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Information Technology Strategic Plan For Central Washington University

Revision 2.0

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OUR MISSION: *Provide the students, faculty, staff and alumni of CWU with the technology tools and services necessary to accomplish the mission and vision of the University.*



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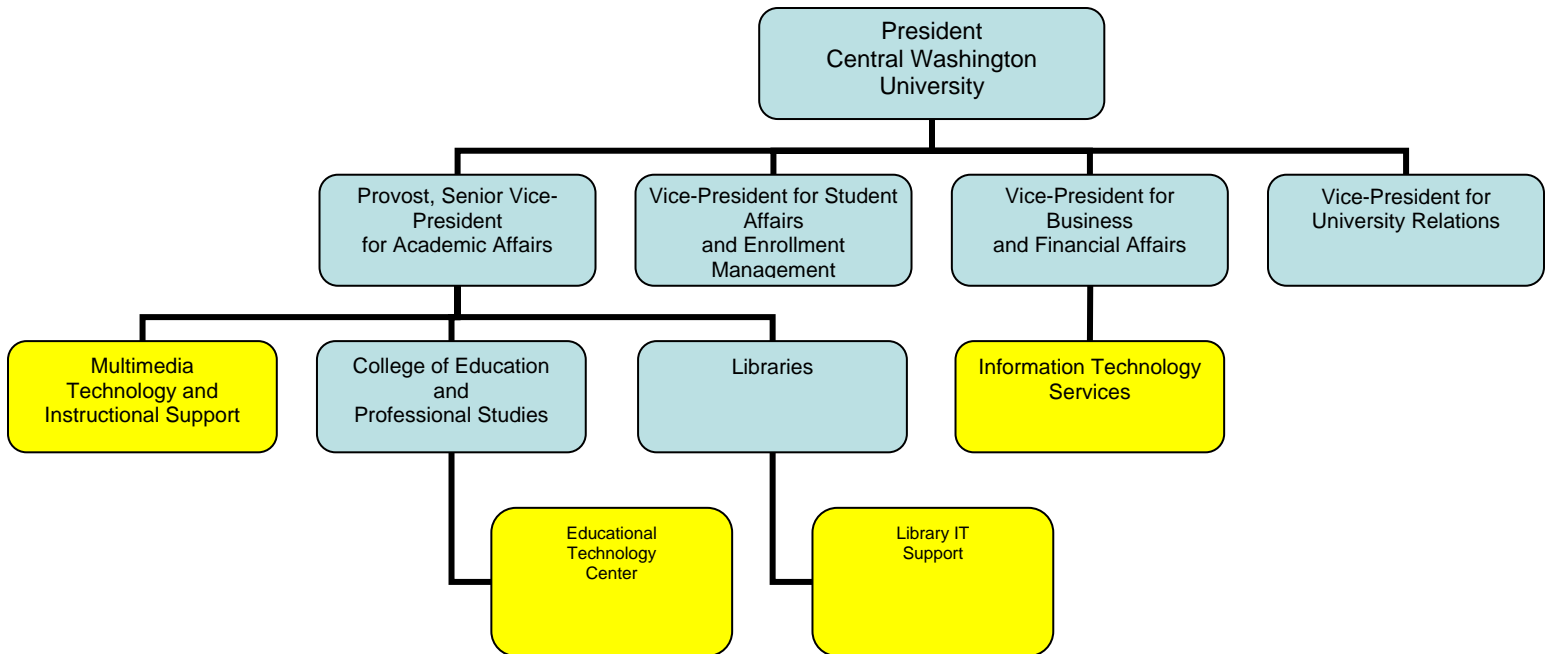
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CENTRAL WASHINGTON UNIVERSITY

Information Technology Strategic Plan

Information Technology at Central Washington University

Information Technology is an integral part of all facets of daily operations and activities for Central Washington University (CWU) and the six University Centers. This technology ranges from specialized IT services that are provided by specific departments to overall IT infrastructure support and systems that are utilized by all IT service areas. The following diagram identifies the four primary groups within CWU that are tasked with providing IT services to the University.



NOTE: Yellow boxes identify departments within the CWU Organization that are responsible for a primary IT service component for the University. These departments are:

- Information Technology Services: The Information Technology Services (ITS) Department is responsible for developing, implementing and maintaining the Information Technology (IT) infrastructure of the University and all University Centers, and in providing campus-wide applications and services in support of the academic mission of the University. These areas of responsibility include Desktop and Lab/Classroom Computer

Support Services; Networks & Operation Services; Telecommunication Services; Web Services; Administrative, Academic, and Student Application Services; and Auxiliary Computing Services across the University. The ITS Departments works closely with the other technology providers and the administrative, academic and student service customers to assure that the current and planned technology infrastructure is adequate to support the vision of the University. The ITS Department website is available at www.cwu.edu/~its.

- Multimedia Technology and Instructional Support: The Multimedia Technologies and Instructional Support (MTIS) Department is responsible for providing multimedia technology access and services. This includes support and resources to faculty and students for academic achievement, and enhancements to instruction and learning via the development and use of appropriate multimedia technology tools. The MTIS also maintains these technologies on-campus and at the University Centers to establish incentives for faculty and students to make use of these technologies in the re-design of curriculum, collaborations with other educational institutions, and partnerships with the community, government agencies and corporations to achieve the goals identified in the university mission. The MTIS Department website is available at www.cwu.edu/~mtis.
- Library Technology Services: The mission of the Brooks Library is to support the academic, research and service programs of Central University. Technology assists that mission by providing connectivity, storage and manipulation of data and resources necessary for successful completion of projects. The librarians assist learners and researchers by defining information needs, by teaching research strategies and by providing electronic and/or physical access to information resources regardless of format and location. The Brooks Library website is available at <http://www.lib.cwu.edu>.
- Educational Technology Center: The Educational Technology Center (ETC) provides services, resources, and training for the Center for Teaching and Learning (CTL) faculty, staff and students through the ETC library which houses the various library collections, computers and the Multimedia Production Lab. The ETC is intended to serve as an exemplary model of educational technology resources and educational curriculum materials for K-12 pre-service and in-service teachers in the state of Washington. The ETC website is available at www.cwu.edu/~etc.

Purpose

Multiple organizations and departments at CWU provide Information Technology (IT) support to the University's faculty, staff, and students. The responsibilities of these IT organizations vary in focus and address various constituent groups, while addressing the overall technology infrastructure necessary for all components to operate seamlessly and efficiently. The fabric and definition of Information Technology necessitates that these groups work in partnership. There must also be a common vision and set of goals to assure that they can effectively achieve the overall strategic plan of the University. As a result, there are three primary purposes of the CWU IT Strategic Plan:

1. Provide a vision and roadmap to all IT organizations and employees at CWU to assure that actions and initiatives are inline with the Strategic Plan of CWU and the University's overall goals and visions.
2. Provide a common vision and set of goals to promote collaboration and partnerships among the IT Organizations to allow for economies of scale, efficiencies, and to maximize the success of IT initiatives.
3. Document an overall IT vision and set of goals so that each IT Organization at CWU can develop departmental strategic and operational plans which support these goals and objectives.

Summary of Goals and Priorities

While there are numerous activities and technical accomplishments that the various IT Support Departments must achieve to fulfill the overall IT goals of the University, these items have been consolidated into the following seven strategic goals.

1. Campus Environment: Distinguish CWU as a modern and innovative University that provides a quality and state-of-the-art learning, living and working environment for students, faculty, and staff. (Supports CWU Strategic Goals 1, 2 and 3)

2. Teaching and Research: Enhance the teaching and research activities of CWU faculty by providing innovative and modern technology tools, and unrestricted access to teaching and research information. (Supports CWU Strategic Goals 1, 2, 3 and 5)

3. Student Learning and Living: Provide an environment where technology enriches the learning experience of CWU students; prepares them for technology use in their careers; and provides for anywhere, anytime scholastic access. (Supports CWU Strategic Goals 1, 2, 4 and 6)

4. Administration and Student Services: Create an efficient and productive administrative and student services IT environment that minimizes the University's operational costs while maximizing the services provided to University stakeholders. (Supports CWU Strategic Goals 1, 2, 3 and 5)

5. Communication and Collaboration: Identify and implement technologies that result in superior communication & collaboration within CWU and with our business & educational partners; that assist individual groups with their unique communication & collaboration needs; and which position the IT service organizations as models for communication & collaboration with our customers and peers on and off campus. (Supports CWU Strategic Goals 1, 2, 4 and 6)

6. Customer Service: Be recognized as the model for proactive and efficient customer service across CWU, including the six University Centers, and provide the technology tools & services necessary for our customers to achieve their customer service goals. (Supports CWU Strategic Goals 1, 2 and 6)

7. Technology Planning, Evaluation, and Innovation: Work together to identify, assess, acquire and implement innovative, yet appropriate, technologies for CWU, to assure that CWU faculty, staff and students have the tools and services which will maximize the success of the individual, and which will assist CWU in achieving its long term strategic goals. (Supports CWU Strategic Goals 1, 2, 3, 4, 5, and 6)

Priorities

Information Technology's highest priority and responsibility is to support the mission of Central Washington University's Strategic Plan. As a result, it is critical for the IT organizations on campus to assure that IT initiatives are focused on building an infrastructure and processes which support CWU's Strategic Goals and which result in the five IT organizations working together to execute these responsibilities successfully. This results in the following IT priorities:

1. Technology Planning, Evaluation, and Innovation: The highest priority and most important responsibility of the Information Technology organizations at Central Washington University is to assure that they are working together and are identifying, evaluating, and implementing innovative technology which supports the University. Without this technology assessment goal as the most critical priority, CWU runs the risk of lagging behind with regards to technology for academics and learning. IT organizations will not be able to accomplish their responsibilities to the University, and will not be taking advantage of the synergy which results from proper planning and assessment. This is primarily related to Goal 7.
2. Executing IT Projects to Build the Appropriate IT Infrastructure: Following evaluation and planning for IT projects at CWU, and assuring that all IT organizations are working toward common goals, these organizations must build the infrastructure of services, systems, and processes for a successful University. Building these key infrastructure components is the next IT priority. These include Goals 1, 4, 5 and 6:
 - a. Customer Service
 - b. Communication and Collaboration
 - c. Administrative and Student Services Systems
 - d. Campus Environment
3. Teaching, Research, and Student Learning: With the development of successful systems and processes for IT planning, evaluation, and innovation; and the implementation of a technology infrastructure and processes to support the University, the resulting responsibility of IT at Central Washington University is to support the mission of the University. These are represented by IT Goals 2 and 3:
 - a. Provide for the highest quality of Student Learning.
 - b. Provide for outstanding teaching and research opportunities.

Funding

Implementing the vision and accomplishing the IT goals cannot be accomplished without substantial effort and investment. IT organizations at CWU will pursue every opportunity to execute these strategies with available resources, will collaborate, and will work closely with other organizations and departments across the university and the State of Washington (and beyond) to pursue other forms of external funding or collaboration to support these initiatives. These will include:

- Pursue vendor “In Kind” support for technology purchases and upgrades across the University.
- Maximize the use of State Contracts, Volume Purchase Agreements, and other volume purchase opportunities to maximize the potential of existing funding
- Partner with Academic Departments to pursue technology funds via grants that require technology components that reach beyond normal CWU operational IT support
- Pursue dedicated technology grants that are not specific to academic or research initiatives
- Partner with the other Institutions of Higher Education and government agencies for economies of scale savings, and to share under-utilized technology capabilities.
- Collaborate among the IT Organizations to eliminate redundancy, take advantage of economies of scale, and identify efficiencies through partnerships and other joint initiatives.
- Review existing practices and budget structures to identify where savings can be realized without impacting customer support or degrading system performance/reliability.
- Work with CWU stakeholders and management to minimize duplication and prioritize IT initiatives.
- Ensure that executed projects and initiatives are those that provide the greatest benefit to the University
- Continually review Total Cost of Ownership (TCO) for CWU supported systems and pursue all avenues to reduce IT TCO throughout the University.

Definitions

GOALS: Goals are the primary areas of focus. Goals help to define the vision for IT at CWU in order to fulfill the University's mission and to help execute the overall strategic plan of CWU. A goal, by itself, does not identify the specific objectives that will be sought, nor does it identify any individual strategies that will be undertaken.

OBJECTIVES: Objectives are more detailed elements that identify examples of specific areas and achievements that will be pursued in an effort to achieve the goals identified. Objectives help to clarify "what" sort of initiatives will be executed and help to identify the relationship between these objectives and the specific goals that they support.

STRATEGIES: Strategies help to identify the types of actions and tasks that may be undertaken to achieve the IT objectives and goals at CWU. This document includes several strategies, but the IT organizations within CWU recognize that numerous strategies are possible and that these strategies will frequently be specific to an individual department. As a result, most strategies are included in the Strategic and Operational Plans of the individual IT Departments.

Plan Structure

The IT Support Departments have identified numerous objectives and strategies to be considered and accomplished in order to achieve the established goals. It is understood that many of the strategies and objectives are relevant to multiple goals and will assist in achieving these goals. In addition, it is important to note that the majority of these are unique to individual departments, and thus will be included in the departmental plans.

To keep this plan as manageable and succinct as possible, most strategies and objectives have only been identified with the goal for which it is felt they will have the most impact. Readers should not assume that because a strategy or objective is not listed under a specific goal, that it is assumed to have no impact on that goal.

Goals, Objectives, and Strategies

GOAL 1: Campus Environment: Distinguish CWU as a modern and innovative University that provides a quality and state-of-the-art learning, living, and working environment for students, faculty, and staff.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Provide technologies that support the diverse campus environments, departments, and University Centers of Central Washington University.
 - *STRATEGY 1:* Support technologies which expand the learning and teaching experience beyond the traditional brick and mortar classroom.
 - *STRATEGY 2:* Maximize the information, services and activities that IT customers can access and accomplish online

- **OBJECTIVE 2:** Provide tools and services which support a safe and secure campus environment for all faculty, staff and students.
 - *STRATEGY 1:* Implement and support technology that provides student, faculty, and staff safety and security at CWU.
 - *STRATEGY 2:* Implement and support technology that supports data and information integrity and security, complying with appropriate information access laws and policies

- **OBJECTIVE 3:** Be enablers and leaders with regards to how technology can transform CWU
 - *STRATEGY 1:* Reward ideas and recommendations from staff and stakeholders.
 - *STRATEGY 2:* Pursue technologies which position CWU as a leader in higher education.

- **OBJECTIVE 4:** Implement leading edge technologies that make students, faculty, and staff enthusiastic about their experiences at CWU.

- **OBJECTIVE 5:** Assure that all stakeholders and users of the University's IT resources are educated on the ethical and appropriate uses of technology
 - *STRATEGY 1:* Implement processes and tools to assure that inappropriate use of IT resources is minimal and does not impact legitimate uses by faculty, staff, and students.
 - *STRATEGY 2:* Implement processes and procedures to minimize unethical and inappropriate use of the University's technology environment

GOAL 2: Teaching and Research: Enhance the teaching and research activities of CWU faculty by providing innovative and modern technology tools, and unrestricted access to teaching and research information.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Provide technology that supports the diverse research and instructional needs at Central Washington University
- **OBJECTIVE 2:** Provide an appropriate technological environment which supports the best pedagogical practices.
- **OBJECTIVE 3:** Implement and support technology which provides for anytime, anywhere access to information and tools that enhance faculty productivity.
 - *STRATEGY 1:* Maximize the information, services and activities that IT customers can access and accomplish online
 - *STRATEGY 2:* Support technologies which expand the learning and teaching experience beyond the traditional brick and mortar classroom.
- **OBJECTIVE 4:** Assure that Faculty and staff have current technology tools and systems which allow them to accomplish their work productively and efficiently.
 - *STRATEGY 1:* Provide faculty with modern computing equipment for their offices and research needs.
 - *STRATEGY 2:* Assure that faculty has access to modern computing equipment and technology in classrooms and laboratories, as needed.
 - *STRATEGY 3:* Provide a technology infrastructure which allow faculty to provide the highest levels of pedagogical practices at CWU.

GOAL 3: Student Learning: Provide an environment where technology enriches the learning experience of CWU students; prepares them for technology use in their careers; and provides for anywhere, anytime scholastic access.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Provide technology to support the diverse student population and unique student needs at Central Washington University
 - *STRATEGY 1:* Recognize the individualism of our students, and provide technology that allows each student to excel
 - *STRATEGY 2:* Provide technology that supports our students with special needs, allowing them access to the technology tools and services needed to succeed at CWU
 - *STRATEGY 3:* Recognize and support the cultural and educational diversity of our students
- **OBJECTIVE 2:** Assure that the technology available and used at CWU aligns with the technology that students will encounter after graduation and/or away from campus.
- **OBJECTIVE 3:** Enhance the experience of residential students by providing appropriate and current technology for this important segment of the CWU student population.
- **OBJECTIVE 4:** Pursue technology initiatives which allow CWU to “home grow” IT resources needed for continued student and university success
 - *STRATEGY 1:* Evaluate becoming a “PeopleSoft University” to develop the resources needed to maintain the University’s EIS.
 - *STRATEGY 2:* Train students on the unique IT skills and technologies that are needed at CWU
- **OBJECTIVE 5:** Pursue initiatives that assure students have the appropriate computing skills and resource access that they will need to be successful at CWU.

GOAL 4: Administration and Student Services: Create an efficient and productive administrative and student services IT environment that minimizes the University's operational costs while maximizing the services provided to University stakeholders.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Provide technology which results in standardized and cost efficient business practices
- **OBJECTIVE 2:** Support business process change by being leaders and enablers with regard to how technology can revolutionize administrative practices at CWU.
 - *STRATEGY 1:* Implement and support integrated technologies to minimize unnecessary duplication of effort.
 - *STRATEGY 2:* Implement and support technologies which assist the University in achieving its enrollment and retention goals.
 - *STRATEGY 3:* Support the technology goals and strategies of the Washington State Higher Education Coordinating Board.
- **OBJECTIVE 3:** Implement and support technology which provides for anytime, anywhere access to information and tools that staff need to be productive at CWU.
 - *STRATEGY 1:* Support technologies which promote telecommuting, and mobility in the workplace.
 - *STRATEGY 2:* Maximize the information, services and activities that IT customers can access and accomplish online
- **OBJECTIVE 4:** Identify and implement new technologies that improve the work environment productivity and effectiveness
 - *STRATEGY 1:* Implement imaging and data storage technologies
 - *STRATEGY 2:* Support workflow in administrative systems
 - *STRATEGY 3:* Support re-engineering of business practices to take full advantage of IT tools and services
 - *STRATEGY 4:* Continually strive to integrate IT systems across the University to reduce data redundancy, and improve data accuracy and consistency.
- **OBJECTIVE 5:** Identify technology services and tools already available at CWU, and evaluate their use to improve services.

- **OBJECTIVE 6:** Assure that Administrative and Student Service employees have the technology tools and systems to accomplish their work productively and efficiently.

GOAL 5: Communication and Collaboration: Identify and implement technologies that result in superior communication & collaboration within CWU and with our business & educational partners; that assist individual groups with their unique communication & collaboration needs; and which position the IT service organizations as models for communication & collaboration with our customers and peers on and off campus.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Continue collaboration and communication within the IT organizations via the University IT Leadership Council.
 - Information Technology Services
 - Multimedia Instructional Technology Support
 - Library Technology Services
 - Educational Technology Center
- **OBJECTIVE 2:** Provide for stakeholder involvement in IT initiative approvals and prioritization across the University.
 - University Information Technology Advisory Committee (UITAC)
 - Enterprise Information Systems Governance Committee
 - University IT Steering Committee
- **OBJECTIVE 3:** Recognize that the IT organizations are each other's customer.
- **OBJECTIVE 4:** Enhance CWU's technology services and capabilities via the synergy of integrated services and technology across the campus.
- **OBJECTIVE 5:** Continually develop and expand outside partnerships and peer networking.
 - *STRATEGY 1:* Collaborate with other Higher Education Institutions in Washington State
 - *STRATEGY 2:* Collaborate and partner with peer institutions across the State and across the nation
- **OBJECTIVE 6:** Utilize cross-departmental project management for IT initiatives that share individuals and resources across divisions and ultimately reduce artificial barriers.

GOAL 6: Customer Service: Be recognized as the model for proactive and efficient customer service across CWU, including the six University Centers, and provide the technology tools & services necessary for our customers to achieve their customer service goals.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Provide for one-stop technology support and/or access to technology services, where appropriate.
- **OBJECTIVE 2:** Provide efficient mechanisms for customers (faculty, staff, and students) to access and find the technology services and resources they require at CWU.
 - *STRATEGY 1:* Develop common IT Websites and services which allow customers to access services by knowing what they want, rather than who provides it.
 - *STRATEGY 2:* Publicize all technology services and tools that are available on campus, how to use them, and how they can improve productivity and educational experiences at CWU.
- **OBJECTIVE 3:** Provide seamless computer services and support across our individual IT organizations via communication and collaboration.
- **OBJECTIVE 4:** Provide avenues for continual customer feedback and involvement, to facilitate continual process improvement within and between IT organizations.
 - *STRATEGY 1:* Jointly survey users to assure that critical technology needs are being met, and to seek improvement and streamlining
 - *STRATEGY 2:* Conduct forums to determine current issues and new requirements
- **OBJECTIVE 5:** Educate our users on the technology available, how to efficiently use it, and how to effectively apply it in their activities at CWU.
- **OBJECTIVE 6:** Identify and provide the technology tools and services identified by our customers, which allow them to successfully achieve their customer service goals.

GOAL 7: Technology Planning, Evaluation, and Innovation: IT Organizations at CWU will work together to identify, assess, acquire and implement innovative, yet appropriate, technologies for CWU, to assure that CWU faculty, staff and students have the tools and services which will maximize the success of the individual, and which will assist CWU in achieving its long term strategic goals.

OBJECTIVES & STRATEGIES:

- **OBJECTIVE 1:** Continually assess and demonstrate to CWU Senior Management how technology can enhance and support the University's strategic goals.
 - *STRATEGY 1:* Identify return-on-investment opportunities, as appropriate
 - *STRATEGY 2:* Evaluate and support only initiatives that are really needed and which provide a qualitative or quantitative benefit to CWU.
 - *STRATEGY 3:* Identify, implement and support technology which addresses projected capacity needs.

- **OBJECTIVE 2:** Continually assess and improve existing technology solutions in place at CWU, as needed.
 - *STRATEGY 1:* Take advantage of software and technology already in place at CWU before pursuing further investments.
 - *STRATEGY 2:* Continually assess technology available at CWU for potential improvements, and customer benefits.

- **OBJECTIVE 3:** Maintain upgrade plans and paths of existing systems and technology to maximize the benefit from our current investments, and minimize future large scale replacement costs.

- **OBJECTIVE 4:** Continually monitor technology performance at CWU.
 - *STRATEGY 1:* Develop metrics and measurements to benchmark IT performance
 - *STRATEGY 2:* Continually solicit and review customer feedback to promote continual improvement of technology services across the University

- **OBJECTIVE 5:** Assure that all IT initiatives at CWU follow appropriate technology planning and project guidelines, including definition of functional and technical goals and identification of all associated costs.
 - *STRATEGY 1:* Assure that projects follow IT life-cycle management processes

- *STRATEGY 2*: Assure that one-time and recurring costs of projects are identified prior to project acceptance
 - *STRATEGY 3*: Assure that adequate resources will be available and funded to successfully complete and support the initiative
- **OBJECTIVE 6**: Encourage university departments, programs, and organizations to write technology goals and objectives into their strategic plans, and share them with the IT service organizations.