

WESTERN CAROLINA UNIVERSITY DIVISION OF INFORMATION TECHNOLOGY STRATEGIC PLAN

Vision

The IT Division will be a national model for the strategic and effective use of information technology among regional comprehensive universities committed to engaged teaching and learning which enables the WCU Community to excel.

Mission

The Division of Information Technology supports the university's mission by providing and maintaining a secure, reliable and supportable information technology infrastructure and cultivating a knowledgeable and effective staff to embrace WCU's distinctive engaged learning approach, educational outreach, research, community services, and business operations.

Our Guiding Principles (What Guides and Inspires Us)

Our integrity must be above reproach.

We comprehend the important strategic value and responsibility being placed by WCU on the Division of Information Technology with respect to achieving the university's teaching, learning, research, community engagement, and business operational needs and objectives. We are committed to enabling technology that empowers faculty, staff, and students to achieve their objectives and augments their successes.

We are committed to excellence in IT client satisfaction and critical system stability.

We will invest in our people to meet current and planned technology changes and advancements in alignment with WCU needs and strategic plans.

We will never be complacent and commit to continuous improvement and learning, growing, and challenging ourselves, teams, and processes as technology and WCU objectives change and adapt.

We will work collaboratively across our teams and are committed to achieving shared goals.

We are firmly rooted in a culture of being proactive, focused on process improvement, and the prevention of issues and recurring problems.

We are committed to transparent communication, partnership, and decision making with stakeholders.

We will effectively and appropriately manage and communicate risk, including data security risk, associated with academic and operational needs.

We are committed to delivering cost effective solutions and managing funds as if they were our own.

We will buy solutions before building custom systems and use hosted solutions and services that provide the university cost effective and/or strategic advantages. We will minimize customizations to purchased solutions.

Our Core Values

Integrity

Integrity is the foundation of IT's reputation. We earn the respect and trust of people internal and external to the university with behavior that is honest, decent, and fair.

Excellence

Excellence is the guiding principle of the way we approach our work. It requires each of us, individually and in teams, to understand, anticipate, and surpass the expectations of our IT clients. Excellence demands continuous improvement in all our processes, systems, and services. Our success depends on our ability to learn from experience, to embrace change, and to achieve the full involvement of all our IT team members.

Accountability

Meeting our commitments is imperative to building trust and delivering our part in meeting WCU's objectives and goals. It requires us to focus first on WCU's success and to hold ourselves and our teammates accountable. This requires that we allocate our resources effectively and efficiently and maintain an appropriate balance between today and the future.

Innovation

We share a deep belief in the power of technology to enhance the life and mission of our university. This is not technology for technology's sake; this is using technology in innovative ways to enable and achieve WCU's objectives and goals. We seek new levels of employee and stakeholder participation, embrace the opportunities inherent in change, and are confident in our ability to help shape the future.

Transparency

Being transparent within the division and with our university colleagues and organizations on our plans, priorities, metrics, projects, decision making, and budgets enhances trust and builds effective professional relationships. Transparency demonstrates that IT is not working for IT, but truly working to enable the mission of the university. This includes being open and frequent in our communication.

Valuing Team Members

We know that in the end, the commitment and contribution of IT team members will determine IT's success. Our success is enhanced by having a rich mixture of people. We believe in the fundamental dignity of the individual and value the unique ability of each individual to contribute. We desire that every team member have the opportunity to participate fully, to grow professionally, and to develop to his or her highest potential.

IT STRATEGIC DIRECTION #1

ENABLE AND SUPPORT THE ACADEMIC MISSION OF THE INSTITUTION

Our division provides information technology to enable the university to fulfill the educational needs of our state and region.

Because the primary mission of the university is student learning, the alignment of IT's strategic goals with the academic aspirations of the institution is critical. Teaching and learning drive all that we do at WCU, and this strategic direction aims to provide the infrastructure, support, innovation, and excellence that will allow faculty and students to thrive academically. If academics are not supported, faculty cannot teach effectively, students cannot learn productively, and instruction cannot be delivered to those who need it. Currently, both pedagogy and technology are particularly dynamic fields and the division must strive to find a balance between serving more students efficiently, but also more effectively.

GOAL 1.1: Facilitate the delivery of high-quality academic programs.

RATIONALE: WCU's 2020 strategic plan opens with its highest priority, i.e. to "deliver high-quality academic programs (undergraduate, graduate, and professional)." This strategic goal integrates the work of IT with the fulfillment of the larger campus strategy, particularly as we re-imagine how effective instruction can be delivered to meet the needs of under-served populations.

INITIATIVE 1.1.1: Develop sustainable solutions (including funding, technologies, approaches, etc.) for advancing, adapting, and maintaining classroom technologies and flexible spaces to ensure high-quality teaching and learning.

INITIATIVE 1.1.2: Develop a long-term plan for providing faculty, staff, and students with continuous access to and support for information technology (applications and devices) for teaching and learning.

INITIATIVE 1.1.2.1: Create a cohesive plan for acquisition, managing support, universal access and deployment of applications related to teaching and learning.

INITIATIVE 1.1.2.2: Provide an integrated infrastructure through which faculty, staff, and students can create and share digital media, including but not limited to video conferencing and related services, both within and outside of the campus.

INITIATIVE 1.1.2.3: Develop and implement expanded support models, including sustainable funding, that are appropriate to meet the needs of all parts of the WCU campus (including departmental academic labs/classrooms, Millennial, and off-site locations).

INITIATIVE 1.1.3: Develop global collaborative technologies that enable faculty and students opportunities to access, collaborate with, and experience knowledge resources and research on a worldwide scale.

INITIATIVE 1.1.4: Provide appropriate and equitable infrastructure, support, and access for all possible forms of instructional delivery (such as Millennial, satellite, and distance locations; and initiatives such as Part Way Home).

INITIATIVE 1.1.5: Invest in and grow available mobile applications and capabilities that enable faculty, staff, and students to fulfill WCU's strategic goals.

INITIATIVE 1.1.6: Establish, with Academic Affairs, a standard requirement regarding student computing devices which they can use in and out of the classroom.

GOAL 1.2: Be proactive in responding to the evolving academic needs of the WCU community.

RATIONALE: The Division of IT considers itself a partner with faculty, staff, and students in achieving WCU's academic goals. In order to be an effective partner, the division needs a deep understanding of current and future instructional needs in order to provide effective technological solutions. Because these needs are constantly evolving with developments in the areas of both pedagogy and technology, the Division of IT must provide a proactive and flexible response to meet these needs as they develop.

INITIATIVE 1.2.1: Implement on-going assessment of instructional technology needs for current and future faculty, staff, and students.

INITIATIVE 1.2.2: Provide opportunities for professional development, training, and education in cutting-edge curriculum technologies to faculty, staff, and students, including IT staff.

INITIATIVE 1.2.3: Make a commitment to a philosophy of customer service that is based on best practices in maintaining open feedback, pedagogical effectiveness, and efficient business practices.

INITIATIVE 1.2.4: Explore innovative opportunities using technological avenues for prospective students to investigate the various programs offered at WCU.

GOAL 1.3: Be proactive in supporting the research endeavors of the WCU community.

RATIONALE: The Division of IT wishes to partner with faculty, staff and students in their research endeavors. It is important for the Division of IT to understand the research needs of faculty, staff and students to know how best to be of assistance. It is also important for IT to understand the legal and policy issues surrounding the storage of research data.

INITIATIVE 1.3.1: Evaluate the research computing needs of faculty, staff and students at WCU including but not limited to data storage, applications, connectivity to national and global research centers, and support.

INITIATIVE 1.3.2: Provide processes, technologies, and mechanisms for research collaboration within the university and with colleagues in the UNC system and around the world.

IT STRATEGIC DIRECTION #2 ENHANCE UNIVERSITY BUSINESS PROCESSES

Our division enables and supports the information technology that optimizes the efficiency and effectiveness of business processes across campus.

The Division of Information Technology is committed to continuous improvement and transparency of campus business processes in support of its vision and mission. IT projects include a feasibility phase in which true needs are revealed, current processes are evaluated for optimal performance, and expected benefits and outcomes are measured. Processes are reengineered to eliminate unnecessary or redundant functions and to utilize existing solutions where appropriate.

GOAL 2.1: Increase self-service offerings and capabilities.

RATIONALE: Departments across campus will be more efficient when subject matter experts have utilities to manage their own business. Self-service functionality allows administrative and academic departments, including the Division of IT, to focus more time and attention on strategic initiatives.

INITIATIVE 2.1.1: Analyze IT's operational functions to identify routine requests made by subject matter experts (e.g. scheduling jobs, updating configuration parameters, managing roles). Determine feasibility and approaches for transferring control to functional users.

INITIATIVE 2.1.2: Leverage existing systems, such as the intranet and the data warehouse, when providing custom self-service features. Rely heavily on vendor-provided self-service capabilities for hosted applications.

INITIATIVE 2.1.3: Provide subject matter experts with adequate training for any new capabilities.

GOAL 2.2: Increase electronic data collection and automation of associated workflows.

RATIONALE: Automating business processes that consist of paper-based forms and manual approvals will increase department productivity and deliver a consistent user experience to students, faculty and staff.

INITIATIVE 2.2.1: Identify paper-based processes, categorize into families and determine which lend themselves to automation using existing enterprise solutions.

INITIATIVE 2.2.2: Offer an intuitive self-service solution to campus users in which they can create their own basic forms and configure approval workflows.

INITIATIVE 2.2.3: Define core business entities and develop services for repurposing and leveraging existing data.

GOAL 2.3: Develop a streamlined solution for the storage, retention and retrieval of digital content.

RATIONALE: The majority of business processes across campus involve accessing and/or producing digital content of some type, such as email, documents and websites. The effective management of this information will increase the efficiency and transparency of university business.

INITIATIVE 2.3.1: Using the [UNC General Records Retention and Disposition Schedule](#), develop a comprehensive file plan that provides guidance related to retention policies, acceptable storage locations, archiving procedures and backup requirements of digital content.

INITIATIVE 2.3.2: Use the file plan to guide implementation of a tiered storage environment.

INITIATIVE 2.3.3: Facilitate the transition of digital content from collaborative sites to an enterprise archive. Expand the archive to include pertinent items as directed in the file plan.

INITIATIVE 2.3.4: Improve search capabilities for finding relevant digital content – documents, web pages, graphics, audio, video and other electronic data.

GOAL 2.4: Be an active partner in collaborative projects aimed at delivering shared services to UNC institutions and North Carolina community colleges.

RATIONALE: By actively participating in statewide higher education projects from the onset, the needs of WCU are more likely to influence the outcome, and the university can more effectively plan implementation.

INITIATIVE 2.4.1: Make key IT staff available to serve on task forces that are likely to shape or guide UNC shared services.

INITIATIVE 2.4.2: Be willing to be a test case during the development and initial release of UNC shared services.

GOAL 2.5: Adequately prepare campus for changes to business processes in order to promote successful adoption.

RATIONALE: The IT Division cannot optimize the efficiency and effectiveness of business processes without ensuring that any changes are understood and actualized by the business owners themselves.

INITIATIVE 2.5.1: Document changes to business processes and make the information easily accessible to all faculty and staff.

INITIATIVE 2.5.2: Create and deliver interactive training materials for critical business processes where applicable.

IT STRATEGIC DIRECTION #3

IMPROVE THE UNIVERSITY'S TECHNOLOGY FOUNDATION

Our division enables, supports and provides the technology foundation for the academic mission and business processes of the university.

Western Carolina University depends on the Division of IT to provide a robust, stable, and scalable IT foundation to support its academic, business, community, and communication operations and goals. This foundation is interpreted to include network and internet connections, server environments, authentication methods, backup solutions, data centers, enterprise systems, database environments, and core technologies that support multiple uses and connections. The Division of IT will support the university mission by implementing regular reviews, evaluations and modeling of future needs and possibilities, developing contingency plans, and determining cost-effective solutions as applied to the IT foundation.

GOAL 3.1: Develop an Infrastructure Master Plan to be applied to all equipment, software, and systems to address urgent, current, and future needs and realistically prioritize actions.

RATIONALE: With the changing pace of technology, a master plan will enable the IT Division to strategically prioritize resources and long term needs.

INITIATIVE 3.1.1: Develop roadmaps and life cycles to address physical assets.

INITIATIVE 3.1.2: Develop roadmaps and standards for all enterprise solutions to maintain a current and supportable environment.

INITIATIVE 3.1.3: Conduct regular reviews on enterprise systems to explore options for replacement, decommission, upgrade, or consolidation based on the needs of the university. When new needs or functionalities are identified, a review will be conducted to see if they can be met with current assets or systems.

INITIATIVE 3.1.4: Implement a ubiquitous connectivity plan to anticipate the connectivity needs of our clients and community. This may include an increase in wireless coverage and capacity, bandwidth, and community accessibility.

INITIATIVE 3.1.5: Implement a ubiquitous data access plan by leveraging our current investments in technologies such as virtualization, data warehousing, SAAS, Intranet, etc. while maintaining security.

GOAL 3.2: Sustain and increase a stable and scalable IT foundation.

RATIONALE: With the university's increased reliance on the IT foundation, a stable and scalable model is critical to academic and business needs. Interruptions to service across the university can have a huge impact on productivity and cost. By maintaining a stable, scalable foundation, we hope to minimize interruptions and support operational fluidity.

INITIATIVE 3.2.1: Develop a simplified systems architecture that reduces overhead and redundancy and is easy for clients to understand.

INITIATIVE 3.2.2: Expand systems to accommodate the growth of the university and its technology demands.

INITIATIVE 3.2.3: Assess new software and systems to evaluate ease of integration and compatibility with our current environment. Develop a process for investigating software and system requirements early in the evaluation phase.

INITIATIVE 3.2.4: Acquire and maintain university support for the Infrastructure Master Plan.

GOAL 3.3: Mitigate risk of data loss, loss of connectivity, and system outages.

RATIONALE: Data is our driving factor for business decisions, and it is imperative that we provide as many safeguards as possible to mitigate loss. We recognize the end user's dependence on the systems IT manages and the accuracy of the data contained within those systems.

INITIATIVE 3.3.1: Assess and update the IT disaster recovery plan annually.

INITIATIVE 3.3.2: Implement redundancy in critical systems to ensure minimal downtime.

INITIATIVE 3.3.3: Ensure that university data is backed up, recoverable, and accessible in cases of failure.

INITIATIVE 3.3.4: Plan, implement, and maintain multiple paths of connectivity between systems, buildings, and external connections.

GOAL 3.4: Leverage the IT foundation to enhance communications throughout the university.

RATIONALE: We recognize that communication is essential to the productivity of the community and to the open flow of information. IT has historically held a foundational role in aiding communication with new technologies. Our systems can enhance the collaboration and communication technologies that people rely on to be productive, to be safe in the university environment, and to disseminate public knowledge.

INITIATIVE 3.4.1: Deploy existing resources and technologies to foster communications between and within IT departments.

INITIATIVE 3.4.2: Improve and enhance university-wide communication by providing appropriate communication technologies such as SharePoint, IP intercom, instant messengers, Voice Over IP, web chat, ITV, webcast, exchange integration, etc.

INITIATIVE 3.4.3: Enhance the distribution and dissemination of data in an intuitive, streamlined, and simplistic fashion. Develop a means of distributing data and content to various constituents, including the general public and community members.

INITIATIVE 3.4.4: Extend provisions for providing emergency communications.

IT STRATEGIC DIRECTION #4 INVEST IN OUR PEOPLE

Our division must proactively invest in recruitment, retention and professional development of our IT staff.

In order to meet IT strategic directives and university strategic goals, IT is committed to recruiting and retaining dedicated, positive employees through competitive compensation packages, creating a balanced work-life culture and fostering an inclusive environment that encourages inter-departmental and divisional communication. The fast-paced, integrated technical world is one of constant change. IT is committed to professional development, enabling employees to effectively manage and integrate technology in support of the WCU community.

GOAL 4.1: Make salary and total compensation a priority in order to attract, reward, and retain the highest quality employees.

RATIONALE: In a competitive job market, in order to be able to hire and retain highly qualified employees who possess the required skills, IT must be able to invest in employees by offering competitive total compensation packages.

INITIATIVE 4.1.1: Advocate for the financial resources necessary to offer competitive salaries and compensation.

INITIATIVE 4.1.2: As the IT operational deficit is eliminated and funding becomes available, IT will implement a plan to move employees' compensation to 85% of labor market value.

INITIATIVE 4.1.3: Evaluate and make recommendations on the needs of hourly employees.

GOAL 4.2: Ensure professional development opportunities for all employees.

RATIONALE: Technology is constantly evolving. In order to be able to manage the rapid rate of change and retain valuable employees, IT must invest in training and professional development of employees.

INITIATIVE 4.2.1: Continue to support professional development for all employees.

INITIATIVE 4.2.2: Include in each supervisor's performance evaluation an assessment of his/her support for and his/her unit's progress in professional growth.

INITIATIVE 4.2.3: Provide leadership training for managers and directors with a focus on effective performance evaluation and planning for employee professional development.

INITIATIVE 4.2.4: Implement an annual anonymous 360 degree evaluation.

GOAL 4.3: Work to develop a work-life environment for employees that enhance their personal and professional lives.

RATIONALE: The Division of IT recognizes the importance of work-life quality so that employees feel effective in their jobs and happy in their personal lives.

INITIATIVE 4.3.1: Accommodate flexible work arrangements for staff where appropriate and possible.

INITIATIVE 4.3.2: Evaluate and make recommendations related to staffing and cross-training in areas where critical expertise is one deep.

GOAL 4.4: Foster an inclusive community where the contributions of all employees are recognized and valued.

RATIONALE: In a fast-paced, integrated, technical environment timely communication is essential for employees to be able to work effectively and efficiently.

INITIATIVE 4.4.1: Establish a plan for monthly, agenda free opportunities that give staff access to directors and the CIO.

INITIATIVE 4.4.2: Implement an internal communication plan that ensures two way communication and cascading messaging.

GOAL 4.5: Improve the hiring process.

RATIONALE: In order to recruit and promote the highest quality employees, IT needs to have a consistent, standardized, well communicated process for hiring.

INITIATIVE 4.5.1: Standardize the hiring process across the division.

IT STRATEGIC DIRECTION #5 INVEST IN OUR CORE IT RESOURCES

IT's core resources are sustainable and positioned to support WCU's strategic priorities.

Western Carolina University is dependent upon Information Technology in order to fulfill its mission for teaching and learning, as well as to successfully execute its business processes. Therefore, a sustainable funding model for IT is imperative that provides for ongoing delivery of services, modernization, and supports the university's growth. It also requires that IT continually seek out cost savings and productivity enhancements that result in the best deployment of IT resources to support university goals and initiatives. (This strategic direction is directly linked to 2020 goals 5.1 and 5.4)

GOAL 5.1: Implement a sustainable IT funding model that ensures fiscal stability and required technology refresh cycles.

RATIONALE: Reliable, available, and appropriate technology resources and services are strategic to the university's success, from delivering instruction to monitoring the condition of campus facilities. Reliance on non-recurring funds to maintain IT resources and services limits the university's ability to pursue critical initiatives. A fully funded IT budget will address the needs of ongoing operating costs, planned replacement and refresh of hardware, software and services, as well as the implementation and support of new university initiatives. This will require new funding processes and models to establish an IT budget that meets both current and future needs.

INITIATIVE 5.1.1: Eliminate IT operational deficit/dependence on one-time funding.

INITIATIVE 5.1.2: Address critical end-of-life equipment and software issues by establishing an annual review of all equipment and software status, warranty, maintenance roadmaps, university impact, and maintain a 3-year forward projection.

INITIATIVE 5.1.3: Establish and systematize a sustainable funding approach to achieve needed technology refresh cycles for IT infrastructure, systems, and classrooms.

INITIATIVE 5.1.4: Establish and systematize a sustainable funding approach to achieve needed technology refresh cycles for faculty and staff resources and departmental facilities.

INITIATIVE 5.1.5: Establish processes and funding model for supporting university growth.

INITIATIVE 5.1.6: Establish processes and funding model for university-wide strategic projects/initiatives/capital efforts; including budget projections for recurring operational costs, including staffing, as part of the approval process.

GOAL 5.2: Increase percentage of IT staff time dedicated to projects and university initiatives to 30% by 2020.

RATIONALE: By continuously monitoring and improving operational efficiency, the IT Division will be able to devote more person-hours toward completion of high-value projects initiated in support of the 2020 plan. This will result in attaining 2020 goals sooner, less project backlog, and slower IT cost growth as compared to the growth in the number of students attending the university. (2020 Goal 5.4, Initiative 5.4.2)

INITIATIVE 5.2.1: Continuously analyze and embrace efficient practices and technology, productivity enhancements, and cost saving opportunities.

INITIATIVE 5.2.2: Appropriately move operational activities to hosted solutions and redirect staff.

INITIATIVE 5.2.3: Improve project performance and resource capacity through Project Portfolio Management concepts and tools.

INITIATIVE 5.2.4: Increase IT business analysis capabilities and capacity.

GOAL 5.3: Co-locate IT Division staff to the greatest extent possible to enhance communication and service to the university, and to improve process efficiency.

RATIONALE: With the IT Division staff being currently housed in 11 different locations, it is difficult to bring teams together for collaborative efforts. Internal communication issues result from not being co-located which affects the ability of IT to respond efficiently to campus needs.

IT STRATEGIC DIRECTION #6 IMPROVE OUR SERVICE COMMITMENT

IT staff members are encouraged to actively engage in service to our university and community.

The Division of IT should strive to advocate for the outreach of service to the university and the community by engaging in external partnerships. Through these partnerships, IT Division staff will help to meet the needs of the university and the surrounding communities while becoming more engaged citizens.

GOAL 6.1: IT as a division will support and inspire service to the university and community.

RATIONALE: The Division of IT has a history of commitment to service to the community. Establishing this goal will strengthen the division's pledge to service outreach to the university and surrounding community.

INITIATIVE 6.1.1: IT leadership will support WCU's service guidelines and will outline divisional expectations.

INITIATIVE 6.1.2: IT leadership will create an outreach group for identifying service opportunities for the division that will work to foster external partnerships with local and regional service agencies.

INITIATIVE 6.1.3: IT as a division will support the University's Center for Service Learning to enable effective service opportunities.

INITIATIVE 6.1.4: Formally recognize and celebrate individual service contributions by IT staff as well as staff initiated community service.

GOAL 6.2: Increase the interaction and loyalty between IT units through collaborative service.

RATIONALE: Due to the division's distributed work spaces across campus, regular interaction among IT staff is limited. This goal will not only strengthen the commitment to service but also strengthen ties between the units within IT.

INITIATIVE 6.2.1: IT leadership will initiate collaborative service outreach that involves multiple teams.

INITIATIVE 6.2.2: IT leadership will recognize collaborative staff participation across units to foster and build trust within the division.

IT STRATEGIC DIRECTION #7

ENABLE A FLEXIBLE AND SECURE TECHNOLOGY ARCHITECTURE

Our division designs and implements an IT architecture and security framework that supports and enables the mission of the university while appropriately protecting university resources.

The Division of Information Technology is committed to continuous improvement of its IT architecture and security framework to enable the university's business processes in support of its vision and mission. The architecture must be flexible to accommodate future business practices and expandable to incorporate constantly changing needs while continuously protecting the university's resources and reputation.

GOAL 7.1: Develop a flexible, secure, and expandable IT architecture to ensure the confidentiality, integrity, and availability of university resources.

RATIONALE: IT must be in a position to support ever changing demands to provide secure and reliable access. IT must increase its level of service for access to answer the demands for social, cloud, mobile, analytics, and other future solutions.

INITIATIVE 7.1.1: Enhance the security of the campus infrastructure through the use of intrusion prevention, vulnerability remediation and malware prevention tools.

INITIATIVE 7.1.2: Enhance the business continuity and disaster recovery capabilities of the IT infrastructure through the increased use of fault tolerant systems and the implementation of disaster recovery agreements with external agencies.

GOAL 7.2: Ensure that the right people get access to the right resources at the right time for the right reasons.

RATIONALE: The academic mission of the university requires reliable and immediate access to university resources for students, faculty, and staff. Authorizing the appropriate level of access in a timely manner is critical in enabling campus business processes, facilitate collaboration, and to protect university resources.

INITIATIVE 7.2.1: Enable stewards of information technology resources such as project managers, departments, institutions and end users to make resource authorization decisions. Enable stewards to

create and manage membership of institutional and personal groups, and roles as well as authorize what resources their roles can access.

INITIATIVE 7.2.2: Develop Identity Federation relationships with external entities to enhance the security of faculty and staff access to external resources in the support of business, academic, and research activities.

INITIATIVE 7.2.3: In order to mitigate the risk to university data from negligent or malicious activity, we will utilize authentication standards that support multifactor authentication.

GOAL 7.3: Continually improve information security and risk management to university business practices and processes.

RATIONALE: Reliable access to university data is inherent in nearly all university business processes. Technology is an enabler for this access but must be managed in a way that protects the data from unwanted access or damage. Comprehensive policies and procedures define how university data will be protected.

INITIATIVE 7.3.1: Establish data handling standards that comply with federal, state, and local requirements for security and retention.

INITIATIVE 7.3.2: Develop and implement policies, procedures, and processes to comply with ISO (International Standards Organization) 27002 policy guidelines which are the university's accepted security policy standards.

INITIATIVE 7.3.3: Develop and implement a reliable information security strategy that includes knowledge of the threats inside and outside the university, strength and weakness of university's capability and capacity, as well as federal and state regulations. (Audit, Compliance, Risk Analysis, and Security Awareness Training)

Description of the IT Division Strategic Planning Process

In May 2012, CIO Craig Fowler appointed Dr. Anna McFadden, Director of Academic Engagement and IT Governance, to chair the IT Division Strategic Planning process. The following timeline reflects the steps in the process.

- June 12, 2012 – Dr. McFadden briefed the Information Technology Leadership Council (ITLC) on the proposed process and timeline.
- June 12, 2012 – A request was submitted for a SharePoint site for committee work that would be visible to the entire campus.
- June 13-July 1, 2012 – Dr. McFadden solicited nominations for IT Strategic Planning Committee from ITLC to include internal IT staff and external staff. She also asked for volunteers from the Division.
- July 1-15, 2012 – Dr. McFadden gathered resources for the committee and posted these to the SharePoint site.
- July 16, 2012 marked the kick off meeting with the entire IT Division. Dr. McFadden discussed the timeline and logistics. McFadden to discuss logistics.
- September 14, 2012 was the first Meeting of the IT Strategic Planning Committee to discuss parameters, assumptions, and core values.
- October, 2012 – Dr. Freya Kinner from the Coulter Faculty Commons conducted 8 focus groups with governance committees, a random group of IT Staff, a random group of undergraduates, and a random group of Biltmore Park students. This data was analyzed and shared with the Strategic Planning Committee, all IT governance committees, and the IT Division staff. Creation of vision, mission and core values.
- November, 2012 – The IT Strategic Planning Committee created a draft vision, mission and core values. These were shared with the division, all governance committees, and with the campus in a story in the DoIT newsletter.
- January, 2013 – The IT Strategic Planning Committee drafted seven strategic directions and divided into sub-committees for each direction. Sub-committee leaders invited other IT staff to participate.
- February and early March 2013 – Subcommittees developed strategic goals and initiatives.
- Mid-March 2013 – The IT Strategic Planning Committee developed a first draft.
- March 27, 2013 – The IT Strategic Planning Committee held an open hearing with the division on the draft. Governance committees were invited. The draft plan was submitted to the campus in the DoIT newsletter.
- March 31, 2013 – The final plan was presented to the CIO.

Roster of Division Strategic Planning Committees

IT Strategic Planning Committee

Dr. Anna McFadden, Chair
Craig Fowler, CIO
Mary Teslow, Faculty, College of Health and Human Sciences
Geoff Pattishall, Senior
Larry Hammer, Registrar
Sarah Speed, Division of IT
Andy Voelker, Division of IT
Dan Berk, Division of IT
Patrick McGraw, Division of IT
Joe Harley, Division of IT
Laura Simons, Division of IT
Jason Lavigne, Division of IT
Al Sanders, Division of IT
Aaron Brunck, Division of IT
Stan Hammer, Division of IT
Candy Benson, Division of IT
William Frady, Division of IT
Sue Grider, Coulter Faculty Commons
Jenny Owen, Recorder

Sub-Committees

Strategic Direction 1: Enable and support the academic mission of the institution.

Chair - Sue Grider, Mary Teslow, Geoff Pattishall, William Frady

Strategic Direction 2: Enhance university business processes.

Chair - Sarah Speed, Larry Hammer with feedback provided by David McCord, Brian Gastle, AJ Grube, Chip Ferguson, Judy Neubrandner, Will Peebles, Christopher Cooper, Liz Jones, Carolyn Wiggins, Anna Thompson, Regina Aton, Melody Huddleston, Lisa Brooks, Akum Jamir, Andy Voelker, Bradley Williams, Colby Dietz, Dawn Brown, Edna Waldrop, Jason Melvin, Jed Tate, Mark Ellersick, Mark Murphy, Sue Grider, Al Sanders, Anna McFadden, Craig Fowler, Dan Berk, Debbie Justice, Jenny Owen, Laura Cruz, Scott Swartzentruber, Stan Hammer, William Frady

Strategic Direction 3: Improve the university's technology foundation.

Chair - Andy Voelker, Dan Berk, Patrick McGraw, Joe Harley, Jason Melvin, Sarah Speed

Strategic Direction 4: Invest in our people.

Chair - Laura Simons, Jason Lavigne, Adam Huggins, Angela Smith, Brad Semma, Kenny Chapman, Laura Dinunzio, Paige Herman, Russ Crisp, Sara Smith, Stephen Wilson

Strategic Direction 5: Invest in our core IT Resources

Chair - Craig Fowler, Al Sanders, Debbie Justice

Strategic Direction 6: Improve our service commitment.

Chair - William Frady, Candy Benson, Sara Smith

Strategic Direction 7: Enable a flexible and secure technology architecture.

Chair - Stan Hammer, Aaron Brunck, Scott Swartzentruber, Josh Bright

Description of Key Source and Reference Materials

Western Carolina University's 2020 Plan: Focusing Our Future

WCU Environmental Scan

WCU ECAR Study 2012 – A study that compares our student technology use with national data

IT User Survey Results 2011

IT Strategic Planning Focus Group Results

WCU Millennial Initiative Final Report

WCU Digital Media Needs Assessment

IT 2012-2013 One-Pager – This is the document IT uses to measure its progress.

EDUCAUSE 2012 Horizon Report – This report describes future trends in higher education information technology.

WCU IT Support for Faculty Booklet

Gartner Resources: (Gartner is an information technology research and advisory firm.)

Gartner Hype Cycle for Education 2012

Four Key Aspects of the Portal's Death

Five Things that Private Cloud is Not

Understanding Gartner's Hype Cycle

The Nexus of Forces: Social, Mobile, Cloud, and Information

IT Market Clock for Higher Education

The Emerging User Experience