WEBER STATE UNIVERSITY
INFORMATION TECHNOLOGY DIVISION

2011–2016
Strategic Plan

Introduction

Have a bias toward action - let's see something happen now. You can break that big plan into small steps and take the first step right away.

> *- Indira Gandhi*

This plan, the Weber State University IT Division's 2011-2016 Strategic Plan, aims to build alignment between the technology needs of Weber State University and the Information Technology Division. In consideration of the changing face of technology in higher education it directs our efforts in new endeavors and outlines our goals for providing efficient, user-centered services. The primary focus of this Plan is to direct our new strategic initiatives—our operational competencies are not detailed in this Plan and will still be provided under current governance models.

In coordination with the University Strategic Plan, this document is meant to address the requirements of our accrediting body, the Northwest Commission on Colleges and Universities. The plan was designed by our Information Technology Advisory Council and Division staff and considers issues in the 2011 Horizon Report and the EDUCAUSE Top 10 IT Issues Survey, among other sources.

The 2011 strategic planning effort was initiated after a dormancy of Division planning. Through an agile approach we sought to create this plan with minimal interruption to our operations and with the belief that the plan may be adjusted to account for unforeseen factors. As Indira Gandhi's above quote advises, we have taken a bias toward action—opting not to entangle ourselves in endless analysis at the expense of meeting current needs.

As we enter a new period for our organization, and embrace our new strategic plan, we have chosen to represent ourselves through a redesigned Division logo. Our logo is based on the "informational i", representing knowledge services provided at-hand and on-demand. The graduate represents our commitment to the educational partners we serve and the University Core Themes of Access, Learning, and Community.

We wish to thank our Information Technology Advisory Council and Division staff for their participation and support. We especially wish to thank those who facilitated break-out groups and worked on specific portions of the plan. Our sincere thanks go to Ben Barraza for his efforts on the Guiding Values and Jim Godwin for his design of our new logo.

Changes in educational technology in the years between now and 2016 will come quickly. Staying abreast of them will be our key for successfully supporting our University partners in delivering a quality education to a larger, more diverse, student body. I encourage you to follow our progress at weber.edu/itdivision/plan.html and to contact me personally with any questions or feedback.

Sincerely,

Dr. Bret Ellis
Vice President of Information Technology
Weber State University
BretEllis@weber.edu

Our Mission

The Information Technology Division provides information technology services and solutions that support and enhance Weber State University's academic programs, operational functions and support services.

Our Vision

We envision an environment wherein:

- IT works with campus partners to understand and align with University goals and strategies
- Faculty and students are provided technology services which enable them to enjoy the best possible academic experience
- A full range of information technology services are available on-demand, reliably and securely
- Services are available according to Service Level Agreements and key services are 100% available
- Quality technology services are delivered with the end-user as the focus
- End-user expectations are appropriately met in a timely manner
- Innovative solutions are sought in anticipation of changes in University needs and expectations

Our Guiding Values

Our guiding values are the behaviors and skills that we prize in our fellow employees. In our actions and decisions we rely on, and strengthen, these ideals.

Integrity, Leadership, Responsibility and Accountability

In our interactions and dealings with our partners, and within our Division, we value honest communication, thoughtful decision making and accountability. We strive to promote effective leadership at all levels in the organization. We strive to be responsible stewards of University resources. We do not participate in dishonest, illegal, unethical or irresponsible activities.

Learning, Engagement, and Opportunity

Information Technology is not an end unto itself; rather, we seek to serve the needs of the WSU community, emphasizing the success of our student body. We strive to facilitate and enhance the educational engagement and learning opportunities of all who interact with WSU.

Collaboration and Community

To be a successful organization we must strive to listen, endeavor to empathize and work to understand. Only through collaborative efforts can we achieve our goal of supporting and serving the WSU community in its efforts to engage, learn and provide opportunity.

Diversity, Service, and Respect

The manner in which we provide our service is tantamount to the service itself. By promoting an environment of respect and diversity we aim to create an organizational culture that is welcoming and professional to all people in all interactions.

Security, Privacy, Accessibility, and Reliability

We will treat access to the information and data for which we are stewards with care and respect, making security and privacy among our primary concerns. We will do all we can to ensure that individuals and organizations can confidently access their information and that it will be protected from malevolent purposes.

Education, Expertise, and Innovation

In order to best meet the needs of the WSU community, we strive to create a professional climate by fostering the continued growth and learning of our staff. The knowledge, skills and abilities of the individual contributor represent our best opportunity to cultivate an environment conducive to engagement, learning and opportunity.

Our 2011—2016 Objectives

Our strategic objectives are the goals we expect to accomplish by 2016. Our objectives express the dual themes of building a strong infrastructure for basic services and providing support for instructional technology. We will continue to conduct technology systems and infrastructure planning involving the Information Technology Advisory Council and resulting in a Technology Update and Replacement Plan.

Objective 1

Support, train and communicate with our partners in a distributed environment to enrich learning, teaching and research

Objective 2

Build a highly-available, up-to-date and planned infrastructure of cabling, wireless access points, servers and classroom technology

Objective 3

Establish a funding model that adequately supports the IT needs of the University and will grow in capacity with the University

Objective 4

Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment

Objective 5

Build self-service solutions that allow our partners to easily understand and use our technology offerings

O b j e c t i v e   1

Support, train and communicate with our partners in a distributed environment to enrich learning, teaching and research.

Action Items

1.1 By July, 2012 we will establish a body responsible for regular review and revision of service level agreements.

1.2 By July, 2013 we will establish and publish service level agreements for all Division services. We will implement procedures for maintenance and support of systems to established service levels, including training and support for secondary personnel.

1.3 By July, 2014 we will establish a real-time interactive communication channel allowing users to contact the Division about information technology services, offer suggestions, receive notices and provide feedback.

1.4 By July, 2014 we will establish a single contact point for campus users to obtain support with information technology issues and questions.

O b j e c t i v e   2

Build a highly-available, up-to-date, and planned infrastructure of cabling, wireless access points, servers and classroom technology

Action Items

2.1 By July, 2012 we will create a technology systems and infrastructure planning model to involve the Information Technology Advisory Council and result in a Technology Update and Replacement Plan.

2.2 By July, 2013 we will implement support for technology-enhanced classrooms.

2.3 By July, 2013 we will build systems and processes for deploying resources to a WSU private cloud on demand.

2.4 By July, 2014 we will implement a full Customer Relationship Management system, including incident, problem, configuration, change, and knowledge management solutions.

2.5 By July, 2015 we will build a wireless network infrastructure capable of supporting the current and future wireless needs of campus users.

O b j e c t i v e 3

Establish a funding model that adequately supports the IT needs of the University and will grow in capacity with the University

Action Items

3.1 By July, 2013 we will establish a partnership program for collaborating with academics on grants.

3.2 By July, 2013 we will establish and publish employment ladders within the division and outline actions employees can take to add additional value to our organization.

3.3 By July, 2014 we will establish a funding source for raises outside of the state-determined Division budget.

3.4 By July, 2014 we will evaluate the current student fee allocation model for IT support. We will develop and analyze proposals for how to use student fees to students' best benefit.

3.5 By July, 2014 we will evaluate the current faculty/department fee allocation model for IT support. We will develop and analyze proposals for how to use faculty/department fees to faculty/departments' best benefit.

O b j e c t i v e 4

Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment

Action Items

4.1 By July, 2012 we will establish a Mobile Learning Group to analyze mobile learning trends and make recommendations on technologies to be adopted.

4.2 By July, 2013 we will establish a Technological Trends Group to analyze technical trends and make recommendations on technologies to be adopted.

4.3 By July, 2013 we will establish a Social and New Media Course Group to analyze trends and technology for delivering course content through social and new media and make recommendations on technologies to be adopted.

4.4 By July, 2014 we will endow the Mobile Learning Group with funds for supporting mobile learning and training, the Technological Trends Group with funds for supporting technology acquisition and training, and the Social and New Media Course Group with funds for supporting social/new media course content delivery.

4.5 By July, 2014 we will establish a Mobile Campus Software Group to analyze trends and technology for delivering campus software via mobile devices and make recommendations on technologies to be adopted.

4.6 By July, 2015 we will endow the Mobile Campus Software Group with funds for supporting the delivery of campus software via mobile devices.

O b j e c t i v e   5

Build self-service solutions that allow our partners to easily understand and use our technology offerings

Action Items

5.1 By July, 2013 we will build supported lecture capture rooms and technology-enhanced editing rooms at selected locations on campus.

5.2 By July, 2014 we will establish a training funding model emphasizing obtaining expertise in self-service processes.

5.3 By July, 2015 we will have a true single sign-on system, evidenced by a single password throughout university and federated systems.

5.4 By July, 2015 we will deploy online training and help resources, including interactive multimedia tutorials, for the most commonly reported issues. We will publish solutions for the most commonly reported issues through searchable knowledgebase articles and will develop and implement processes for continual review and update of published material.

For the most up-to-date information please visit **Weber.edu/ITDivision/Plan.html**
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