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Information Technology Mission

The primary mission of the Information Technology (IT) Division is to provide a people centric, high quality infrastructure, support, and innovation in the delivery of information technology products and services to enable and empower the university.

Information Technology Vision Statement

IT envisions an IT organization that:

- Provides relevant, responsive, professional services and support
- Is proactive, cohesive, visionary, innovative
- Anticipates future needs
- Embraces continuous process improvement
- Fosters a collaborative environment

Information Technology Values

Excellence in all we do

- Continuously exceed goals and objectives
- Build a legacy of quality
- Ownership
  - Own the problem, situation, service, request; Own the solution; Own the success
  - Expect commitment and accountability from yourself and your teammates
  - Continuously strive to achieve personal and organizational goals

Continuous growth and development

- Continuously strive to learn and innovate
- Constantly refine our services and support
- Apply knowledge in new ways to develop the organization
- Achieve at the highest level

Integrity

- Do the right thing for the right reasons
- Adhere to moral and ethical principles
- Show respect
- Display strength of character
- Express a positive attitude
- Align our business practice with IT’s and EWU’s Mission, Vision, and Values
The Information Technology’s Alignment with EWU Strategic Plan

The Information Technology (IT) Division supports the Eastern Washington University (EWU) Strategic Plan in many ways directly and indirectly. IT researches, acquires, and supports many different technology systems campus-wide and provides a multitude of services for campus that support all of the Goals of the strategic plan.

Student Success – From technology in the classroom, to support for research and scholarly activities, to managing systems that enhance student support services, to providing technology-related training and development for staff and faculty, to maintaining a state-of-the-art infrastructure, to managing strong data security policies, procedures and standards, IT strongly supports student success.

Innovation and Opportunity – By virtue of the key word in this goal, ‘Innovation’, IT plays a strong role in support of this strategic planning goal. IT’s commitment to innovation is displayed in its significant roles in projects such as the Advising Transformation, the Teaching Academy, the Digital Communications Re-engineering, the NCUR, Virtual Campus, the Learning Commons, the Sustainability Center, and the Gateway Project, as well as its work with leading the EWU strategic planning process.

Community Engagement – IT has led and participated in many significant collaborative partnerships within the region and statewide. EWU’s CIO led the development of and served as the inaugural chair of the Washington Higher Education Technology Consortium (WHETC). Through WHETC, EWU has benefited from many collaborative and significant technology purchases, driving down costs and developing collaborative state-wide technology training and support initiatives. EWU’s CIO also chaired the legislatively mandated Technology Transformation Taskforce (TTT), and has led the development of the Greater Spokane Regional Education CIO Forum. EWU is a member of the North West Academic Computing Consortium (NWACC) Council. EWU IT has become a recognized leader in many technical specialties, providing consultation and support for initiatives at local institutions, including WSU Spokane at Riverpoint, the Community Colleges of Spokane, Gonzaga University, University of Idaho, and the Washington State Board for Community and Technical Colleges (SBCTC). In March 2015, EWU IT will host the State of Washington’s first higher education technology conference, Building Bridges. This conference brought IT, eLearning, library, institutional research, enrollment services staff from public and private higher education institutions from Washington and surrounding states together.
Goal 1: Provide an Information Technology Organization that is Effective, Efficient, and Flexible

The Information Technology Division will continue to grow as a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the institution and provide a dynamic, highly flexible, IT organization that can respond to an ever-changing university environment.

Strategy: Develop Operational Efficiencies for the Enterprise - (Exists in Multiple Goals)

Evaluate key operational components and functions of the IT organization, to align the structure, services, and support with the goals and strategic plan of the University.

Action: Mature End User Account Provisioning by Working with Human Resources to Create a More Efficient On and Off Boarding Process

Action: Establish an Enterprise Password Management System Where All System Passwords are Housed and Role-Based Access Exists

Action: Establish an Operation & Service Center to Complement the Help Desk and to Improve Incident/Service Management, Triage, and Escalation

Strategy: Establish Project Portfolio Management

Establishing a Project Portfolio Management will improve and centralize the management of processes, methods, and technologies used to support the Project Management Office and key decision makers.

Action: Redevelop the Project Proposal Process

Action: Create Greater Transparency through Defined Communication Methods and Strategies

Action: Procure and Implement a Centralized Project Management Tool (Dependent on Budget approval)

Strategy: Enhance Communication and Transparency

For an information technology support organization to be successful, it is essential that it has a strong plan for communication with the campus.

Action: Create Yearly Communication Plan with Timeline of Deliverables

Action: Expand and Refine IT Brand (Both Visual and Customer Expectations of Service)

Action: Develop and Implement the Annual IT Accomplishments List Summary

Strategy: Develop New Revenue Streams

Information technology organizations that are recognized as ‘showcase’ or ‘best practice’ nationwide are not wholly funded with general fund institutional dollars. Showcase IT organizations are known for significant development of vendor, donor, and outside institution partnership relationships and for partnering with academic departments on obtaining high-end grants. EWU’s IT will make this a significant focus in 2016-18.

Action: Hire Grant Writer/Advancement Staff Person (Depends on approved funding)
Goal 2: Provide a Robust Technology Infrastructure

*The Information Technology Division will maintain a robust infrastructure that will ensure the security, availability, and integrity of the institution’s information technology systems, networks, and classroom technologies.*

Strategy: Develop and Implement a Business Continuity & Disaster Recovery Plan

A business continuity (BC) & disaster recovery (DR) plan will mitigate the impact to the university and student body in the event a disaster occurs.

**Action:** Work With Governing Committees to Determine Service Criticality and Business Value for All Enterprise Services  
**Action:** Migrate All Critical Services to High-Availability/Fault-Tolerant Platform(s)  
**Action:** Develop Recovery Point and Recovery Time Objective to Establish Service Level Agreements for All Services Based On Input from Governing Committees  
**Action:** Develop and Execute a Testing Plan for DR/BC Providing Results to Governing Committees on A Semi-Annual Basis  
**Action:** Develop and Integrate DR/BC Practices into All Systems as Part of the Sustainment Hand-Off

Strategy: Develop and Implement Automated Data Center Services to Increase Efficiency and Deliver More Efficient Services to Our Customers

A private cloud services program will increase scalability and deployment time while reducing the IT infrastructure total cost of ownership (TCO) and also providing end-user self service.

**Action:** Implement 100% Server Virtualization of All Critical Enterprise Services Defined in the Business Continuity Plan  
**Action:** Implement Application Virtualization for the Desktop to Address Security, Management, and Ease of Access for End Users  
**Action:** Implement Zero Client Computing Standards and Program for Deploying Zero Clients as Standard Desktops throughout the Institution  
**Action:** Implement Virtualization Management to Allow for Self-Provisioning of On-Premise Cloud Services for Standard Server and Database Builds

Strategy: Develop and Implement a Cloud Services Program - *(Exists In Multiple Goals)*

A cloud services program that will increase scalability and deployment time while reducing the IT infrastructure total cost of ownership (TCO).

**Action:** Create Governance for Cloud Services to Ensure They Align With Enterprise Architecture  
**Action:** Develop and Implement Evaluation Criteria for On-Premise Hosted Vs. Cloud Hosted Services  
**Action:** Evaluate Current Services to Determine If We Could Better Utilize Current Cloud Services (E.G. Lync, OneDrive, WebEx, Etc.)
**Strategy: Develop Operational Efficiencies for the Enterprise** *(Exists in multiple Goals)*

Evaluate key operational components and functions of the IT organization, to align the structure, services, and support with the goals and strategic plan of the University.

**Action:** Develop Operations and Systems Change Plan (Data Center)

**Action:** Develop Business Continuity Through Standardized Documentation

**Action:** Evaluate and Eliminate Duplicate Systems and/or Services

**Action:** Identify and Automate Repeatable Tasks (Process Automation)

**Action:** Establish a Formal Patch Management Strategy

**Action:** Establish an enterprise architecture to bridge the gap between the business strategies and implementation creating a more efficient IT operation

**Strategy: Create a Campus Wireless Roadmap and Network Refresh Cycle**

A campus wireless roadmap and network refresh cycle to create a more reliable and sustainable backbone for increasing wireless coverage and density campus-wide.

**Action:** Develop a Road Map for Increasing Wireless Coverage Based On Density Needs throughout the Campus and Implement Based on Approved Funding

**Action:** Develop a Road Map for Replacing and Upgrade Campus Network Infrastructure and Implement Based on Approved Funding

**Action:** Continue Implementing a Competitive Wireless and Network Infrastructure in the Residence Halls

**Strategy: Develop a Campus Learning and Collaboration Space Technology Program**

Evaluate teaching spaces with technology to document equipment inventory and utilization, as well as establish a replacement program that ties directly to institutional budgeting cycles.

**Action:** In Coordination with the Academic Systems Advisory Committee, Develop Innovative Learning Space Design

**Action:** Develop a Classroom Technology Inventory and Replacement Plan

**Action:** Implement Classroom Technology Management Software
Goal 3: Provide Professional Customer Service and Support

The Information Technology Division will continue to maintain a highly-effective, comprehensive, and professional customer support structure.

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**Strategy: Develop Operational Efficiencies for the Enterprise** - (Exists in multiple Goals)

Evaluate key operational components and functions of the IT organization, to align the structure, services, and support with the goals and strategic plan of the University.

**Action:** Evaluate All Critical and Enterprise Services and Establish Service Level Commitments

**Action:** Identify and Automate Repeatable Tasks (Process Automation)

**Action:** Establish ITIL Framework – Event, Incident, Service, and Change Management

**Action:** Establish a Formal Patch Management Strategy to Facilitate a Stronger Security Posture and Regulatory Compliance

**Action:** Implement an Information Technology Service Management Tool

**Action:** Assess the Current IT Support Model(S) and Realign To Support Current and Future Department, College, and Student Needs

**Action:** Re-Evaluate the Support Model and Communication Strategies for the EWU Spokane Campus

**Action:** Proceed with University Digital Media Strategy Plan (depends on funding)

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**Strategy: Partner with University Governance Committees to Establish and Reevaluate Faculty and Staff Technology Programs and Standards**

Develop replacement programs and schedules to address all institutional technology for faculty/staff computing and classroom technologies, which address equipment standards and specifications.

**Action:** Establish a Campus-wide Computer Replacement Program (dependent on budget)

**Action:** In Consultation with the Academic Systems Advisory Committee, Reevaluate Faculty Computer Replacement Program Hardware and Software Standards

**Action:** In Consultation with the Academic Systems Advisory Committee, Reevaluate Classroom Technology Standards

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**Strategy: Research, Test, and Implement New, Innovative Technology Systems That Support the Business and Academic Needs of the Institution**

Utilize the IT Innovation Center as a safe place to try and test new technology, pedagogy, and practices.

**Action:** Implement the IT Technology Innovation Center

**Action:** Develop a University Technology Innovation / R&D program

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**Strategy: Enhance Technology Training Opportunities**

In an effort to support a more comprehensive technical training program for campus, a series of efforts will be implemented to include a more robust communication/marketing plan, focused or customer-centric training programs to fit specific divisional or program needs, and “boot camp”
style offerings to enhance and promote knowledge of current technical systems/software for all existing and new-hire faculty and staff.

**Action:** Develop Just-In-Time Training

**Action:** Develop Staff Boot Camp (New & Existing Employees)

**Action:** Comprehensive Training Communication/Marketing Plan

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**Goal 4: Provide Leadership for Strong Institutional Data/Reporting Environment**

_The Information Technology Division will work with institutional leaders in maintaining a secure and available system for creation, collection, recording, maintenance, and reporting of institutional data._

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**Strategy:** Establish an Information Security Architecture

- Develop replacement programs and schedules to address all institutional technology for faculty/staff.

**Action:** Develop the Information Security Plan and Program

**Action:** Conduct Post-mortem of Information Security Awareness Training and Education (iSATE) Program Implementation and Identify Areas for Improvement

**Action:** Establish Data Classifications

**Action:** Develop and Integrate Sensitive Data Guides into IT Service Catalog

**Strategy:** Implement Business Intelligence, Decision Support, and Analytics Capabilities

- This service will enable strategic use of the university’s information, including: event triggered reporting; online ad hoc analytical query; data visualization; data mining; and provision of analytical services (consulting, process mining, business performance management, benchmarking, text mining, predictive analytics and prescriptive analytics); allowing more informed decisions.

**Action:** Perform an Institutional Assessment of Needs/Business Requirements

**Action:** Implement a Tiered Development Approach to Craft a Data Warehouse Tailored Specifically to EWU Use Cases (Dependent on approved funding)

**Action:** Implement Standard Tools to Support Business Intelligence and Decision Support (Dependent on approved funding)