

# Information Technology Services

## 2017 Strategic Plan

### I. Executive Summary

<p>A. Mission and goals:</p>	<p>The mission of the department is to provide highly reliable Information Technology infrastructure, tools, and services to enable the University to achieve its Academic, Research and Administrative objectives.</p> <p>Our goals are:</p> <ol style="list-style-type: none"> <li>1. Reliable and Secure Systems</li> <li>2. Teaching and Learning Excellence</li> <li>3. Technical Innovation</li> <li>4. Staff Expertise and Professionalism</li> <li>5. Cost-Effective Use of Resources</li> <li>6. External and Internal Partnerships</li> </ol>
<p>B. Summary of major goals in strategic plan:</p>	<ol style="list-style-type: none"> <li>1. Reliable and Secure Systems. Information Technology Services (ITS) will ensure that the technology infrastructure of the university is reliable, dependable and secure.</li> <li>2. Teaching and Learning Excellence. The department will provide the tools and expertise to create an environment that supports high quality educational programs.</li> <li>3. Technical Innovation. ITS will actively encourage the investigation of new technologies to support the mission of the University in a time of rapid and unremitting technological change.</li> <li>4. Staff Expertise and Professionalism. The ITS department will create a diverse, service oriented culture that values individual development and teamwork.</li> <li>5. Cost-Effective Use of Resources. ITS will provide the right technology at the right price in a manner aligned with stated University priorities.</li> <li>6. External and Internal Partnerships. The Information Technology Services Department will be a trusted partner for technology use on campus and will support the service mission of the University through active engagement in our region and state.</li> </ol>

## II. New strategic goals, action plans and performance outcomes for 2017

### Department Goal #1: Reliable and Secure Systems.

A. Action plans to achieve goal:	<ol style="list-style-type: none"> <li>1. Fully implement High Availability technologies for systems reliability and redundancy.</li> <li>2. Create Reliable disaster recovery and business continuity capabilities.</li> <li>3. Develop technology lifecycle replacement funding mechanisms for critical enterprise systems.</li> <li>4. Implement a Network Modernization Plan to improve reliability and enhance service delivery.</li> <li>5. Provide a more secure campus IT infrastructure. Implement Security Awareness training program for Staff, Faculty and students.</li> <li>6. Implement best practice standards for systems management to improve reliability and reduce unplanned outages.</li> </ol>
B. Effectiveness measures/methods to assess outcomes/goal attainment:	<ol style="list-style-type: none"> <li>1. The number of unplanned outages decrease annually.</li> <li>2. Disaster recovery and business continuity plans are documented and tested.</li> <li>3. Critical production enterprise systems are within their expected service life.</li> <li>4. The network provides satisfactory wireless coverage for students and improved reliability for faculty and staff.</li> <li>5. No unauthorized data releases from centrally managed systems.</li> <li>6. Changes to high risk systems are managed through the ITS change control process.</li> </ol>
C. Assessment schedule to assess goal:	<ul style="list-style-type: none"> <li>● Annual assessment of planned and unplanned downtime.</li> <li>● Annual Security Assessment report.</li> <li>● Annual user satisfaction survey.</li> <li>● Network edge switch replacement project is completed by 8/31/2018</li> </ul>
D. Person/group responsible:	Dan Dutcher, Director Information Technology Services
E. Performance outcomes for goal:	Campus IT systems aggressively support the administrative, academic and research missions of the university.
F. Resources Required:	<ol style="list-style-type: none"> <li>2: Disaster Recovery offsite replication \$20,000</li> <li>4: Network replacement \$50,000</li> </ol>

## Department Goal #2: Teaching and Learning Excellence

<p>A. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> <li>1. Research, develop and sustain enterprise level instructional technologies that improve student learning while reducing instructional costs.</li> <li>2. Provide a student learning environment that is aligned with the pedagogical goals of the University.</li> <li>3. Improve teaching and learning experiences by integrating academic technologies with traditional pedagogy.</li> <li>4. Develop programs to promote best practices of teaching excellence in both traditional and online pedagogy.</li> <li>5. Collaborate with faculty leaders and college IT professionals to access programs, tools, and services that support their teaching and learning needs.</li> </ol>
<p>B. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> <li>1. The number of Faculty requests for Learning Management System enhancements that are implemented.</li> <li>2. Student satisfaction with the tools and support they receive is measured.</li> <li>3. The number of students using technologies provided through the Center increases.</li> <li>4. Interaction with faculty increases.</li> <li>5. The number of faculty workshops held is measured.</li> <li>6. Number of faculty participants in workshops and instructional design related classes.</li> <li>7. Number of graduate teaching assistants that participate in workshops.</li> <li>8. Programs and Seminars meet the needs of faculty participants.</li> </ol>
<p>C. Assessment schedule to assess goal:</p>	<ul style="list-style-type: none"> <li>● Student Computing Strategy completed by</li> <li>● Online Course Evaluation Pilot complete by</li> </ul>
<p>D. Person/group responsible:</p>	<p>Dan Dutcher, Director of IT Services</p>
<p>E. Performance outcomes for goal:</p>	<p>The University is able to meet its goals for academic quality and retention.</p>
<p>F. Resources Required:</p>	<p>Continued support for Seminars and faculty engagement opportunities.</p>

**Department Goal #3: Technical Innovation in Support of the University Mission**

<p>C. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> <li>1. Develop an environment to support academic collaboration to include both digital, social and physical resources.</li> <li>2. Develop a modern, service-oriented information access strategy to allow improved use of University data.</li> <li>3. Develop a streamlined process for managing the digital identity of University constituents</li> <li>4. Develop and maintain a first-rate research-centric computing, networking and storage environment.</li> <li>5. Implement and sustain state-of-the-art instructional technology systems.</li> </ol>
<p>D. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> <li>1. New tools implemented on an annual basis to support faculty and student collaboration.</li> <li>2. Number of workshops held to facilitate innovation in teaching and learning increases.</li> <li>3. Number of academic projects that use the Kennedy building infrastructure increases.</li> </ol>
<p>E. Assessment schedule to assess goal:</p>	<ul style="list-style-type: none"> <li>● Mobile Device strategy developed by</li> <li>● Annual review of the number of workshops held.</li> </ul>
<p>F. Person/group responsible:</p>	<p>Dan Dutcher, Director of IT Services</p>
<p>G. Performance outcomes for goal:</p>	<p>ITS fosters an environment of innovation that supports our academic, research and administrative mission.</p>
<p>H. Resources Required:</p>	

Department Goal #4: Staff Expertise and Professionalism

<p>A. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> <li>1. Develop and maintain succession plans for ITS staff</li> <li>2. Develop a strategy that provides skill development necessary to meet the changing IT environment.</li> <li>3. Enhance both internal and external communications</li> <li>4. Measure IT effectiveness on a continual basis.</li> <li>5. Provide a physical work environment that supports collaboration and teamwork.</li> </ol>
<p>B. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> <li>1. Requirements for personnel contingency are evaluated and documented.</li> <li>2. Personnel contingency plans are created for critical enterprise applications and systems.</li> </ol>
<p>C. Assessment schedule to assess goal:</p>	<ul style="list-style-type: none"> <li>● Methodology for assessing service effectiveness is complete by.</li> <li>● Internal Survey of effectiveness completed annually.</li> <li>● External effectiveness survey completed bi-annually.</li> </ul>
<p>D. Person/group responsible:</p>	<p>Dan Dutcher, Director of IT Services</p>
<p>E. Performance outcomes for goal:</p>	<p>ITS is able to provide adequately trained and prepared staff to support the critical operational objectives of the University.</p>
<p>F. Resources Required:</p>	

**Department Goal #5: Cost Effective Use of Resources**

<p>A. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> <li>1. Standardize on technology where appropriate for economy of scale, campus efficiency, transfer of skills and ease of support.</li> <li>2. Implement Project Portfolio Management to align IT spending and Resources to University Priorities</li> <li>3. Pursue an Open Source Software Strategy.</li> <li>4. Develop a Business Plan for ITS that properly reflects the costs of delivering service.</li> </ol>
<p>B. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> <li>1. Standard PC purchase process developed and deployed.</li> <li>2. E-Invoicing are implemented to simplify campus purchasing and attain bulk purchase discounts.</li> </ol>
<p>C. Assessment schedule to assess goal:</p>	<p>Annual report of project value. Methodology is developed for providing sustained funding for core IT infrastructure.</p>
<p>D. Person/group responsible:</p>	<p>Dan Dutcher, Director of IT Services</p>
<p>E. Performance outcomes for goal:</p>	<p>ITS provides increased level of service within a constrained financial environment.</p>
<p>F. Resources Required:</p>	

**Department Goal #6: Internal and External Partnerships**

C. Action plans to achieve goal:	<ol style="list-style-type: none"> <li>1. Develop internal partnerships for innovation</li> <li>2. Deploy an effective committee and advisory structure for ITS that supports campus wide IT governance.</li> <li>3. Reach out and engage peer IT leaders on other CCU campuses.</li> </ol>
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ul style="list-style-type: none"> <li>• Manage an appropriate governance structure for computing, campus-wide.</li> <li>• Project Review Boards.</li> </ul>
E. Assessment schedule to assess goal:	<p>Methodology for assessing service effectiveness is complete by 6/30/2011. Internal Survey of effectiveness completed annually.</p> <p>External effectiveness survey completed bi-annually.</p>
F. Person/group responsible:	Dan Dutcher, Director of IT Services
G. Performance outcomes for goal:	ITS is seen as a valued and trusted partner on campus and WJU is a leader within the CCU System.
H. Resources Required:	Communications Manager: