

2011-2016 Strategic Plan for VIT: Annual Progress Report 2014

As part of the development of the WSU Vancouver Strategic Plan, the Information Technology department (VIT) finalized unit's strategic plan in November 2011. The Strategic Plan goals, objectives, and action plans are subject to regular monitoring and periodical (every 3 to 6 months) reviews and adjustments; however, to be consistent with our vision of the Strategic Plan as a living document that guides our performance in accomplishing our mission and progress towards the established vision, the whole unit's strategic plan needs to be reviewed and adjusted annually. VIT Leadership Team conducted such a review during March-April of 2014, and prepared the updated "Revision 2" of the document, which is accompanied by this Progress Report. (For the historical reflection reasons, we also include below the Annual Progress Report 2013.)

VIT is proud to report that we have achieved significant improvements in our environment, processes and procedures, infrastructure, and service delivery. In keeping with our mission statement "...to ensure the best possible experience in education..." the teaching and learning environments for the campus were improved with upgrades to podia equipment and lab computers in several classrooms and labs under the computer lab refresh cycle plan. Our team developed a comprehensive AV refresh Master Plan, which projects future needs for classroom technology that not only enhances the academic experience, but utilizes upcoming technology tools and standards. The plan was adopted by the department and will be implemented starting with the podia equipment refresh in VMMC building next year.

VIT continued work on implementation of IT Service Management to improve efficiency and system stability, reduce costs, and improve internal operations and customer service. As part of this effort, VIT adopted a new Service Desk application based on ITSM best practices; implementation is ongoing and the new system will be in production this year. We improved utilization of our student employees, which allowed improvement of the first contact resolution rates and better overall productivity of our service desk: VIT closed over 99% (3195 out of 3215) of submitted service requests. Documentation of IT processes and procedures continued with an emphasis on standard operating procedures to ensure consistency and efficiency in delivery of services. VIT also continued efforts with the aggressive cross-training program for both IT staff and student employees, while documentation of more of our processes and procedures has enhanced the ability of more IT staff to deliver variety of services. Additionally, some training opportunities have been taken by staff to improve knowledge and skill in technology areas.

A new service, Lifecycle Replacement of computers, was implemented. This service increases overall campus efficiency and effectiveness in service delivery and operations through improved computer standardization across campus, and removed some of the burden from departments in planning, budgeting and managing desktop and laptop replacements. Centralized and timely desktop replacement also helps in timely removal of older computers from service, which allows more efficient use of the IT resource by reducing the computer failure rates.

Infrastructure improvements continued with further expansion of the wireless network coverage on campus (which right now covers all buildings and immediate adjacent areas) and development of the draft wireless expansion Master Plan; implementation of data collection and monitoring tools for both wireless and wired



networks; migration of the virtual servers to the newer and more stable hardware; acquisition of new storage equipment to replace aging SAN; migration of the campus computers from MS Windows XP to MS Windows 7; replacement of the UPS batteries and connecting UPS devices to the network for better monitoring and incident alert capabilities; and other operational activities. Work continued on a disaster recovery plan with the formation of a disaster recovery team and research into methods and infrastructure needed.

The specific details of our accomplishments and future targets can be found in the "Revision 2" version of our Strategic plan.

2011-2016 Strategic Plan for VIT: Annual Progress Report 2013

As part of the development of the WSU Vancouver Strategic Plan, the Information Technology department (VIT) finalized unit's strategic plan in November 2011. The Strategic Plan goals, objectives, and action plans are subject to regular monitoring and periodical (every 3 to 6 months) reviews and adjustments; however, to be consistent with our vision of the Strategic Plan as a living document that guides our performance in accomplishing our mission and progress towards the established vision, the whole unit's strategic plan needs to be reviewed and adjusted annually. VIT Leadership Team conducted such a review over several work sessions during March-April of 2013, and prepared the updated "Revision 1" of the document, which is accompanied by this Progress Report.

VIT is proud to report that we have achieved significant improvements in our environment, processes and procedures, infrastructure, and service delivery. In keeping with our mission statement "...to ensure the best possible experience in education..." the teaching and learning environments for the campus were improved with upgrades to the Angel learning management system and lecture capture capabilities. New software and instructional materials were implemented to enhance assistive technology on campus including JAWS screen reading software and closed captioning of captured lectures. The Undergraduate building also had upgrades to Audio Visual projectors in 7 classrooms to enhance teaching and learning and to increase lifespan of projectors. Additionally, 4 computer labs were refreshed with new computers under the computer lab refresh cycle plan.

Our departmental vision states that we see WSU Vancouver as a campus with world-class technology solutions. To bring us closer to this goal in the area of Videoconference Services (VCS), VCS was relocated to the newly constructed ECS building, allowing the complete overhaul of the videoconference infrastructure and improving operations and quality of service for classes and meetings. Comments from users are very positive, mentioning improved ease of use and quality of video and audio. In order to compensate for our small size, our personnel must be used more effectively. To address this obstacle, the efficiency of operation of videoconference classes and events has increased, allowing a single support person to easily operate multiple events. Upgraded videoconference equipment allowed the transition to High Definition (HD) delivery of classes, along with the other WSU campuses, in spring 2013.

In addition to improvements in videoconferencing and classroom technology operations, the network infrastructure, which is a critical component for delivery of variety of services, has also been significantly enhanced. Working with Pullman IT and the Idaho Research Optical Network (IRON) we added an additional 100Mb Internet network connection; collaborative efforts of our network operations and VCS teams, and the IT department in Pullman also resulted in increasing 5 times the capacity of our campus connection to the K-20 network, which removed potential bottlenecks caused by ever increasing use of wireless networking on campus, and enabled the delivery of HD classes. We upgraded management and monitoring software for the campus wireless infrastructure to improve our services and system management capabilities, and we installed two new wireless controllers for better redundancy in the system and to allow growth of the wireless infrastructure: we increased wireless connectivity from 2GB to 8GB and deployed more than 100 new wireless access points.

As part of the implementation of VIT strategic goals, IT has formed an assistive technology team to work with other campus departments and with our colleagues on the other campuses to assess current levels of compliance and future assistive technology needs. Following the example from Pullman campus of WSU, we investigated the desire and need for a laptop rental program for our students; however, polls, lab statistics, and anecdotal evidence have shown very little interest or need for this program on our campus.

To help overcome some of the weaknesses described in the strategic plan environmental scan, VIT began implementation of IT Service Management to advance efficiency and system stability, reduce costs, and improve internal operations and customer service. We completed and published the IT Service Catalog and a final draft of the generic Service Level Agreement (SLA) for our campus. We enhanced internal knowledge and experience in IT Service Management best practices by modifying a vacant IT position to incorporate a Help Desk/Computer Labs Manager with ITSM experience and certification (hired in March 2013). Documentation of IT processes and procedures was implemented to provide more consistent delivery of IT services. VIT also implemented a more aggressive cross-training program for both IT staff and student employees, while documentation of more of our processes and procedures has enhanced the ability of more IT staff to deliver services. Additionally, some training opportunities have been taken by staff to improve knowledge and skill in technology areas.

The specific details of our accomplishments and future targets can be found in the “Revision 1” version of our Strategic plan.

2011-2016 Strategic Plan for VIT

I. EXECUTIVE SUMMARY

1-2 pages

<p>A. Mission and vision:</p>	<p><i>Our Mission:</i> Develop, implement and maintain a comprehensive technology environment to ensure the best possible experience in education, research and operations for students, faculty and staff.</p> <p><i>Our Vision:</i> 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.</p>
<p>B. Summary of process used to develop unit goals:</p>	<p>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.</p> <p>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.</p>
<p>C. Summary of major goals in strategic plan:</p>	<p>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.</p>
<p>D. Summary of new resources required to achieve new goals:</p>	<p>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.</p>

II. ENVIRONMENTAL SCAN/ UPDATES

1-2 pages

***NOTE:** The environmental scan below was developed at the time of original strategic plan development and reflects the conditions and factors that were relevant then. This section was purposely not updated during the strategic plan progress annual updates.*

<p>A. Environmental scan/assessment of challenges, opportunities, and obstacles:</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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 <i>reactive</i> rather than <i>proactive</i> 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.</p>
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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.

III. NEW STRATEGIC GOALS, ACTION PLANS AND OUTCOMES

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

Specific objectives:	<p>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</p> <ul style="list-style-type: none"> • Survey the campus for access point placement to improve coverage and propose master plan for wireless expansion – <i>Network team (NT), Ryan Parker. 5/2014</i> • Adopt wireless master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>VIT Leadership Team (LT), Grisha Alpernas. 8/2014</i> • Continuously research and evaluate wireless technologies and hand held devices and present report to VIT LT – <i>NT, Ryan Parker; semi-annually – Ongoing activity</i> • Revise wireless master plan based on new technologies and report to WSU Leadership semi-annually – <i>VIT LT, Grisha Alpernas – Ongoing activity</i> <p>1.2: Implement tools to monitor wireless network utilization to assess current usage and future growth needs</p> <ul style="list-style-type: none"> • Complete wireless access point placement project – <i>Completed</i> • Adopt network utilization data collection methodology – <i>Completed</i> • Develop and implement metrics and trend analysis tools – <i>Chuck Harrsch. 6/2014</i> • Deploy additional wireless APs approved for FY 2013-14 – <i>Mostly completed, final APs will be deployed by 6/2014</i> <p>1.3: Investigate videoconferencing on mobile devices and implement solutions</p> <ul style="list-style-type: none"> • Investigate available videoconferencing technologies and establish list of standard supported mobile devices – <i>Completed</i> • Investigate and assess impact on network capacity – <i>Completed</i> • Develop project plan for gradual implementation of mobile videoconferencing – <i>Chris Rhoads. 6/2014</i> • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – <i>Grisha Alpernas. 8/2014</i> <p>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 – <i>Actions below completed without additional expenses; VIT continues to monitor needs as per Deming Cycle.</i></p> <p>1.5: Implement network monitoring and control tools to ensure that all mobile Internet devices connecting to campus network meet the security needs and standards</p> <ul style="list-style-type: none"> • Investigate technologies available for network access control and evaluate possible options to best meet the needs of the campus – <i>NT, Ryan Parker. 7/2014</i> • Develop project plan for solution acquisition and implementation – <i>Chuck Harrsch. 9/2014</i> • If required, present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project - <i>Grisha Alpernas. 10/2014</i>
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Unit Goal #2: Make WSU Vancouver remotely accessible campus by enabling remote access with full functionality using Internet

Specific objectives:	<p>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 (<i>see also objective 1.3</i>)</p> <ul style="list-style-type: none"> • Investigate available videoconferencing technologies and establish list of standard supported desktop environments – <i>Completed</i> • Investigate and assess impact on network capacity – <i>Completed</i> • Develop project plan for gradual implementation of desktop videoconferencing during FY 2012-13 – <i>Chris Rhoads. 6/2014</i> • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – <i>Grisha Alpernas. 8/2013</i> <p>2.2: 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</p> <ul style="list-style-type: none"> • Investigate technologies and best practices for remote access to file shares and remote printing, and security implications – <i>Server Team (ST), Patrick Reiter. 9/2014</i>
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	<ul style="list-style-type: none"> • Evaluate options and prepare recommendations – <i>ST, Chuck Harrsch. 11/2014</i> <p>2.3: Investigate use of portal technologies to replace VPN access to aid in creating a seamless remotely accessible campus. If feasibility proves positive, plan and implement</p> <ul style="list-style-type: none"> • Investigate and assess current usage of remote services and VPN by WSU Vancouver faculty and staff – <i>Completed</i> • Working with the faculty and staff, identify customer needs and desires for remote access to the technology resources – <i>Completed</i> • Investigate and evaluate portal technologies and different VPN alternatives that could provide remote access for the campus – <i>NT, WT, Michelle Eccles. 8/2014</i> • Working with zzsis team, assess zzsis and alternatives as possible portal solution and develop recommendations – <i>NT, WT, Michelle Eccles. 9/2014. Partly done</i> • Develop project plan for portal solution implementation – <i>Michelle Eccles. 11/2014</i> • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – <i>Grisha Alpernas; 12/2014</i> <p>2.4: Continuously assess and develop infrastructure to meet the needs of a remotely accessible campus</p> <ul style="list-style-type: none"> • 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 – <i>NT, WT; ongoing, starting in 2015</i>
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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

Specific objectives:	<p>3.1: 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. Implement training program if feasibility study proves positive. – <i>Completed</i></p> <ul style="list-style-type: none"> • Working with other departments, develop an effective feedback and data gathering mechanism – <i>Completed</i> • Form a cross-departmental team to assess utilization of existing training programs and a need for a new one – <i>Completed</i> <p>3.2: Investigate use of accessible technologies in all buildings for communication, such as flat screen televisions used to broadcast information to students.</p> <ul style="list-style-type: none"> • Establish coordination and collaboration mechanisms with the student government, capital planning and facilities operations departments – <i>Completed</i> • Form a cross-functional team to identify alternatives to flat screens, such as mobile apps – <i>Completed</i> <p>3.3: Investigate cost and use of assistive technologies in classrooms and open computer labs for possible implementation</p> <ul style="list-style-type: none"> • Form an “Assistive Technology” (AT) team – <i>Completed</i> • 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 – <i>AT, Michelle Eccles. 5/2014</i> • Develop project plan for assistive technologies implementation – <i>Michelle Eccles. 7/2014</i> • Present project plan to WSU Vancouver Leadership, negotiate priorities and potential resource requirements, and initiate the project – <i>Grisha Alpernas. 8/2014</i> <p>3.4: Investigate feasibility of program for rental of laptops for students use during a semester. If feasible, implement program. – <i>Completed: no interest in such program</i></p>
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Unit Goal #4: Bring WSU Vancouver IT to the highest level of quality and performance through implementation of IT Service Management (ITSM) best practices

Specific objectives:	<p>4.1: Establish outline of documentation procedures to standardize documentation format – <i>Completed</i></p> <p>4.2: Finish the implementation of service level agreements (SLA), customer facing service catalog, and new service desk procedures; revise SLA for videoconferencing with Pullman & branch campuses, and create SLA’s with video-streaming users</p> <ul style="list-style-type: none"> • Finalize service catalogs – <i>Completed</i> • Based on service catalog, develop standard SLA – <i>Completed</i> • Finish SLA negotiation and implementation – <i>Completed</i>
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	<ul style="list-style-type: none"> • Review and revise service desk procedures – <i>Completed</i> • Working with WSU Pullman and other campuses, revise SLA and/or Operational Level Agreements (OLA) for videoconferencing and video-streaming – <i>Chris Rhoads. Drafts are ready, finalize by 7/2014</i> <p>4.3: Create copyright guidelines for video-streaming.</p> <ul style="list-style-type: none"> • 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 – <i>Chris Rhoads. 7/2014</i> <p>4.4: Implement change, release, incident, problem management and request fulfillment processes.</p> <ul style="list-style-type: none"> • Form ITSM team and appoint ITSM “Senior Manager” (SM) – <i>Completed</i> • Provide ITIL training to the ITSM team – <i>Completed</i> • Develop ITSM implementation plan – <i>SM. 6/2014</i> • Execute the plan through FY 2014-15 – <i>SM.</i> <p>4.5: Implement internal auditing program.</p> <ul style="list-style-type: none"> • Identify Internal Auditors (IA) and provide training – <i>Grisha Alpernas; 9/2014</i> • Develop internal audit plans and timelines – <i>IA, Grisha Alpernas; 12/2014</i> • Execute internal audit plans – <i>IA; 3/2015</i> • Apply Deming cycle using results of audit – <i>LT, Grisha Alpernas; 6/2015</i> <p>4.6: During FY 2015-16 implement all remaining ITSM processes and conduct two cycles of internal auditing.</p> <ul style="list-style-type: none"> • Amend ITSM implementation plan – <i>SM; 6/2015</i> • Execute the plan through FY 2015-16 – <i>SM</i> • Develop internal audit plans and timelines – <i>IA, Grisha Alpernas; 9/2015</i> • Execute internal audit plans – <i>IA; 12/2015 and 3/2016</i> • Apply Deming cycle using results of audit – <i>LT, Grisha Alpernas; 6/2016</i> <p>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).</p> <ul style="list-style-type: none"> • Establish membership in #SMF (IT Service Management Forum) – <i>Completed</i> • Monitor and review industry publications, webinars, etc., and participate in conferences and conventions when practical – <i>VIT staff, LT; ongoing</i> • Ensure continuous application of Deming cycle – <i>LT; ongoing</i>
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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

Specific objectives:	<p>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.</p> <ul style="list-style-type: none"> • Formalize and implement procedures for server hardware and software utilization, demand review and replacement schedule – <i>ST, Chuck Harsch. 8/2014</i> • Develop server virtualization and storage capacity planning master plan, including alternative virtualization platforms and consolidation strategies, and performance monitoring tools’ implementation – <i>ST, Chuck Harsch. 9/2014</i> • Adopt server and storage master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas. 10/2014</i> <p>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.</p> <ul style="list-style-type: none"> • Assess existing equipment and technology, research trends in videoconferencing technologies and propose upgrades to newer equipment and software – <i>Scott Fraser, Chris Rhoads; ongoing</i> • Implement network equipment setup review process to identify opportunities for improvements of videoconferencing network performance – <i>NT; ongoing</i> • Form WSU-wide videoconference site coordinators team to investigate and implement remote classroom control and interoperability between campuses, and develop OLA between campuses – <i>Cancelled</i> <p>5.3: Enhance and improve audio visual classrooms and event services, researching trends and new technologies, upgrading equipment and evaluating equipment and services.</p> <ul style="list-style-type: none"> • Assess existing equipment and technology, research trends in Smart Classroom technologies and propose upgrades to newer equipment and software – <i>Scott Fraser, Chris Rhoads; ongoing</i> <p>5.4: 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</p>
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	<p>auditing tools and mechanisms to ensure health and wellness of campus server environment and network infrastructure.</p> <ul style="list-style-type: none"> • Research server monitoring tools and propose options – <i>ST. 6/2015</i> • Research network monitoring tools and propose options – <i>NT. 6/2015</i> • Research security monitoring and auditing tools – <i>Chuck Harrsch. 6/2015</i> • Develop monitoring tools realigning project plan – <i>Chuck Harrsch. 7/2015</i> • Adopt monitoring tools project plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas. 8/2015</i> • Execute the plan through FY 2015-16 (revised) – <i>ST, NT</i> <p>5.5: 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.</p> <ul style="list-style-type: none"> • Form a “Disaster Recovery” (DR) team – <i>Completed</i> • Working with our customers negotiate recovery time objectives (RTO) and recovery point objectives (RPO) for all systems supported by WSU Vancouver IT department – <i>DR. 8/2014</i> • Re-evaluate backup and redundancy capacity and needs, prepare IT business resumption plan and associated budgetary proposal – <i>DR, Chuck Harrsch. 12/2014</i> • Adopt IT resumption plan and present budgetary proposal to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas. 1/2015</i> • Conduct comprehensive IT business resumption plan test – <i>DR. 6/2015</i> • 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 – <i>DR, Chuck Harrsch. 6/2016</i> <p>5.6: Investigate cloud computing and SaaS, and identify potential cost savings by moving some of the in-house applications, services and tools to the cloud.</p> <ul style="list-style-type: none"> • Develop cloud computing master plan, including alternatives for cloud types, vendors, and cloud transition strategies – <i>Chuck Harrsch. 8/2014</i> • Adopt cloud computing master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas. 10/2014</i> <p>5.7: 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.</p> <ul style="list-style-type: none"> • Form open source (OS) research team – <i>Completed</i> • Working with industry groups and other campuses, research different open source opportunities in academic and administrative technologies – <i>OS. 9/2014</i> • Develop open source master plan, including open source alternatives and transition strategies – <i>OS, Michelle Eccles. 12/2014</i> • Adopt open source master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas. 1/2015</i> <p>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.</p> <ul style="list-style-type: none"> • Form thin client (TC) research team – <i>Completed</i> • Working with industry groups and other campuses, research different thin client technologies – <i>TC; 10/2014</i> • Develop thin client master plan, including desktop virtualization, browser-client and “dumb terminal” options – <i>TC, Chuck Harrsch; 4/2015</i> • Adopt thin client master plan, develop budgetary proposal and present to the WSU Vancouver Leadership – <i>LT, Grisha Alpernas; 6/2015</i>
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