

## Table of Contents

|   |          |
|---|----------|
| <b>Introduction and Background .....</b>  | <b>2</b> |
| <b>Mission, Vision, and Values .....</b>  | <b>3</b> |
| <b>University Mission Statement: .....</b>  | <b>3</b> |
| <b>Academic Affairs Mission Statement: .....</b>  | <b>3</b> |
| <b>Office of Information Technology Mission Statement: .....</b>  | <b>3</b> |
| <b>Office of Information Technology Vision Statement: .....</b>   | <b>3</b> |
| <b>Goals.....</b>   | <b>4</b> |
| 1) Enhance the use of information technology resources to support effective faculty teaching and student learning. ....   | 4        |
| 2.a) Continue to build a solid foundation of information technology infrastructure within the campus community that is modern and kept up to date. ....   | 4        |
| 2.b) Create a secure information technology infrastructure; safeguard the integrity of the university information resources and the privacy of its user community. ....                             | 6        |
| 3) In partnership with university constituents develop and support the use of information technology resources to enable investigation of emerging technologies and innovative research at WMU..... | 7        |
| 4) Continue support of information technology infrastructure to enable accessibility by members of the university community regardless of disability. ....  | 7        |
| 5) Enhance resource conservation and sound fiscal planning for information technology infrastructure and services across the university.....  | 8        |

## **Introduction and Background**

The development of a Strategic Plan for Information Technology at Western Michigan University (WMU) began in 2000 and resulted in the publication of a plan in 2001. At the time, it was one of the most fully articulated unit strategic plans at WMU. It was based on a set of principles and associated goals and objectives. A similar model was used in this plan.

During the spring and summer of 2010, a series of meetings were held to gather input for a revised strategic plan. Specific input sessions were held for the Academic and Information Technology Council of the Faculty Senate, the Provost's Council, and the President's Senior Leadership Team in addition there were five public meetings to which all members of the university community were invited. All of the sessions were facilitated by Dr. Nancy Schullery, professor of Business Information Systems in the Haworth College of Business. At each session, detailed notes were taken. Those who attended the sessions were given the opportunity to view and correct those notes. Professor Schullery then prepared an executive summary of the notes, for use by the Chief Information Officer, James A Gilchrist, who wrote the first draft of the plan, using new principles and associated strategic commitments.

This first draft was reviewed by Greg Lozeau, director of IT Policy and Communication, and by Dr. Schullery, with resulting changes and additions.

The second draft was reviewed by director-level managers in the Office of Information Technology (OIT) and by the OIT Executive Advisory Board, which includes: Tim Greene, Provost and Vice President for Academic Affairs; Lowell Rinker, Vice President for Business and Finance; Diane Anderson, Vice President for Student Affairs; Alan Rea, Professor of Business Information Systems and chair of the faculty senate Academic Information Technology Council; and Rick Gershon, Professor of Communication and chair of the faculty senate Campus Planning Council.

The resulting third draft was reviewed by OIT staff in meetings with their directors. Changes from those reviews and from further input by Professor Schullery resulted in the fifth draft. This draft has now been reviewed by those who attended one of the public input sessions. Their comments were taken into account, with appropriate revisions, which resulted in the published sixth version.

Following the distribution of the University Strategic Plan in August 2011, Greg Lozeau, director of IT Policy and Communication, was tasked with condensing the plans 11 principals to six goals which align within the five University goals. These revised goals stem from the mission of the University, are carried out in the context of the OIT mission and vision, and provides

direction for the long term. This seventh version will continue to be revised in order to define strategies, measures, and specific action items.

## **Mission, Vision and Values**

### **University Mission Statement:**

Western Michigan University is a student-centered research university building intellectual inquiry, investigation, and discovery into all undergraduate, graduate, and professional programs. The University provides leadership in teaching, research, learning, and public service. Nationally recognized and internationally engaged, the University:

- Forges a responsive and ethical academic community,
- Develops foundations for achievement in pluralistic societies,
- Incorporates participation from diverse individuals in decision-making
- Contributes to technological and economic development,
- Engages an awareness and appreciation of the arts.

### **Academic Affairs Mission Statement:**

Michigan and the nation need more college-educated citizens to provide intellectual capacity and leadership. WMU dedicates its resources to attract and support outstanding students and faculty. We offer distinctive undergraduate and graduate experiences that inspire a passion for learning. Within this context and recognizing the University's Mission and Goals, the mission of Academic Affairs is to ensure:

- Student centrality in premier undergraduate and graduate education encompassing the arts, humanities, sciences, and professions
- Excellence in teaching and learning, research, professional practice, creative endeavor, and service to the University and external community
- Leadership that advances the University's Mission and Goals

### **Office of Information Technology Mission Statement:**

To support the teaching, learning, research, and public service missions of Western Michigan University through excellence in design, development, application, implementation, management and support of information technology.

### **Office of Information Technology Vision Statement:**

Lead learner-centered research institutions in the innovation, application and implementation of information technology. OIT shall be responsive, ethical, collaborative, and welcoming of diversity.

## Goals

### **1) Enhance the use of information technology resources to support effective faculty teaching and student learning.**

The Office of Information Technology (OIT) is a service unit that supports the university community and the achievement of the University's teaching and learning goals which engage students to apply knowledge in a practical context. OIT will provide support and service to ensure reliable classroom technology, and instructional laboratories.

#### **Strategies:**

- 1.1. **Teaching & Learning:** OIT in collaboration with the appropriate university constituents will provide strategic direction to incorporate effective teaching and learning technologies.
- 1.2. **Classroom Technology:** OIT will provide a high standard of classroom technology in all general purpose classrooms scheduled by the registrar.
- 1.3. **Computing Laboratory Services:** OIT is responsible for providing IT services to students, faculty, and staff, through the use of a help desk, faculty instructional laboratory, and student instructional laboratories.

### **2.a) Continue to build a solid foundation of information technology infrastructure within the campus community that is modern and kept up to date.**

Information is a university asset. Accessibility to data from multiple systems, across the activities of multiple units is required while maintaining appropriate controls to manage privacy, security, and data integrity. When information technology systems are collaboratively governed, the issues of security and privacy can be appropriately balanced against the needs for accessibility.

Enterprise systems are those systems that manage core business processes (such as payroll, human resources, class scheduling, student registration, tuition payments, video, voice, and data networks) and those systems that are core to the University's mission (such as e-learning and management of grants and contracts). Development and management of these systems is primarily the responsibility of OIT, in collaboration with appropriate functional departments.

Governance of enterprise systems, associated infrastructure, and the telecommunication systems should be vested in a change control and standards committee. OIT, server administrators, and user departments collaborate on these committees to ensure that these systems contribute to achieving the University's mission and goals. This governance will also include distributed management technologies that are supported centrally but are used and implemented by functional departments.

OIT reserves the right, in collaboration with appropriate offices and bodies, to determine what systems are best managed centrally and what are best managed at the departmental level. Systems that support individual units of the university are largely the responsibility of those units, with OIT providing infrastructure support, often to include housing the

systems in the University Computing Center (UCC) server room. The day-to-day operation of those systems, however, is the responsibility of the functional departments. Such systems must adhere to university standards for security and access, and must comply with external regulations.

**Strategies:**

2.a.1 **Comprehensive Business Intelligence Plan:** OIT will develop a comprehensive business intelligence plan to maximize the use of information in decision making with particular attention paid to information across enterprise information systems.

**Action Item:**

- i. **Common Reporting System:** OIT will review the technologies used to access enterprise information systems to determine the extent to which a common reporting system can be adopted.

2.a.2 **Enterprise Systems Support:** OIT will provide secure and reliable system administration and database administration for all enterprise systems which includes, but not limited to, student information system, financial systems, human resources systems, and other core services.

**Action Items:**

- i. **Enterprise Systems Standards & Compliance:** OIT will ensure that enterprise systems are in compliance with external standards, including audit standards, security standards, and other regulatory standards.
- ii. **Infrastructure for University's Main Website:** OIT will provide the infrastructure for the University's main websites and will conform to security standards currently under development by other web and electronic communications governance groups
- iii. **Comprehensive Systems Plan:** OIT will develop a comprehensive systems plan and disaster recovery plan, including management of the university wide back-up services and the maintenance of system accounts.
- iv. **Secure & Reliable Video, Voice & Data Networks:** OIT will ensure that the video, voice, and data networks are secure and reliable, set standards for the system, and lead the university in the adoption of distributed management solutions.
- v. **Standards & Support for Video, Voice & Data Networks:** OIT is responsible for setting standards for client services, file sharing, print sharing, and server support.
- vi. **Governance for Video, Voice & Data Networks:** OIT will establish a governance structure for the video, voice, and data networks which will determine the network and distributed computing policies and upgrade schedules.

2.a.3 **Enterprise Application Support:** OIT will provide strategic direction to incorporate all enterprise applications, develop long and short-term strategies and goals, identify and deploy best practices.

**Action Item:**

- i. **Functional User Collaboration:** Functional user departments and OIT will collaborate on management of enterprise systems by means of change management committees similar to those established for PeopleSoft HR/Financials and Banner student information system.

- 2.a.4 **Operations, Work Group & Distributed Computing Services:** OIT will provide individual work groups (units, departments, colleges) services such as housing servers, virtual servers, and other technologies in a secure environment ensuring regular backup and recovery of data, on a cost-recovery basis.

**Action Item:**

- i. **Standard of Departmental Information Systems:** OIT is responsible for setting standards for support of individual workgroups (units, departments, colleges) and for assisting departments that manage and operate their own information systems.

- 2.a.5 **Architecture & Standards:** OIT will facilitate functional governance committees in order to optimize efficiency, effectiveness and support of the IT infrastructure of the university.

**2.b) Create a secure information technology infrastructure; safeguard the integrity of the university information resources and the privacy of its user community.**

Information security policy and administration will be centrally managed by OIT, in collaboration with appropriate offices and bodies, to ensure that best practices are reflected in our policies and to ensure that policies are in compliance with governmental and industry standards. Effective information security requires that individual university employees, in all departments, take care to follow security policies and to protect the privacy and integrity of information and information systems. Responsibility for developing information security policy and strategies is shared among appropriate consultative bodies on campus, including the Campus Information Security committee. Security policies that affect academic practice will be developed in consultation with the Faculty Senate Academic and Information Technology Council.

**Strategies:**

- 2.b.1 **Information Security Policy Administration:** OIT, under direction of the Campus Information Security committee, will ensure that information security policies are developed in compliance with audit and regulatory standards.
- 2.b.2 **Information Security Policy Communication:** OIT will ensure that security policies are effectively communicated to the university community.
- 2.b.3 **Information Security Breach Response:** OIT will respond to security breaches according to approved information security policies.
- 2.b.4 **Standards & Support of Departmental Information Security:** OIT will set standards, policies, and business practices that protect the privacy, security, and confidentiality of information systems that contain confidential information, which are the responsibility of individual departments.

**3) In partnership with university constituents develop and support the use of information technology resources to enable investigation of emerging technologies and innovative research at WMU.**

OIT in collaboration with Faculty Senate Academic and Information Technology Council and other university constituents will ensure exploration and implementation of emerging technology in a fiscally responsible manner.

**Strategies:**

- 3.1. **Research Technology:** OIT in collaboration with the appropriate university constituents will provide strategic direction to incorporate effective research technologies that are used across disciplines and colleges.
- 3.2. **Research Collaboration Systems:** OIT will provide strategic direction to incorporate collaborative systems that contribute to interdisciplinary and inter-institutional research.
- 3.3. **Research Strategic Business Plan:** OIT will develop, in collaboration with appropriate offices and bodies, a strategic business plan for IT support of research.
- 3.4. **Research Media Services:** OIT will create partnerships with faculty, departments, colleges, and vendors to seek shared goals regarding technology research, innovative implementation, and grant development support.
- 3.5. **Emerging Technologies:** OIT will investigate emerging technologies and adequately test these solutions for possible inclusion into the IT teaching, service, and support operations of the University.

**4) Continue support of information technology infrastructure to enable accessibility by members of the university community regardless of disability.**

Information technology should be accessible to members of the university community, regardless of disability. To the extent possible, information systems should be established that can be effectively used by all members of the university community. OIT will be responsive to the needs of the University. This includes responsibility for helping others use information technology and having an effective process for responding if systems are not working properly.

**Strategies:**

- 4.1. **Computing Service Requests:** OIT will provide responsive service to the university community. This includes responses to help requests, reports of systems not functioning properly, and service requests.
- 4.2. **Technology Collaboration:** OIT will facilitate collaboration and partnerships with internal and external constituents on IT opportunities.
- 4.3. **Individuals with Limitations Computing Laboratory Services:** OIT will provision a computer laboratory for those with vision limitations and the need for other assistive computing technology.
- 4.4. **Individuals with Limitations Computing Support:** OIT will test changes to software interfaces to ensure that they can be effectively used by individuals who have vision and other accessibility limitations.

**5) Enhance resource conservation and sound fiscal planning for information technology infrastructure and services across the university.**

OIT will take a leading role in resource conservation and adhere to the University's Climate Savers Computing Initiative. This involves both the conservation of energy and the conservation of physical resources such as paper. OIT funding will be reliable, stable, and consistent across administrative units, and annually reoccurring in order to meet the many needs for hardware, software and personnel resources.

**Strategies:**

- 5.1. **Energy Conservation:** OIT will adhere to energy conservation standards in the centralized secure computing facility.
- 5.2. **Resource Conservation:** OIT will apply physical resource (such as paper) conservation in centralized computing laboratories.
  
- 5.3. **Budget Management:** OIT will participate in divisional project planning and development while tracking budget and providing follow-up to achieve project deliverables.
- 5.4. **Student Technology Fee Budget:** OIT will manage the student technology fee budget to ensure that those funds are expended in support of student learning, research, and service, including support of centralized services (such as the UCC and BCC computer labs), and decentralized services (such as the college computing labs).
- 5.5. **Cost Savings:** OIT will seek cost savings through leveraging of bulk system purchases in conjunction with the annual Distributed Computing Plan lab upgrade process.