2004-2008
IT STRATEGIC PLAN
Technology & Information Resources

"Enabling the Individual"

Final Version

February 15, 2005

2004-2008 IT Strategic Plan

AREA: E-Learning

"Promote, through technology, the engagement of the student in the learning environment."

Vision Statements

1. Instructional and information resources, support and services in all forms will be delivered on-line to students, faculty and instructional venues, local or distant.

2. Development of student and faculty information and technology competency is one of our highest priorities. We will enable faculty to integrate resources for e-learning into their curricula and across their programs. We will enable the university community to take advantage of these resources by providing appropriate level of support and encouragement

3. We will foster an institutional culture that encourages and supports students, faculty and administration to continuously experiment, create and evaluate.

GOALS	OBJECTIVES	COMMENTS
1. Support active student learning and development through the use of technology. UW-Whitewater expects and provides a highly technical learning environment. Achieving a high level of competency in the use of technology and information resources for students and faculty alike is at the core of effectiveness of such environment.	a. In the UW-Whitewater learning environment faculty and students need technical expertise commensurate with their area of learning. Each instructional unit will strive to define and clearly communicate suggested skills and expectations for different areas of study, such as statements on syllabi.	
	b. Develop an environment where students can obtain competencies in the use of technology and information resources as required for their area of study and levels of proficiency.	
	c. Provide training to students in the use of hardware, software and information resources at the beginning, intermediate and advanced levels on an as-needed basis.	
	d. Develop wireless access to the university network and library resources throughout the campus.	This is a component of the Universal Access Concept. FY04-05
	e. Investigate the feasibility of developing a laptop purchase/lease plan for students.	FY04-05
	f. Expand support for on-campus and off-campus learners beyond a 7:45 a.m. - 4:30 p.m. work day.	This is a component of the Universal Access Concept.
2. Support E-Learning course development and delivery.	a. Support development of on-line resources for instruction, services and communication to complement traditional methodology.	
	b. Expand text book rental policy and program to incorporate digital resources and to accommodate digital formats.	This is a component of the Universal Access Concept.
	c. Prepare a plan for promoting the integration of e-learning into curricula and allocate the appropriate resources.	
	d. Explore leveraging our current Distance Education classroom facility by creating a laptop wireless environment.	
	e. Support innovative approaches in creating state-of-the-art instructional environments, customized to specialized needs of some programs and courses.	
	f. Provide infrastructure and support for student work in developing web applications for instructional purposes.	T&IR will collaborate with MCS faculty to provide effective environment for SAD projects.
	g. Provide web-based storage to facilitate effective storage and exchange of documents.	On-going. Access to web accounts, web space, e-portfolio implemented.
	h. Develop a strategy to meet growing demand for short term teaching lab availability.	
	i. Explore tools and develop approaches to conduct student course evaluations electronically, through the use of interactive technology, particularly for on-line courses.	
	j. Expand the services for production of instructional material using technology (e.g., video, graphics, animations, simulations and website creation for on-line majors).	

GOALS	OBJECTIVES	COMMENTS
3. Support Faculty & Staff development.	a. Intensify development of information and technology competency through faculty workshops, computer based training and customized information access.	
	b. Develop a funding infrastructure to promote efficient use of technology for teaching and learning. Identify grant funding opportunities for faculty and staff development.	
	c. Address intellectual property issues.	
	d. Encourage and support faculty collaboration on UW-W campus and beyond.	
4. Provide enhanced library services for the E-Learning Environment. Active (on-demand) learning environment transcends the physical boundaries of space (location) and time (business hours). In such environment Library services must be transformed as well to support "anytime/ anywhere" demand for the use of information resources.	a. Expand availability and use of customized information portals that provide library information, resources, services and support for disciplines, programs, degrees, academics and students.	
	b. In collaboration with faculty and Information Technology personnel, Library staff will identify the necessary on-line on-demand services to support research and learning needs of students and faculty, and will develop a plan for delivering these services along with the corresponding level of assistance and training to assure the effectiveness of these services (virtual training suite).	
5. Encourage awareness and adoption of current trends and innovations in learning and instructional delivery.	a. Encourage participation in Virtual Communities. Promote collaborative web conferencing activities.	A virtual community is a group of people who share a common purpose, concern or interests. They rely primarily on electronic media to communicate and connect. Community-oriented technologies can provide an environment in which learners (students, faculty, staff) can collaborate and construct knowledge.
	b. Explore emerging technologies, such as Learning Objects Repositories.	Learning objects are modular digital resources, such as simulations, animations, tutorials, text entries, Web sites, bibliographies, audio/video, images, graphs, maps, and assessments. Learning objects have the potential to make content reusable across institutions which could lead to huge savings in time, effort, and dollars. It also holds the promise of greater instructional customization, taking into account learning style, experience, and prior knowledge.
	c. Explore emerging technologies, such as E-Portfolios.	E-portfolios allow individuals to collect, store, update, and share information digitally. Student portfolios may be used for reflection, communication with instructors, or documenting credentials as well as to share examples of work with potential employers. E-portfolios are also used by faculty and institutions for accreditation reviews.
	d. Explore opportunities for Mobile Learning.	Mobile learning is enabled by the use of portable computing devices, such as PDAs, palmtops, smartphones, and tablet PCs, communicating over wireless networks. The use of computing in teaching and learning is being extended to spaces beyond the traditional classroom, and, within the classroom, teachers and learners are gaining increased flexibility and new opportunities for interaction. This has the potential to enable learning experiences that are more collaborative, more richly contextualized, and continuously accessible.
	e. Consider opportunities for new Learning Space Design.	Flexible learning spaces are emerging where ubiquitous access to technology and mobile technologies are combined. Educators, technologists, and space planners are combining technology, pedagogy, learning, and physical space. Space configuration may impact teaching practices and learning activities; such as student collaboration, per-to-peer learning and project work.
	f. Consider opportunities for outcomes-based learning and assessment.	

2004-2008 IT Strategic Plan

AREA: Network and Technology Infrastructure

"Provide reliable and secure environments to support educational, research, service and communication goals of the University."

Vision Statements

1. UW-Whitewater will maintain advanced network infrastructure which will support a variety of applications; provide reliable connectivity and high performance; and easily connect faculty and students to vast libraries of information resources, to local and remote facilities, and to constituents worldwide.

2. UW-Whitewater will implement an Information Security Policy to ensure confidentiality, integrity and availability of information resources while striving to maintain an open architecture and free flow of information among its local and global constituents.

3. UW-Whitewater will sustain its investment in network and technology infrastructure by instituting planned replacement and upgrade cycles of equipment in support of the University's strategic initiatives and operational objectives.

GOALS	OBJECTIVES	COMMENTS
1. Maintain flexible, reliable, scaleable, robust and secure network infrastructure capable of meeting current and future needs of the university.	a. Begin planning for redundant connections in academic and administrative buildings. Phase 2 of the network upgrade: Intra-building single mode fiber optic cabling, as backbone network electronics are upgraded to support gigabit.	Request for additional funding for single mode fiber cabling between McGraw and each building and within each building was submitted to the Department of Administration (DOA) for the 2004-2005 biennium through a capital improvement project, but it has not been approved.
	b. Implement network management policies and tools.	
	c. Institute and fund network equipment replacement and upgrade cycle.	In Progress
2. Secure Network and Technology infrastructure to protect the integrity of University assets.	a. Identify staff with expertise in legal, security, and policy issues.	In Progress
	b. Develop Information Security Policy that meet University needs and ensures compliance with applicable laws and regulations.	
	c. Develop an overall network security plan to meet the growing needs of campus constituencies while protecting the university resources from outside threat.	
	d. Deploy appropriate technology to ensure confidentiality, integrity and availability of information resources.	
3. Explore and incorporate available features of the Network and Technology infrastructure. Explore emerging trends in technology infrastructure.	a. Explore network features that allow simultaneous streams of electronic media on the campus network with minimal impact to network users.	
	b. Explore emerging technologies, such as voice over IP, video over IP.	
	c. Provide network infrastructure to support distance learning.	
4. Assure infrastructure integrity and availability of resources, while minimizing risks.	a. Assure sustainability of the technology infrastructure by planning and implementing timely upgrades for hardware, operating systems and application software.	In Progress
	b. Leverage University investment in technology and manage risk by centralizing enterprise and departmental application hosting environments.	In Progress
	c. Develop a Business Continuity Plan.	
	d. Explore the feasibility of constructing a secondary computer center to serve as a "hot site" in case of a natural or a man-made disaster.	
5. Leverage relationships with our academic, community and business partners.	Explore relationship with cable TV providers for student residences.	
6. Provide essential end-user hardware and up-to-date software for faculty and staff to support the use of technology in instructional, business and communication functions.	a. Implement annual technology inventory and assessment. Develop long-term planning and cost estimate for hardware replacement.	In Progress
	b. T&IR will advise Division Heads regarding the annual cost estimates and budget allocations to maintain appropriate level of office computer equipment in support of instructional, communication and operational functions.	

2004-2008 IT Strategic Plan

AREA: Operational Effectiveness

"Increase the effectiveness and efficiency of administrative areas through the use of technology."

Vision Statements

1. Administrative areas of the UW-Whitewater will be continuously exploring available functionality, re-evaluating business practices and maximizing efficiency and effectiveness of their services in order to realize the full potential of our ERP systems.

2. Electronic transactions will be a primary way of conducting University business with employees, students, their families and other constituencies

3. UW-Whitewater will maximize the use of Internet and other digital technologies to manage and coordinate business processes and increase communication both internally and externally.

4. UW-Whitewater will create a friendly and flexible web-publishing environment to enable timely and accurate web content publishing for external and internal audiences

GOALS	OBJECTIVES	COMMENTS
1. Continue to explore available ERP functionality, evaluate existing practices and, in each and every case, rethinking the existing practice or altering it to leverage the ERP investment.	a. Develop available ERP functionality (i.e. Workflow, Business Interlinks, Component Interfaces).	
	b. Evaluate GL distribution methodology (Direct vs. Proportionate). Fully deploy the chosen approach.	
	c. Continue to develop new functionality of the product.	In Progress
2. Assure that Enterprise and Departmental systems are up-to-date on software releases.	a. Prepare for implementation of PeopleSoft Student Administration release 8.9.	
	b. Prepare for implementation of PeopleSoft Shared Financials 8.	
	c. Upgrade departmental systems as new releases become available.	
3. Enable a full array of electronic billing and payment options. Leverage Touchnet capabilities for all aspects of e-commerce (such as e-payment, e-billing, e-disbursement), while continuing to support existing approaches, such as HawkCard. ACH transactions will become a prevalent way of conducting business.	a. Offer a secure, authenticated, and encrypted payment option that expedites payment processing for students and their families.	In Progress
	b. Implement Touchnet system for student payment, eBilling, cashiering, and, possibly, student refunds.	In Progress
	c. Initiate a campus-wide effort to make e-payment available for all miscellaneous fees and user fee charge systems.	FY05-06
	d. Continue to review additional charge options using the HawkCard (Purple Point Debit System).	Exploring Options FY05-06
	e. Continue developing a formal banking connection relationship to allow ACH transfers to the HawkCard.	

GOALS	OBJECTIVES	COMMENTS
4. Transition to UW Systems Appointment, Payroll, and Benefits System (APBS) and time recording, (Kronos) which will enable employee information and time-entry self-service for classified and student employees. Integrate payroll, HR and budget information for workforce management.	a. Participate in the deployment of the new APBS in coordination with UW-System and HRIS.	T&IR provided data extracts from PeopleSoft HR to support conversion to APBS.
	b. Provide interface between APBS and PS and then discontinue use of PS HR on campus.	2005-2006
	c. Provide Training for Self-Service aspects of APBS and Kronos.	2006-2007
	d. Provide "self-service" features to allow employees to update their own records for items including name, address, W-2 deductions, and other service deductions, (i.e., parking fees, Foundation donations).	"Eligibility" based changes (i.e., health insurance plans) would require HR assistance. In progress at UW System.
	e. Allow departments access to some employee data such as title, appointment type, base salary, FTE, appointment period, etc.. Develop base queries to provide HR information as necessary.	In progress at UW System.
	f. Implement student payroll/Kronos timekeeping system.	In progress at UW System.
	g. Deploy check-writing capabilities (Adm. Aff).	2005-2006
5. Leverage functionality of enterprise systems to support departmental needs. As new needs emerge, evaluate benefits and effectiveness (costs) of enterprise vs. departmental solutions. Maximize the effectiveness of enterprise and departmental systems by reducing or eliminating redundancy and duplication of efforts and by increasing system integration or interfacing when possible.	a. Evaluate current functionality and implement enhancements for CHAMPS to maintain a highly functioning system. Residence Life / Dining staff must continue to work with the university's administration, the UTC, and T&IR staff to accomplish this task.	On-going
	b. Interface Blackboard Transaction System, managed by the ID/Meal Plan Office, with the ERP system, to import faculty/staff data.	2005
	c. Expand the use of the Nebraska Bookstore System to incorporate the textbook rental operation and then discontinue use of the existing textbook system.	FY2007
	d. Enhance Resource 25 to use as enterprise event scheduling.	
	e. Develop and replace the Police Records System (coordinate with Student Judicial System).	
	f. Deploy Fleet Management System.	
	g. Integrate Parking System with Student records to transfer charges to student accounts and with Payroll for parking payroll deductions.	
	h. Enhance software functionality in Shared Financial Services. Enable implementation of the AR/Billing/Departmental invoicing.	
	i. Implement a web-based Project Request system for IT projects.	
	j. T&IR should coordinate and assist all divisions with current and proposed e-business applications and to establish oversight of e-business projects to reduce redundancy of efforts.	T&IR is reallocating resources to provide additional support for web application development.
	k. Incorporate a "single source of data" methodology into the University website development (Resource 25 for institutional events, People soft SA for course description).	
	l. The campus must establish a staff responsibility within T&IR to provide third party purchased software support.	In Progress

GOALS	OBJECTIVES	COMMENTS
6. Leverage the benefits provided by the UW-Common Systems to their full potential.	a. Develop a process to evaluate benefits/drawback of implementing a Common Systems vs. a Campus solution as technology decisions are being made.	
	b. Explore opportunities for Common Systems level negotiations during the technology acquisition phase.	
	c. Maintain on-going inventory of all university software and work with UWSA to take advantage of the system-level pricing as other universities are acquiring the same technology.	
	d. Participate in developing and sharing applications and ERP add-ons with other campuses.	
	e. Use the "train the trainer" concept in sending key power users to training offered at a UW-System level. The key power users would help to implement Common Systems initiatives and train others on campus.	
7. Explore campus-wide document imaging with the goal of transitioning to electronic records for easy and effective exchange of documents.	a. Implement record storage for student transcripts (Image Now).	
	b. Implement Image Now for Financial Aid.	
	c. Explore Image Now for other areas on campus (Admissions, HR, etc.).	
	d. The Office of Admissions will explore an imaging system with the goal of creating a paperless environment.	
8. Implement Content Management system to support the following objectives: a) increase accuracy of content by deploying a "single source of data" methodology; b) enhance UWW image through common look and feel; c) enable user-friendly content publishing and editing; d) enable easy and effective content review and approval through workflow; e) reduce obsolete content by making it time-sensitive.		
9. Enable interactive web-based requests for interoffice services including electronic workflow and electronic sign-offs.	a. Develop a campus policy and secure environment for employing the use of electronic signatures where possible.	
	b. Review existing web forms and where appropriate redesign as web entry applications, with workflow to appropriate areas of campus for review.	
	c. Explore deployment of e-procurement system, including such features as workflow and electronic signature.	

2004-2008 IT Strategic Plan

AREA: Professional Development

"Promote a core competency in the use of technology in the workplace."

Vision Statements

1. UW-Whitewater faculty and staff will actively participate in professional association programs, initiatives, and conferences, and foster initiatives among UWS institutions.

2. UW-Whitewater will develop and offer awareness and training programs to increase staff effectiveness in retrieval and analysis of campus data in support of the management decision making processes.

3. As web-based communication with external and internal audiences becomes a prevalent way of conducting University business, UW-Whitewater will build an awareness of the best practices for effectively reaching the intended audiences through its training programs geared for web content publishers.

4. Information Technology staff will maintain a high level of expertise and awareness of technology trends to provide value on the UW-Whitewater investment in technology

GOALS	OBJECTIVES	COMMENTS
1. Provide training for faculty and staff in the use of the standard campus suite of software and applications to promote technology competency.	a. Develop standard for minimum core competency in technology. In collaboration with HR integrate these standards into institutional training program. Where appropriate, incorporate these standards into hiring and annual staff evaluation and review process.	
	b. Continue to evolve training to keep up with advancements in the current campus suite of software and applications.	
	c. Develop and introduce self-learning modules. Explore possible uses of VTC.COM	
	d. Align training programs with introduction of new technologies on campus . Offer just-in-time training opportunities.	
	e. Plan for staff training to assure that Web accessibility guidelines are met in accordance with ADA regulations, nationwide trends and principles of Universal Design.	
2. Provide training for web publishers to support web-based communication and information delivery.	a. As Web-based and e-commerce applications become prevalent, expand staff training in tools for web content publishing.	
	b. Provide training to web publishers on identifying intended audience and developing effective content to reach it with the appropriate message.	
3. Assure appropriate level of training for information technology staff to maintain necessary expertise.	a. Continue to fund training and professional development for Information Technology staff.	
	b. Establish annual assessment of existing and expected levels of skills and expertise. Tailor professional development opportunities to bring these skills to the level necessary to support institutional infrastructure and initiatives.	

2004-2008 IT Strategic Plan

AREA: Access and Communications

"Foster a sense of community on the UW-Whitewater campus by enhancing communication opportunities and advancing accessibility of resources."

Vision Statements

1. UW-Whitewater faculty, students and staff will be able to use their university credentials to gain access to any of the UW Common systems (Course Management - Desire2Learn; Appointment, Payroll, Benefits System; Kronos work time keeping system; Library software, etc.)

2. UW-Whitewater will maximize the use of Internet and other technologies to facilitate communication both internally and externally.

3. Offices, departments and individuals will be empowered in their decision-making processes by gaining easy access to University information. Common data queries will be shared across departmental and institutional boundaries to leverage individual training, expertise and knowledge.

4. UW-Whitewater will create a friendly and flexible web-publishing environment to enable timely and accurate web content publishing for external and internal audiences

5. The University of Wisconsin-Whitewater will incorporate principles of Universal Design in development of its information environment to provide access to computer and information technology resources throughout the campus for all.

GOALS	ACTION STEPS	COMMENTS
1. Implement interface to UWSA Identification, Authentication, Authorization (IAA) hub to allow UW-Whitewater students and staff to use their University sign on when accessing UW-System systems.	a. Upload student and Staff data to IAA.	
	b. Interface Desire2Learn Course Management System to UW-Whitewater Active Directory.	
	c. Interface with APBS / Kronos.	
	d. Interface with the Library System.	
2. Enhance access to information for the campus departments by providing easy-to-use reporting capabilities from the data warehouse. This should include student, HR and Financial records.	a. Test Reporting Data System warehouse and make needed revisions.	Spring 2005
	b. Develop an environment for the query library. This includes technical infrastructure, standards and best practices and process for query publishing.	Fall-2005
	c. Train data custodian areas in Brio reporting and query publishing, as well as the development of appropriate user documentation.	Fall-2004 - Fall 2005
	d. Train campus staff on how to run pre-written queries and understand the information included in the reports.	Fall-2004 - Fall 2005
3. Provide easy access to information and applications for students, faculty and staff by simplifying the log-in process to e-business, administrative and academic systems.	a. Investigate and, if feasible, implement access to all network resources using a single sign on authentication methodology which reflects organizational boundaries and individual roles. Ubiquitous access to all computing resources will be facilitated with implementation of this authentication schema.	FY 03/04 - FY 04/05
	b. Develop and implement a centralized directory service to facilitate authentication of campus resources to campus users and authorized off campus users, consistent with UW System Identification, Authentication, and Authorization (IAA) standards.	FY 03/04 - FY 04/05
	c. Explore a Web-based portal system to integrate e-business, administrative systems, and academic systems to provide easy-to-use access to information and applications for students, faculty and staff.	

GOALS	ACTION STEPS	COMMENTS
4. Provide ubiquitous access to technology for all according to the principles of Universal Design.	a. Include individual accessibility criteria in the evaluation phase of software acquisition process. For software with otherwise comparable functionalities, the preference must be given to the software that complies with accessibility standards.	
	b. Deploy assistive software ZoomText and Kurzweil 3000 in General Access Labs.	
	c. Provide reasonable physical access in classrooms, teaching labs and General Access Computing Labs. Reasonable accessibility to computing environments must also be considered in teaching labs and General Access Computing labs. Similar adjustments should be considered in all other labs and the library. CSD will conduct bi-annual assessment of physical access standards and report on progress in addressing these issues.	
	d. Electronic material for instruction should be made accessible as feasible.	
	e. Campus should participate in the Web Accessibility Needs Assessment conducted by the Center for Work at UW-Madison through the "Web Accessibility for All" project.	
	f. Campus should audit and, where possible, enhance such web-based services as University Website, WINS, Desire2Learn, web-based email, and Computer Labs printing interface. Campus should ensure that all new materials published on the web meet accessibility guidelines.	
	g. T&IR and CSD should be included in facilities planning process before funds are approved. (UTC)	
5. Provide web-based location-independent access to information.	a. Transition campus to use network facilities for storing individual and departmental documents. Enable web-based access to documents for faculty and staff.	
	b. Provide web-based access to email through Outlook.	
6. Expand wireless access to the university network and resources throughout the campus in support of instructional, communication and operational needs.	Leverage benefits of mobile connectivity by enabling students, faculty and staff with portable electronic devices (laptop computers, PDAs, etc.) to connect to UW-Whitewater network resources anywhere on campus for e-mail and Internet access.	
7. Continue to enhance University web site as a primary way of communication with various constituencies.	a. Complete UW-Whitewater web site transformation to audience-based design.	
	b. Improve accuracy and timeliness of information.	
	c. Explore web-based communication tools for collaborative work.	
	d. Enable audience-specific communication.	