

2017–2020

**WEBER STATE UNIVERSITY
INFORMATION TECHNOLOGY DIVISION**

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 2017-2020 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 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 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.

The 2017 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 “informal” 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.

Changes in educational technology in the years between now and 2020 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
BretEllis@weber.edu

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.

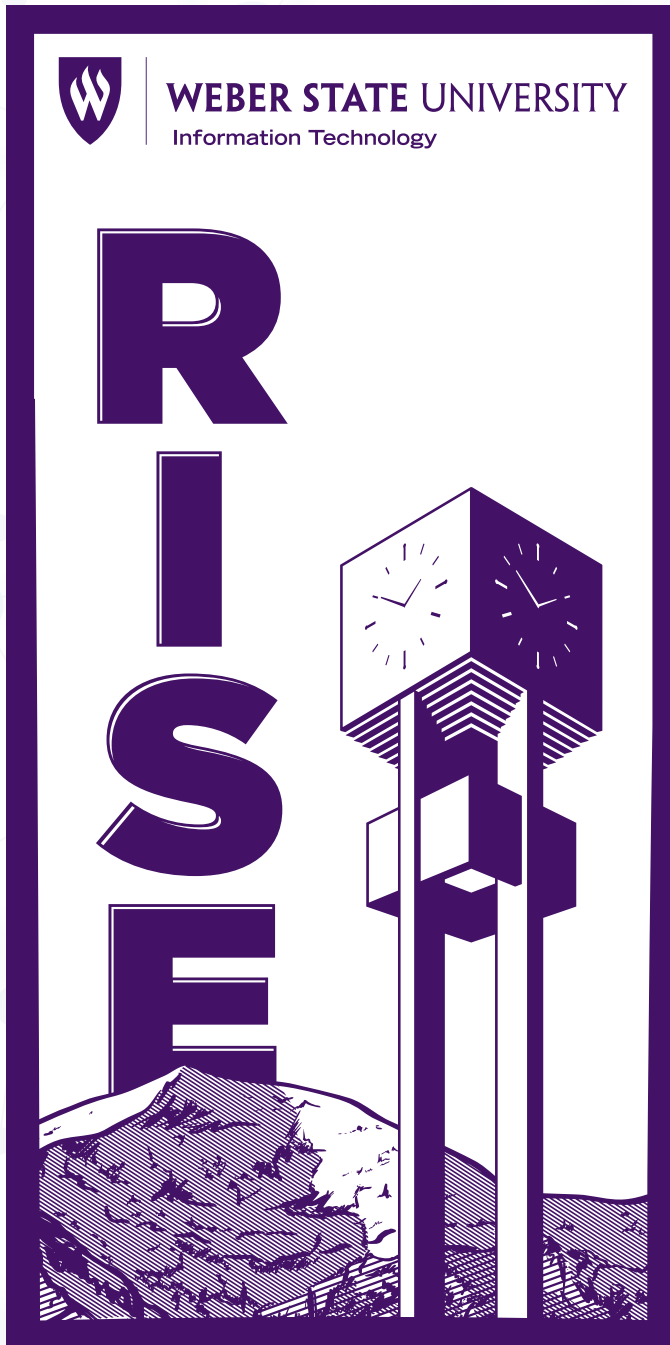
OUR WHY

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 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 2017—2020 OBJECTIVES

Our strategic objectives are the goals we expect to accomplish by 2020. 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 2016-17 ACTION ITEMS

Implement and support a Recruiting Customer Relationship Management system (CRM) for university recruiting and admissions.

Implement and support predictive analytics, BI reporting and an Advising/Retention CRM (Hobson's Starfish) for student success.

Deploying Visual Schedule Builder.

Implement Continuing Education registration and management system.

FY 2017-18 ACTION ITEMS:

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

Implement and support registration and business process system for Continuing Education (Ellucian Elevate).

Adding to and expanding the Enterprise Data warehouse. New development areas are: Weber Sync, Canvas, IR, International Office, HR/Payroll, ChiTester, Veteran Affairs. Possible enhancements areas are: Student, Admissions, Financial Aid, Degree Works.

DegreeWorks 5.0 upgrade (Create better integration with ERP to enhance student planning to graduation) (Tie to financial aid to only allow aid for courses that are part of the student's program of study).

Implement and support predictive analytics, BI reporting and an Advising/Retention CRM for student success.

Implement and support predictive analytics, BI reporting and an Advising/Retention CRM (Hobson's Starfish) for student success.

FY 2018-19 ACTION ITEMS:

Improve distribution of key data analysis to campus.

- Implement Reporting Gallery Version 1.0 (first release)
- Install on-site Tableau Server

Coordinate resources to focus on Student Strategic Enrollment Plan (SEP) projects through the IT portfolios.

Enhance early student engagement with the University Academic Offerings and Resources.

- New Student Orientation Implementation

FY 2019-20 ACTION ITEMS:

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

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

Implement Program of Study Declaration Phase 1 application (students to declare a major).

Standardize data analytics for decision making and reporting.

OBJECTIVE 2

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

R, I, S

FY 2016-17 ACTION ITEMS:

We will create a technology systems and infrastructure planning model with the assistance of the Information Technology Governance Council (ITGC) which will result in a Technology Update and Replacement Plan recommendation to the President's Council.

Establish an IT Long Term Planning Group to develop a five year plan for university IT.

Ensuring infrastructure resources are available today and in the near future in a sustainable and reliable manner.

FY 2017-18 ACTION ITEMS:

Establish an IT Long Term Planning Group to develop a five year plan for university IT.

We will build a wireless network infrastructure capable of supporting the current and future wireless needs of campus users.

SQL Server 2014 cluster.

Run applications in Docker containers.

Disaster Recovery.

Ensuring infrastructure resources are available today and in the near future in a sustainable and reliable manner.

FY 2018-19 ACTION ITEMS:

Create a new SQL server farm.

Establish a docker container environment.

FY 2019-20 ACTION ITEMS:

Hold two (2) events with University departments where long-term planning (accessibility, security, or sustainability) is the focus.

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

Create a new SQL server farm.

Increase Disaster Recovery (DR)/Business continuity status to be a yellow (average of green, yellow, and red) or above across campus.

Create a working example of systems and processes for deploying resources to a WSU private cloud with back-ups.

OBJECTIVE 3

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

R, I, S

FY 2016-17 ACTION ITEMS:

We will provide enhanced technology models for a specific classroom purchase or for classroom demonstrations across campus upon faculty request.

We will meet the Section 504 and 508 requirements for EIT Accessibility.

FY 2017-18 ACTION ITEMS:

Bret, Shelly and Matt will implement an “Outward Thinking” strategy to meet with the CTCs and Heads of each of the departments/colleges.

Matt and Ty will work with the different Colleges to facilitate an IT Boutique to showcase new technologies that could be implemented.

We will establish a training model emphasizing expertise gained through the development of “Career Ladders”.

We will deploy and publish online training and help resources, including interactive multimedia tutorials and JIT information for the most commonly reported issues. Published training will be accessible through searchable knowledgebase articles. We will develop and implement processes for continual review and updates of published material.

We will meet the Section 504 and 508 requirements for EIT Accessibility.

FY 2018-19 ACTION ITEMS:

Deploy LinkedIn Learning and publish online training resources, including interactive multimedia tutorials and JIT information for the most commonly requested services.

FY 2019-20 ACTION ITEMS:

Create a plan that conforms to the Americans with Disabilities Act Sections 508 and 504 of the Rehabilitation Act of 1973 requirements for Electronic and Information Technology (EIT) Accessibility.

Facilitate IT Showcase events in partnership with all colleges as part of the digital literacy initiative.

Deploy LinkedIn Learning and publish online training resources, including interactive multimedia tutorials and JIT information for the most commonly requested services.

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

OBJECTIVE 4

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

R, S

FY 2016-17 ACTION ITEMS:

We will develop a process to ensure all university workstations are compliant with university policy and 90%+ of the systems will be compliant.

We will update the Information Security risk management process to align with recognized industry standards such as NIST, COBIT, and ISO.

- Data Storage External to Data Center (Identity Finder)
- Log Notification and Review
- Malware Defenses (SCEP)
- Business Continuity Plan/Disaster Recovery Plan
- Wireless Device Control

FY 2017-18 ACTION ITEMS:

We will have five of the SANS 20 Critical Security Controls identified in the FY 2016 USHE Assessment categorized as “managed”.

- Oracle audit vault
- Oracle database firewall
- Secure user credentials from compromise

FY 2018-19 ACTION ITEMS:

Authenticate devices connected to the WSU's wireless network. Upgrade network firewalls. The newer technology will allow WSU to move forward with more modern technology in networks, allowing better security and Digital Network Architecture (DNA).

FY 2019-20 ACTION ITEMS:

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.

Develop a program for training end users, technical (CTC's), and the IT Service Desk on how to react and handle cyber incidents.

Continuous improvement on system and database security.

OBJECTIVE 5

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

R, E

FY 2016-17 ACTION ITEMS:

Every IT employee will have a known and established career path of job descriptions through their job family.

The weighted compensation matrix for technical skills, knowledge, and certifications will be established and implemented. These will aid managers in determining the amount of base pay or one time pay each training, certification or degree will provide to the IT employee. The soft skill competency during the PREP to build soft skills to enhance the employee's role in IT. The compensation will be determined as the skills are applied in the respective pay grade and verified by the Director/VP.

FY 2017-18 ACTION ITEMS:

PREP's and IDP's will be an integrated process for all IT employees. Managers will be trained on how to complete a PREP and use the individual development plans (IDP) and soft competency card sorts to build a matrix for advancement for their direct reports.

Every IT employee will have a known and established career path of job descriptions through their job family.

The weighted compensation matrix for technical skills, knowledge, and certifications will be established and implemented. These will aid managers in determining the amount of base pay or one time pay each training, certification, or degree will provide to the IT employee. The soft

skill competency compensation matrix will be applied as a manager or director meets yearly with their employees during the PREP to build soft skills to enhance the employee's role in IT. The compensation will be determined as the skills are applied in the respective pay grade and verified by the Director/VP.

FY 2018-19 ACTION ITEMS:

Establish a career path, where possible, for every IT employee with job descriptions in their job family by June 30, 2019.

Integrate IDP's in PREP's (PeopleAdmin) for all IT employees by April 30 2019.

FY 2019-20 ACTION ITEMS:

Whale Done 2.0.

Health and Wellness for IT Division.

High Potential Employee Program.