2020–2021

WEBER STATE UNIVERSITY INFORMATION TECHNOLOGY DIVISION

INTERIM-STRATEGIC PLAN

WEBER STATE UNIVERSITY

Information Technology

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 Information Technology (IT) Division's 2020-2021 Interim Strategic Plan, aims to build alignment between the technology needs of Weber State University and the IT 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 interim year (2020-2021) allows us the time to align the new IT Division Strategic Plan with the new University Strategic Plan.

In anticipation for the new 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 edited, reviewed, and approved by the IT Division staff and considers issues in the EDUCAUSE Horizon Report and the Top 10 IT Issues Survey, among other sources.

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.

We have chosen to represent ourselves through a 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.

Changes in educational technology in the upcoming years 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 https://www.weber.edu/ITDivision/strategic_plan.html and to contact me personally with any questions or feedback.

Sincerely,
Dr. Bret Ellis
Vice President of Information Technology
Weber State University
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MISSION STATEMENT AND VISION

MISSION STATEMENT

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

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 WHY

During the 2014–15 academic year, the IT Division studied the book written by Simon Sinek, *"Start With Why"*. Using ideas from this book we state the following:

IT Division's Why: **We make it possible for people to do the right thing.**

Additionally each department within the IT Division and each individual developed a "Why" statement which help govern decisions as we support the University.

When prioritizing the hundreds of projects which are presented to the IT Division throughout the year, it is critical to understand the lasting impact the projects have on student success and the best use of the limited financial and human resources available. The IT Division has extrapolated language to focus on how the we can assist the University with critical initiatives. The IT Division has created an acronym in selecting the most impactful projects, processes, and operations.
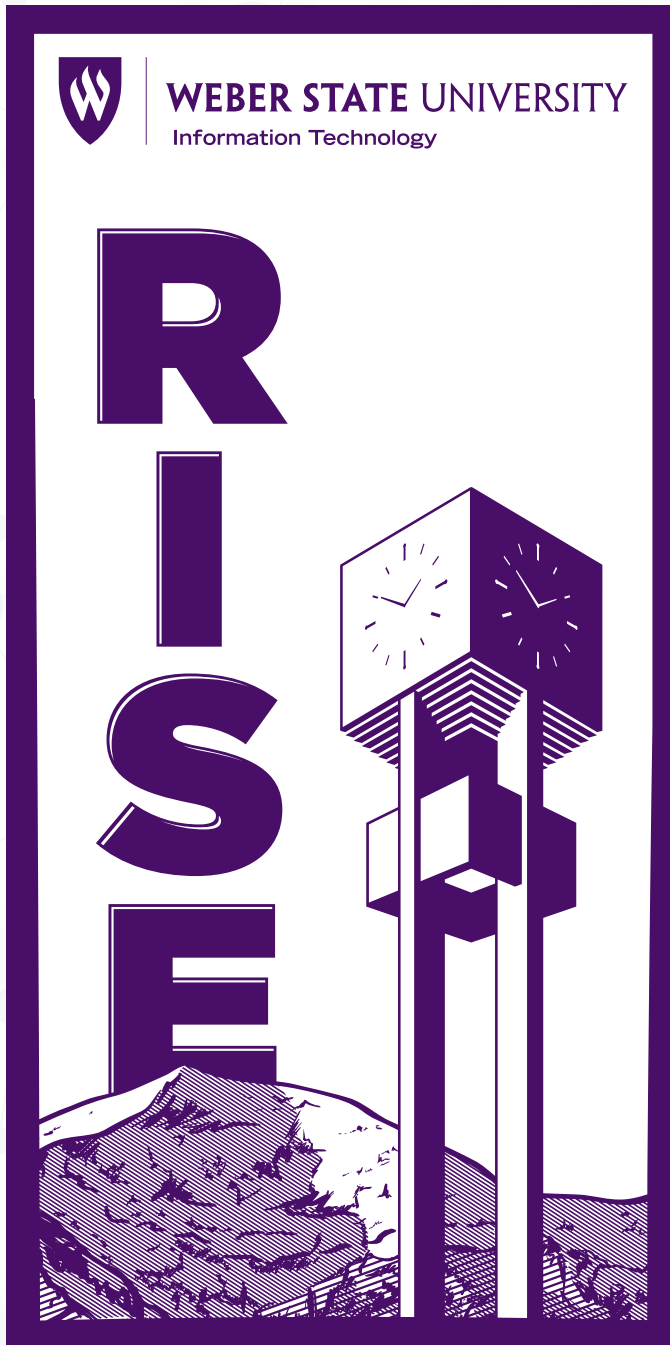
RESPOND

Be responsive to the current and future needs of the changing educational environment.

INNOVATE

Provide creative solutions to improve learning and increase accessibility.

SECURE

Provide training, information, resources, and tools which protect the confidentiality, availability, and integrity of University data.

EMPOWER

Empowering faculty and staff with tools to lead the University forward.

OUR 2020—2021 OBJECTIVES

Our strategic objectives are the goals we expect to accomplish this fiscal year. Our objectives express the need to have a strong, secure infrastructure and to provide an up-to-date learning experience for students which will help the student's complete their educational goals. We will continue to do technology systems and infrastructure planning. The IT Division has developed the following five (5) objectives in support of the University's mission and goals:

OBJECTIVE 1

Provide a platform for business intelligence and analytical tools in support of student success.

R, I, S

OBJECTIVE 2

Plan and provide a technology infrastructure that is accessible, secure, and sustainable.

R, I, S

OBJECTIVE 3

Identify, inform, and implement technology solutions to provide an effective learning environment.

R, I, S

OBJECTIVE 4

Mitigate the prioritized risks and achieve a high confidence level in security of University IT systems.

R, S

OBJECTIVE 5

Improve employee retention, job satisfaction, and appropriately commensurate for employee skills and performance.

R, E

OBJECTIVE 1

FY 2020-21 ACTION ITEMS:

Support alternative testing methods and new ways for student success.

Purchase and install equipment, software, and report on proposed CARES Act funding projects.

Continue to migrate to Ellucian Banner 9 for improved usability and student access.

Centralize the process of changing student majors to enhance student success.

Standardize Data Analytics for Decision Making and Reporting.

Collaborate with other university departments on projects in support of student success, retention, and graduation.

Collaborate with other departments to enhance employee effectiveness and efficiency.

OBJECTIVE 2

Plan and provide a technology infrastructure that is accessible, secure, and sustainable.

R, I, S

FY 2020-21 ACTION ITEMS:

Increase maturity on disaster recovery (DR) and business continuity with the NISST committee benchmark standards and audit process.

Create systems and processes to deploy resources to a WSU private cloud with back-ups. Including a working example (documentation).

Explore Banner cloud options and strategic alignment with product offerings (including Ellucian).

Develop and maintain the customer service experience for delivery of IT services.

Implement system security enhancements and upgrades.

Develop a program for managing secure access to the Banner ERP system.

Develop and maintain new secure enterprise system integrations.

OBJECTIVE 3

Identify, inform, and implement technology solutions to provide an effective learning environment.

R, I, S

FY 2020-21 ACTION ITEMS:

Develop and share best practices for acquisition, integration, and implementation of enterprise software.

Review accessibility issues and increase maturity on electronic accessibility.

Adopt the student success diamond model presented by the UofU as a foundation for student-centered collaboration opportunities.

Determine clear pathways to obtain improved student completion.

Review the UTTC inventory on student services applications and tools with complied inventory on student services applications and tools, identify gaps and look for opportunities to cooperaate on:
-strategic scheduling technology
-Business intelligence capability
-Student CRM
-Student mobile
-Student data analytics

Align with Gartner & Educause 2020/21 Top 10 Business and Technology trends in setting strategic and operational priorities.

Retrofit two (2) buildings on campus with wireless coverage.

Work with each academic college as part of the digital fluency initiative focused in Lampros Hall.

Create a baseline of the most critical SA's needed by determining where Service Level Agreements (SLAs) should exist within the IT Division.

To inform classroom instructors/faculty about how to use new technologies. Along with the IT team to be able to work effectively.

Collaborating with other colleges to create a foundation for what is used on the web. Working on reaching out to colleges will be facilitated next fiscal year.

OBJECTIVE 4

Mitigate the prioritized risks and achieve a high confidence level in security of University IT systems.

R, S

FY 2020-21 ACTION ITEMS:

Adopt CIS control standards along with no private or restricted information on personal devices or unprotected college or university servers and computers.

Security Strategy:
Deployment of NextGen Endpoint Protection
Create an IT Security Strategy/Playbook
Redesign vulnerability scanning and reporting

Encrypt all computers and servers with PII, PHI, and FERPA data.

Comply with the changing compliance landscape (e.g. PCI, HIPAA, GDPR, FERPA, ITAR, GLBA).

Provide annual security awareness user training (look into training videos).

Security Tools:
Install next generation network firewalls.

Create and demonstrate a process that uses Spirion data to reduce university risk.

Deploy a tool that will log network and system activity as part of the Security Information and Event Management (SIEM) project.

Software Review Process:
Institutional Data Mgmt. policy/Software Review policy
Integrate ISO requests with ServiceNow

OBJECTIVE 5

Improve employee retention, job satisfaction, and appropriately commensurate for employee skills and performance.

R, E

FY 2020-21 ACTION ITEMS:

Employee recognition program.

Health and wellness for the IT Division.

High potential employee program.

Continued focus on employee training and certification.