop and Maintain the Change and Crisis Management Process

For IT crisis management a special working group of experts will be created from the IT Department. Users will be informed of the appropriate recourse.

Action 3: Update and Develop New Web Pages for Information Technology Management Office and Structural Units

A new web presence for the Office of Information Technology will facilitate communication with our customers and provide an easy-to-use way to find the necessary information users need.

Action 4: Develop and Provide a Regularly Published IT Newsletter (News Posting)

A regularly published IT Newsletter will provide the university community with up-to date information on current and upcoming information technology issues, innovations, and initiatives.

It is necessary to distinguish a special group that has both creativity and IT knowledge for writing good text, news, creating and processing video and photo materials, etc. This group will compose and select relevant information. The members of the team must be authorized to post messages on the University website and other web sources, which relate to KSU (Facebook, Vkontakte, YouTube, etc.).

Strategy 4: Develop the University Technology Initiative Master Plan

To effectively plan for and implement future technologies across campus, it is imperative to develop an Institutional Technology Initiative Master Plan.

Action 1: Develop the University IT Initiative Process

The IT Initiative Master Plan developed by the Community of Information Technology under the leadership of Vice Rector and approved by the Academic Council of the University.

Action 2: Adjusting and Correcting Monitoring of the Master Plan

The execution of the University IT Initiative Master Plan and its correction is performed by the working group under the leadership of Vice Rector of the University. Report on the implementation of the Master Plan is approved by the Academic Council of the University.

Goal 2: Provide a Robust Technology Infrastructure

The Community of Information Technology will develop and maintain a robust infrastructure that will ensure the security, availability, and integrity of the institution's information technology systems and networks.

Strategy 1: Implement and Maintain Secure, Highly Available, Scalable University Information Technology Systems

Action 1: Integrated Modernization of Infrastructure Server and Backbone of the Network

The server infrastructure used for more than 12 years. The technological and design solution utilized at its creation are now outdated. Therefore, to ensure the efficient operation of the network, the institution must implement a complex modernization of server and backbone part of the network.

The "server" room should also be updated: creating autonomous servers and cooling systems, replacing servers with new, more functional systems.

The modernization of the network requires the implemetation of new the fiber optic backbone segments.

Action 2: Legalize the University Software

Despite repeated attempts to provide the licensed software (SW), most of the software that is used in the university remains unlicensed and out of compliance. It is necessary to legalize software.

Action 3: Develop the New Platform and Modernize the Information Analytic System (IAS)

The primary administration system for the University (IAS) was established in 2000. Despite the fact that it covers multiple business processes throughout the University, because of its age, there aremany emerging problems making it impossible to accomplish certain tasks.

IAS must be upgraded to a new technology platform (DOT.NET).

Action 4: Implement New IAS Program Units

There is also a need to implement new components in IAS, such as educational planning, financial accounting etc.

Action 5: Provide Wi-Fi for the Whole University Campus and Hostels

Create free Wi-Fi zone throughout all university buildings and dormitories. The institution and needs to expand Internet bandwidth , install fiber optic lines, and update server technology, forming the access points to the network in all University buildings.

Action 6: Implement the Integrated System «IAS, Applicant – Single State Electronic Database of Education»

To create a single state electronic database of education (SNEDE) for the University, IT must develop and enhance a number of services at the operational functions of the IAS and the program "Applicant". The system must be flexible and extensible mechanism for creating interaction with any external systems (diplomas, salary bank cards etc.)

Action 7: Develop Full Service System «The Library»

Creation and development of an e-library in Kherson State University is an important program needing development within the KSU Library. This program focuses on improving information and library services, changes priorities in the information activities, and introduces new forms and methods of the acquisition of library collections.

The main goals and objectives of this system include: improving the processing of the library stock; providing complete and prompt service the users in finding and providing access to printed and electronic library resources; developing the information structure of the Library collection; providing organization and preservation of the Library collections; providing local and remote access to information resources.

Action 8: Develop an Internal Documents Workflow System Using MS SharePoint

The necessity of MS SharePoint provides a platform for creating flexible, powerful and intelligent business decisions. This software package provides complete management of documents and records, collaborative work of employee teams, and the management of the Web content. All these features provide an intuitive customizable interface.

The MS SharePoint package is necessary for solving specific production problems and meeting specific organizational needs. It will help to create a complete solution of the management of the documents, the portal of the collaborative work, areas for the teamwork and areas for the cooperation with external partners. All of these capabilities exist "in one package."

The integration MS SharePoint package with MS Office product lines will be an important addition to a complete set of software tools.

Action 9: Integrate Web-Portal and Data Storage

The integration of a Web-portal and network storage enables to create a single Web-space for the operation of the information resources.

Action 10: Conduct the University Network Certification and Information Security System

There is a need to create a technical information security system which is based on the laws of Ukraine "On Personal Data Protection" and also certifies this data for compliance with state standards.

Strategy 2: Implement and Maintain Institutional Technical Standards

The procurement for the needs of Kherson State University pursuant according to the Law of Ukraine "On Public Procurement" (as amended) № 2289-VI dated 01.06.2010.

The operation of this Law shall not apply to cases when goods, works and services are the subject of procurement procured universities and research institutions from their own revenues.

Currently, there are no consistent standards for purchase, implementation, or support of technology in the university. As the Office of Information Technology moves towards becoming a comprehensive support organization, it is imperative that the university adopt institutional standards for all base-technology.

Action 1: Develop and Support Institutional Standard for Computer Technology

The institution will implement and maintain consistent standards for purchase of computer technology.

Action 2: Develop and Support Institutional Standard for Cell Phones

The institution will implement and maintain consistent standards for purchase of cellular technology.

Action 3: Develop and Support Institutional Standard for Enhanced Classrooms

The institution will implement and maintain consistent standards for purchase of enhanced classroom technology.

Action 4: Develop and Support Institutional Standard Peripheral Equipment

The institution will implement and maintain consistent standards for purchase of peripheral technology (Faxes, Printers, Scanners, etc.).

Goal 3: Provide Professional Customer Service and Support

The Office of Information Technology will develop a highly-effective, comprehensive, and professional customer support structure.

Strategy 1: Develop and Implement Comprehensive Support Structure

Action 1: Set and Maintain a Customer Support Attitude Mandate

The Office of Information Technology exists to serve the institution. This service will be provided with a friendly, courteous, professional attitude.

Action 2: Develop and Implement a Hybrid Support Organization

Through a collaborative discussion with those departments, a formal plan will be developed to provide comprehensive support for all. The ultimate goal of this structure would be that the Office of Information Technology would support the design, purchase, implementation, maintenance, and ongoing support of all base-level Kherson State University technology, regardless of where it resides. Further, IT will establish service level support agreements, establishing what level of service and support IT will provide for business function and academic discipline specialized technology.

Action 3: Implement a Comprehensive Help Desk

A comprehensive Help Desk will be established to provide online, on the phone, and via electronic chat the first point of contact for users for all aspects of information technology support.

Action 4: Implement Support Structure

Under the direction of the Chief Information Officer, a collaborative group of subject matter experts came together from the Office of Information Technology, the Division for International and Educational Outreach, the Teaching and Learning Center, the Library, Human Resources, Rights and Risk, and members of faculty to begin the development of a comprehensive training plan. After months of research and data gathering, the work group found that currently, technical training is decentralized, unorganized and not well-aligned with the strategic goals of the institution.

It was found that a strong information technology infrastructure cannot be successful without significant attention given to training for users on technology resources, policies, and procedures. Users need to have the necessary skills to carry out their assigned duties effectively.

Action 5: Develop a Collaborative Technical Training Program

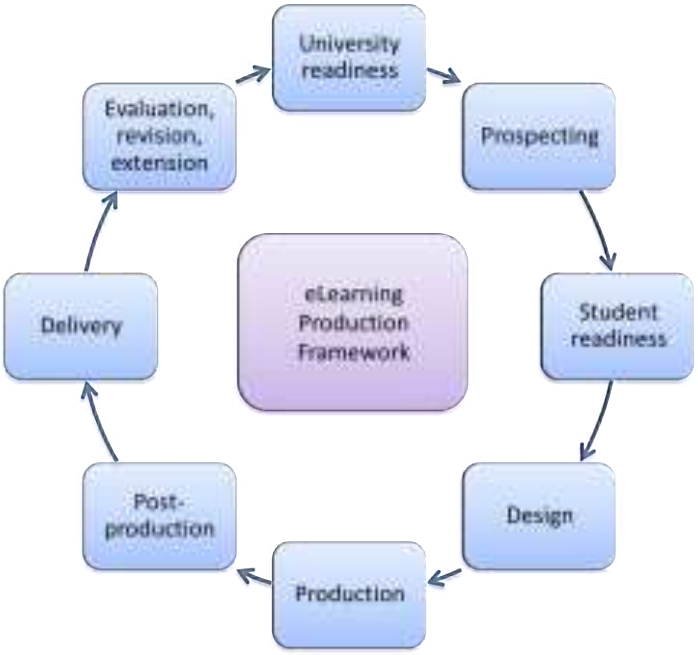
The Office of Information Technology will work with institutional leadership to develop a collaborative standard technical training program that brings together the best capabilities of each of the partner departments to provide a comprehensive technical training solution for campus.

Strategy 2: Develop Comprehensive, Collaborative Support Structure for E-Learning Design, Development, and Provisioning

There are E-Learning Systems for online studies and educational courses at Kherson State University. They are referred to as "Kherson Virtual University" and "KSU Online".

KSU e-learning task force has been guided by an executive leadership team consisting of the Chief Information Officer, Head of Departments, Provost, Vice Rector.

The task force has discussed topics such as: current course offerings; current instructional and technological support services; current strategies and obstacles; and the desired future state in terms of offerings, support and strategies. The task force formulated concepts which can guide the future directions of KSU's online instructional presence.



Pic.5. Block diagram of the structure of the E-Learning in KSU

The bullets below describe some of the components which fit within the eLearning Production Framework illustration (above).

- **University Readiness.** Development of a university strategy. Identification of course offerings and/or programs of study to be offered. Adjustment of incentives for colleges, departments and individual faculty members. Establishment of a baseline level of technologies and support service within which "products" (course offerings) can be developed. Resolution of "sticky issues" such as copyright, licensing, etc.

- **Prospecting**. Activities designed to identify the instructors who would be most likely to craft successful online courses of study. Examples of items or task that may contribute to this goal include: creating a "candidate profile" document; creating informational materials which help to identify aptitudes and attitudes of successful online instructors and then creating a process that evaluates online instructor candidates against these targets; creating briefing documents for departments and department Chairs to help them identify instructor candidates, etc.

- **Design Services.** Using the Movie Studio metaphor, this is the Industrial Light and Magic role. Establishment of services and resources (technologies, training, licensing) to support production of online course offerings.

- **Production Services**. This component involves the collection of content – collection might mean licensing pre-existing (commercial or instructor-developed/owned) content, or it might involved capturing or developing new instructional content (documents, simulations,

assessments, activities, etc.).

- **Post-Production Services.** Tasks which enhance or optimize instructional content. Tasks designed to recast instructional items to identify "better fit" instructional artifacts for online delivery. Benchmarking (bandwidth and usability testing); peer reviewing and pilot testing of
instructional content or units of instruction. Involvement by EWU's Curriculum Review or other oversight groups. Other processes which need to occur prior to student first-contact with this course or unit of instruction.

- **Student Readiness**. Tasks which need to occur in order to insure students are readied for online instruction – this includes the evaluation and preparation of student readiness (attitudes and aptitudes) as well as an evaluation and any "shoring up" of the student's technological readiness.

- **Delivery**. Execution of the instructional unit or course of study. Tracking of student progress and intervention as needed during the student's learning path. Part of this phase involves having in place tools which measure student learning, student learning paths, time on task, and other "data driven" learning measures. Also this role involves human intervention – guidance, mentoring, redirection, etc. designed to help with student success.

- **Evaluation, Revision, Extension.** Exit interviews, measurements of success and satisfaction, dialogue with students regarding areas of improvement in the instructional experience. Most likely this phase will involve revisions and improvements to instructional content and scope-and sequence. Possibility this phase may lead to repackaging or other-packaging of instructional units of learning. Recommendations to students of other units of study which may be of interest (suggestion selling, referrals).

Action 1: Develop a Comprehensive Plan

The Office of Information Technology will work in collaboration with other departments to develop a comprehensive e-learning plan would include items such as strategy, responsibilities, staffing, costs, projected enrollments, etc.

Goal 4: Provide Leadership for Strong Institutional Data/Reporting Environment

The Office of Information Technology will work with institutional leaders in developing a secure and available system for creation, collection, recording, maintenance, and reporting of institutional data.

Strategy 1: Implement the Data Management Committee

Goal 1, Strategy 2, Action 2 speaks to the development of the Data Management Committee. Under the direction of the Information Technology Policy Council, the Data Management Committee will:

- Recommend, establish, implement, and enforce standards for and strategies for use of institutional data use and reporting.
- Evaluate and approve Banner and other enterprise data system modifications and enhancements.
- Provide support and problem resolution for data and reporting work groups.

Action 1: Develop Accountability Structure For Institutional Data and Data Systems

The Office of Information Technology will take a leadership role in working with institutional leadership in developing an accountability structure for the oversight and general operation of institutional data systems that serve a broad section of the university community and to determine who is responsible to provide direct authority and control over the management and use of institutional data.

Action 2: Develop and Implement Institutional Information Security Policy/Procedures

The Office of Information Technology will take a leadership role in working with institutional leadership in developing a policy that can help to ensure the security, availability, privacy, and integrity of institutional information technology systems, networks, and data and to ensure that the institution is in full compliance with all applicable federal and state statutes and regulations.

Action 3: Develop a Formal Institutional Reporting Strategy

The Office of Information Technology will take a leadership role in working with institutional leadership in developing a strategy that will streamline how institutional ad hoc and official reporting will be provisioned.

Appendix A
Strategic planning process. Data gathering.
Focus Group and Interview Questions

- What kind of IT resources /services works effective?
- What kind of IT resources / services don't work at all?
- Do you use services of academic orientation?
- What information systems in KSU do you use?
- Is it informative website of the IT departments enough for you?
- What resources do you use to view news regarding the University and its activities in the IT sphere?
- Does technical equipment at the state university satisfies your requirements in the IT sphere?
- How the e-library should serve readers?
- Do you have access to the Internet at the university?
- Do you use sufficient number of services in your everyday work?
- How do you get access to KSU's IT resources? Is it easy to you?
- Is the work of KSU administrative side and in IT sphere clear for you?
- Are the IT systems and networks integrated?
- Is professional service and support to customers and users at the university provided?
- Do you know who can help you to get additional information in case of an emergency related to the use of ICT in KSU?
- How often do you use e-learning systems and which ones?
- Are all subjects and courses which taught at the university placed on KSU distance learning systems?
- Are classes, seminars and forums for training ICT staff at the university conducted?
- Do you visit forums, seminars and conferences which devote to the using of ICT at the university?
- With the help of what software you can get the necessary business information in KSU?
- Are you taking part in the planning of IT departments?
- Are you taking part in the creation of IT resources and services of the university?
- Is the systems for monitoring the quality of educational services and ICT services at the university used?
- Does the university advanced equipment for storage, processing and transmission of data in server and client part?
- Do you use licensed software in KSU?
- What are the new components in the IAS and Applicant should be developed?
- What internal documents systems do you use in your work?

Appendix B
Strategic Planning Process. Analyze, Synthesize and Evaluate through the Web Survey

Web Survey Information

Thank you for taking part in the Eastern Washington University (EWU) Institutional Information Technology Strategic Planning Process. The purpose of this process is to determine how best to align information technology support with the mission, vision, and values of the institution and its various departments and to help develop a strategic plan for providing organized and user-friendly information technology support to university.

To this end, I would like to ask for your input by taking part in the following web-survey. Your participation in this process is voluntary and confidential. The following are examples of the questions that will be asked in this web survey:

Please rate the following technology systems and services on how well they provide you with the appropriate level of service/support:

KSU web portal (official website)	1 2 3 4 5
KSU e-mail	1 2 3 4 5
E-documents bank «Distance learning for higher pedagogical education»	1 2 3 4 5
Distance learning system (DLS) «Kherson Virtual University»	1 2 3 4 5
DLS «KSU Online»	1 2 3 4 5
Web service «KSU Feedback»	1 2 3 4 5
Website of edited volume «Informational technologies in education»	1 2 3 4 5
Relevant level of technologies in training computer laboratories	1 2 3 4 5

1 – Excellent, 2 – OK, 3 – Neutral, 4 – Poor, 5 – Do not use this system/service

You are welcome not to answer any questions you may find objectionable. Also, you are free to withdraw from this process at any time without consequence.

KSU Institutional Information Technology Strategic Planning Process will also include interviews with key executives at the institution and focus group input. You are welcome to participate in the focus group discussions as well as this web survey.

If you have any questions about the Institutional Information Technology Strategic Planning process or information technology support on university, please feel free to contact me (Spivakovsky@ksu.ks.ua).

Thank you for your help!

Alexander Spivakovskiy
Vice Rector
Kherson State University

Demographics

Who are you? 1 2 3 4

1 - Student 2 – Staff 3 - Faculty 4 - Administration

How old are you? 1 2 3 4 5 6 7 8 9

1: Under 20 2: 20 – 24 3: 25 – 29 4: 30 – 34 5: 35 – 39 6: 40 – 44 7: 45 – 49 8: 50 – 54 9: More than 55

If you are a student, do you live in the Residence Halls? 1 2

1 – Do not live in the Residence Halls 2 – Stay in the Residence Halls

Functionality of informational and technology systems and services

Please evaluate following informational and technology systems and services:

KSU web portal (official website) 1 2 3 4 5
KSU e-mail 1 2 3 4 5
E-documents bank «Distance learning for higher pedagogical education» 1 2 3 4 5
Distance learning system (DLS) «Kherson Virtual University» 1 2 3 4 5
DLS «KSU Online» 1 2 3 4 5
Web service «KSU Feedback» 1 2 3 4 5
Website of edited volume «Informational technologies in education» 1 2 3 4 5
Relevant level of technologies in training computer laboratories 1 2 3 4 5
What additional information you would like to share:_____ (other system/service) 1 2 3 4 5

1 - Excellent 2 - OK 3 - Neutral 4 - Poor 5 – Do not use

Administrative Systems

(staff and faculty responses only)
Informational analytical system (IAS) 1 2 3 4 5
IAS-Applicant 1 2 3 4 5
Payroll sheet 1 2 3 4 5
Financial accounting 1 2 3 4 5
Access to data/documents of university 1 2 3 4 5

What additional information you would like to share:
_____ 1 2 3 4 5

1 - Excellent 2 - OK 3 - Neutral 4 - Poor 5 – Do not use

Web

KSU web portal (official website) 1 2 3 4 5
(staff and faculty responses only)
Website of chair 1 2 3 4 5
Personal website (profile) 1 2 3 4 5
Support of new profile creation 1 2 3 4 5

What additional information you would like to share:

_____ 1 2 3 4 5

1 - Excellent 2 - OK 3 - Neutral 4 - Poor 5 – Do not use

Academic

Online courses	1 2 3 4 5
Electronic catalogue eLibrary	1 2 3 4 5
DLS «Kherson Virtual University» eLibrary	1 2 3 4 5
DLS «KSU Online» eLibrary	1 2 3 4 5
Using/level ICT while studying in classrooms	1 2 3 4 5
Online message board of dean's office	1 2 3 4 5
Online message board of chair	1 2 3 4 5
Access to educational documents	1 2 3 4 5
Discussion Board	1 2 3 4 5
Group/Team work	1 2 3 4 5
Online Survey	1 2 3 4 5
Online posts	1 2 3 4 5
Gathering and posting students' announcements	1 2 3 4 5
Current media	1 2 3 4 5
Students' computers/laptop usage	1 2 3 4 5
ICT laboratories	1 2 3 4 5
Library public access computers	1 2 3 4 5
Library security access computers	1 2 3 4 5
Library laptop checkout laptops	1 2 3 4 5
Library online materials ordering process	1 2 3 4 5
Department computer classrooms	1 2 3 4 5
Sufficient level of ICT in computer classrooms	1 2 3 4 5
Support service in computer labs (staff and faculty responses only)	1 2 3 4 5
Program of department computers replacement	1 2 3 4 5
ICT support in classrooms	1 2 3 4 5
Training center of using ICT resources	1 2 3 4 5
Support of distance course development	1 2 3 4 5

What additional information you would like to share:

_____ 1 2 3 4 5

1 - Excellent 2 - OK 3 - Neutral 4 - Poor 5 – Do not use

General information

Telephone Services	1 2 3 4 5
Email	1 2 3 4 5
Spam Filtering	1 2 3 4 5
Anti-virus software	1 2 3 4 5
Computer network	1 2 3 4 5
Remote access to campus systems	1 2 3 4 5
Wireless Network Wi-Fi	1 2 3 4 5
Technologies and software development	1 2 3 4 5

(staff and faculty responses only)
Easy access to appropriate software
to do my job 1 2 3 4 5
Support service 1 2 3 4 5
Desktop computer support in department/chair 1 2 3 4 5
Communications quality 1 2 3 4 5
Administrative support of new initiatives 1 2 3 4 5

What additional information you would like to share:
_____ 1 2 3 4 5

1 - Excellent 2 - OK 3 - Neutral 4 - Poor 5 – Do not use

ICT Usage

2. Daily
3. Frequently (Weekly)
4. Occasionally (Monthly)
5. Sometimes (every few month)
6. Never

If you have access to a computer outside of KSU, do you still use the campus computers?
1 2

Would you like extend hours in the general access computer labs?
What additional information you would like to share:
_____ 1 2

1 – Yes 2 - No

If you answered yes to any of these, please provide details:
_____

General Information

Web Portal KSU 1 2 3 4 5
Internet 1 2 3 4 5
Blog Technology 1 2 3 4 5
Wiki Technology 1 2 3 4 5
Plagiarism Prevention at University 1 2 3 4 5
Online portfolios 1 2 3 4 5
Audience Response Technology 1 2 3 4 5
Collaborative Bookmarking 1 2 3 4 5
A place to test and try new applications 1 2 3 4 5
Survey Software 1 2 3 4 5
Research Analysis Tools 1 2 3 4 5

(staff and faculty responses only)
Document Imaging 1 2 3 4 5
Automated Report Generation 1 2 3 4 5
Event Registration 1 2 3 4 5
Secure Online Testing 1 2 3 4 5

What technology should we provide or improve? (What technological expectations do you have? What future technologies do you foresee coming down the line?)

_____

Participation

What role(s) would you like to play in building the new world of IT?

- Committee participation
- Work groups
- Research and test new technologies
- User groups
- No role

Is there anything you would like to add?

_____

Thank you for your participation!

Appendix C

Information Technology Strategic Plan.
Data Analysis – ICT Specialists' Point of View

Organization

Structure

Strategic planning data gathering process showed that there is a need for discussion the main points about ICT issues and organization. University users need a better understanding of who and does what in ICT.

Many individuals agree that the current information infrastructure operates satisfactorily but there are some system character problems. Many recent positive changes were noticed and participants of this process agreed that changes need to continue. A few participants of the survey pointed out that changes was happening too slowly. Some participants noted that it is necessary to provide new ideas more often and to focus on new initiatives.

A few participants mentioned that it was important for the university executives to have a good understanding of the issues and to buy into the new IT plan. A few individuals shared that IT support should be better for administrative functions and for academics.

Centralized or Decentralized

There is currently not a full understanding of the existing IT structure on University. Besides the current centralized areas of IT under the leadership of the Vice President, there are also exists many decentralized "islands" across the University. These technology "islands" were created for a very important reason. When a functional or academic department was unable to successfully get support from a central IT organization (as in the Faculty of Technology and Consumers Services), they were forced to fill that vacancy with their own technological support in order to survive.

The resulting distributed structure IT at KSU has left the University with many issues. Little communication exists between various areas of IT support. Although many faculties mentioned having their own IT support and systems, many stated they do not. Lack of standards for both technology and support is another result. Those who have decentralized support have shared a significant concern that an IT restructure will leave their departments lacking the level of support they need. Those who do not have this level of personalized help are in support of the need to "centralize" so that their faculty gets level of assistance they require.

Communication

Many participants stated that IT needs a better communications strategy. The department needs to do a better job of relating information about updates on changes and enhancements, current security concerns, executive decisions that affect University, keeping in touch with the students, and the strategic planning process. Many concerns were shared about IT stuff members' poor communication with users. Although many concerns were shared, there was acknowledgment that things have gotten better during last years. There is a strong need for more and better communication of University technology news, not just in regard to current system problems, but also in terms of current and emerging IT organizational design and in regard to the status of major projects. The lack of communication has led to rumors, anxiety, and lack of trust. This plan must be developed in a collaborative fashion, with plenty of opportunity for input and prioritization. Once developed, action plans and project plans, as well as regular updates on IT initiatives should be shared with the University community. An easily accessible archive of IT information, meeting minutes, and project status needs to be developed.

Accountability and assessment is necessary for success.

Collaboration

There is the strong need for better partnership between IT and the rest of the University. Users want a better opportunity for input data on the University territory. There needs to be a stronger connection between IT and administrative stuff. One way to provide this collaborative environment is through establishing a formal liaison role, a "business analyst" role, coordinating between functional areas and IT. IT needs to do a better job of working with the different functional departments, faculties, and academic disciplines to see what is happening at that local level.

Students need to play an important role in the technology directions the institution takes. They are more tech savvy than most of the staff and faculty and have an expectation that the faculties are going to keep up with the rest of the world.

Many participants shared a desire to have an opportunity to try, test, or evaluate new technology before the institution decides to pursue it.

Resources

There is a lack of IT resources at University. More funds to support technology investment are necessary. Investments in IT should follow a strategic plan that ensures that investments are made that align with goals of University. There were a few comments about the tendency of faculties using IT inappropriately or not following through with the full implementation.

The residence halls were pointed out as an area of concern. Only 2 years ago the residence halls had no network communication the University.

The institution should fund a regular replacement plan for all student, staff, and faculty computers, so that all computers would be at a minimum standard to support current day applications. Funding for function and discipline-specific technology, including technology that supports research is also important. Students commonly use their own laptops in the educational process what makes a significant investment. This becomes possible by virtue of providing wireless network at the University.

A significant resource-related issue was the need for additional IT staff support. Many participants did not feel that there was enough staff to support the current technology. Training and development for IT staff was also an important factor mentioned.

Role

There were a variety of ways that participants wanted to be a part of the IT process. There were a few other roles mentioned: taking part in a committee or task force, being a part of collaborative discussions, and a role of super-user/resident expert for a specific technology.

Technology (Systems and Applications)

Email

The first thing that provides strategic planning process is the presence of email. Staff and faculty need to have access to an operational email system. Like dial-tone for a phone system, the email system should be up and running continuously. Over the last few years the situation with the email changed for the better, not all faculty and stuff use email, so the email system of the University should be further developed.

As a result of the significant issues surrounding email, many users have chosen alternative routes for this function, including individual external email address. There is consensus that the University should provide a reliable email system as a central standard/service.

Other concerns stated include cumbersome remote access to email (including difficulty sending emails from home), concern over the limited storage space for old emails, lack of archiving ability, limited attachment sizes, inability to synch email with hand-held devices.

While many individuals pointed out that the email service became better during last year. This became possible by virtue of using Microsoft Outlook / Microsoft Exchange as a basis.

Computers

There is a strong need to refresh program software for standard desktop computers, regardless of where those computers reside (student labs, staff and faculty desktops, and public access machines). If it has the KSU tag, it should be included in this process. The practice of computer replacing at faculties at the cost of sponsors received approval. Many departments must find ways to utilize their own resources to fund computers. Many departments cannot afford to do this and are faced with using very old computers.

There needs to be support for all accepted operating system standards (Windows, Macintosh, and Linux).

Many participants mentioned that, when asking for support help, they receive a "we don't support that" response, leading to what one participant called the IT "Culture of No." There needs to be a clear description of what service level users can expect from IT.

Students' computer systems and services

It was pointed out that the situation with the students' computer systems development is not satisfactory. Issues shared included the lack of funding, IT stuff for developing and implementation of students' corporate systems, lack of administrative support, low activity of the faculty stuff, IT staff's lack of understanding of user needs and lack of sufficient training.

Unresolved organizational issues on developing students' computer systems has led to the creation of 'shadow' systems at some faculties. The main problem is to decide who will have access to what points in the students' computer systems. Who is responsible for monitoring (i.e. who will review and clean data) remains unsolved question.

Web

The KSU current website needs to be reworked. The current website is difficult to navigate, has a lot of old information. The current content management system (CMS) is complicated and difficult to use according to many participants. There needs to be more training on the CMS. It is difficult to use the current website with some browsers (including Mac). There were a few positive comments about the current website after its rebuilding.

The external website should focus on external prospective students (and their parents), staff, faculty, partners (peer institutions, business and industry, and government) and donors. The website should utilize the newest web 2.0 technologies. The current redesign project has optimistic support.

Portal

Many participants spoke to the need for the KSU portal/intranet for access to internal information and web-based services for students, staff, and faculty. This portal should be developed for KSU users. This system should be used as a tool for internal communication, with customized messaging channels.

Telephones

The phone system is good, and that the trainings were done well.

There were expressed needs for support of multi-user conference calls, telecommunication systems for the hearing impaired, use of laptops as phones, and network faxing.

Instructional Systems

The organization needs to better market what it has available in terms of technologies that support e-learning. There were a few comments complimenting support of the current DLS

"Kherson Virtual University" and "KSU Online". A few participants mention the need for additional support for this system

Institutional Standards

Many participants in the strategic planning process shared the need for institutional standards for hardware and software, as well as IT-related policy and procedures.

Customer Service and Support

Support

The current structure is too focused on reactive response rather than proactive support and maintenance. There should be no split between general student/faculty use versus discipline/department use nor between administrative department versus academic department as far as support is concerned. This structure should provide support for all standard technology in all departments, including (but not limited to):

1. Desktop and lab computers regardless of operating system (Windows, Macintosh, and Linux)
2. All peripherals (printers, scanners, etc.)
3. Enhanced technology in all classrooms (including audio/visual equipment)
4. Telephone equipment (including faxes)

There is a need for a clear understanding of what service level could be expected depending on what type of technology being used. Many participants mentioned that timeliness of support was another important factor. Lack of support during non-standard business hours (evenings and weekends) was another concern shared.

Customer Support Attitude

Although there were quite a few participants who mentioned that current IT support was good and getting better, there was also a strong message from many participants regarding the current negative customer support attitude shared by many IT staff. These comments included statements referring to IT staff as arrogant, condescending, not responsive, and cultivating the "culture of no" (meaning that many times a request for help is answered with a statement of "we don't support that"). Many respondent comments also mentioned that IT needed to focus on a true customer support attitude.

Standards

The need for a formal institutional standard for basic technology (computers, printers, base software, etc.) was expressed by many participants. With this standard, it will be important for the institution to fund a regular replacement of all computers (staff, faculty and student labs) to provide campus users with access to current technologies.

Training

The institution needs a comprehensive technology training service. Staff and faculty need flexible options for this training service, including: introductory for beginners; new employee orientations to available technologies; focused, scenario-based training (i.e. input grades, advise students, etc.); specific business processes (like budget, purchasing, etc.); multiple/flexible scheduling opportunities (to cover schedule conflicts); focus on specific technology; flexible location (i.e. in the user's department or online); online, using technology in teaching and learning; brown bag/best practice workshops; quick reference help sheets; etc.

Specific categories of training requested include: video conferencing, Blackboard, email use and protocol, CMS/Web, calendar, use of technology enhanced classrooms, Acrobat, MS Office, telephones, Banner (Student, Finance/Purchasing, introductory as well as advanced), reporting, data use, and students' corporate systems.

Although current training opportunities receive positive feedback, having multiple departments currently providing training make it difficult to know where to turn for training needs. There needs to be collaboration among those who provide this training (IT departments, chairs, Faculty of Pre-University Training). Having a training center of distance learning would make training easier to provide educational process. It is very important to have consistent training schedule.

There should be a regular survey to assess training needs campus-wide. To provide assistance for immediate needs would be helpful. Having a place to test and try new technologies was mentioned by multiple participants.

E-learning

There is a strong desire for institution support of web-based distance education. Many people believe that KSU is among the leaders that use distance learning technologies. But due to the rapid pace of development of this innovative form of training it is necessary to develop a long-term plan for its implementation and development. We should increase project, development and training support, especially at the level of state. Online Support for Virtual Faculty was expressed as a need. Therefore, there should be more opportunities to provide such support. There were a few positive comments about modern forms of online support.

We should create a better support for media / video and streaming production, iPod usage, video conferencing, chatting, e-books, blogs, web surveys for students, electronic portfolio (students and teachers), testing and use of social networks. We must say about the need of institutional support for research in the field of new learning technologies.

There were several comments on the existing digital divide that exists between the student and faculty. It was stated that a lot of students have better skills in management of information technology than most teachers.

Data Reporting and Security

Data and Reporting

There were many concerns shared about the inconsistency and accuracy of institutional data needed for decision making. There are conflicting reports. Some express little confidence in the accuracy of data. There were concerns shared regarding the lack of data standards, policies, processes, protocol, and training. Many participants spoke to concerns about inappropriate access assigned to individuals. There should be an audit of accuracy of and access to institutional data. There needs to be a formal data management structure at the institution.

There is a need to have better understanding of where people can go with different questions. Data submission oft isn’t provided in time. There is bad understanding of existing reporting tools. Operational Data Storage (ODS) for some users is the problem. The problem is the question of responsiveness of IT staff for supporting the requests.

Access

The need to manage multiple user names and passwords, it is not difficult process. Many believe that the decision of a single input (access) would be quite correct. In general, remote access regardless of the system is the question to speak. New password creation in different systems for many employees is a problem. In addition, there are problems with unauthorized access to information systems of some users. Employees meet difficulty using computers of general access. Some regular employees do not have access to a computer. There is a lack of sufficient attention to access for persons with disabilities.

Security

Employees worry about information security access and processing of personal data. It is necessary to understand better who and what has access to. ODW security also doubtful. You must have a standard institutional approach for secure data transmission. There should a research of weak points of the learning process at the University.

It's needed better to protect data, increase electronic access control and better technical support the staff of the University.

APPENDIX VIII

LETTER OF SUPPORT

EASTERN WASHINGTON UNIVERSITY
start something big

October 22, 2012

University Administration Support Program
Fellowships in University Administration

To Whom It May Concern,

It is my pleasure to provide my full support for Dr. Alexander Spivakovsky's Case Study: Governing IT-Assets in the Context of Synchronization of Other Basic University Assets' Management.

During his time at Eastern Washington University, Dr. Spivakovsky spent enumerable hours attending a number of Eastern Washington University's governance meetings, both information technology sessions as well as institution-wide sessions, and conducted interviews with administrators and faculty from all areas of the campus. In addition, he also sent 2 different questionnaires to management and executives throughout the university.

From these efforts, Dr. Spivakovsky has collected a significant volume of data, conducted deep analysis on this data, and developed important conclusions that compares the similarities and contrasts the differences in the operation, governance, and support for information technology units between Eastern Washington University in Washington, USA, and Kherson State University, in Kherson, Ukraine. From these conclusions, both Dr. Spivakovsky and I have found that there are a lot of similarities between his institution and mine, but that there are also key differences.

These results will inform future decisions, allowing us both to implement key changes that will benefit both of our institutions. In fact, the results of this case study may provide us an opportunity to work together in the future to help in the implementation of these changes.

I want to thank the Carnegie Corporation and IREX for supporting this important fellowship and allowing Eastern Washington University and myself the wonderful opportunity to work closely with Dr. Spivakovsky. I would be happy to answer any further questions that you may have.

Sincerely,

Gary L. Pratt, OM
Chief Information Officer
Eastern Washington University
202 Huston Hall
Cheney, Washington 99004
509-359-2099
gpratt@ewu.edu

Office of Information Technology
202 Huston Hall • Cheney, WA 99004-2445 • 509.359.6765 • www.ewu.edu

APPENDIX IX

MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING

Eastern Washington University, Cheney, Washington, USA and
Kherson State University, Kherson, Ukraine

This Memorandum of Understanding (MOU) serves as a facilitating document toward establishing cooperation between Eastern Washington University (EWU) and Kherson State University (KSU).

All of the provisions of this MOU and future documents/project proposals/addendum are subject to mutual agreement of the parties, to the availability of appropriate funding at each institution. The MOU is also subject to periodic review by the EWU Executive Director, Office of Global Initiatives (OGI), and the KSU Chief International Officer and, when necessary, university counsel. Parties to this MOU have the right to negate this MOU and any future addendum by informing the partner in writing six months prior to agreement termination date.

PARTNER BACKGROUND

EWU – Founded in 1882, EWU is a comprehensive public university located in Cheney, Washington, USA. EWU offers nearly 200 fields of study, to include 55 graduate programs and one applied doctorate. EWU's comprehensive liberal arts curriculum and emphasis on real-world experiences prepares graduates for success in a competitive global job market while preparing them to live in a multicultural, technology-based society.

KSU – Founded in 1917, KSU is a versatile educational, scientific, pedagogical and cultural center of Southern Ukraine. KSU is attended by 8000 full-time students and 650 doctoral students representing twenty-three regions of Ukraine and CIS countries. Recognized for excellence in comprehensive education, research and internationalization, KSU has academic research and cultural collaboration agreements with more than twenty institutions worldwide.

RECAP OF COLLABORATIVE PARTNERSHIP ACTIVITIES TO DATE

Following the successful completion of the fall 2012 IREX University Administration Support Program Fellowship program (USAP), EWU's Office of Information Technology (OIT) has established a working relationship with KSU. Potential for multi-faceted collaboration also exists between EWU's Office of Global Initiatives (OGI) and KSU.

Both institutions have engaged in a variety of informal communication and meetings in support of the fall 2012 IREX UASP program. As a direct result of collaborative participation in the previously-mentioned program, EWU and KSU hope to expand relations and build collaborative efforts that include the following:

LONG TERM OBJECTIVES

EWU and KSU hope to formally establish ongoing collaboration to include the development and implementation of cooperative projects such as the following:

- Consulting – EWU OIT leaders could act as strategic consultants in support of KSU's desire to implement the strategic planning process outlined as part of the IREX UASP program. Two-way travel between EWU and KSU would play an integral role in this process.

- Grant Opportunities – EWU and KSU could work together on short-term projects, government sponsored programs and grant-funded research opportunities
- Internships – EWU and KSU could help facilitate and provide international internships for EWU and KSU students focused on technology fields
- Faculty-Led Study Abroad Programs – EWU and KSU could host student groups and accompanying home institution faculty members as part of future study abroad programming.

By formalizing this relationship, initially through this memorandum of understanding and, once all aspects of this collaborative relationship are agreed upon, more formally through additional signed addendums, EWU and KSU hope to establish a more permanent basis for these contacts and proposal projects. In order to support the development of this partnership, both institutions agree to have an annual review of progress and agreement renewal every five years.

SIGNATURES

Only the authorized agents listed below may make changes to this MOU and future addendum provided that both parties mutually agree upon such changes in writing.

24.10.2012
Date

Dr. Alexander Ghodovsky
Rector
Kherson State University

23.10.2012
Date

Dr. Alexander Spivakovsky
First Vice-Rector, Chief International Officer
Kherson State University

10/23/12
Date

Dr. Gary Pratt
Chief Information Officer
Eastern Washington University

23-OCT-12
Date

Ms. Catherine Dixon
Executive Director, Office of Global Initiatives
Eastern Washington University

NOTES

Alexander Spivakovsky,
First Vice-rector, Chair of Informatics Head
Home University: Kherson State University
www.ksu.ks.ua

Scientific Advisor: Dr. Gary L. Pratt,
Chief Infromation Officer
Host University: Eastern Washington University
www.ewu.edu