WASHINGTON STATE UNIVERSITY VANCOUVER

2011-2016 Strategic Plan for VIT

I. Executive Summary

1-2 pages

A. Mission and vision:	*Our Mission*: Develop, implement and maintain a comprehensive technology environment to ensure the best possible experience in education, research and operations for students, faculty and staff. *Our Vision*: We see WSU Vancouver as a campus with the world-class technology solutions integrated in all aspects of campus life, work and activities. In the eyes of our customers, we will be seen as a first rate IT department that reliably engages information and related technologies to enhance educational experience of our students, teaching and research efforts of our faculty and professional aspirations of all WSU Vancouver employees.
B. Summary of process used to develop unit goals:	In preparation of the strategic plan development a group of IT managers and line staff conducted analysis of the industry trends and internal and external factors that are pertinent to our operations and forward looking strategies. Through meetings and online collaboration, the team developed and finalized WSU VIT strategic goals, associated objectives and action plans. Another team, which consisted of several additional line staff, collaborated on developing the WSU VIT vision statement. In their work they included not only employees of our department, but also got feedback from our customers regarding their expectations. The draft vision statement was consequently reviewed and adopted by VIT Leadership Team.
C. Summary of major goals in strategic plan:	WSU Vancouver IT department developed a set of 5 strategic goals for the 2011-2016 timeline. These goals are related to making our campus a "Mobile Campus," making it fully accessible from outside of our network and for all customers (including students, faculty and staff that are facing different challenges in using technology and equipment), planning for the capacity of our resources and infrastructure to satisfy future needs, and bringing our operations to the level of best practices. We will also continue our cooperation and coordination with our partners in Pullman and other WSU campuses in provisioning of standardized and centralized university-wide IT services.
D. Summary of new resources required to achieve new goals:	At the time of Strategic Plan 2011-2016 preparation, it was impossible to define what additional resources are required for achieving stated goals and objectives. This is primarily due to the unclear nature of the future technology solutions to the identified issues, and to the rapid advancement of technology – including open source software, cloud computing and other innovations. Additional resources may be needed for procurement of hardware, software, professional services, and ongoing usage fees and/or maintenance – to be determined based on the identified requirements and proposed solutions.

II. ENVIRONMENTAL SCAN / UPDATES	
1-2 pages	
A. Environmental scan/assessment of challenges, opportunities, and obstacles:	The Information Technology industry is one of the most rapidly changing and evolving sectors of the economy and is influenced by the pace of scientific and technological innovations in design and manufacturing of high-tech hardware, software, and services. The "dot-com" era of the 1990s, expansion of the Internet, increasing availability and affordability of broadband voice and data communication, commoditization and proliferation of personal desktop and laptop computers and hand-held devices, unified communication channels and tools, and other technology wonders of the late 20th and early 21st centuries are constantly reshaping the IT landscape and introducing new challenges to IT professionals. Disruptive technologies such as virtualization, green IT, social networks, web mashups and cloud computing are changing the IT and business environments, while some technology trends continue from previous years – such as mobile technologies, enterprise and service oriented architecture approaches, and the expansion of open source software offerings. Additionally, the IT industry as a whole, and the IT sector in the U.S. in particular, are adopting standards and IT service management best practices, such as Information Technology Infrastructure Library (ITIL), faster than ever before. Several years ago the International Organization for Standardization (ISO) finally adopted a new Information Technology Service Quality Management Standard ISO/IEC 20000 based on ITIL, which significantly affected technology solutions for all aspects of IT service management. In addition to the general developments in the IT industry and the technology trends of the early 21st century, the continuing downturn of the economy, expansion of social networking on the Internet, growing demand for accessible and affordable higher education, and ever increasing variety and proliferation of portable and hand-held mobile devices (such as iPhones and smart phones, iPods, iPads, e-books, UMPC, and others) became the dominating trends in the higher education information technology field. Enabled by high bandwidth connectivity and high quality videoconferencing solutions and driven by the demands of lower cost and increased student access, more colleges and universities are offering larger than ever (and still growing) numbers of online and hybrid classes and programs. In preparation of the strategic plan development a group of IT managers and line staff conducted analysis of internal and external factors that are pertinent to our operations and forward looking strategies. This analysis allowed us to identify VIT's strengths, weaknesses, opportunities, and threats (SWOT). VIT is a small, agile department that is able to adapt quickly to respond to ever-changing needs and desires of our customers, as well as the continuously evolving technology. We have a relatively young and educated work force that is willing and able to continuously learn new technologies and tools and expand our collective knowledge, skills and abilities. Our employees have a strong focus on customer service and a "make-it-happen" mentality. We are fortunate to have a pretty solid technical infrastructure which has been built over time due to the availability of funds enabling us to keep technology current. This comes as the result of WSU Vancouver leadership's recognition of the role IT plays in the learning and research processes. These strengths lay a foundation for our ability to achieve our mission while responding to technology trends and changing academia environment and needs. Being a small department with a large and diverse customer base can result in a lack of depth of knowledge and sometimes insufficient resources to cover all areas of our responsibilities. Consequently, our weaknesses include less than ideal timeliness in responding to customer requests, lack of documented processes and procedures (such as incident and problem management, change control, service desk management, and others), inadequate cross-training, and a tendency to operate in *reactive* rather than *proactive* mode. Other identified weaknesses include a lack of continuity in IT leadership over the last years, poor internal (and to a lesser extent external) communication, some level of silo mentality and insufficient understanding of the needs, wants and cares of our customers. Over the last year VIT has implemented some improvements in these areas; however, there is still a lot to do to bring our IT operations and services to the level consistent with the best practices.

	The industry and technology trends create new opportunities for overcoming the above weaknesses and bringing WSU Vancouver IT operations to a higher level. A large body of knowledge and expertise in computer science and technology opens the door for co-production of IT services with our customers through better coordination and utilization of departmental IT experts, while pooling of funding and technical resources across campus would help in better resource utilization through the *cloud* concepts. Online training opportunities and virtual conferences and seminars for our staff and customers facilitate expansion and increased depth of knowledge and skills. Strategic outsourcing of non-core functions and competencies would allow us to improve our ability to provide core services, while further virtualization of the technical environment (including desktops) will help to improve our responsiveness and reduce the cost of IT services. While building on our strengths and utilizing the opportunities to improve and overcome our weaknesses, we need to be mindful of the potential threats to our ability to accomplish the mission of VIT – threats that are presented by the technology and industry trends. First, the accelerating shift from a *wired* to a *wireless* environment: we have an essentially unchanging user-base on our wired network and a rapidly expanding user-base on our wireless network. This situation is putting pressure on the infrastructure designed to optimize wired devices and connections. Related to that is the shift from desktop computing to mobile computing, which incorporates a wide range of mobile and hand-held devices. While some of these devices are within our field of management (primarily laptops), the majority of them are not owned or managed by VIT and move freely on and off campus with our students and faculty. Furthermore, the changes in our network infrastructure and the types of devices appearing on our network are changing the security environment at WSUV. We will need to refocus and reconsider how best to deal with the security considerations brought on by the infrastructure and device changes we are seeing. All of these infrastructure changes are coming at the same time as further budget reductions, thus creating a situation of increased demands for capital and operational resources at a time of continuously reduced resources. If not managed properly, these threats can reverse the achievements of consolidated IT services and cause further fragmentation into silos by other departments hiring their own IT staff. To address the above threats while improving our ability to accomplish the VIT mission, our department developed a set of 5 strategic goals for the 2011-2016 timeline. Certain areas of the academic and administrative IT services, such as student information systems (SIS), learning management systems (LMS), financial and human resources systems (and other components of Enterprise Resource Planning – ERP) were intentionally left outside of our strategic planning due to their provisioning in WSU in a centralized manner by IT groups in Pullman. On these and other services, we will continue our cooperation and coordination with our partners in Pullman and other WSU campuses.

WASHINGTON STATE UNIVERSITY VANCOUVER

III. NEW STRATEGIC GOALS, ACTION PLANS AND OUTCOMES	
A. Unit Goal #1: **Make WSU Vancouver fully mobile campus by enabling access and full functionality using virtually all types of mobile devices and utilizing variety of wireless technologies**	
B. Specific objectives: (and action plans)	1.1: Continue support of mobile workforce enablement through adoption and utilization of latest wireless technologies, smart hand-held devices, and strategically positioned secure hot-spots and wireless access points • Survey the campus for access point placement to improve coverage and propose master plan for wireless expansion – *Network team (NT), Ryan Parker; 6/2012* • Adopt wireless master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *VIT Leadership Team (LT), Grisha Alpernas; 8/2012* • Continuously research and evaluate wireless technologies and hand held devices and present report to VIT Leadership team – *NT, Ryan Parker; semi-annually* • Revise wireless master plan based on new technologies and report to WSU Leadership semi-annually – *VIT LT, Grisha Alpernas* 1.2: By the end of FY 2011-12 place all existing wireless access points and implement tools to monitor wireless network utilization to assess current usage and future growth needs • Complete wireless access point placement project – *Ryan Parker; 1/2012* • Adopt network utilization data collection methodology – *Ryan Parker; 3/2012* • Develop and implement metrics and trend analysis tools – *Chuck Harrsch, 6/2012* 1.3: During FY 2011-12 investigate videoconferencing on mobile devices and implement solutions during FY 2012-13 • Investigate available videoconferencing technologies and establish list of standard supported mobile devices – *VCS team, NT, Chris Rhoads; 5/2012* • Investigate and assess impact on network capacity – *Chuck Harrsch, 6/2012* • Develop project plan for gradual implementation of mobile videoconferencing during FY 2012-13 – *Chris Rhoads; 7/2012* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 8/2012* 1.4: During FY 2012-13 plan for increased use of wireless and ensure adequate network capacity availability by increasing network bandwidth or implementing alternative Internet connection for wireless network • Continuously monitor wireless master plan implementation and its impact on network capacity, and assess the wireless growth rate and associated bandwidth requirements – *Chuck Harrsch* • Working with vendors, State and WSU staff from other campuses, evaluate different options for bandwidth increase and propose options – *NT, Chuck Harrsch; 11/2012* • Present proposal to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 12/2012* 1.5: During FY 2012-13 implement network monitoring and control tools to ensure that all mobile Internet devices connecting to campus network meet the security needs and standards • Investigate technologies available for network access control and evaluate possible options to best meet the needs of the campus – *NT, Ryan Parker; 10/2012* • Develop project plan for solution acquisition and implementation – *Chuck Harrsch; 12/2012* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project - *Grisha Alpernas; 1/2013*
C. Action plan(s) to achieve each objective:	*See above*
D. WSU/WSUV benchmarks addressed &	

additional unit-specific benchmarks, data sources & targets -- in addition to WSU/WSUV benchmarks:	
E. Assessment schedule to assess objective:	Semi-annual
F. Person/group responsible:	*See above*
G. Resources Required:	Additional resources may be needed for procurement of hardware, software, professional services, and ongoing usage fees and/or maintenance – to be determined based on the identified requirements and proposed solutions

A. Unit Goal #2: **Make WSU Vancouver remotely accessible campus by enabling remote access with full functionality using Internet**	
B. Specific objectives: (and action plans)	2.1: During FY 2011-12 investigate desktop videoconferencing for on and off campus users for meetings and classes and implement solutions during FY 2012-13 (*see also objective 1.3*) • Investigate available videoconferencing technologies and establish list of standard supported desktop environments – *VCS team, Chris Rhoads; 5/2012* • Investigate and assess impact on network capacity – *Chuck Harrsch, 6/2012* • Develop project plan for gradual implementation of desktop videoconferencing during FY 2012-13 – *Chris Rhoads; 7/2012* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 8/2012* 2.2: During FY 2012-13 investigate means by which faculty and staff are able to access file shares from their mobile or home computer in a secure and authenticated manner, and identify functions and services which can be made web accessible • Investigate technologies and best practices for remote access to file shares and remote printing, and security implications – *Server Team (ST), Patrick Reiter; 12/2012* • Evaluate options and prepare recommendations – *ST, Chuck Harrsch; 3/2013* 2.3: During FY 2012-13 investigate use of portal technologies to replace VPN access to aid in creating a seamless remotely accessible campus. If feasibility proves positive, begin to plan during FY 2013-14 and implement during FY 2014-15 • Investigate and assess current usage of remote services and VPN by WSU Vancouver faculty and staff – *NT, Ryan Parker; 12/2012* • Working with the faculty and staff, identify customer needs and desires for remote access to the technology resources – *Web services team (WT), Aaron Thorne; 12/2012* • Investigate and evaluate portal technologies and different VPN alternatives that could provide remote access for the campus – *NT, WT, Chuck Harrsch; 6/2013* • Working with zzusis team, assess zzusis and alternatives as possible portal solution and develop recommendations – *NT, WT, Chuck Harrsch; 12/2013* • Develop project plan for portal solution implementation during FY 2014-15 – *Chuck Harrsch; 7/2014* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 8/2014* 2.4: Continuously assess and develop infrastructure to meet the needs of a remotely accessible campus • Applying Deming cycle "Plan-Do-Check-Act" in the project post-implementation period, define and implement assessment tools, evaluate infrastructure needs and make recommendations on possible solutions – *NT, WT; ongoing, starting in 2015*
C. Action plan(s) to achieve each objective:	*See above*
D. WSU/WSUV benchmarks addressed &	

additional unit-specific benchmarks, data sources & targets -- in addition to WSU/WSUV benchmarks:	
E. Assessment schedule to assess objective:	Semi-annual
F. Person/group responsible:	*See above*
G. Resources Required:	Additional resources may be needed for procurement of hardware, software, professional services, and ongoing usage fees and/or maintenance – to be determined based on the identified requirements and proposed solutions

A. Unit Goal #3: **Make WSU Vancouver fully accessible campus with affordable technology for diverse customer base, including people with disabilities, people with financial limitations, and other groups of customers experiencing difficulties or barriers for effective use of technology**	
B. Specific objectives:	3.1: By the end of FY 2011-12 develop effective means of feedback concerning the needs and desires of campus constituents. Investigate desire for and feasibility of offering various levels of technology workshops to ensure accessibility of technologies across skill levels. In FY 2012-13 implement training program if feasibility study proves positive. • Working with other departments, develop an effective feedback and data gathering mechanism – *Michelle Eccles; 6/2012* • Form a cross-departmental team to assess utilization of existing training programs and a need for a new one – *Michelle Eccles; 9/2012* 3.2: During FY 2012-13 investigate use of accessible technologies in all buildings for communication, such as flat screen televisions used to broadcast information to students. • Establish coordination and collaboration mechanisms with the student government, capital planning and facilities operations departments – *Scott Fraser; 7/2012* • Form a cross-functional team to identify alternatives to flat screens, such as mobile apps – *Scott Fraser; 9/2012* 3.3: During FY 2012-13 investigate cost and use of assistive technologies in classrooms and open computer labs for possible implementation by end of FY 2013-14 • Form an "Assistive Technology" (AT) team – *Michelle Eccles; 7/2012* • Working with campus accommodations officer, Diversity Council, HR, and our colleagues from other campuses, assess current level of compliance and future needs for assistive technologies – *AT, Michelle Eccles; 1/2013* • Develop project plan for assistive technologies implementation during FY 2013-14 – *Michelle Eccles; 7/2013* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 8/2013* 3.4: During FY 2012-13 investigate feasibility of program for rental of laptops for students use during a semester. If feasible, implement program by end of FY 2013-14. • Research WSU Pullman and other universities' experience in replacing student open computer labs with laptop rental programs – *Laura Gonzales; 12/2012* • Form a cross-departmental "Laptop Rental" (LR) program team to evaluate the need for off-campus laptop rentals, cost and funding sources for the program, liabilities, and other possible issues/challenges – *Michelle Eccles; 1/2013* • Develop project plan for laptop rental program implementation during FY 2013-14 – *LR, Michelle Eccles; 12/2013* • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – *Grisha Alpernas; 1/2014*
C. Action plan(s) to achieve each objective:	*See above*

D. WSU/WSUV benchmarks addressed & additional unit-specific benchmarks, data sources & targets -- in addition to WSU/WSUV benchmarks:	
E. Assessment schedule to assess objective:	Quarterly
F. Person/group responsible:	*See above*
G. Resources Required:	Additional resources may be needed for procurement of hardware, software, professional services, and ongoing usage fees and/or maintenance – to be determined based on the identified requirements and proposed solutions

A. Unit Goal #4: **Bring WSU Vancouver IT to the highest level of quality and performance through implementation of IT Service Management (ITSM) best practices**	
B. Specific objectives: (and action plans)	4.1: By the end of FY 2011-12 establish outline of documentation procedures to standardize documentation format • Assemble a team and define internal documentation standards: content to be documented, document types, standard templates, revision lifecycle, document control procedures and repositories – *Michelle Eccles; 6/2012* 4.2: By the end of FY 2011-12 finish the implementation of service level agreements (SLA), customer facing service catalog, and new service desk procedures; by the end of calendar year 2012 revise SLA for videoconferencing with Pullman & branch campuses, and create SLA's with video-streaming users • Finalize service catalogs – *IT Managers (for areas of responsibilities); 3/2012* • Based on service catalog, develop standard SLA – *Doug Winther; 4/2012* • Finish SLA negotiation and implementation – *Grisha Alpernas; 6/2012* • Review and revise service desk procedures – *Marty Randolph; 6/2012* • Working with WSU Pullman and other campuses, revise SLA and/or Operational Level Agreements (OLA) for videoconferencing and video-streaming – *Chris Rhoads; 12/2012* 4.3: By the end of calendar year 2012 create copyright guidelines for video-streaming. • Working with a cross-departmental team (VIT, Library, AG office, Distance Learning, ITS Pullman, VCS departments on other campuses) investigate copyright laws and their implications for video-streaming, create and publish guidelines – *Chris Rhoads; 12/2012* 4.4: During FY 2012-13 implement change, release, incident, problem management and request fulfillment processes. • Form ITSM team and appoint ITSM "Senior Manager" (SM) – *Grisha Alpernas; 4/2012* • Provide ITIL training to the ITSM team – *Grisha Alpernas; 6/2012* • Develop ITSM implementation plan – *SM; 8/2012* • Execute the plan through FY 2012-13 - *SM* 4.5: By the end of FY 2013-14 implement internal auditing program and conduct one full round of audits. • Identify Internal Auditors (IA) and provide training – *Grisha Alpernas; 6/2013* • Develop internal audit plans and timelines – *IA, Grisha Alpernas; 10/2013* • Execute internal audit plans – *IA; 2/2014* • Apply Deming cycle using results of audit – *LT, Grisha Alpernas; 6/2014* 4.6: During FY 2014-15 implement all remaining ITSM processes and conduct two cycles of internal auditing. • Amend ITSM implementation plan – *SM; 6/2014* • Execute the plan through FY 2014-15 – *SM*

	• Develop internal audit plans and timelines – *IA, Grisha Alpernas; 9/2014* • Execute internal audit plans – *IA; 12/2014 and 3/2015* • Apply Deming cycle using results of audit – *LT, Grisha Alpernas; 6/2015* 4.7: Continuously and actively monitor latest developments in IT service management standards and best practices; validate VIT progress and methodologies versus other leaders in the field; and continue application of the Deming cycle for the continuous process improvement (ongoing). • Establish membership in *it*SMF (IT Service Management Forum) – *Grisha Alpernas; 1/2013* • Monitor and review industry publications, webinars, etc., and participate in conferences and conventions when practical – *VIT staff, LT; ongoing* • Ensure continuous application of Deming cycle – *LT; ongoing*
C. Action plan(s) to achieve each objective:	*See above*
D. WSU/WSUV benchmarks addressed & additional unit-specific benchmarks, data sources & targets -- in addition to WSU/WSUV benchmarks:	
E. Assessment schedule to assess objective:	Quarterly
F. Person/group responsible:	*See above*
G. Resources Required:	No additional resource requirements anticipated

A. Unit Goal #5: **Ensure continuous support and provisioning of IT infrastructure and services while preparing for the new challenges presented by the evolving technology and customer needs**	
B. Specific objectives:	5.1: Continue to enhance WSU Vancouver IT infrastructure through software and hardware standardization; server virtualization and storage consolidation; and improved capacity planning and utilization. • Formalize and implement procedures for server hardware and software utilization, demand review and replacement schedule – *ST, Chuck Harrsch; 12/2012* • Develop server virtualization and storage capacity planning master plan, including alternative virtualization platforms and consolidation strategies, and performance monitoring tools' implementation – *ST, Chuck Harrsch; 6/2013* • Adopt server and storage master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 7/2013* 5.2: Enhance and improve videoconference and Multimedia Services customer experience by upgrading videoconference equipment, creating streaming video resource database, and increasing the visibility of Multimedia Services. • Assess existing equipment and technology, research trends in videoconferencing technologies and propose upgrades to newer equipment and software – *Scott Fraser, Chris Rhoads; ongoing* • Implement network equipment setup review process to identify opportunities for improvements of videoconferencing network performance – *NT; ongoing* • Working with other WSU Vancouver departments and Library, develop project plan for establishing streaming video resource database – *Chris Rhoads; 12/2012* • Adopt project plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 1/2013* • Form WSU-wide videoconference site coordinators team to investigate and implement remote classroom control and interoperability between campuses, and develop OLA between campuses – *Chris Rhoads; 12/2013*

5.3: Enhance and improve audio visual classrooms and event services, researching trends and new technologies, upgrading equipment and evaluating equipment and services.

- Assess existing equipment and technology, research trends in Smart Classroom technologies and propose upgrades to newer equipment and software – *Scott Fraser, Chris Rhoads; ongoing*

5.4: By the end of FY 2012-13 realign network monitoring tools and processes to enable automated trouble alerts and their integration with the incident and problem management system and procedures. Implement security monitoring and auditing tools and mechanisms to ensure health and wellness of campus server environment and network infrastructure.

- Research server monitoring tools and propose options – *ST; 9/2012*
- Research network monitoring tools and propose options – *NT; 9/2012*
- Research security monitoring and auditing tools – *Chuck Harrsch; 9/2012*
- Develop monitoring tools realigning project plan – *Chuck Harrsch; 12/2012*
- Adopt monitoring tools project plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 1/2013*
- Execute the plan through FY 2012-13 – *ST, NT*

5.5: By the end of FY 2012-13 implement and test an IT business resumption plan. Working with other WSU campuses and departments, develop, implement, and test a comprehensive disaster recovery and business continuity plan and prepare disaster recovery site (by the end of FY 2013-14).

- Form a "Disaster Recovery" (DR) team – *Chuck Harrsch; 3/2012*
- Working with our customers negotiate recovery time objectives (RTO) and recovery point objectives (RPO) for all systems supported by WSU Vancouver IT department – *DR; 10/2012*
- Re-evaluate backup and redundancy capacity and needs, prepare IT business resumption plan and associated budgetary proposal – *DR, Chuck Harrsch; 12/2012*
- Adopt IT resumption plan and present budgetary proposal to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 1/2013*
- Conduct comprehensive IT business resumption plan test – *DR; 6/2013*
- Working with other WSU campuses negotiate an alternative disaster recovery site and activation procedures. Finalize disaster recovery and business continuity plan and setup of disaster recover alternative site – *DR, Chuck Harrsch; 6/2014*

5.6: During FY 2011-12 and FY 2012-13 investigate cloud computing and SaaS, and identify potential cost savings by moving some of the in-house applications, services and tools to the cloud.

- Develop cloud computing master plan, including alternatives for cloud types, vendors, and cloud transition strategies – *ST, NT, Chuck Harrsch; 6/2013*
- Adopt cloud computing master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 7/2013*

5.7: During FY 2012-13 and FY2013-14 investigate feasibility of expanding the use of open source tools, applications, and platforms in WSU Vancouver and start open source usage expansion, if feasible and financially beneficial to the campus.

- Form open source (OS) research team – *Doug Winther; 7/2012*
- Working with industry groups and other campuses, research different open source opportunities in academic and administrative technologies – *OS; 6/2013*
- Develop open source master plan, including alternatives for cloud types, vendors, and cloud transition strategies – *OS, Doug Winther; 12/2013*
- Adopt open source master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 1/2014*

5.8: Investigate thin client and desktop virtualization options, and by the end of FY 2014-15 prepare plans for shift from traditional desktop environment to thin client for 80% of end-users and virtual desktops in the labs.

- Form thin client (TC) research team – *Chuck Harrsch; 7/2013*
- Working with industry groups and other campuses, research different open source

	opportunities in academic and administrative technologies – *TC; 6/2014* • Develop thin client master plan, including desktop virtualization, browser-client and "dumb terminal" options – *TC, Chuck Harrsch; 4/2015* • Adopt thin client master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – *LT, Grisha Alpernas; 6/2015*
C. Action plan(s) to achieve each objective:	*See above*
D. WSU/WSUV benchmarks addressed & additional unit-specific benchmarks, data sources & targets -- in addition to WSU/WSUV benchmarks:	
E. Assessment schedule to assess objective:	Semi-annual
F. Person/group responsible:	*See above*
G. Resources Required:	Additional resources may be needed for procurement of hardware, software, professional services, and ongoing usage fees and/or maintenance – to be determined based on the identified requirements and proposed solutions