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INTRODUCTION

This past year, working collaboratively, the CIO Council created four tenets based on how we need to move forward in addressing the opportunities and challenges we face as a System and the consortium of Campuses. These tenets are as follows:

- Elevate the professionalism of IT Leadership and Staff
- Change IT from a Cost Center to a Value Center
- Substantially Increase Investment in Academic Technology
- Transform the UW System’s capacity to leverage academic and administrative technology-enabled services

The focus of UW System Administration has been in implementing several strategic activities based on these tenets.

View tenets and specific initiatives at https://www.wisconsin.edu/systemwide-it/strategic-plans/

Under the general category of general IT services, the following are highlighted:

- Risk based risk framework for IT Security
- Data Governance Council
- Innovation Fund
- Student Information System (SIS) Implementation at UW-Stevens Point
- Service Catalog
- Web Redesign & migration to Amazon
- Interactive Reporting (IR) Tool Replacement / Business Intelligence (BI) Infrastructure
- Document Management & Workflow
- Telephone Replacement and Unified Communications & Collaborations (UCC)

Under Learning Technologies and improving access to electronic collections, the following are highlighted:

- Canvas Pilot
- Academic Systems Roadmap
- UWS Student Survey
- Faculty Development
- Learning Environment RFP
- Alma Implementation
IT SECURITY
It is necessary for the UW System to select an IT Security framework to help assess the status of our IT Systems and processes. This can be accomplished only by choosing an established framework. Adopting the National Institute of Standards and Technology (NIST) framework is a reasonable choice because under federal law, Federal Information Security Management Act (FISMA), all federal agencies are to implement this framework. Congress also has authorized NIST to create and maintain this framework for the federal agencies to implement. Adoption of this framework assures that this framework will be kept current with changing technologies and requirements.

DATA GOVERNANCE COUNCIL
The purpose of this activity is to develop and adopt common definitions for attributes like, Full Time Equivalence (FTE) and student. This is needed to create a Business Intelligence framework where these common attributes have the meaning. A UW System wide Council will be established with members representing different functional areas drawn from the various Campuses.

INNOVATION FUND
This activity will create an environment that nourishes innovation across the Campuses. This will solicit proposals from all disciplines across all Campuses. Any stage of the IT lifecycle from ideation, developing a prototype or implementing a pilot can be proposed. A maximum award of $25K with outcomes measured within 120 days would be required.

STUDENT INFORMATION SYSTEM (SIS)
The intent of this activity is to work closely with UW-Stevens Point to assist them in their migration of their legacy SIS to Campus Solutions which is the environment all other Campuses currently use and support. It is going to be accomplished with the least amount of customization and potentially could pave the way for a standardized approach to SIS for all other Campuses.

SERVICE CATALOG
This effort is to create and extend a Service Catalog for all Shared Services which describes the service, The Service Level Agreements and expectations for customers. In the future, this can be extended to include the services provided by the Campuses as well.

WEB REDESIGN & MIGRATION TO AMAZON
The Web team created a new look and feel for the UW System website and is using WordPress as the new Content Management Software. This site has been released for use with UW-Madison providing the hosting support. In this fiscal year, the hosting service will be moved over to Amazon Cloud Services, where they have created a special secure environment for Government agencies.
**INTERACTIVE REPORTING (IR) TOOL REPLACEMENT**

The current software that does reports is reaching end of life and a replacement is necessary. A team comprising of Campus representatives has been established and they are in the process of creating the requirements for a Request For Proposal process. The new software tool is expected to be deployed in the next fiscal year.

**DOCUMENT MANAGEMENT & WORKFLOW**

Creating a system to manage documents is critical for the UW System. This will then become the repository for configuration controlled documents, such as policies and procedures and knowledge articles. An environment to implement workflow to automate common business process is also essential. It is the intent to identify, procure and deploy these environments within the next fiscal year.

**TELEPHONE REPLACEMENT AND UNIFIED COMMUNICATIONS & COLLABORATIONS (UCC)**

This activity is based on replacing our aging telephone service with a service that uses the network for making voice calls, integrating, voice, video and data and improving our ability to collaborate. This will allow access to these services using mobile devices regardless whether they are personally owned or by UW System. Part of the service will include increasing safety by making it easier to summon help and notifying the faculty, staff and students of a threat or a warning including weather advisories. The cost of these increased functionally is expected to be half of what we spend just on voice only services.
LEARNING TECHNOLOGY AND LIBRARIES

CANVAS PILOT II

Typically, we conduct a pilot of specific software or functionality each year and in FY16 we plan to continue a pilot program for Instructure Canvas, a learning management system. Canvas Pilot II is the second phase of piloting the Canvas product. During this pilot, the primary focus is on the technical interoperability of Canvas with other third-party learning technologies that we have currently in place (e.g., Kaltura, Turnitin, etc.).

ACADEMIC SYSTEMS ROADMAPING PROJECT

Project funds will also be used to continue our efforts to develop a comprehensive Academic Systems Roadmap for instructional technology for the next 3 to 5 years. We began the roadmapping process in FY15 and contracted with expert consultants during the initial phase. Through our work on the roadmap, we have determined that the roadmapping process is an ongoing endeavor, with dynamic and emerging themes, to address the changing landscape of learning technologies. Going forward, rather than considering roadmapping a “project,” the committee will seek to be more structured in carrying out strategic planning and roadmapping activities in order to remain informed and flexible, and more able to address the ever-evolving learning technology landscape.

UWS STUDENT SURVEY PROJECT

It has been several years since a comprehensive student survey was conducted in order to generate knowledge about student perceptions of and experience with learning technologies. In order to gain a better understanding of the student’s perspective on the technologies used to support their learning, Planning for a “Student Learning Technology Survey” will also begin in Spring 2015, with rollout to students to take place in Fall 2015. A $10,000 sum is allocated in FY16 specifically for the comprehensive student survey. It is expected that the survey process will be repeated periodically to ensure that student needs are properly identified.

FACULTY DEVELOPMENT

As identified in the faculty survey conducted in 2014, as well as during the initial work done by the Roadmap task force, many faculty have not been exposed to (or have had the opportunity to) gain experience in implementing best practices for using learning technologies in their courses. A gap exists between having the technologies available to instructors and the use of these resources by instructors for teaching and learning. In FY16, special focus will be placed on funding faculty development projects that will support use of our core technologies so that we can ensure that the investments made are fully realized. We envision these funds being used to support the development of a resource repository that can be used by any campus to support faculty development around core academic technologies. The shell of a UWS Learning Technology Portal has been developed and efforts are underway to determine how portal resources will be organized.

The Learning Technology Portal can be viewed at https://www.wisconsin.edu/learning-tech

Metrics on tool usage will be benchmarked and future faculty survey results will be used to assess the impact of the faculty development initiative. The ultimate goal of this faculty development initiative is to improve student learning outcomes.
LEARNING ENVIRONMENT (LE) RFP

Funding for the rollout of the LE RFP, which could result in a large-scale procurement process, is also included in this request. Our contract with D2L will expire in June 2016, with the option to renew in two, one-year intervals. A significant amount of needs analysis, market research and industry expertise will be needed as part of this process. The information gleaned from the FY15 Roadmap Project, UWS Faculty Survey, Learn@UW task force activities, and from the student survey will provide us with guidance from multiple perspectives as we move through the RFP process.

We are seeing new entrants into the academic system space, some of which we have pilot tested, and we expect more changes in the future. We also expect that results from the Integration Study currently underway will provide us with insights into how our current SIS integration practices and business processes can be efficiently supported by modern technology and standards.

We will need to hire staff to help coordinate Learning Environment RFP process, as well as hire replacement staff to free up the time of knowledgeable staff members to focus on the complex LE RFP process.

As a point to note, prior to issuing the LE RFP, a significant effort to analyze UW system campus needs for teaching, learning and administration will be carried out in Spring/Summer 2015. The needs analysis process will be used to appropriately craft the LE RFP. The “Student Learning Technology Survey,” budgeted in the FY15, will begin in Spring 2015 and provide input into the LE RFP needs analysis process.

ALMA IMPLEMENTATION

Alma leverages the UW Systems investment in the Primo discovery solution, delivering cloud-based, next generation library management services. It will provide a shared environment and unify the management of print, electronic and digital resources. As a result, Alma enables the University of Wisconsin System and its members to improve operational efficiencies and offer a range of new services across the consortium. As a comprehensive unified solution, Alma replaces a number of systems that are currently in use across the University of Wisconsin system, and adds comprehensive e-resource management capabilities. This service is expected to be on-line this fiscal year.

IN SUMMARY

These projects and pilots provide us with the ability to not only explore and develop additional technologies that enhance current instructional effectiveness and support growth initiatives, but also allow us to leverage the technology investments that we have already made. The need for academic systems is driven by those who provide instruction. It is common practice for higher education institutions to explore technologies to determine how to improve student learning outcomes. It is critical that UWS supports innovation and leverages expertise across the institutions through timely pilots and other projects to stay informed of technology that impacts teaching and learning. Special consideration will also be given to projects and pilots that are collaborative in nature, so that synergies between and among campuses and other faculty support units can be realized.

These efforts not only improve the efficiency and effectiveness of UW System Administration, but they also provide opportunities to accomplish more as a UW System by adopting common standards and services.
IT ACTIVITIES AT EACH UW CAMPUS

Several Campuses including System Administration are focusing on the redesign of their websites. These include UW-Eau Claire, UW-Green Bay, UW-River Falls and UW-Milwaukee. This not only increases effectiveness of Campus services, but also increases recruitment of students.

The average number of devices each student brings to the Campus numbers around 3.5 based on EDUCAUSE research. Students also are demanding more wireless access across the Campus and within the residence halls. To meet this demand and other requirements, several Campuses are in the process of upgrading their wired and wireless networks. This increases the opportunity to provide Voice over IP services which also include collaboration services.

Several Campuses are in the process of planning the migration or migrating to a Cloud solution based on Microsoft Office365 for their email services. Several Campuses, including UW System Administration have successfully completed this migration. This provides an opportunity to consider a single instance of an email system for all of UW System or a federated approach which includes all Campuses. This would possibly lead to better collaboration among the Campuses.

What follows is a list of IT related activities that are being conducted at the various Campuses across the UW System.

**UW COLLEGES AND EXTENSION**
Currently implementing the two year plan of upgrading the wired and wireless LAN. The IT Strategic Plan is based on developing more standard based solutions and increasing the user experience. Also focusing on transforming the IT organization to be more service driven and customer focused.

**UW-EAU CLAIRE**
Redesigned several classrooms to be interactive learning environments and is currently transitioning to a newly designed website.

**UW-GREEN BAY**
Currently evaluating multiple Customer Relationship Management (CRM) software solutions and improving the processes associated with student financials. Also actively pursuing the migration to Office 365 and upgrading the current Storage Area Network (SAN).

**UW-MADISON**
Created an IT strategic plan aligned with their Campus strategic plan. Formalizing the how IT decisions are made is an important part of the strategy. They have created an advanced computing infrastructure which offers computing cycles to any of the researchers within the UW System.
**UW-MILWAUKEE**

Elevated the discussion for the need for IT investments to the Cabinet level. This also includes discussion of the issues related to staffing critical needs. Actively looking at the replacement of a Content Management System and the Xythos storage environment. Completed the email migration to the Cloud by implementing the Microsoft Office 365 environment.

**UW-OSHKOSH**

Evaluating implementing IT Services based on standard practices such as Control Objectives for Information and related Technology (COBIT). Also creating a portfolio based approach to managing services and improving IT governance and redesigning the organization. This will result in an organization that is more focused on improving customer experiences and operational efficiency.

**UW-PARKSIDE**

Currently focused on implementing improvements to the Campus IT infrastructure, such as Virtual Desktop Infrastructure (VDI), storage enhancement, network backbone and updating classrooms. Also considering migrating towards a VoIP environment on Campus.

**UW-PLATTEVILLE**

Implementing IT priorities based on the recommendations of Huron Consulting. Continuing to extend the Business Intelligence (BI) capability that the Campus initiated a few years ago. The focus will be on data from the Human Resources Information System and Student Financials. Created a Project Office and developing it into a Center of Excellence using best practices. Implementing the conversion to VoIP across the Campus as well completing the migration of the email system to the Cloud by using Microsoft Office365.

**UW-RIVER FALLS**

Current projects include elevating IT decision making process at the Campus by actively involving customers, stakeholders and aligning the IT Strategic Plan more closely to Campus needs. Efforts are underway to improve document management and workflow, thereby increasing the effectiveness of other work units and providing a repository for configuration controlled documents.

**UW-STEVEN'S POINT**

Actively working with UW System Administration on migrating from a legacy Student Information System (SIS) to the Oracle Campus Solutions environment. This is the environment that all the other Campuses are already using. Also pursuing an implementation of email and other office applications in the Cloud by migrating to the Microsoft Office365 environment.
UW-STOUT
Pursuing three major IT improvements. These deal with migrating the email service from an on premise to a Cloud solution through the use of Microsoft Office 365, consolidating Data Centers and upgrading the Campus wireless network.

UW-WHITEWATER
Currently in the second year of implementing the strategic plan. Eighty percent of the new ideas have come from customer input and the remaining from the staff of the central IT organization. Actively looking at upgrading the Local Area Network (LAN) and creating a tiered network storage architecture. Presently conducting a market analysis for a CRM solution.

View detailed Campus IT Strategic Plans at https://www.wisconsin.edu/systemwide-it/strategic-plans