C&IT Strategic Plan
2016-2021

About this Plan
Computing & Information Technology (C&IT) is Wayne State University’s central IT organization, reporting to the Provost as a unit within the Division of Academic Affairs. As a key academic and administrative support unit, C&IT is tightly integrated with the university’s strategic directions.

Wayne State recently released an updated university-wide strategic plan, *Distinctively Wayne State*. C&IT has aligned itself with the plan’s core values and strategic focus areas:

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C&IT Mission Statement
C&IT provides services and resources that support and enhance Wayne State’s teaching, learning, research, and administrative activities. C&IT’s primary goal is to provide technology services that enable our students, faculty, and staff to be successful. C&IT strives to provide excellent customer service, respond to the changing needs of the university community, and make it easy and convenient for everyone to use technology at Wayne State.

C&IT management empowers employees, treats them with respect, and encourages innovation and open communication. C&IT continually seeks out and tries new ideas and recognizes employees for their efforts. The division also ensures that its management team not only has the technical qualifications for their roles, but also has excellent skills for motivating and dealing with people.

C&IT Vision
- Be recognized for providing the best technology experience to students, faculty and staff among our peers.
- Build, enhance and maintain strong campus partnerships.
- Work together to continuously improve WSU.
- Support a collaborative, innovative and creative work culture.
C&IT Strategic Goals

- **Transactional excellence** resulting in reliable and responsive services
- Operational efficiency emanating from *quality data and data access*
- **Student Success**
- Robust *cyberinfrastructure and research support* services
- **Secure computing** environment and practices

Strategic Planning Environment

As we look to the future, we are faced with significant internal and external challenges and a complex set of themes:

- The public demands higher levels of institutional performance and outcomes including four year degree attainment and parity in graduation rates across all demographics, yet state budget support is not keeping pace with inflation, and constituents’ tolerance for greater fees is diminished – forcing the university and IT to do much more with less.
- University leaders expect and require that data be available in real time, using state-of-the-art data analytical tools that are easy to learn and flexible.
- University financial stability is intertwined with enrollment. In order to ensure financial success, the university must grow its enrollment and increase efficiency simultaneously.
- An improved regional economy has resulted in a very competitive hiring market for IT employees.
- Rapidly-advancing preferred cloud and software-as-a-service solutions demand local expertise in stitching everything together seamlessly.
- Continued growth in Wi-Fi bandwidth demands – with no signs of abatement.
- The data center’s electrical and HVAC capacity cannot be expanded; a new facility is needed to accommodate growing demand for highly secure computer room floor space.

WSU Strategic Focus Area

1. **Student Success**

**Goals**

- *Cultivate a culture of student success*
- *Create clear academic pathways that support progressive student success*
- *Increase retention, progress to degree, and graduation rates for all students*
- *Enhance academic and career training for all graduate students*

**C&IT Actions**

- Become an Apple Authorized Service Provider and provide a local Apple repair service for both university and personally owned equipment.
• Implement University Catalog, Curriculum Application and Student Class Participation verification process.
• Implement Banner XE Registration and APIs that interface between Banner and Degree Works.
• Work with the Office of Institutional Analysis to develop public and internal self-service dashboards to encourage a data-driven culture.
• Develop attendance system for Peer Assisted Learning programs.
• Implement EAB (Educational Advisory Board) Student Success Initiative.
• Develop LMS business intelligence foundation.
• Migrate Data Warehouse and Blackboard databases to VM environment from aging servers and storage.
• Develop a system for delivering up-to-date and secure operating system images to technical partners on campus.
• Identify potential multi-tenant student admission application to support undergraduate and graduate admissions. Evaluate CAS for integration with professional programs.
• Develop models for effective geographic recruitment utilizing Nielsen and U.S. Census data.

2. Teaching Excellence

Goals

• Enhance a Culture That Values Teaching Excellence
• Identify and Encourage the Adoption of Best Teaching Practices and the Improved Delivery of Learning Outcomes Campus wide Through the Use of Data
• Improve the Quality of Faculty-Student Relationships within the Classroom and Beyond
• Improve Graduate Student Training and Mentoring

C&IT Actions

• Learning Management System review, selection and implementation.
• SET (Student Evaluation of Teaching) - Qualtrics pilot.
• Create and encourage the use of Academica Streams for all course sections.
• Develop Echo360 viewing reports and make them available to faculty.
• Enhance technology training opportunities for teaching faculty and graduate teaching assistants to better utilize university collaborative technology (Office 365).

3. Research

Goals

• Nurture and expand the research and discovery mission
• Develop the infrastructure and processes necessary to support research, knowledge application and broad programmatic initiatives
• Grow research-based revenue

C&IT Actions

• Provide Oracle and MS/SQL database as a service; provide ID and disk space within a managed backed up environment.
• Implement Research Administration Application and the enhanced Researcher’s dashboard to interface with this application.
• Create self-service request tool and process for grid services to enhance access for researchers.
• Automate researcher signup and unregister for HPC grid services limiting access WSU employees and students.

4. Diversity and Inclusion
Goal

• Leverage our diversity to create a diverse and inclusive campus where every group and individual feels valued

C&IT Actions
• Support the Blackstone Hackathon and Hacker Nights programs.
• Automate Faculty Search and Hiring Process for Office of Equal Opportunity.

5. Entrepreneurship
Goal

• Create a thriving culture where new ideas and new ventures are consistently developed and rewarded

C&IT Action
• Support the Blackstone Hackathon and Hacker Nights programs.

6. Financial Sustainability and Operational Excellence
Goals

• Increase enrollment
• Achieve operational excellence in all processes
• Ensure environmental sustainability

C&IT Actions
• Develop a self-service tool which allows data consumers to find meta data on reports and data definitions.
• Unify access control and security for all administrative systems, including provisioning and de-provisioning.
• Separate employee and student email.
• Develop an interface that enables the upload of the person data into Banner/Identity Management Application by Wayne State affiliated organizations.
• Implement Banner XE platform for all Banner delivered modules.
• Implement well-managed Mac program.
• Implement Microsoft DirectAccess for secure inbound and outbound communications to and from clients outside of the WSU network.
• Facilitate Symantec led training and best practice recommendations for use of Symantec antivirus products deployed on WSU servers and workstations.
• Develop a hosted Print Server service for technical partners on campus.
- Evaluate Skype for Business technologies to improve collaboration from common meeting spaces.
- Test and implement VoIP ACD.
- Get Apple Certified Macintosh Technician (ACMT) certification for all DeskTech support and Help Desk staff.
- Implement multi-factor authentication program to critical assets.
- Develop recommended secure device configurations for most commonly used devices on campus.
- Implement for system administrators available remotely.
- Develop a roadmap for consolidating the enterprise directory services for authentication.
- Implement secure enterprise password management that can be used for both university and personal passwords for all staff and students.
- Automate the request and deprovision process for access to all administrative systems.
- Develop an Enterprise Storage replacement and upgrade roadmap.
- Implement a service request and delivery system for IaaS service offerings (VM provisioning).
- Expand the Enterprise FileShare hosting capabilities to support campus needs.
- Revamp C&IT Performance Scorecard to be more useful and meaningful to customers as well as C&IT employees.
- Create self-service Guest AccessID process.
- Consolidate the number of standalone servers and develop a strategy for better utilization of virtual resources.
- Integrate telecommunications billing into existing purchasing process.
- Publish the C&IT service catalog.
- Create a coordinated and deliberate internal documentation expansion.
- Collaborate to establish a standard way for WSU service centers to solicit feedback and measure customer satisfaction.
- Develop a secondary application process for existing students to apply to degree programs that have additional requirements after initial admission.
- Provide Oracle and MS/SQL database as a service; provide ID and disk space within a managed and backed up environment for administrative processing.
- Develop service offerings related to desktop security and desktop management. Deliver tools that allow independent schools and colleges to utilize desktop management that includes app locker, SCCM, patching, encryption and imaging.
- Develop a strategy for better utilization and/or consolidation of virtual resources.
- Provide instant access to systems for late hires.
- Implement DUO two-factor authentication program.
- Create and audit against CIS/DISA secure server configurations.
- Implement firewall access per database user to control what devices can make connections and limit the potential/risk of data loss.
- Implement batch process in Degree Works under Appworx control.
- Insure all auto signed up and user managed security is deprovisioned upon termination.
- Replace SMARTI functionality.
- Replace all Oracle reports with other technology.
- Implement version control for all key application development.
- Develop an automated testing platform with the inclusion of customers in the testing process.
• Assess Banner Applications and its utilization while streamlining business processes and benchmarking them with industry standards.
• Consolidate all university Research Administration applications.
• Implement Banner training for the functional users across various business areas in the university.
• Create a centralized solution for publishing and subscribing to business events (like student profile or employee profile changes and scheduled job notifications to the university constituents) and their triggered processes. Implement event publisher.
• Provide a common platform and processes for enterprise service management.
• Develop a comprehensive training and certification program for Enterprise Systems.

7. Community Engagement

Goals

• Continue to enhance our leadership in the revitalization of Detroit
• Develop innovative, meaningful, sustainable, and mutually beneficial community-based service-learning experiences
• Maintain and enhance the university’s institutional reputation of high-quality community engagement

C&IT Actions

• Implement the C&IT WSU Volunteer Program, encouraging employees to volunteer at campus events that directly involve students or WSU community-based initiatives.
• Support WSUPD in creating a new team to perform proactive video patrolling.