CENTRAL WASHINGTON UNIVERSITY

Strategic Plan
Of the
Information Technology Services Department

Revision 2.0
Release date: January 2, 2008

Approved by:

Carmen A. Rahm
Assistant Vice-President for Information Technology
<table>
<thead>
<tr>
<th>Revision</th>
<th>Purpose</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Initial Strategic Plan for ITS Department’s support of IT at CWU</td>
<td>Dec, 2003</td>
</tr>
<tr>
<td>2.0</td>
<td>Major Revision to align with updated CWU Strategic Plan, 2007 BFA Strategic Plan, and changes in technology focus</td>
<td>January 2, 2008</td>
</tr>
</tbody>
</table>
### TABLE OF CONTENTS

- Information Technology at Central Washington University 4
- Purpose 5
- Plan Overview 5
- Summary of Goals 7
- Definitions 8
- Plan Structure 8
- Goals, Objectives and Strategies 9
  - Goal 1: Customer Service 9
  - Goal 2: Communication 11
  - Goal 3: ITS Staff 13
  - Goal 4: Teaching and Research Technology 15
  - Goal 5: Learning and Living Technology 16
  - Goal 6: Business and Student Administration Technology 17
  - Goal 7: Campus Environment and Infrastructure Technology 18
  - Goal 8: Community, Campus and Environmental Leadership 20
  - Goal 9: Data and Information 22
  - Goal 10: Planning for the Future 24

---

### MISSION STATEMENT

“The ITS Department provides quality IT services and systems to meet the current and future information technology requirements of Central Washington University’s staff, faculty, and students in support of the academic mission of the University”
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). To support these technology needs, the primary technology support organizations within CWU have identified seven overarching technology goals which support the overall strategic objectives of the University. These goals are as follows:

1. **CAMPUS ENVIRONMENT**: Distinguish CWU as a modern and innovative University that provides a quality and state-of-the-art learning and living environment for students.

2. **ACADEMIC AND RESEARCH**: Enhance the academic and research activities of CWU faculty by providing innovative and modern technology tools, and unrestricted access to academic and research information.

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.

4. **ADMINISTRATION AND STUDENT SERVICES**: Create an efficient and productive administrative and student services environment that minimizes the University’s operational costs while maximizing the services provided to University stakeholders.

5. **COMMUNICATION AND COLLABORATION**: Identify and implement technologies that result in superior communication and collaboration at CWU and with our business partners; that assist individual groups with their unique communication and collaboration needs; and which position the IT service organizations as models for communication and collaboration with our customers and peers on and off campus.

6. **CUSTOMER SERVICE**: Be recognized as the model for proactive and efficient customer service across CWU, including the six University Centers. This superior customer service will encompass all aspects of the project or service component from conception, to maintenance, and operational stages.

7. **TECHNICAL 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.

This document identifies the specific goals and strategies of the Information Technology Services (ITS) Department, to accomplish their responsibilities in providing technology services and systems to the University.
Purpose

While there are currently several departments at CWU responsible for providing various IT services, the ITS Department is responsible for the development, implementation, and support of systems used throughout the university in support of the overall IT goals identified above. The department’s Strategic Plan is intended to accomplish two distinct tasks.

- Provide a vision and roadmap to ITS Department personnel and partners that are inline with the Strategic Plan of CWU, the Strategic Plan of the Business and Financial Affairs Division, and the University’s overall IT goals. This will empower ITS employees and ITS business partners to make decisions and take appropriate actions during their normal business activities.
- Provide visibility to ITS Department stakeholders and customers as to the vision, goals, and initiatives of the Department to ensure that these efforts are inline with the IT goals and vision of the University. This will provide an opportunity for continual input and updating of the ITS Plan to ensure it remains consistent with changes at the University.

Plan Overview

The Strategic Plan for the CWU ITS Department is summarized by the primary goals outlined in the following pages. The goals focus on the major components that comprise all ITS projects/systems. These components are:

- **The Customer:** The ITS Department recognizes that the customer is the most important component of any IT project, and the ITS Department has numerous and diverse customer groups to support, both on and off campus, and at the six University Centers. These customers include:
  - CWU Students (current and prospective)
  - CWU Faculty
  - CWU Staff
  - CWU Alumni
  - Other stakeholders that utilize CWU IT services and tools

The ITS Department also views the local community and businesses as significant customers. Supporting CWU approved programs and initiatives that benefit the economic and social development of the Ellensburg community is a function of the ITS Department.

- **The Technology Infrastructure:** The technology infrastructure is comprised of the major facilities and hardware components of any IT system. These components include, but are not limited to:
  - CWU Data Center
  - Central servers, peripherals and operating systems
  - Client hardware, software and peripherals (desktop computers, printers, etc.)
• Local Area Network (LAN)
• Wide Area Network (WAN) including the Internet, K20 Network, and private point-to-point network connections.
• Communication & Messaging hardware

The technology infrastructure is the component responsible for the storage and execution of the software and data, the interfacing of the various components of a system, and the delivery of this software and data to the end-user. The infrastructure for voice, video, and data are all components of this element.

• **The Application Software:** Primary application software resides on the CWU central servers and is accessed via the LAN and WAN infrastructure. These services may reside on servers located within CWU at the Data Center and be supported by ITS Staff or other CWU employees, or they may be provided from outside of CWU via Application Service Providers (ASP). Examples of central applications utilized at CWU include, but are not limited to:
  o PeopleSoft Enterprise Resource Planning (ERP) System
  o Novell GroupWise Messaging System (Email, Calendar, etc.)
  o Blackboard Online Course Management System
  o CBord Card System
  o Web Services
  o Unified Communication Applications

• **The IT Staff:** The ITS Department Staff has responsibility for the success of any IT project or system assigned to the department, the maintenance of these systems, and for ongoing customer support. The ITS Staff at CWU is responsible for coordinating all phases of the IT System Life Cycle including Strategy, Requirements, Design, Build/Test, Implementation, and Maintenance.

• **The Data/Information:** Data and ultimately information are the basic components of any IT system and the underlying reason for its existence. This component of the system not only includes the raw data that is stored and manipulated within the system, but also the system’s ability to transform the data into useful and accessible information, and the ability to deliver this information in an appropriate format to the customers. Data security, integrity, availability, and accuracy are all key aspects of this system component that ITS shares responsibility with the end users and the data owners.
Summary of Goals

While there are numerous activities and technical accomplishments that the ITS Department must achieve to fulfill the overall IT goals of the University, these items have been combined into the following ten major goals, and linked to the strategic goals of the University, the Business and Financial Affairs Division, and the joint IT Organizations.

1. **Customer Service:** Provide exemplary customer service in the planning, development, delivery, and support of all IT systems and services which exceeds the expectations of our customers. (CWU Goals 1 & 2; BFA Goal 1; and IT Goal 6)

2. **Communication:** Identify and implement technologies that promote effective and efficient communication and collaboration within Central Washington University, and with our business partners, customers and stakeholders. (CWU Goals 1 & 2; BFA Goals 3 & 5; IT Goal 5)

3. **IT Staff:** Recruit, retain and develop a diversified, productive and motivated technology workforce which is capable of fully supporting the academic mission and technology goals of the University. (CWU Goal 6; BFA Goal 2)

4. **Teaching and Research:** Provide innovative and modern technology, and unrestricted access to academic and research information, in support of the academic and research activities of University faculty. (CWU Goals 1, 2 & 5; BFA Goal 3; IT Goal 2)

5. **Learning and Living Technology:** Provide an environment where technology enriches the learning and living experience of students at the University, and prepares them for technology use in their careers. (CWU Goals 1, 2 & 5; BFA Goal 3; IT Goal 3)

6. **Business and Student Administration Technology:** Provide technologies which create an efficient and productive administrative and student services environment, and minimizes operational costs while providing exceptional services to University stakeholders. (CWU Goal 1, 2, & 3; BFA Goals 3 & 4; IT Goal 4)

7. **Campus Environment and Infrastructure Technology:** Provide and support a technology infrastructure which distinguishes CWU as a modern and innovative University, while providing a secure, safe, and productive campus environment. (CWU Goals 1 & 2; BFA Goal 3; IT Goal 1)

8. **Data and Information:** Provide the services and technology to ensure that data and information is available and accessible to customers, while achieving the highest standards of integrity and security. (CWU Goals 1, 2 & 5; BFA Goal 1; IT Goals 2, 3, 4 & 5)
9. **Community, Campus and Environmental Leadership**: Be excellent stewards of public and University resources through partnerships and environmental sustainability.  
(CWU Goals 4 & 5; BFA Goal 5; IT Goal 5)

10. **Planning for the Future**: Provide leadership in technology planning, assessment, and innovation to assure that future technology tools and services are available for CWU to achieve its long term strategic goals.  
(BFA Goal 6; IT Goal 7)

**Definitions**

**GOALS**: Goals are the primary areas of focus that the ITS Department will pursue. Goals help to define the vision that the Department has in order to fulfill the Department’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. Combined with the overall Department Mission, goals help to clarify “why” the ITS Department exists.

**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**: For this Strategic Plan, strategies are specific elements that help to identify the types of actions and tasks that may be undertaken to assure the ITS Department achieves its objectives and goals. These strategies will be the basis for the projects and tasks assigned to personnel and groups associated with ITS. Strategies help to define “how” the ITS Department will accomplish its objectives and goals.

**Plan Structure**

The ITS Department has identified numerous strategies and objectives 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.

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: Customer Service: Provide exemplary customer service in the planning, development, delivery, and support of all IT systems and services which exceeds the expectations of our customers.

OBJECTIVES & STRATEGIES:

• **OBJECTIVE 1:** Provide exemplary Customer Support Services by assuring that all support requests are completed courteously, timely, accurately and professionally.
  a. Professionally and accurately complete support requests at the lowest possible TIER support level.
  b. Complete service requests and assignments correctly the first time, and assure that all possible steps are taken to prevent recurrence of any problems.
  c. Recognize that the best solution is to prevent the problem from ever occurring, or to provide tools/training that allows customers to diagnose and resolve/prevent issues themselves.
  d. Provide ITS Department employees the necessary processes, tools and information to maximize proactive quality service to the customers.
  e. Assure that all ITS Employees recognize their role with regards to Customer Service and perform professionally and courteously when interacting with all internal and external customers.

• **OBJECTIVE 2:** Provide exemplary technology services by assuring that delivered applications, telecom and network services & systems exceed the expectations of our customers.
  a. Provide technology services that are reliable, responsive, and operate at the highest level of performance.
  b. Provide technology services that exceed customer expectations for accessibility and availability, while assuring the highest level of security necessary.
  c. Provide technology services that are flexibility and scalable to easily adapt to the changing requirements of our customers.
  d. Implement and upgrade policies and procedures to ensure that all technology service related outages are publicized and scheduled in advance, with maximum customer involvement in scheduling, when possible.

• **OBJECTIVE 3:** Provide exemplary administrative and project management services, to maximize the overall technology benefit to our customers.
  a. Department Administration, Resource Managers and Project Managers are excellent stewards of State resources, are innovative, and strive to achieve the greatest customer benefit for the lowest cost.
  b. Projects are reviewed, prioritized and scheduled to maximize benefit to CWU and our customers.
  c. Projects are planned and executed to exceed the cost, schedule and performance (CSP) expectations of our customers.
  d. ITS Management assures that department processes are efficient to assure maximum productivity from limited resources.
• **OBJECTIVE 4:** Provide exemplary desktop support services and systems to our customers.
  a. Provide desktop computers and peripheral equipment that meet the needs of our customers.
  b. Provide proactive replacement, maintenance and support for desktop hardware and software.
  c. Partner & communicate with technology personnel from across CWU to provide the highest quality of service to students, faculty and staff.

• **OBJECTIVE 5:** Develop and implement customer service performance standards and metrics to track ITS performance in relation to customer expectations, and to ensure continual improvement
  a. Document and publicize the services, response times, and performance standards that ITS supports
  b. Implement customer feedback processes for HelpDesk services, projects, and all technology services/support provided by ITS
  c. Monitor our level of success with regard to fulfilling our service commitments with our customers, and improving processes as necessary to assure that actions taken have a positive impact on overall performance and/or customer service.

• **OBJECTIVE 6:** Meet cost, schedule, and performance objectives on all projects and initiatives.
  a. Customer cost, schedule and performance expectations are understood and documented.
  b. Projects are evaluated, prioritized and executed in accordance with IT Governance Processes and Policies.
  c. Communication and Change Management are integral components of every ITS Project.
Goal 2: Communication: Identify and implement technologies that promote effective and efficient communication and collaboration within Central Washington University, and with our business partners, customers and stakeholders.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1:** Provide innovative and cost-effective tools for timely, accurate, and appropriate communication throughout the University.
  a. Provide reliable and effective internal and external emergency notification systems.
  b. Provide multiple communication services to support the unique communication and collaboration requirements of our customers.
  c. Enhance communication services to minimize the impact of spam and other forms of junk-mail or information.
  d. Maximize communication via the integration of voice, data and video technologies.

- **OBJECTIVE 2:** Be a model for internal and external communication & collaboration at CWU.
  a. Utilize Web technology to deliver timely project updates and statuses on support requests.
  b. Utilize the ITS Department Website as a model for information access and web tools/services.
  c. Publicize IT goals, plans, and accomplishments to increase customer awareness of technologies and tools available on the campus.
  d. Understand our audience and their level of technology knowledge, and tailor communication accordingly.

- **OBJECTIVE 3:** Ensure an educated and knowledgeable ITS customer base
  a. Utilize online technology to assist customers to be self-supporting
  b. Communicate resolutions and information to customers during Tier I, II, and III HelpDesk responses.
  c. Implement innovative, timely and relevant training services and tools.
  d. Provide faculty and staff training on software applications, hardware usage, telecommunication services, etc.
  e. Ensure that our customers are aware of scheduled preventive maintenance outages, and unplanned event outages that affect them
  f. Provide innovative and relevant user documentation.

- **OBJECTIVE 4:** Understand the unique needs and requirements of our stakeholders.
  a. Partner with the Functional Experts and Departmental Subject Matter Experts
  b. Expand ITS involvement in University committees and organizations.
  c. Utilize the University’s technology advisory and governance committees to help evaluate and prioritize technology initiatives.

- **OBJECTIVE 6:** Provide timely and professional communication to CWU Students regarding ITS services and tools.
  a. Ensure that current and prospective students are aware of the technology services and tools are available to them.
b. Clearly publicize and document the level of service that ITS will provide students, the level of systems that ITS will support, etc.
c. Ensure that students are aware of rules and regulations regarding Appropriate Use of Technology at CWU.

- **OBJECTIVE 7:** Document and maintain all ITS procedures and standards for use by ITS staff, and for reference by ITS customers
  a. Assure that all technology policies, standards and procedures are available online.
  b. Maintain also policies, standards and procedures with current information and content.
Goal 3: ITS Staff: Recruit, retain and develop a diversified, productive and motivated technology workforce which is capable of fully supporting the academic mission and technology goals of the University.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1:** Recruit and hire the highest qualified candidates for technology positions within the University.
  a. Assure that qualified candidates are not prohibited or discouraged from applying for technology positions at CWU.
  b. Assure that application requirements address the technological requirements and competencies of the position.
  c. Assure that application requirements do not impose unnecessary restrictions or barriers.

- **OBJECTIVE 2:** Maximize retention (minimize turnover) of qualified staff
  a. Maximize employee satisfaction in their work and work environment
  b. Identify and implement innovative solutions necessary to minimize turnover of key technology staff.
  c. Develop compensation packages for ITS staff that are commensurate with similar positions in other regional industries.
  d. Ensure maximum correlation between performance and compensation.
  e. Provide employees opportunities for advancement within CWU.
  f. Provide work assignments and schedules that are both challenging and flexible.
  g. Provide opportunities for balance between employee work and personal lives.

- **OBJECTIVE 3:** Develop staff to ensure that ITS personnel are current with technology, can identify technologies that will assist CWU, and can support/maintain the technologies utilized by our customers.
  a. All employees have a current training and development plan which is updated annually.
  b. Recognize that training a new employee is not an acceptable substitute for retaining a qualified, productive and trained employee.
  c. Ensure that opportunities for growth and advancement occur within the ITS Department to provide avenues for all employees to advance.
  d. Provide opportunities for employees to stay current with technology.

- **OBJECTIVE 4:** Assure a motivated and productive workforce
  a. Treat employees with respect and as professionals to recognize their unique job challenges, responsibilities and contributions to the University.
  b. Implement processes to ensure that all ITS personnel receive annual performance reviews and evaluation criteria to identify the important aspects of their positions at the university, department, and employee level.
  c. Maximize employee empowerment and freedom to accomplish the tasks they are assigned.
  d. Align employee authority and trust with responsibility and capability.
  e. Ensure that employees understand the “big picture” and clearly recognize the importance of their role in the overall success of the University.
• **OBJECTIVE 5**: Assure that adequate staff is available to meet the growing and diverse expectations of our customers.
  a. Align customer expectations with ITS resources
  b. Implement prioritization processes to ensure staff are working on university approved initiatives
  c. Identify, train, and set expectations for backup personnel for all key assignments
  d. Ensure that all positions within ITS have clear Position Descriptions and expectations
  e. Develop succession plans for all critical positions within ITS.

• **OBJECTIVE 6**: Maximize the internship and student employment opportunities for technology students at CWU.
  a. Ensure that all Student Employees have clear job descriptions, work assignments and supervision.
  b. Make student employment an educational opportunity by working with students on work ethics, productivity, customer service, etc.
  c. All student employees are treated with respect, are challenged, and are given levels of responsibility and opportunity commensurate with their abilities.
  d. Recognize and utilize the unique abilities and goals of student employees.

• **OBJECTIVE 7**: Recruit and development a Management Team which understands their responsibilities in the development of a productive and motivated ITS Team.
  a. ITS Management Team members are leaders, not bosses
  b. ITS Management Team members adhere to the guidelines of Deming's Six Management Objectives
  c. ITS Management Team members execute managerial courage and professionalism when addressing poor performers and exceptional performers alike.
  d. Internal, external and cross-organizational communication is recognized as an integral component of ITS Department success and employee satisfaction.
Goal 4:  **Teaching and Research Technology**: Provide innovative and modern technology, and unrestricted access to academic and research information, in support of the teaching and research activities of University faculty.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1**: Provide classroom & instructional technologies that enhance teaching and learning.
  a. Provide instructors access to Instructional technologies & software which are current and appropriate to their curriculum.
  b. Partner with the Academic Departments and Colleges to assure that they have the required technology resources for their classroom and office needs.
  c. Partner with Multimedia Technology and Instructional Services to meet the instructional technology needs of the University.
  d. Pursue innovative technologies to enhance learning, and reduce reliance on traditional laboratories and classrooms.

- **OBJECTIVE 2**: Provide technology systems and services which support the unique needs of academic research.
  a. Provide technology which promotes collaboration within the University, and with colleagues in industry and other higher educational institutions.
  b. Partner with Academic Departments to include technology requirements in grant/research proposals.
  c. Maintain adequate computing infrastructure within the Data Center to support the storage, processing and networking requirements of research.
  d. Provide the central technology services which allow faculty to focus on their core research.
  e. Support unrestricted access to academic and research information.

- **OBJECTIVE 3**: Provide technology which supports the ability of the University to assess programs, curriculum and student learning objectives.

- **OBJECTIVE 4**: Provide technology which makes the campus the classroom; and the world the campus.
  a. Support the unique requirements of online courses for global access to CWU curriculum and instruction.
  b. Support the unique requirements of Distance Education at our University Centers and other locations.
  c. Provide a technology infrastructure which supports the seamless integration of the University Centers with the central Ellensburg Campus.

- **OBJECTIVE 5**: Partner with Academic Departments to identify and integrate new and innovative technology into classrooms, laboratories and curriculum.
  a. Provide technologies that make top faculty want to work at CWU.
  b. Partner with MTIS to show faculty how to use technology and how to apply technology, respectively.
Goal 5: Learning and Living Technology: Provide an environment where technology enriches the learning and living experience of students at the University, and prepares them for technology use in their careers.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1:** Residential student technology supports an outstanding Student Life environment at CWU.
  a. Provide all students, including students with special needs, and student organizations access to current computer hardware and software.
  b. Support mobility and easy/anywhere network access for students.
  c. Support the unique needs & interests of the .Net Generation by providing sufficient bandwidth and access to technology resources.
  d. Innovation is used to assure that students have access to the technology they need, when they need it and where they need it.

- **OBJECTIVE 2:** Technology is designed, implemented and supported to meet the unique challenges of Auxiliary Service functions.
  a. Provide efficient and reliable technologies to support critical residential student services including dining, housing, bookstore and recreation.
  b. Recognize and support the 24x7 technology service expectations for systems supporting residential students.
  c. Partner with other groups within and outside ITS to provide the most cost effective and efficient technology resources.
  d. Modernize and support systems to maximize reliability and performance, while reducing TCO.

- **OBJECTIVE 3:** Computing resources are secure and protect the privacy and personal information of students.
  a. Systems meet all requirements for FERPA, HIPAA and other information privacy regulations.
  b. Systems meet or exceed the DIS and CWU Security Policy requirements for data protection and security.

- **OBJECTIVE 4:** Provide a modern, efficient and technologically capable computer classroom and laboratory experience for students.
  a. Review and align computer laboratories to ensure that they are in locations and available to maximize benefit to the students.
  b. Ensure that computer equipment in laboratories is modern and that a process exists for preventive maintenance and replacement.
  c. Ensure that computer laboratories are outfitted with the necessary software to support the academic courses supported by the labs.
  d. Define work scope, procedures, and guidelines for laboratory assistants to maximize the benefit to lab users.

- **OBJECTIVE 5:** Provide opportunities for students to excel outside of the classroom, through ITS internships, student employment, technology club/committee involvement, and more.
Goal 6: Business and Student Administration Technology: Provide technologies which create an efficient and productive administrative and student services environment, and minimizes operational costs while providing exceptional services to University stakeholders.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1:** Implement administrative systems and services which improve productivity and streamline processes.
  a. Provide the tools that allow other administrative departments to provide exemplary customer service to their customers.
  b. Partner with other BFA departments to maximize the benefit of services to all customers.
  c. Provide modern communication and messaging systems across the University.
  d. Improve the accessibility and availability of administrative information.

- **OBJECTIVE 2:** Implement and support technologies which result in the recruitment, application, enrollment and retention of the highest quality students.
  a. Provide and support technology which maximizes the efficiency and effectiveness of communication with students from recruitment to alumni.
  b. Create awareness of the technologies available to students.
  c. Provide the tools and services to Student Administration which facilitates their ability to recruit and retain the best students.
  d. Recognize and respond to the changing demographics of our current and prospective students, and provide appropriate technology.
  e. Develop and implement systems which are flexible and support future changes in enrollment and student expectations.
  f. Improve the accessibility and availability of student information.

- **OBJECTIVE 3:** Implement technology and systems which minimize data redundancy, while assuring data integrity and accessibility.
  a. Enterprise systems are selected and implemented where appropriate.
  b. Systems are integrated for single access control and to share common information and data.
  c. Eliminate legacy systems
  d. Provide intuitive web access to student and administrative data and services.

- **OBJECTIVE 4:** Implement technologies and services which support the storage, retrieval, archiving and management of documents across the University.
  a. Implement and Enterprise Document Management System which supports the unique needs of customers across the University.
  b. Provide archiving capabilities to minimize 1st Tier Storage requirements.
  c. Reduce/eliminate the need for storage of hardcopy documentation.
  d. Provide the tools and services necessary for customers to easily and intuitively access the information needed for success.
Goal 7: Campus Environment & Infrastructure Technology: Provide and support a technology infrastructure which distinguishes CWU as a modern and innovative University, while providing a secure, safe, and productive campus environment.

OBJECTIVES & STRATEGIES

• **OBJECTIVE 1:** Provide for anywhere, anytime, any device access to appropriate systems and information at CWU.
  a. Secure, wireless network access is available across the CWU Ellensburg Campus and the six University Centers.
  b. Provide telecommunications and data services for global access to technology systems and data.
  c. Local Area and Wide Area networks provide sufficient bandwidth to meet campus and global learning, instructional, research and business requirements.
  d. Pursue innovative technologies and services which support “work from home” and “work from anywhere”.
  e. Integrate voice, data and video technologies and networking to maximize the efficiency and effectiveness of services to all customers.

• **OBJECTIVE 2:** Assure that technology systems and data are secure and not accessible to individuals or groups for whom they are not intended.
  a. Information and data stored is secured in accordance with applicable University, State, and Federal regulations and policies.
  b. Data and systems are protected from viruses and other destructive technology threats.
  c. Desktop computers and Servers are maintained to assure the highest level of security patches and improvements.
  d. Databases and Applications are maintained to assure the highest level of security patches and improvements.
  e. Networks and Operating Systems are maintained to assure the highest level of security patches and improvements.

• **OBJECTIVE 3:** Provide and support a reliable, capable and compatible desktop environment for CWU faculty and staff.
  a. Faculty and staff have modern desktop computing equipment required to accomplish their work.
  b. Desktop hardware and software standards exist to improve performance, reduce costs, and increase customer service.
  c. Investigate and evaluate the latest desktop and mobile computing equipment, to assure that the appropriate technology is available for employees.

• **OBJECTIVE 4:** Maximize system integration of Enterprise Information Systems and services
  a. Eliminate all legacy systems including VMS and Powerhouse, and integrate functionality into existing enterprise systems.
  b. Select new applications and systems which minimize Total Cost of Ownership, and which seamlessly integrate with existing enterprise applications.
c. Implement enterprise applications and services which support web access to information and data.

d. Pursue innovative solutions to meet the application needs of our customers including Open Source technologies and Application Service Providers.

e. Adjust business processes where appropriate, to minimize customizations of enterprise applications.

- **OBJECTIVE 5:** Implement and support technologies which provide a safe campus environment for all students, faculty, staff and visitors.

  a. Implement services and technology which significantly improve the safety for all students, faculty and staff at the University (card locks, surveillance systems, etc.)

  b. Implement services and technology which provide for timely and effective communication to all students, faculty and staff in the event of campus emergency.

  c. Educate students, faculty and staff on their responsibilities to protect their identity and personal information which may compromise their safety or security.
Goal 8: **Data and Information**: Provide the services and technology to ensure that data and information is available and accessible to customers, while achieving the highest standards of integrity and security.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1**: Procedures and systems exist to ensure that critical CWU data can be recovered in the event of a disaster.
  a. Processes and technologies ensure that all required systems are backed up and recoverable.
  b. Computing infrastructure is designed for both disaster prevention and disaster recovery.
  c. A comprehensive and current IT Disaster Recovery Plan exists to restore critical services in the event of a disaster.
  d. Client based data are backed up and recoverable.
  e. Redundant/mirrored architectures are implemented to maximize availability.

- **OBJECTIVE 2**: Assure that information and data located on CWU computer systems is consistent and accurate
  a. Support and assist with the development and implementation of processes within the PeopleSoft and other environments to maximize data integrity and accuracy
  b. Support and assist with the Implementation and enforcement of Configuration Management processes and procedures

- **OBJECTIVE 3**: Assure that CWU Information and Data is secure and is not accessible to individuals for whom it is not intended.
  a. Desktop systems will utilize operating systems, password standards, and technologies that maximize security.
  b. Data transported across the CWU Local Area Network, and CWU Wide Area Network services will be encrypted and secure as required.
  c. Data stored on central servers and storage systems at CWU will be administered to ensure the highest level of information security.
  d. Develop, maintain and enforce a University IT Security Plan.
  e. Implement necessary technologies to protect CWU from changing Internet vulnerabilities.

- **OBJECTIVE 4**: Protect CWU data and systems from viruses and other destructive technology threats.
  a. Technologies will be implemented to guarantee that all CWU desktop computers have updated anti-virus software with the latest virus definitions.
  b. ITS will maintain technologies at the server and application level to minimize the potential for virus, denial of service, and related attacks to CWU systems and data.

- **OBJECTIVE 5**: Minimize the presence of old and unnecessary data on CWU information systems.
  a. Implement and enforce Record Retention policies and practices.
  b. Archive information that is not required for daily operations at CWU.
• **OBJECTIVE 6:** Ensure that the Central Computer Facility is operating at the highest level of efficiency and with minimal potential for a service outage.
  a. Verify that utility infrastructures are sufficient for un-interrupted operation of the Data Center.
  b. Implement technology and/or staff to ensure timely identification of and response to system and center performance anomalies, and environmental issues.

• **OBJECTIVE 7:** Implement technologies and policies to ensure physical security of all critical ITS resources including the Central Computer Facility, COM Rooms, etc.
  a. Implement processes and procedures to manage and control approved activities in all critical ITS facilities.
  b. Implement appropriate physical security measures to prevent and/or detect unauthorized access to all critical ITS facilities.
  c. Prevent theft of University physical assets.
  d. Prevent theft of University data, information, and intellectual property.
Goal 9: Community, Campus and Environmental Leadership: Be excellent stewards of public and University resources through partnerships and environmental sustainability.

OBJECTIVES & STRATEGIES

• **OBJECTIVE 1:** Implement technologies and processes which support the environmental and sustainability goals of the University.
  a. Implement technologies which reduce the power consumption necessary for technology across campus.
  b. Partner with other community and educational organizations to maximize the benefit from and lifecycle of technology resources.
  c. Promote environmental awareness with our customers, with respect to their usage of technology.
  d. LEED the effort to go “green” in IT initiatives across the University & State.

• **OBJECTIVE 2:** Build and maintain relationships with community, educational, and governmental agencies.
  a. Partner with public agencies within and outside of Kittitas County to reduce costs, promote efficiencies, and improve services to our customers.
  b. Strengthen collaborations and build synergy with other Higher Education and Research institutions via NWACC, Educause, ICCTO, and HEUG, etc.
  c. Be partners with the community, regarding technology services and resources.
  d. Partner with local agencies to develop a regional technology emergency preparedness & response plan.

• **OBJECTIVE 3:** Develop partnerships with key vendors and industry leaders.
  a. Maximize the cost/benefit of technology investments through collaboration and communication with vendors.
  b. Establish two-way communication with vendors via employee representation on Industry User Groups and Advisory Councils.
  c. Utilize competitive strategies and processes to acquire the most appropriate technology at the lowest TCO.

• **OBJECTIVE 4:** Build and maintain relationships across campus.
  a. Provide the highest quality of classroom, research and instructional technology via collaboration with other technology service providers across campus.
  b. Understand the unique needs of our customers to provide them the appropriate technology services at the lowest cost.
  c. Encourage customers across campus to participate in innovative opportunities available to modernize their technology hardware and applications.
  d. Increase outreach activities with Divisions, Colleges, Departments and staff.

• **OBJECTIVE 5:** Maximize the technology benefit provided to the University through standard and innovative funding strategies.
  a. Pursue vendor “in kind” support for technology purchases and upgrades
  b. Partner with Academic Departments to pursue technology funds via grants
  c. Identify and implement strategies to reduce TCO across the University.
  d. Work with customers to prioritize technology initiatives to assure projects executed provide the greatest ROI.
e. Partner with vendor, community and educational organizations to reduce costs.
f. Identify savings opportunities within existing practices and adjust accordingly.
Goal 10: Planning for the Future: Provide leadership in technology planning, assessment, and innovation to assure that future technology tools and services are available for CWU to achieve its long term strategic goals.

OBJECTIVES & STRATEGIES

- **OBJECTIVE 1:** Understand the University’s 5, 10, 20 and 50 year vision.
  a. Continually update the ITS Strategic and Operational Plans to reflect changes in the University environment and goals.
  b. Understand where our Deans and Department/Division Heads are focusing to take the University, and their unique challenges to success.
  c. Develop technology facility and infrastructure plans needed to support the long-term goals of the University.
  d. Strengthen relations with all customers across the University, to understand their vision and goals for the future.
  e. Assure that customers understand our technology vision for the future.

- **OBJECTIVE 2:** Develop strategic business partnerships with vendors and peers.
  a. Assure that our vendors understand the current and future business and technology goals of the University.
  b. Understand the product roadmaps and visions of our vendors and the technology industry as a whole.
  c. Partner with other technology and administrative departments at CWU to assure that future plans align and create synergy across the University.

- **OBJECTIVE 3:** Develop succession planning for all aspects of Information Technology.
  a. Develop succession plans for our legacy technology systems.
  b. Develop succession plans for all IT Staff, and for our key business partners.
  c. Promote new services and benefits that can be realized through technology.
  d. Continually assess and implement best practices in Higher Education.

- **OBJECTIVE 4:** Continually adjust and modernize the technology infrastructure, systems, and applications to address changing security threats and vulnerabilities.

- **OBJECTIVE 5:** Provide technology planning services to our academic and administrative customers across the University.
  a. Assist our customers in including technology opportunities in their strategic plans.
  b. Help our customers think “outside the box” in how technology can assist them in their strategic goals.
  c. Assure that technology requirements are included in long term capital and operational divisional, college, and departmental budgets.