PROJECT CHARTER

**Project Name:** University IT Strategic Master Plan

**Project Manager:** Adam Newsted, Associate Director Project Management – OIT

**Executive Sponsor:** Thomas Wolf, Chief Information Officer

**Strategic Intent**

Develop a University information technology strategic master plan that reflects the shared vision and goals of the entire Western Michigan University information technology community while also respecting those services that are unique to each technology unit. This information technology strategic master plan will guide, enhance and transform the delivery of more consistent, efficient, improved and cost-effective information technology services at WMU. An inclusive long-term planning and shared governance process will be implemented focused on sustainability, continual improvement and accountability to help guide all information technology decisions and services at WMU.

**End State**

A single planning document containing the shared vision, mission, goals, objectives and strategies for all information services at WMU and a new IT strategic planning team to guide long-term management of the plan.

**Estimated Duration**

1 Year, 8/18 – 8/19

**Initial Risk Score**

20 (Catastrophic): Unit IT teams elect not to participate in the planning process

*Based on highest initial risk identified in project charter. See full list of initial risks and risk scoring matrix

**Recommended Priority Rating**

99 (Highest) = University value x Urgency. See priority matrix for criteria

**Estimated Total Cost**

$4,000  **See full cost estimate**

Sponsor: Thomas Wolf Jr.  Signature: ______________________  Funding Source (F&CC) ___________________

**Authorization**

Approved by: Information Technology Executive Advisory Board, August 2018

Board Members: Tom Wolf (Chair, office of information technology), Diane Anderson (student affairs, Jennifer Bott (academic affairs), Timothy Broadwater (faculty senate), Greg Lozeau (information technology), Terri Goss Kinzy (research), Greg Rosine (government affairs), Renee Pearl (development and alumni relations), Jan VanDerKley (business and finance), Fen Yu (institutional research)
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DOCUMENT CHANGE HISTORY

<table>
<thead>
<tr>
<th>Rev</th>
<th>Date</th>
<th>Author</th>
<th>Summary of Changes</th>
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<tr>
<td>1.0</td>
<td>5/25/18</td>
<td>Adam Newsted, Tom Wolf</td>
<td>First Draft</td>
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<tr>
<td>1.1</td>
<td>6/8/18</td>
<td>Adam Newsted, Tom Wolf</td>
<td>Added core themes and risks</td>
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<tr>
<td>1.2</td>
<td>6/11/18</td>
<td>Adam Newsted</td>
<td>Revisions to project summary and end state</td>
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<tr>
<td>1.3</td>
<td>7/5/18</td>
<td>Adam Newsted</td>
<td>Project summary, end state, objectives and timeline</td>
</tr>
<tr>
<td>1.4</td>
<td>7/27/18</td>
<td>Adam Newsted, Tom Wolf</td>
<td>Input incorporated from IT Executive Advisory Board: Renamed project from “Unified IT Strategic Master Plan” to “University IT Strategic Master Plan” to reduce confusion over the word unified. Added Scope Exclusions section and clarified objectives</td>
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<tr>
<td>1.5</td>
<td>8/6/18</td>
<td>Adam Newsted</td>
<td>Input incorporated from IT Executive Advisory Board members: Renee Pearl, Jan Van Der Kley, Jennifer Bott, Terri Goss Kinzy</td>
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<td>1.6</td>
<td>8/10/18</td>
<td>Adam Newsted</td>
<td>Input incorporated from IT Executive Advisory Board members: Diane Anderson, Fen Yu</td>
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<tr>
<td>1.7</td>
<td>9/20/18</td>
<td>Adam Newsted, Tom Wolf</td>
<td>Finalized document. Removed draft mark. Added authorization to cover page. Revised executive stakeholder list</td>
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PURPOSE OF THE CHARTER

This charter is written to provide a high-level description of the proposed project. Approval of this charter will authorize and initiate the planning phase of the project including the establishment of the initial project budget. The charter grants authority, on behalf of the executive sponsor and key stakeholders, to the project manager to plan and execute the project.

PROJECT SUMMARY & END-STATE

Information technology and services at Western Michigan University are supported centrally by the Office of Information Technology (OIT) and de-centrally by IT teams within the major University divisions, departments and colleges. OIT’s current strategic plan addresses services OIT provides, but is not representative of the breadth and depth of technology services provided University-wide. As the IT climate in higher education becomes more complex and the dependency between central and distributed IT services at WMU becomes stronger, there is a need to develop a University level IT strategic master plan. This will ensure the University’s position as a leader in higher education technology and to demonstrate the campus information technology community’s support of WMU’s core mission.

To address this need OIT will facilitate the engagement of the University community, senior leadership, University IT leadership and existing IT governance groups to define the current state of information services and technology, identify risks and opportunities, and develop a unifying vision of information technology at Western Michigan University. The strategic planning process will be managed by the OIT Project Management Office utilizing formal, industry standard project management processes for initiation, planning, communication, stakeholder engagement and resource management (financial and human resources). A steering committee will represent the major stakeholder communities and provide the project manager and executive sponsors’ guidance and support to ensure success.

The final deliverable of the project will be a single document containing the shared vision, mission, goals, objectives and strategies for all information services and technology at Western Michigan University and a new IT strategic planning team to manage long-term management of the plan. The plan will provide overriding strategic direction to the entire campus IT community while also recognizing and appreciating the uniqueness of each IT unit and service.

SCOPE EXCLUSIONS

The scope of the project will not include any possible re-envisioning of unit-level strategic plans to ensure alignment to the new IT Strategic Master Plan. That will be the responsibility of the individual IT units. This project does not intend to initiate any actions aimed at operationalizing, re-organizing, or allocating/re-allocating resources (fiscal, human or otherwise) in alignment with the new university information technology strategic master plan. Such endeavors will be initiated as separate projects by the unit(s) responsible for each strategy.
OBJECTIVES & SUCCESS CRITERIA

1. Develop a shared mission and vision for information services and technology that reflect the needs of all VP divisions and The Gold Standard 2020 University strategic plan.
2. Develop shared IT goals, objectives and strategies that guide and inform division and unit-level strategic planning processes.
3. Integrate the IT planning process with the 2018 Administrative Program Review and Planning process to ensure synchronization and appropriate timing with the University strategic planning processes managed by the Office of Institutional Effectiveness.
4. Integrate the IT planning process with existing shared governance bodies, evaluate IT governance bodies and frameworks to create new or streamline existing where necessary.
5. Identify and determine goals for budget and resource efficiencies, including purchasing and cost savings to ensure delivery of consistent, high quality IT services. Project will ensure that budget-oriented goals do not conflict with existing University budget management goals and processes.
6. Provide advisory support, if requested, to divisions and units to develop specific strategies and management plans for executing them, working with governance teams where applicable.
7. As part of the strategic visioning process, all IT units will need to work closely together to track and evaluate all redundant and inefficient IT services.
8. Engage with all University IT staff and stakeholders.
9. Provide public planning information on the wmich.edu/itplan web site.

CORE THEMES

Goals, objectives and strategies will incorporate one or more of the core themes.

EMPOWER

Enhance the foundational information technology, infrastructure and resources to provide accessible, reliable and secure access to the University community.

UNITE

Provide efficient, comprehensive governance and support structures to simplify the use of technology and information services and facilitate continued process improvement.

TRANSFORM

Integrate emerging and innovative technologies and practices to promote the use of information and data to distinguish the university as a global leader in higher education.
STRATEGIC PLAN ALIGNMENT

The new strategic plan for information services and technology will align to all University 2020 goals and objectives. This particular project to develop the strategic plan specifically supports the following.

- **Strategy 2.2b**: Structure and align technology and operations to advance information resources and pedagogical innovations.
  - The IT strategic plan will provide specific, measurable goals connecting technology to teaching, learning and student support services.

- **Strategy 2.5c**: Maximize use of technology to increase convenience and expand boundaries for delivery of degree programs.
  - The IT strategic planning process will engage with faculty and student support service providers to ensure that the goals and strategies required to deliver successful degree programs are identified and integrated appropriately.

- **Strategy 3.1e**: Enhance information technology and data management infrastructure to support research.
  - Existing relationships between the Office of the Vice President for Research, The Office of Institutional Research and the Office of Information Technology will be strengthened and provide shared, guiding values.

- **Strategy 4.4e**: Support strategies to foster faculty, staff and student responsibility as active participants in University governance.
  - The strategic planning process will engage with all university stakeholder groups and existing IT governance groups, establishing new, long-term governance processes as needed to fill gaps.

- **Strategy 5.1a**: Expand use of a resource-effective integrative review process for all programs and services.
  - Through the strategic planning process, Information and technology services will be defined as programs to be included in the Administrative Program Review process. IT units and teams will not be reviewed as programs, but rather the many, distinct services that are being provided by those teams to the University community.

- **Strategy 5.1d**: Promote transparency and University accountability in all institutional systems.
  - As a guiding principle, the process and outcomes of the IT strategic planning process will be transparent to the University community and participation will be open to all.

- **Strategy 5.1f**: Develop proactive practices to meet the pace of change in emerging technology.
  - The IT strategic planning process will identify changes in the industry that require proactive planning.
PRELIMINARY SCHEDULE & MILESTONES

1. **Project charter approval by senior leadership (July/August ’18)**
2. **Define Current State – Identify the following:** (September ’18 through December ’18)
   a. IT units at WMU and the services they provide
   b. Current strategies & objectives
   c. Top strategic and operational issues, constraints, risks per IT unit
   d. Top opportunities per IT unit
   e. Areas of commonality between and across units.
3. **Define Unified Future State (January ’19 through March ’19)** mission, vision, goals and objectives aligned to University AND VP plans in coordination with all stakeholder groups and IT leadership.
   a. Engage with University stakeholder groups to identify additional risks, opportunities and needs.
   b. Develop goals, objective and strategies based on stakeholder feedback.
   c. Develop risk mitigation strategies
4. **Finalize Unified IT Strategic Plan (April ’19 through June ’19)**
   a. Present report to senior leadership and perform executive-level strategic planning process that will finalize the development of an institution-wide Information Services & Technology strategic plan.
5. **Publish Plan and Begin Ongoing Planning and Governance Processes (July/August ’19)**
   a. Establish regular, ongoing strategic oversight processes to ensure Governance of ALL IT services, ensuring regular and consistent communications between IT leadership teams

COMMUNICATION PLAN TIMELINE

- Online Resources at www.wmich.edu/itplan
- Senior Leadership
  - July ’18, IT Executive Advisory Board - Present draft project charter and gather feedback for authorization
  - August/September ’18, Senior Leadership Team - Present finalized charter and high-level plan
  - September/October ’18, IT Executive Advisory Board - Present full project scope and plan
  - Monthly throughout project – IT Executive Advisory Board status updates
  - TBD – Senior leadership planning engagement
- IT Staff and Leadership
  - TBD - IT Leadership planning engagement
  - TBD – IT Staff planning engagement
  - Monthly, University IT Leadership Forum (i.e. LAN Managers) and IT Academic Affairs Leadership meeting (i.e. College Reps)
  - Monthly, OIT Strategic Planning and Portfolio Management meeting
  - Monthly - Faculty Senate AITC brief
- University Community
  - October/November ’18 – Faculty Senate presentation on project plan
  - January/February ’19 – Faculty and Staff public forums
  - January/February ’18 – Student public forums
- January ’18 through March ’18 – IT service-specific governance/change control feedback sessions
- March ’18 - Faculty Senate presentation on faculty feedback

INITIAL RISK ASSESSMENT

Initial project risks are outlined below, from highest to lowest impact. Project risk are events and scenarios that may diminish the objectives of the project or cause the project to fail completely. See risk matrix for detailed descriptions of risk levels and response types.

1. Unit IT teams elect not to participate in unified planning
   - **Severity:** 4 (Significant)
   - **Likelihood:** 5 (Almost Certain)
   - **Risk Score:** 20 (Catastrophic)
   - **Description:** Unit IT teams elect not to participate in the unified planning process as they are not technically accountable to a centralized plan and wish to strictly align to their divisional/unit strategies only.
   - **Mitigation plan:** Develop both Shared (entire University) and Unit-Specific (i.e. Business and Finance) strategic goals that enable VP Divisions to select and adopt goals that pertain to their unit.

2. Unit-specific goals conflict with the strategies of other units and/or shared goals
   - **Severity:** 3 (Moderate)
   - **Likelihood:** 3 (Possible)
   - **Risk Score:** 12 (Medium)
   - **Description:** Unit-specific goals address similar, but unique goals that present difficulties in agreeing on shared university-wide IT goals. This may be due to different technologies implemented in different units that provide the same result (duplication of services).
   - **Mitigation plan:** Develop shared goals that adequately summarize the key strategy regardless of the unit-specific details and technologies being implemented at those levels. Identity opportunities for collaboration between units that provide similar services to result in cohesive, efficient approaches going forward.
## UNIT STAKEHOLDERS

<table>
<thead>
<tr>
<th>Division/Unit</th>
<th>Executive Stakeholder &amp; Technology Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>Jennifer Bott, Provost and Vice President Academic Affairs</td>
</tr>
<tr>
<td>Office of Information Technology</td>
<td>Thomas Wolf Jr, Chief Information Officer&lt;br&gt;(OIT supports divisions, units and colleges that do not have dedicated information technology support staff)</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Carla Koretsky, Dean&lt;br&gt;Donald Weber, Director Information Technology</td>
</tr>
<tr>
<td>College of Aviation</td>
<td>Dave Powell, Dean&lt;br&gt;William Feenstra, Director Information Technology</td>
</tr>
<tr>
<td>College of Education and Human</td>
<td>Ming Li, Dean&lt;br&gt;James (Scott) Centilli, Director Information Technology</td>
</tr>
<tr>
<td>College of Engineering and Applied</td>
<td>Houssam Toutanj, Dean&lt;br&gt;Christopher Rand, Director Information Technology</td>
</tr>
<tr>
<td>College of Fine Arts</td>
<td>Dan Guyette, Dean&lt;br&gt;Kevin Wesel, Director Information Technology</td>
</tr>
<tr>
<td>College of Health and Human Services</td>
<td>Ron Cisler, Dean&lt;br&gt;John Stanford, Director Information Technology</td>
</tr>
<tr>
<td>Graduate College</td>
<td>Susan Stapleton, Dean&lt;br&gt;Jody Ward, Systems Specialist Sr. (OIT Supports general technology)</td>
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<tr>
<td>Haworth College of Business</td>
<td>Satish Deshpande, Dean&lt;br&gt;Ralph Yingling, Director Information Technology</td>
</tr>
<tr>
<td>Haenicke Institute for Global Education</td>
<td>Paulo Zagalo-Melo, Associate Provost HIGE&lt;br&gt;Jonathan Collier, Assistant Director Information Technology</td>
</tr>
<tr>
<td>University Libraries</td>
<td>Julie Garrison, Dean&lt;br&gt;Scott Russell, Director Information Technology</td>
</tr>
<tr>
<td>Enrollment Management</td>
<td>Terrence Curran, Associate Provost Strategic Enrollment Management&lt;br&gt;Michael Roe, Director Information Technology</td>
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<tr>
<td>Office of Institutional Research</td>
<td>Fen Yu, Director Institutional Research and Director Data Management</td>
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<td>Extended University Programs</td>
<td>Ed Martini, Interim Associate Provost Extended University Programs&lt;br&gt;Andrew Holmes, Executive Director Technology&lt;br&gt;Bryon Glock, Assistant Director Information Technology (primary IT manager)</td>
</tr>
<tr>
<td>Development &amp; Alumni Relations</td>
<td>Renee Pearl, Interim Vice President Development &amp; Alumni Relations&lt;br&gt;Jason Barnes, Assoc. Director Advancement Services</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>Kathy Bearegard, Director of Athletics&lt;br&gt;Hans Zoeller, Director Information Technology</td>
</tr>
<tr>
<td>Office of Business and Finance</td>
<td>Jan VanDerKley, Vice President Business and Finance&lt;br&gt;Scott Puckett, Sr. Director Information Technology</td>
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<tr>
<td>Facilities Management</td>
<td>Peter Strazdas, Associate Vice President Facilities Management&lt;br&gt;Erik Dantes, Director Information Technology</td>
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<td>Office of Diversity and Inclusion</td>
<td>Candy McCorkle&lt;br&gt;William Craft, Director Information Technology</td>
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<tr>
<td>Office of the Vice President for Research</td>
<td>Terri Goss Kinzy, Vice President Research&lt;br&gt;Jay Hoinville (0.5 FTE), Apps Programmer Analyst Sr&lt;br&gt;(OIT Supports general technology)</td>
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<tr>
<td>Marketing and Strategic Communication &amp; University Relations</td>
<td>Tony Proudfoot, Vice President Marketing &amp; Strategic Communication&lt;br&gt;Dan Lobelle, Director Electronic Communication</td>
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<td>Student Affairs</td>
<td>Diane Anderson, Vice President Student Affairs&lt;br&gt;Peter Poggione, Sr. Director Information Technology</td>
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# HIGH-LEVEL COST ESTIMATE SUMMARY

## ONE-TIME PROJECT COSTS ESTIMATES

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<th>Procurement</th>
<th>Qty.</th>
<th>Cost.</th>
<th>#-Year Total</th>
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<td>Print material (post cards, posters and other promotional material</td>
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<td>1</td>
<td>4,000</td>
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<tr>
<td>Facilitation and refreshment costs</td>
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<tr>
<td><strong>Total Est. procurements</strong></td>
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## RECURRING COST ESTIMATE (1-YEAR TERM)

No long term procurement costs are expected to maintain the unified strategic plan

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<th>Qty.</th>
<th>Cost.</th>
<th>1-Year Total</th>
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<td><strong>Total Recurring Costs</strong></td>
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# PRIORITY MATRIX

## Priorities for Work Orders, Tasks, Projects and Changes.

**Priority = University Value x Urgency**

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<th>University Value</th>
<th>10</th>
<th>9</th>
<th>8</th>
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**Urgency**

- Not time constrained
- Little to no dependencies
- Moderately time constrained
- Moderate dependency of other items on the completion of this item
- Highly time constrained
- High level of dependency of other items on the completion of this item
- Extremely time constrained
- Extreme level of dependency of other items on the completion of this task

**NOTE:** Defaults for tasks cannot be defined in ITDirect.
### PROJECT RISK MATRIX

Risk to the project’s success in meeting its objectives and timeline

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Catastrophic 5</th>
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### Likelihood

- Rare 1
- Unlikely 2
- Possible 3
- Likely 4
- Almost Certain 5

### Risk response and mitigation guidelines:

- **Catastrophic** (20-25):
  - Governance & Sponsor: Emergency assessment of project
  - Sponsor & Project Manager: Take urgent action to mitigate risks

- **High** (15-19):
  - Project Manager & oversight team: Plan risk responses and monitor for changes

- **Medium** (08-14):
  - Project Manager: Record and Monitor risks

- **Low** (04-07):
  - Project Manager: Record and Monitor risks

- **Negligible** (01-03):