Winona State University
Information Technology Services

Mission

Information Technology Services (ITS) provides the technology-based foundation to support and empower the Winona State University (WSU) community to meet and exceed their educational and business needs.

Vision

Information Technology Services endeavors to position the University as a national leader in the innovative and effective use of technology to support the academic enterprise.

Values

People, Performance, and Innovation
# Table of Contents

WINONA STATE UNIVERSITY INFORMATION TECHNOLOGY SERVICES...II

TABLE OF CONTENTS ........................................................................................................ III

INTRODUCTION AND BACKGROUND ........................................................................ 1

TECHNOLOGY MASTER PLANNING PROCESS ............................................................. 4
  TECHNOLOGY PLANNING LIFE CYCLE .................................................................. 4
  TECHNOLOGY MASTER PLAN DEVELOPMENT PROCESS .................................... 4
  COMPLETING THE CYCLE ....................................................................................... 5
  INITIAL BUCKETS .................................................................................................... 5
  REFINED CORNERSTONES ....................................................................................... 6

GOVERNANCE AND ITS OVERVIEW ........................................................................ 7
  GOVERNANCE - ALL UNIVERSITY TECHNOLOGY COMMITTEE (AUTC) .............. 7
  ITS ORGANIZATIONAL OVERVIEW ......................................................................... 8

GOALS AND OUTCOMES .......................................................................................... 10
  1. STUDENT LEARNING AND SUCCESS .............................................................. 10
  2. EFFECTIVE AND EFFICIENT USE OF IT ......................................................... 12
  3. UBIQUITOUS AND RELIABLE TECHNOLOGY INFRASTRUCTURE ...................... 15
  4. PROFESSIONAL DEVELOPMENT .................................................................... 17
Introduction and Background

Winona State University (WSU) sees technology as a strategic tool to meet its academic and administrative vision. In 1997, Winona State launched its e-Warrior: Digital Life and Learning Program, providing all students with a laptop computer to enhance their studies on the Winona campus. The program has been woven into the fabric of the institution. Unlike other institutions within the Minnesota State Colleges and Universities (MnSCU) system or many other campuses, there are no traditional computer labs on the Winona campus. These specialized rooms for working with technology have given way to anytime, anywhere learning. The entire campus is a learning space with access to worldwide information resources. Innovative pedagogies are in practice on campus with current action research projects looking at e-books and enhanced communications with students.

Winona State sees the e-Warrior: Digital Life and Learning Program as one of the primary ways that it serves the strategic framework particularly in the delivery of an extraordinary education. Our graduates, many of whom continue to work and learn in the State of Minnesota, have benefited from the knowledge, skills, and abilities gained through their participation in the program. The program is continually evolving; the inclusion of tablet technology, starting in the fall of 2013, mirrors the rapid transition to mobility already occurring in the workplace and will better prepare our students to flourish in the digital world.

In addition, Winona State is also enhancing University business functions with technology by reducing waste, errors, and time and greatly improving our visibility into the student record, mobile access to information, and University business intelligence. The University supports a robust document-imaging environment with intelligent routing and paperless workflow. A number of strong locally developed applications to enhanced business functionality and student services have been getting attention by other MnSCU institutions because of the enhanced functionality they provide. The University has built a strong data rich environment that allows for designated areas of the University to securely access appropriate and accurate data with the click of a mouse. This access to data through the Report Index allows Winona State’s leaders to make informed decisions based on quantitative data. This work is being shared with a number of our partner institutions within MnSCU. Winona State has launched a number of mobile apps for students including a student portal, virtual tour, and bus tracking applications.

In addition to the technology environment located in Winona, the University also supports Winona State University-Rochester (WSU-R). WSU-R is located on the University Center Rochester (UCR) campus, a facility that is managed by the MnSCU partner institution, Rochester Community and Technical College (RCTC). UCR’s core technology infrastructure is designed, implemented, and managed by RCTC. The unique circumstances and needs of WSU-R introduce additional technology issues and requirements.

To build on a strong foundation, this technology master plan provides a framework for integrating and prioritizing technology related issues at WSU. It was developed to
articulate a common vision for technology and provide a guide for future technology implementations. Information Technology Services at WSU sees assessment aligned with the Technology Master Plan as a tool for improving performance of the unit. In 2009 an assessment plan was adopted and continues to evolve. The assessment plan is driven by the Technology Master Plan and e-Warrior Digital Life and Learning Program conceptual design and is based on the model described in An Educator’s Guide to Evaluating the Use of Technology in Schools and Classrooms (U.S. Department of Education, 1998). Both formative and summative assessments, incorporating both quantitative and qualitative methodologies and analyses, are used. The formative assessments allow for refinement in procedures and design in order to answer the questions and goals being measured and to assist in guiding and improving the overall performance of the unit. The unit year-end reports will provide a comprehensive summary of how the outlined goals have been achieved during the course of the year.

The deep use of assessment within the Information Technology Services unit was listed as an item of significant accomplishment by the Higher Learning Commission (HLC) accreditation team in their 2012 visit:

“The Technology Infrastructure is impressive. The team observed multiple ways in which IT at WSU is more advanced than other similar institutions. The significant use of assessment to move forward strategically is noteworthy. In fact, assessment appears to inform all decisions. The use of Lean Principles to reduce costs, improve efficiency and increase efficacy is an example of the forward thinking that routine in this unit.” (Recognition of Significant Accomplishments)

Winona State will continue to evaluate the information technology services it provides and will endeavor to enhance and improve services to meet the needs of students, faculty, and staff now and in the future. It is within this context that, in January 2013, Winona State University began the process of developing its Technology Master Plan (July 2013 – June 2016). This plan represents the University’s effort to continue to pioneer the intersection of teaching, learning, technology, and engagement.
Planning Assumptions

There are several planning assumptions used by the All University Technology Committee (AUTC) and Information Technology Services (ITS) leadership team made as the technology master plan for Winona State University (WSU) was being developed. A few of those assumptions are as follows:

1. Information technology is critical to the realization of institutional goals and must be aligned with the mission and vision of the University.

2. The University is likely to experience budgetary constraints during the effective years in which this technology master plan is implemented.

3. The Winona campus is committed to providing a multi-platform one-to-one mobile computing strategy to students and faculty through its e-Warrior: Digital Life and Learning Program which provides the stage to deliver technology access anytime and anywhere.

4. Winona State University - Rochester students are not currently involved in the e-Warrior: Digital Life and Learning Program, which results in some distinct technology issues for these faculty and students.

5. The University is dedicated to supporting an information technology infrastructure that is robust, reliable, and transparent to the end user.

6. Individual faculty members are ultimately responsible for setting the technology expectations of students in their courses. The departments are responsible for integrating technology into their academic programs as appropriate, and assessing these efforts.

7. Minnesota State Colleges and Universities (MnSCU) system office provides and supports the core administrative software applications used by the institution (e.g., Integrated Student Records Systems (ISRS), Degree Audit Reporting System (DARS), Hyperion Brio). Significant campus support is also provided for select administrative applications (e.g., Campus Card (CBORD), Knowledge Lake Document Imaging, Microsoft Reporting Services).

8. Emphasis must be placed on training and professional development to assist students, faculty, and staff with the use and application of information technology.
Technology Master Planning Process

Technology Planning Life Cycle
The technology planning life cycle will provide a framework for integrating and prioritizing technology related issues at Winona State University. It was developed to articulate a common vision for technology and to provide a guide for future technology implementations at Winona State University. (See below: visual representation of how the prior Technology Master Plan (2010 – 2013) drove Information Technology Services (ITS) tactical planning)

Figure 1. Technology Master Plan driving tactical planning

Technology Master Plan Development Process
This document represents a culmination of work started in January of 2013. The technology master plan development process is the first step in integrating information technology into the overall mission, vision, and purpose of the University. The technology master plan development process was divided into five phases.

- The first phase was the development of buckets (a term used to describe how we categorize feedback).
- The second phase was the development of goals and outcomes by the various campus constituency groups (20 sessions held with 202 faculty, staff, and students participating, in addition, follow-up emails were sent to the Chief Information Officer (CIO) and
members of the committee which were also included) to fill the buckets (later redefined as cornerstones) defined in phase one of the process (February – March 2013).

- The third phase was the refinement and clustering of the information developed by the various campus constituency groups by the CIO and AUTC (April 2013).
- The fourth phase was the review and reaction to the draft of the technology master plan by the campus constituency groups through the “meet and confer” and “meet and discuss” process (May 2013).
- The fifth and final phase will be the final approval of the technology master plan by Cabinet (June 2013).

**Completing the Cycle**

Once the technology master planning is complete the Information Technology Services (ITS) leadership team will create a **tactical plan** to operationalize the technology master plan. ITS will **perform and execute** the tactical plan. ITS will **assess and evaluate** the outcomes and report back to AUTC and Cabinet the results. The technology master plan will guide all future technology implementations at Winona State University.

**Initial Buckets**

AUTC developed buckets (later called cornerstones) to help collect important thoughts and ideas in the planning process. Focus groups brainstormed within the areas below providing innovative concepts and ideas that can become future goals for the University in the area of technology.

- **Mobility and Access:** This container includes strategies that enhances anytime anyplace learning (i.e., items related to the e-Warrior: Digital Life and Learning Program, enhanced wireless).
- **Infrastructure:** This container collects actions to improve facilities, servers, systems, storage, back-up services, enterprise level-software, data and voice networks that support the academic enterprise (i.e., items such as faster networking, more data storage, data security, disaster recovery).
- **Student Engagement:** This container supports strategies to enhance student engagement (i.e., items related to enhanced pedagogies, redesign of traditional classrooms).
- **Sustainability:** This container holds techniques the University can employ to be more environmentally friendly (i.e., items such as reducing printing, virtualization of servers (reduce power consumption)).
- **Effective and Efficient Use of IT:** This container includes items that can enhance business processes and practices (i.e., items related to decision support systems, cost saving strategies, enhanced customer services strategies).
- **Community and Collaboration:** This container will support initiatives to engage entities outside the University on issues related to technology (i.e., items related to partnering with local schools (laptop program), partnering with local industry).
• **Innovation:** This container collects actions that can enhance the innovative uses of technology at the University (i.e., items such as evaluation of new technologies, integration of new technologies in the enterprise, diversification of revenue stream for technology projects).

• **Professional Development and Preparedness:** This container holds items that support the development of faculty and students in their use and application of technology (i.e., items related to student training (baseline technology competencies), faculty development (the intersection of technology and pedagogy)).

### Refined Cornerstones

In April of 2013 AUTC collapsed the eight buckets into four cornerstones. The goals and outcomes from the focus group sessions were placed under the most appropriate cornerstone.

• **Student Learning and Success:** Foster, develop, and support technology-enriched strategies that enhance student learning and success.

• **Effective and Efficient Use of IT:** Support strategies that enable and enhance business processes and practices inside and outside the University.

• **Ubiquitous and Reliable Technology Infrastructure:** Plan and implement strategies for the current and future technology infrastructure needs of the University.

• **Professional Development:** Employ professional development strategies and activities that address the needs of current and future faculty, staff, and students that contribute to academic and professional success in the application of information technology.

![Figure 2. Mike Markegrad leads a class in the Math Achievement Center](image)

Winona State Technology Master Plan – Final – June 24, 2013
Governance and ITS Overview

Governance - All University Technology Committee (AUTC)

The All University Technology Committee reviews technology initiatives, assesses technology use and recommends policy and resource utilization. The committee reviewed and assisted in the implementation of the technology master plan development process and reviewed information collected from the focus group sessions held from January to April 2013.

All University Technology Committee (AUTC) Membership (2012 – 2013)

Ex-Officio
Kenneth Janz, Associate Vice President for Academic Affairs and Chief Information Officer
Ken Graetz, Director for Teaching, Learning, and Technology Services

Inter Faculty Organization (IFO) Representation
Pat Paulson, Professor, College of Business, AUTC Chair
Ann Olson, Professor, College of Nursing
James Reineke, Associate Professor, College of Education
Nicole Anderson, Assistant Professor, College of Science and Engineering
Vernon Leighton, Professor, Library and Information Services

Minnesota Association of Professional Employees (MAPE) Representation
John Yearous, Developer, Information Technology Services
Marc Hauge, System Administrator, Information Technology Services

Student Representation
Logan Galchutt
Ian Mireri
Kyle Stay, Student Chair – e-Warrior: Digital Life and Learning Review Committee

Administrative and Service Faculty (ASF) Representation
Tania Schmidt, Associate Registrar, Student Record Services (Registrar’s)

American Federation of State, County, and Municipal Employees (AFSCME) Representation
Dustin Tollefsrud, Administrative Assistant, Outreach and Continuing Education (OCED)

Middle Managers Association (MMA) Representation
David Gresham, Infrastructure Services, Information Technology Services

Deans’ Council Representation
Charla Miertschin, Interim Dean, College of Science and Engineering
ITS Organizational Overview

In 2009, Information Technology Services reorganized into four units: User Services, Development and Web Support Services, Infrastructure Services, and Teaching, Learning, and Technology Services. The ITS leadership team consisting of the Chief Information Officer and the Directors of User Services, Development and Web Support Services, Infrastructure Services, Teaching, Learning, and Technology Services, and the Data Security Officer assisted in the formation and development of the master technology plan. In addition, in the Goals and Outcomes section of this document members of the ITS leadership team will be the “lead” on several goals. In this role, the lead will be responsible for completing the outcomes assigned goals. Figure 3 provides a visual overview of the ITS organization.

In addition, several other positions are listed in the technology master plan as a lead. These positions include: Assistant Vice President for Marketing and Communications, Director of Outreach and Continuing Education, and the Director of Institutional Planning, Assessment and Research. They are included because these positions are critical in the successful completion of the selected goals.
Cornerstones

The following are the four cornerstones of the Winona State University Technology Master Plan.

1. **Student Learning and Success** (Pages 13 – 15)

   *Foster, develop, and support technology-enriched strategies that enhance student learning and success.*

2. **Effective and Efficient Use of IT** (Pages 15 – 18)

   *Support strategies that enable and enhance business processes and practices inside and outside the University.*

3. **Ubiquitous and Reliable Technology Infrastructure** (Pages 18 – 20)

   *Plan and implement strategies for the current and future technology infrastructure needs of the University.*

4. **Professional Development** (Pages 20 – 22)

   *Employ professional development strategies and activities that address the needs of current and future faculty, staff, and students that contribute to academic and professional success in the application of information technology.*

![Figure 4. Students collaborate in the Visual Media Studio](image-url)
Goals and Outcomes

1. Student Learning and Success

Foster, develop, and support technology-enriched strategies that enhance student learning and success.

1. Continue to enhance and differentiate learning spaces with a focus on flexibility and student engagement.

Select Outcomes:
- a. Expand the “scale up” collaborative design used in the Math Achievement Center and the Visual Media Lab to at least six additional classrooms.
- b. Redesign at least 50% of our current ITV classrooms to support enhanced telepresence and to increase remote student engagement.
- c. Upgrade all large lecture halls to support rich media, mobile device usage, and multiple teaching strategies.

Lead:
Director of Teaching, Learning, and Technology Services

2. Continue to improve the support for instructional technology in and out of the classroom.

Select Outcomes:
- a. Redesign at least three informal learning spaces (e.g., group study areas, lounges) on the Winona, West, and Rochester campuses to support group work and collaboration.
- b. Provide the tools to achieve at least 50% faculty adoption of OR 100 online learning modules covering major instructional technology learning objectives.
- c. Achieve at least 40% faculty adoption of mobile student response system for supporting just-in-time teaching and classroom engagement.
- d. Have at least 500 students complete a new Mobile Learning Certificate program using a competency-based badging system.
- e. Develop a strategy to create a testing center on campus.

Lead:
Director of Teaching, Learning, and Technology Services
3. **Enhance and promote tools for learning**

**Select Outcomes:**
- a. Implement a digital media management system and populate it with at least 1500 hours of course-related content.
- c. Have at least 50% of instructors offer a digital alternative to a printed textbook in their courses.
- d. Have at least 50% of students use enterprise social media (synchronous/asynchronous) to communicate with faculty. Students report high levels of satisfaction with faculty-student communication.

**Lead:**
Director of Teaching, Learning, and Technology Services

4. **Encourage and support technology-enhanced department-initiated course redesign.**

**Select Outcomes:**
- a. Have at least 50% of all academic departments work with Teaching, Learning, and Technology Services to implement a flipped classroom approach in at least one course.
- b. Complete external Quality Matters certification on at least three major college/department/program-endorsed online course redesign projects.

**Lead:**
Director of Teaching, Learning, and Technology Services

5. **Improve technology support structures for adult learners, graduate students, and students with special needs.**

**Select Outcomes:**
- a. Implement all of the 2013 AUTC recommendations for improving graduate student services related to instructional technology.
- b. Create a new plan for meeting the needs of faculty, staff, and students who require accommodations in their technology and computing needs.
- c. Set quarterly meetings with the liaison from TLT and Campus Accessibility Services.
- d. Ensure 100% ADA compliance on all WSU online courses.
e. Explore and develop opportunities to design and deliver online and blended programs to adult learners and working professionals in collaboration with Outreach and Continuing Education.

**Lead:**
Director of Teaching, Learning, and Technology Services and Director of Outreach and Continuing Education

6. **Enhance learning analytics.**

**Select Outcomes:**

a. Implement the D2L Learning Analytics module, generate annual reports on D2L usage, and communicate these findings to campus.

b. Increase the use of intelligent agents in D2L to provide students with notifications regarding class performance.

c. Continue the enhancement of the Academic Progress Reporting System (APRS) to meet the needs of instructors and students.

**Lead(s):**
Chief Information Officer, Director of Teaching, Learning, and Technology Services, Director of Development and Web Support Services, and Director of Institutional Planning, Assessment and Research

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**2. Effective and Efficient Use of IT**

*Support strategies that enable and enhance business processes and practices inside and outside the University.*

1. **Evaluate and improve university technology supported processes and partner with the system office in improving the core functions of ISRS**

**Select Outcomes:**

a. Implement Curriculog to enhance practices of curriculum management.

b. Implement phase 2 of the Faculty Assignment Application and evaluate methods to further improve the process for faculty and course assignments.

c. Implement a Customer Relationship Management (CRM) solution and develop a plan that meets the needs of administrative and academic departments on campus.

d. Implement Event Management System (EMS) to enhance classroom, event management, and resource scheduling.

e. Evaluate graduation-planning tools.
f. Build on the existing work done with the Report Index. Explore and implement solutions, such as Analysis Services Cubes, Report Builder, and Pivot Tables, which will allow end-users more capacity to access and manipulate institutional data on-demand.

g. Support Assessment efforts at WSU by building capacity in conducting surveys and reporting results. Support the use of TaskStream and related tools used to organize assessment efforts.

h. Increase capacity and enhance complex analysis of institutional data, including the ability to create customized institutional dashboards for tracking and comparing data across years and terms, e.g., Enrollment Analytics measures.

i. Support university efficiency by working with stakeholders to collaboratively analyze data and develop plans of action based on results, including issues of retention, diverse student success and improving time-to-graduation of our students.

j. Adopt more online forms and reduce paper where appropriate. (e.g., implement electronic document workflow, e-signatures, easier distribution of electronic documents, ISBN).

k. Evaluate options for integrating the technologies that support our hiring processes (NeoGov and Faculty Assignment).

l. Evaluate current university-wide processes to determine level of efficiency and quality improvement opportunities (e.g., travel requests/expense, etc.).

m. Develop a strategy to better engage the system office on end-user needs.

**Lead(s):**
Chief Information Officer; Director of Development and Web Support Services; Director of Institutional Planning, Assessment; and Associate Registrar

2. Continue the enhancement of ITS customer support services.

**Select Outcomes**

a. Review the current assessment plan for ITS and use collected data to develop benchmarks for all customer interactions and to improve on the defined benchmarks.

b. Develop a comprehensive communication plan for ITS.

c. Improve technical support resources for student employees.

d. Expand and enhance online support information.

**Lead(s):**
Chief Information Officer; Director of User Services; and Director of Teaching, Learning, and Technology Services
3. Develop relevant and accessible web content

Select Outcomes:
  a. Enhance Winona State Website for use by mobile devices.
  b. Remove barriers to website content generation.
  c. Continue to enhance sites.
  d. Ensure content guidelines are communicated to the campus community.
  e. Continue to build the capacity to implement Web 2.0 technologies such as online forms, online user resources, video integration, wikis and blogs.
  f. Improve search capability for WSU website.

Lead(s):
  Assistant Vice President for Marketing and Communications and Director of Development and Web Support Services

4. Continue to enhance efficiency of the data center.

Select Outcomes:
  a. Continue to virtualize the server environment on campus to increase efficiency and reduce heating, cooling, and electrical costs.
  b. Evaluate fixing and replacing the basement chiller, which is inefficient and nearing the end of its life.
  c. Replace power injectors with power over Ethernet switches to reduce electrical consumption.

Lead:
  Director of Infrastructure Services

5. Reduce dependence on inefficient technologies.

Select Outcomes:
  a. Replace copiers and fax machines with multifunction printers and implement a fax server solution.

Lead:
  Director of Infrastructure Services

6. Continue to offer a technology leadership role to the system to other institutions of higher education.

Select Outcomes:
  a. Build on the Service Delivery Strategy work of the system office and specifically work out of WSU on Enterprise Active Directory and Enterprise SharePoint.
b. Build an application (i.e. Faculty Assignment Application) at Winona State University that is ready to be available MnSCU-wide.

c. Provide Minnesota State College – Southeast Technical with a data framework to support their reporting needs, and provide interactive reports primarily centered on enrollment management, program review and accreditation needs.

d. Continue to seek out and build cooperative and collaborative relationships with other higher education institutions (locally, Minnesota State College - Southeast Technical and St. Mary’s University of Minnesota; statewide, MnSCU partners, and University of Minnesota institutions, and nationally, one-to-one computing programs, University of Wisconsin – Stout, Northern Michigan University) to expand student and faculty opportunities.

Lead:
Chief Information Officer

3. Ubiquitous and Reliable Technology Infrastructure

Plan and implement strategies for the current and future technology infrastructure needs of the University.

1. Implement a unified communication strategy.

Select Outcomes:
   a. Implement recommendations to unify voice, video, and data communications.
   b. Full rollout and training for Microsoft Lync.
   c. Develop a strategy to move to softphone technology.

Lead:
Director of Infrastructure Services

2. Implement back-up and document storage solutions that better meet the needs of users and the campus.

Select Outcomes:
   a. Develop a three-year plan to meet the current and future storage needs of the campus community.
   b. Research automated or minimal user intervention back-up solutions for end-users to backup content.
Lead:
Director of Infrastructure Services and Director of User Services

3. **Continue to enhance the network to support future end-user needs.**

**Select Outcomes:**
- a. Continue to enhance wireless access on campus, in green spaces, and in strategic areas of Winona.
- b. Formulate strategy and timeline for improving wireless in Rochester.
- c. Improve access to University technology resources (VPN, Wireless Printing, Support for Mobile devices, etc.).

Lead:
Director of Infrastructure Services

4. **Build towards a model of true single sign-on (both system office and campus).**

**Select Outcomes:**
- a. Develop a plan to minimize the number of credentials needed to access various information technology resources.
- b. Work with the system office to integrate their centrally hosted applications with the Enterprise Active Directory (EAD) environment.
- c. Establish a STARID wireless SSID environment integrated with EAD.
- d. Evaluate business impact of migrating current processes to system office managed accounts (i.e. laptop customization).

Lead:
Director of Infrastructure Services

5. **Look at the best technology/delivery mechanism for video (ITV, Adobe Connect, WebEx).**

**Select Outcomes:**
- a. Redesign at least 50% of our ITV classrooms to support enhanced telepresence features.
- b. Deploy AV bridges in all large lecture halls and at least 12 other classrooms to support the seamless integration of popular web conferencing tools (e.g., Adobe Connect, Cisco WebEx).
- c. Train all ITV instructors and students to use the Cisco Jabber client to connect to ITV sessions when needed.
d. Deploy a mobile app that allows ITV instructors to control cameras from their tablet devices.

e. Standardize on an enterprise-wide web conferencing tool that scales to meet the needs of the university.

f. Develop and deliver a Leading Effective Class Meetings training program for all ITV instructors, combined with online learning materials for students.

**Lead:**
Director of Teaching, Learning, and Technology Services

### 6. Improve information technology security and address growing threats.

**Select Outcomes:**

a. Develop a multiyear information technology security plan.

b. Continue to research, test, and implement solution to address growing Internet security issues and user concerns.

c. Build a baseline and enhance the effectiveness of campus training and tools offered to the campus community around data security.

d. Complete work on the campus disaster recovery and business continuity plan. The plan will also contain modernization efforts in implementing procedures and technologies to align WSU’s infrastructure with business continuity and disaster recovery requirements.

**Lead:**
Chief Information Officer and Data Security Officer

### 4. Professional Development

Employ professional development strategies and activities that address the needs of current and future faculty, staff, and students that contribute to academic and professional success in the application of information technology.

#### 1. Improve college and department-level instructional technology planning, consultation, learning opportunities, and support.

**Select Outcomes:**

a. Have at least 50% of all WSU employees participate in the new Professional Development App, tracking their interests, technology usage, workshop participation, and professional development goals.
b. Collaborate with all colleges to develop a college consultation and planning process that results in annual instructional technology plans, goals, and objectives.

c. Assign Academic Technology Consultants to all colleges from Teaching, Learning, and Technology Services professional staff.

**Lead:**
Director of Teaching, Learning, and Technology Services and Chief Information Officer

2. **Focus learning opportunities on using technology to enhance and transform communication, collaboration, and teamwork.**

**Select Outcomes:**

- **a.** Have at least a 50% increase in the number of WSU employees using SharePoint team sites to collaborate.
- **b.** Have over 50% of all WSU employees use enterprise social networking (e.g., Microsoft Lync, Yammer) to communicate and collaborate on a daily basis.
- **c.** Have over 80% of all WSU employees use Microsoft Office 365 and SkyDrive for personal productivity, file management, and collaboration.
- **d.** Have over 50% of all WSU employees know how to host web conferences using supported tools (e.g., Adobe Connect, Cisco WebEx).

**Lead:**
Director of Teaching, Learning, and Technology Services

3. **Develop an effective, innovative program for new faculty technology orientation.**

**Select Outcomes:**

- **a.** Achieve at least 90% participation rate for new probationary, fixed-term, and adjunct faculty in a new faculty instructional technology orientation program.
- **b.** Create a New Faculty Survival Guide series on the Technology Knowledge Base Wiki.

**Lead:**
Director of Teaching, Learning, and Technology Services
4. Improve, expand, and promote online learning resources for faculty, staff, and students related to the effective use of technology.

Select Outcomes:
   a. Maintain the existing articles and increase the number of articles and page views in the Technology Knowledge Base Wiki.
   b. Expand the use of Atomic Learning and Lynda.com to include at least 50% of faculty, students, and staff as registered users.
   c. Develop a collaborative, service-delivery approach to instructional technology training that includes at least 10 other MnSCU institutions and increases professional development opportunities by 50%.
   d. Focus on the development of comprehensive online materials for students on the use of tablet devices.

Lead:
   Director of Teaching, Learning, and Technology Services

5. Assist interested instructors obtain Quality Matters certification for their online courses and certify the WeTeach Online Course Redesign course offered each term by Teaching, Learning, and Technology Services.

Select Outcomes:
   a. Obtain Quality Matters certification for the WSU Teaching, Learning, and Technology Services WeTeach Online Course Redesign course.
   b. Achieve Quality Matters certification for at least 50% of all WSU online courses.
   c. Increase the number WSU instructors with Quality Matters peer-reviewer certification to at least 12.

Lead:
   Director of Teaching, Learning, and Technology Services

“A Community of Learners Improving Our World”