



SAMPOERNA
UNIVERSITY

Sampoerna University

INFORMATION TECHNOLOGY PLAN

2026 - 2030

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1. OVERVIEW

The Technology Master Plan 2026 outlines how Sampoerna University's technology investments and services will support the goal of University Strategic Plan over the next five years. This plan is not intended as a catalog of systems or a promise of rapid digital transformation. Rather, it demonstrates how technology will be embedded across all aspects of the university, including academic activities, administrative and governance functions, as well as evaluation and decision-making processes.

The Technology Master Plan is aligned with the University Strategic Plan 2025-2030 and follows its three pillars: **Become the University of Choice in Indonesia, Achieve Excellence by Design, and Create a Sustainable University**. Rather than treating IT as a support unit that responds to requests, the plan positions technology as an active contributor to institutional outcomes. The plan therefore focuses on areas where technology can support institutions in generating tangible benefits, such as modernization of student recruitment processes, teaching and learning experiences enhancement, support for accreditation and quality assurance activities, strengthening of research ecosystems, campus operations optimization, and creation of new revenue opportunities

It's clear that digital maturity does not arrive all at once, and we can't always solve a problem by providing new technology. Some improvements will be incremental. Others will require changes in habits, workflows, and expectations across units. For that reason, the Technology Master Plan emphasizes phased implementation, clear accountability, and steady improvement rather than sweeping transformation.

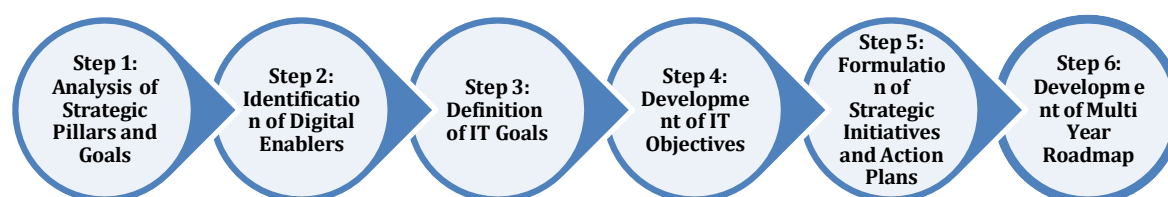
2. PLANNING PRINCIPLES & KEY ASSUMPTIONS

The Technology Master Plan is developed and will be implemented by considering the following principles and institutional assumptions:

- a. **Mission Driven and Outcome Centered**
Technology initiative and project are determined to provide direct impact to the university operational, academic quality, student success, and research productivity.
- b. **Alignment with the University Strategic Plan**
Every IT Goal, objective, and strategic initiative is explicitly mapped to the University's 2025-2030 Strategic Pillars which are defined in the strategic plan.
- c. **Cloud First and Security First Architecture**
University will continue in transforming on-premise infrastructure to cloud base and managed solutions which are supported by modern cybersecurity frameworks.
- d. **Data Governance and Evidence Based Decision Making**
The University will strengthen its capabilities in analytics, reporting, and data driven planning through a centralized data warehouse and unified data governance model.
- e. **Financial Sustainability**
Technology investments will support the following key areas:
 - Improving student recruitment and retention.
 - Reducing operational costs through optimization and automation.
 - Supporting auxiliary revenue generating programs.
- f. **Interoperability and System Integration**
All the systems which are acquired by the University should support seamless integration by following some technical standards such as API, Single Sign On, and consistent data models to ensure efficient data exchange and cohesive user experience.

3. METHODOLOGY & APPROACH

The Technology Master Plan was formulated through a systematic yet practical approach as illustrated in the following steps:



Step 1: Analysis of Strategic Pillars and Goals

Examined each strategic pillar which are outlined in the University Strategic Plan to identify technological enablers capable of accelerating institutional outcomes.

Step 2: Identification of Digital Enablers

Mapping out key enabling technologies to university needs, including CRM platforms, LMS enhancements, data warehouse systems, cybersecurity frameworks, hybrid learning solutions, and digital revenue systems.

Step 3: Definition of IT Goals

Formulated IT Goal to mirror the University's strategic pillars to ensure direct line of contribution from technology initiatives to institutional impact / benefit.

Step 4: Development of IT Objectives

Determine clear and measurable objectives to support each IT Goal to guide implementation and evaluation.

Step 5: Formulation of Strategic Initiatives and Action Plans

A structured portfolio of initiatives was developed across:

- Recruitment technology
- Digital learning
- Research support
- Infrastructure modernization
- Cybersecurity
- Data governance
- Revenue enabling digital platforms

Step 6: Development of Multi Year Roadmap

Created strategic initiatives and sequenced those initiatives into a phased multiyear roadmap to ensure logical implementation, resource readiness, and sustainable progress over time.

4. IT STRATEGIC GOALS, OBJECTIVES & INITIATIVES

This section outlines the strategic IT goals, the supporting objectives, and the initiatives that will drive transformation from 2026 to 2030.

4.1 IT GOAL 1 SUPPORT UNIVERSITY PILLAR I: BECOME THE UNIVERSITY OF CHOICE IN INDONESIA

Enhance SU's competitive positioning through technology that strengthens recruitment, student experience, and institutional reputation.

4.1.1 IT Objective 1.1: Strengthen Digital Marketing & Recruitment Technology IT Strategic Initiatives & Action Plans

4.1.1.1 *Enhance Student Recruitment CRM*

The improvement will focus on:

- Optimize current Salesforce CRM to manage lead data and follow up activities in one system.
- Provide analytics and dashboards for Marketing & Recruitment team to track and measure student recruitment progress.
- Integrate marketing channels such as email blast, WhatsApp account, and social media.

4.1.1.2 *Revamp Alumni Portal to Digitalize Alumni Success Story Collection*

The following are the focus areas of this enhancement:

- Update Alumni & Career Center Portal to enable alumni submitting success stories, media content, and employment updates through user friendly interface.
- Integrate verification and approval workflow with Student & Alumni Affairs (SAA) to ensure the data accuracy.
- Enable approved alumni success stories to be easily accessed and amplified by Marketing team across multiple marketing channels.

4.1.2 IT Objective 1.2: Strengthen Front-Liner Capacity through Technology IT Strategic Initiatives & Action Plans

4.1.2.1 *Optimize Existing Digital Platforms for Front Liner Training*

This initiative focuses on IT support for the HR Team by optimizing existing technology (such as Canvas LMS, Microsoft SharePoint, and the current HR system) to support front liner training program delivery. Key sub tasks include:

- Configure Canvas LMS as the primary platform for delivering training modules.
- Utilize Microsoft SharePoint as repository for training materials, guidelines, and standard operating procedures.
- Maximize current HR system for recording attendance, training completion, and

certification records.

- Enable reporting and dashboards to support HR monitoring, recognition, and reward programs.

4.1.3 IT Objective 1.3 Enhance Student Experience through Digital Touchpoints

4.1.3.1 *Develop an SU Mobile App*

The development of the mobile application will cover the following features:

- Academic progress (degree plan tracking)
- Course registration
- Class schedule and attendance tracking
- Grade report
- Student counseling request center

4.1.3.2 *Upgrade Academic Portal to Enhance Student Experience and Engagement*

Enhance Academic Portal for better support students by improving usability, strengthening communication, and expanding access to academic and student support services through the following initiatives:

- Refresh academic portal look and feel with clean and user-friendly design.
- Provide notifications for academic events, cocurricular activities, and career opportunities.
- Enable online appointment booking with Academic Advisors and Counselling Services to make student support more accessible.

4.2 IT GOAL 2 Support University Pillar II: Achieve Excellence by Design

Enable academic excellence with robust, secure, data-driven, and scalable IT systems.

4.2.1 IT Objective 2.1: Strengthen Governance & Internal Quality Assurance Systems IT Strategic Initiatives & Action Plans

4.2.1.1 *Deploy Integrated Data Warehouse & Institutional Analytics*

This initiative aims to strengthen institutional reporting and decision-making by providing single and trust data sources across the University. The focus of this initiative is:

- Establish centralized data warehouse to consolidate Admission, Academic, Finance, HR, LMS, and research data.
- Provide dashboards for:
 - Accreditation readiness
 - Enrollment & revenue analysis
 - Student learning outcomes
 - Faculty performance

4.2.1.2 *Digitalize Quality Assurance Processes*

Enhancing existing IQA (Internal Quality Assurance) web portal into integrated quality management platform to strengthen internal governance and quality assurance. The focus areas of the enhancement are:

- Managing SOP documentation in central repository.

- Supporting the preparation and management of self-evaluation reports.
- Managing annual assessment and internal audit cycles in structured manner.
- Implementing automated reminders and workflow tracking to ensure timely completion and accountability.

4.2.2 IT Objective 2.2: Support Excellence in Teaching & Learning IT Strategic Initiatives & Action Plans

4.2.2.1 *Implement Smart Classroom Standards*

Enhance teaching and learning environments to support flexible and inclusive learning delivery with some activities below:

- Creating minimum standard for technology sets which are applied in every classroom.
- Upgrading learning space technology with modern hybrid tools such as PTZ cameras, wireless microphones, and interactive screen.

4.2.2.2 *Enhance Learning Management Ecosystem*

Enhance the University LMS (Canvas) ecosystem to better support teaching and learning. These initiatives will focus on the following key areas:

- Integrating essential tools such as plagiarism checking and e-library resources.
- Enabling AI tools within Canvas to boost creativity, productivity, and student engagement in course design, content creation, and learning activities.

4.2.2.3 *Develop the ACADIS module to Support OBE*

Develop ACADIS module to support Outcome Based Education (OBE) by standardizing and managing RPS and assessment processes. The key activities will cover:

- Alignment of Student Learning Outcomes (SLOs) with Program Learning Outcomes (PLOs)
- Standardized RPS templates in accordance with OBE principles
- Assessment mapping to learning outcomes

4.2.3 IT Objective 2.3: Strengthen Research, Publications & Community Service Technology

IT Strategic Initiatives & Action Plans

4.2.3.1 *Develop Research & Publication Information System*

Upgrade existing RMS (Research Management System) to improve research and community service management. The focus areas include:

- Upgrade the current system to better track research outputs, publications, grants, and community service projects.
- Integrate research and community service data with lecturer KPI and Tridarma reporting.
- Improve reporting accuracy and availability for internal monitoring and accreditation needs.

4.2.3.2 *Build Digital Repository for Research Activities*

This initiative supports research informed teaching by providing central digital repository to store research outputs with the following key tasks:

- Establishing centralized repository for faculty research outputs.

- Linking research materials to relevant Canvas courses and library resources to enrich learning content.

4.2.4 IT Objective 2.4: Improve Staff Collaboration & Professional Development Technology

IT Strategic Initiatives & Action Plans

4.2.4.1 Enhance Campus Collaboration Tools

This initiative aims to improve collaboration and internal communication across the department within the University by optimizing existing collaboration platform. The enhancements will focus on the following activities:

- Providing a digital suggestion box with a simple workflow to collect and manage feedback from the campus community.
- Optimizing Microsoft 365 SharePoint and Teams to support cross unit collaboration and project coordination.

4.2.4.2 Collaborate with HR to Provide Staff Learning Platform

IT will support HR to maximize current technology to deliver a centralized staff learning portal

- Providing mandatory and optional training modules using current systems.
- Tracking attendance and completion rates through existing HR and learning platforms.
- Supporting recognition and reward programs

4.3 IT GOAL 3 Support University Pillar III: Create a Sustainable University

Ensure sustainable operations through optimized IT infrastructure, financial efficiency, and diversified digital revenue opportunities.

4.3.1 IT Objective 3.1: Optimize IT Infrastructure, Security & Operational Efficiency IT Strategic Initiatives & Action Plans

4.3.1.1 Data Center Consolidation & Cloud Strategy

Optimizing current IT infrastructure to improve efficiency, scalability and reliability. The initiative includes the following tasks:

- Reducing server maintenance, hardware dependency, and electricity power consumption.
- Continuing migration to cloud platforms for existing on-premise systems
- Implementing disaster recovery plan and multi-layer backup to ensure system resilience and business continuity.

4.3.1.2 Strengthen Cybersecurity & Compliance

This improvement will focus on the following areas:

- Implementing security assessments through qualified third-party providers (such as penetration testing and security operation center (SOC) as a service)
- Enforcing multi factor authentication (MFA) across all systems.
- Implementing Zero Trust security framework across critical systems.

4.3.1.3 Optimize Campus Internet & Wi-Fi

This initiative is purposed to make the campus network run better and be more reliable. It will focus on the following main tasks:

- Upgrading the Wi-Fi infrastructure to support high density learning areas.
- Improving bandwidth allocation to ensure stable classroom connectivity.
- Establishing Wi-Fi monitoring dashboards to proactively detect and address network faults.

4.3.1.4 Implement IT Asset Optimization Program

Maximize the management of IT assets and value of technology investments across the University with the following activities:

- Conducting annual reviews to identify and reduce underutilized software licenses.
- Implementing planned hardware replacement with less electricity power consumption.
- Integrating IT asset management with ERP System to improve tracking, budgeting, and lifecycle management.

4.3.2 IT Objective 3.2: Support Auxiliary Revenue Programs via Technology IT Strategic Initiatives & Action Plans

4.3.2.1 Build a Digital Platform for External Programs

Develop centralized system to support the University with the following focus:

- Creating online portal to support the operational of auxiliary revenue programs (starting from registration until certification issuance)
- Providing dashboard and reporting to oversee whole program

5. PHASED IMPLEMENTATION ROADMAP 2026-2031

The Technology Master Plan utilizes single year accountability concept to describe its strategic initiatives and action plans, whereby every major initiative has primary year of responsibility for ownership and expectation for delivery. This approach will try to keep the alignment between technology initiatives and the University annual budget and resource planning.

Assigning each initiative to specific year does not mean the work ends once the system goes live. Systems introduced each year will continue to be optimized and expanded as part of ongoing improvement. Thus, the roadmap strikes a balance between discipline and flexibility, wherein clear annual assignment of responsibilities remains intact while also allowing for change when necessary to support evolving user needs and institutional priorities.

The IT Strategic Initiatives and Action Plans as presented in the table below provide clear and actionable plans for the University's Technology Transformation 2026-2030.

No.	Strategic Initiatives & Action Plans	Key Focus Area	Targeted Year
1	Enhance Student Recruitment CRM	Salesforce optimization, applicant pipeline automation, recruitment analytics & dashboard	2026
2	Revamp Alumni and Career Center Portal	Alumni submission interface, marketing content enablement, SAA verification workflow	2026
3	Optimize Digital Platforms for Front Liner Training	Canvas-based training delivery, SharePoint SOP repository, HR system integration, training dashboards	2026
4	Data Center Consolidation & Cloud Strategy	Cloud migration roadmap, backup and disaster recovery, initial system migration	2026
5	Optimize Campus Internet & Wi-Fi Infrastructure	High density Wi-Fi upgrades, bandwidth optimization, network reliability improvements	2026
6	Implement IT Asset Optimization Program	Asset inventory, license optimization, lifecycle planning	2026
7	Upgrade Academic Portal to Enhance Student Experience and Engagement	UI/UX refresh, academic notifications, advisor and counselling service booking	2027
8	Deploy Integrated Data Warehouse & Institutional Analytic Phase 1	Core data integration (Admission, Academic, LMS), foundational dashboards	2027
9	Digitalize Internal Quality Assurance (IQA) Processes	SOP management, audit workflows, automated reminders	2027
10	Strengthen Cybersecurity & Compliance	MFA enforcement, penetration testing, SOC as a service, Zero Trust foundation	2027
11	Develop SU Mobile App	Mobile access to academic services, student support features, production rollout	2027
12	Develop ACADIS Module for OBE Aligned RPS & Assessment	OBE mapping, standardized RPS templates, assessment outcome alignment	2027
13	Collaborate with HR to Provide Staff Learning Platform	Staff training delivery, certification tracking, recognition and reward support	2027

No.	Strategic Initiatives & Action Plans	Key Focus Area	Targeted Year
14	Deploy Integrated Data Warehouse & Institutional Analytics Phase 2	Finance & HR integration, accreditation, learning outcomes & performance dashboards	2028
15	Enhance LMS	Learning tool integration, AI enablement, digital learning resource expansion	2028
16	Develop Research & Publication Information System	Research tracking, grants and community service monitoring, Tri Dharma reporting	2028
17	Enhance Campus Collaboration Tools	Microsoft Teams and SharePoint optimization	2028
18	Build Digital Platform for External and Non-Degree Programs	Online registration, payment gateway integration, e-certificate issuance, reporting & dashboards	2028
19	Implement Smart Classroom Standards	Modernize hybrid classroom technology, baseline standards definition	2029
20	Build Digital Repository for Research Informed Teaching	Central research repository, Canvas and library integration	2029
21	Cloud Infrastructure Optimization & On-Premises Minimization	Completion of system migration, cloud performance optimization	2029
22	Cybersecurity Maturity Enhancement	Zero Trust operationalization, SOC maturity, continuous monitoring	2029
23	Institutionalization & Continuous Improvement of Digital Platforms	KPI based optimization, operational stabilization, post 2030 roadmap preparation	2030

6. CLOSING REFLECTION

The Technology Master Plan 2026 should be read as a guide for keeping technology aligned with where the University is going, not as a promise that every problem can be solved by a system. At its core, the plan is about making thoughtful choices. Which technologies are worth investing in, which ones need to be stabilized before expanding further, and which habits across the institution may need to change alongside the tools themselves.

Successful implementation of the Technology Master Plan will require strong leadership commitment, cross functional collaboration, and continuous performance evaluation. The Information Technology Department will work closely with Academic and Administrative Units to ensure that technological solutions remain aligned with institutional needs, regulatory requirements, and best practices in higher education. In conclusion, the Technology Master Plan 2026 will provide solid foundation for Sampoerna University's digital transformation journey. By systematically embedding technology into the University's core missions of education, research, and service, the Plan positions the institution to remain competitive, resilient, and future-ready in an increasingly digital higher education environment.

