

Information Technology Services

Exley Science Center
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Wesleyan 2020 Goals:

1. Energize Wesleyan’s distinctive educational experience
2. Enhance recognition of Wesleyan as an extraordinary institution
3. Work within a sustainable economic model while retaining core values

Information Technology Services Goals for 2020-2021

Major goals for the coming year are outlined below, together with their alignment to the three overarching goals detailed in the “Wesleyan 2020” framework for strategic planning (see above).

Introduction

Jim Collins’s popular book, “Built to Last”, describes the concept of a BHAG (pronounced “Bee Hag,” short for “Big Hairy Audacious Goal”) as a powerful way to stimulate progress. At our annual ITS directors retreat this year, we declared our BHAG to be: Provide every university academic and administrative service supported by ITS - anytime, anywhere, on any device. This goal addresses several trends and challenges we are facing in higher education IT. For example, our employees are not working on campus, yet require daily access to our network and applications. Dispersal of students, faculty, and staff around the globe means that our systems are relied upon 24x7x365. And the typical consumer of our services expects everything to work smoothly on their mobile device. Many of the goals and objectives listed below move us closer to reaching this BHAG and I encourage the reader to consider each in this context.

Goals/objectives for 2020-2021 are grouped in the following three areas:

- Enterprise Risk Management
- Continuous Service Improvement
- Building Future Capabilities

Areas, Goals, and Objectives (narrative on following pages)

Enterprise Risk Management	Continuous Service Improvement	Building Future Capabilities
Implement Recommendations from Vancord Security Audit	Implement “Find-Me” printers campus-wide	Renovate classrooms for Hybrid course delivery
IT Services → Cloud	Release ITS Service Catalog	Replace Campus Phone System (legacy --> VoIP)
Multifactor Authentication	Enable Self-Service computer ordering	Assess all IT services for availability “anytime, anywhere, on any device”

Enterprise Risk Management

CTW Security Audit (Ties to goal 3): Connecticut College, Trinity College, and Wesleyan hired [Vancord](#) to conduct three independent audits in Fall 2019 / Spring 2020. Wesleyan's findings were summarized in a written report and a prioritized list of items is being addressed. Contact Joe Bazeley, Chief Information Security Officer, for more information.

Moving Selected IT Services to the Cloud (Ties to goals 1, 3): We have a "cloud first" strategy when assessing new and existing services. This does not mean that every service we have will run in the cloud. However, as we review our existing portfolio and onboard new services, we evaluate them against a list of criteria to determine where they are best positioned for maximum performance, availability, redundancy, and cost. We focus on technologies critical to our ability to communicate; for example, in 2019, we moved the Wesleyan website to Amazon Web Services and we employ Google and MS Office365 for email and document storage. Many services on which the institution relies, from admission to fundraising to health services, are all using cloud providers. In the next two years, ITS will transition all authentication systems to no longer have on-premise dependency.

Multi-Factor Authentication (Ties to goals 1, 3): ITS routinely receives notifications about compromised Wesleyan user credentials discovered in data breaches that occur in non-Wesleyan systems. Phishing scams are sent to our users daily, and if successful can lead to stolen usernames and passwords. These credentials can then make it easier for hackers to compromise Wesleyan's network. The standard defense against these tactics is Multi-Factor Authentication (MFA) in which a second means of identification is required to access a given system. This would require a hacker to have both your username/password and your phone (for example) in order to successfully impersonate you on the network. ITS evaluated tools in 2020 and adopted Duo as the preferred solution. ITS and the Security Advisory Group have already been onboarded and we intend to roll out an "opt-in" service for faculty and staff in fall, 2020.

Continuous Service Improvement

Implement "Find-Me" printers campus-wide (Ties to goal 3): In partnership with Finance and the Office of Sustainability, a review of our campus printing needs was conducted in 2020 and it was decided to implement [Papercut](#)'s "Find-Me" printing solution campus-wide. This will reduce the number of campus printers by 30%, improving sustainability and saving money on supplies and maintenance. This effort follows successful pilot programs of these services in the Libraries, ITS, Finance, Advancement, and Human Resources.

Release ITS Service Catalog (Ties to goals 1, 3): Following a review of the ITS web site in 2020, and in keeping with best industry practices, we will release in fall, 2020 a service catalog, utilizing a module within ServiceNow. This will include a catalog of licensed software available to the community and eventually reduce the effort required to maintain the ITS web site.

Enable Self-Service computer ordering (Ties to goals 1, 3): In 2020, the User Services team redesigned the ways in which computing hardware and peripherals are purchased. This was done in response to changes in Apple's higher education licensing model and to accommodate our decision to merge the Cardinal Technology Store with the RJ Julia campus bookstore. The end-goal of these changes is to give Wesleyan employees a better computer selection experience, equivalent to current online shopping but facilitated by their trusted desktop support specialist. On the ITS side, our new method for purchasing Apple computers will streamline the assignment of hardware to end users, and the subsequent installation of software needed for Wesleyan work.

Building Future Capabilities

Renovate classrooms for hybrid course delivery (Ties to goal 1): The global pandemic has compelled us to provide systems for faculty, staff, and students who may teach, work, or learn in person, partially online, or fully remotely. Specific classroom technologies that enable this new reality include cameras and microphones to capture both faculty and student activity, software to enable live streaming and/or recording of the class session, and voice amplification for faculty and students to facilitate in-class discussion (in rooms that must be much larger than normal). In addition, we have invested in robust infrastructure to provide students and faculty with access to virtual software applications (in lieu of physical access to computer labs) from anywhere in the world.

Campus Phone System (Legacy --> VOIP) (Ties to goal 3): Our campus analog phone system is ~30 years old. Current “Voice Over Internet Protocol” (VOIP) systems provide phone, voicemail, instant messaging, and even document sharing. Following a Request for Proposal to several vendors in Spring, 2020, and compelled by the need to support faculty and staff in remote work arrangements, we intend to replace the analog system in the coming year. The result will be improved functionality, redundancy, and reduced risk of hardware failure and lost productivity.

Assess IT for availability “anytime, anywhere, on any device” (Ties to goals 1, 2, 3): ITS Directors will conduct a series of activities to assess (from the end-user perspective) where the gaps are between services as they are currently provided and the BHAG defined in the introduction above. Activities could include, surveys, focus groups, 1-1 conversations, and “journey mapping”. For the uninitiated, a journey map is a tool to visualize the experience of interacting with your services from the consumer’s point of view. This map is critical because it forces you to look at how your constituents actually experience your services versus how you think they do. By better understanding their experience, we can better deliver on their expectations.

Please feel free to contact me with any questions on these initiatives.
Sincerely,

Dave Baird
Vice President for Information Technology
& Chief Information Officer