

# ***University of Wisconsin - Green Bay***

## ***Information Technology Operational Plan***

***Date of Last Review: 12/15/2017***

### **Goals:**

- 1) Identify larger, long term projects
- 2) Identify projects that involve multiple areas or have a large impact
- 3) Clearly convey the description and status of a project
- 4) Does not include every project that IT staff are involved with
- 5) Not intended to be a method for detailed project tracking

### **Revisions:**

Updated twice per year (April, October) with latest revision available on the campus web site.  
Retain previous plan revisions to address records retention needs.

# ***Information Technology Strategic Plan***

## ***Goals and Objectives***

### ***2014-2017***

Leveraging information technology to create a competitive advantage for UW-Green Bay  
(Effective January 2014 – December 2017)

#### ***GOAL 1.0 - Advance the academic mission of the University through innovation and effective technologies, resources, and services.***

Objective 1.1 - Leverage technologies and information resources for recruitment and retention efforts and to support student services.

Objective 1.2 - Provide technology systems and services to enhance student learning and to foster curricular innovation.

Objective 1.3 - Provide technology infrastructure and support for research, scholarship, and creative activities.

#### ***GOAL 2.0 - Leverage our reliable, secure, and efficient information technology infrastructure and maximize staff potential to foster innovation and excellence.***

Objective 2.1 - Maintain and enhance the IT infrastructure to support the operations of the University.

Objective 2.2 - Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.

Objective 2.3 - Ensure a strong IT workforce capable of achieving the information technology goals of the University.

Objective 2.4 - Align funding and explore new funding sources essential for IT operations and new strategic initiatives.

#### ***GOAL 3.0 - Advance business processes and operational efficiencies through effective implementation of information technology.***

Objective 3.1 - Support, upgrade, and enhance current business processes, tools, and administrative systems.

Objective 3.2 - Evaluate and implement new technologies to improve operational efficiency.

Objective 3.3 - Ensure excellent services to enable the effective use of technology, resources, and systems by the University community.

#### ***GOAL 4.0 - Provide technologies to enhance communications with the greater University community and the world.***

Objective 4.1 - Leverage web, social media, and mobile technologies to provide effective and consistent content delivery.

Objective 4.2 - Support effective means of internal and external communications for all University constituent groups.

## Information Technology Operational Plan - Guiding Principles

The Information Services Leadership Team will create a *Information Technology Operational Plan* , in support of the goals and objectives identified in the *Information Technology Strategic Plan* , using the following guiding principles.

We will ensure that:

- the proper staff, financial, and intellectual resources, to implement and maintain technologies, are secured before commitments are made;
- implemented services have the greatest impact on UW-Green Bay's mission;
- implemented technologies have a high return on investment
- new technologies maximize accuracy, security, integrity, share-ability, and re-usability of data using standards;
- both insource and outsource alternatives are evaluated where appropriate;
- the process is transparent and accountable to the University.

### Project Tracking Flow In the Operational Plan

Project Step	Status	Achievement Date	Comments
1	Un-Started	Expected Completion Date (if known)	Waiting for resources. Research/evaluation has not started.
2	Researching	Expected Completion Date	Research/evaluation has started, resource requirements being determined.
3	In Progress	Expected Completion Date	Resources are available, project plan in place.
4	On-Hold	Expected Completion Date (if known)	If a project needs to be halted for some reason.
5	Complete	Actual Completion Date	Project is fully completed.

**GOAL 1.0 - Advance the academic mission of the University through innovation and effective technologies, resources, and services.**

**Objective 1.1 - Leverage technologies and information resources for recruitment and retention efforts and to support student services.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Automate process to update Course Leaf for curriculum and catalog updates	Enrollment Services	Trombley	2/1/2016	Complete	
Automating some of the business processes for the University Leadership Awards	Student Affairs	Tetzlaff	2/1/2016	Complete	
How to manage fees for the Engineering Technology and Masters of Data Sciences programs	Bursars Office	Rentmeester	2/1/2016	Complete	
Streamline the tracking of students participating in the Bellin program to make sure they receive the network and SIS accounts and services they need	Dean of Students, Enrollment Services	Amenson-Hill	4/1/2016	Complete	
How to setup SIS for the new doctoral Education degree with programs and grading basis versus career	Enrollment Services	Trombley	5/1/2016	Complete	The setup in SIS will use Career of Graduate for the new doctoral Education degree.
Analysis and implementation of new Phoenix Scholars and Rising Phoenix initiatives for Admissions	Enrollment Services	Trombley	10/1/2016	Complete	
Learning analytics tool evaluation	Provost, IR, Student Affairs	Dornbush, Furlong	10/1/2016	Complete	Purchased EAB Academic Performance Solutions
Updates for changes to the format of ACT and SAT tests	Admissions	Jones	10/1/2016	Complete	
Researching SIS and RMS and interface updates needed to develop and manage a partnership with NWTC and UWGB that would be a 1 + 2 + 1 type nursing program	Enrollment Services, Residence Life, Nursing	Trombley, Sims-Aubert, Vandenhouten	9/1/2017	Complete	
Evaluate replacement for Campus Management Talisma Campus Nexus CRM	Enrollment Services	Trombley	2/1/2017	Complete	Salesforce was selected
Redesign Admissions website in Kentico content management system	Admissions, Web Services	Jones, Holschbach		Un-Started	
Improvements to the sign up process for Focus R&R process for new Admitted students	Admissions, Student Life	Jones, Winslow		Un-Started	Will revise the R&R process with Salesforce

**GOAL 1.0 - Advance the academic mission of the University through innovation and effective technologies, resources, and services.**

**Objective 1.1 - Leverage technologies and information resources for recruitment and retention efforts and to support student services.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Business intelligence / business analytics	Enrollment Services	Holschbach, Jones	9/1/2018	In Progress	Researching a project with Enrollment Services to develop dashboards using the new UWBI solution.
Enhance the use of targeted and complex campaigns and tailored content in the CRM to improve student engagement	Enrollment Service	Jones	5/1/2018	In Progress	Campus Management the CRM vendor failed to resolve this issue. We are moving to Salesforce which will allow more targeted campaigns.
Improve the process to reformat and import prospect files into the CRM from Carnegie, Zinch, ACT, Education Fairs and other sources	Enrollment Service, ISD	Jones, Holschbach	5/1/2018	In Progress	
Implement the mobile recruiting feature of the CRM with the CRM upgrade to 10.x	Enrollment Services	Jones	5/1/2018	In Progress	Campus Management the CRM vendor failed to resolve this issue. We are moving to Salesforce which is cloud based.
Expand the CRM to include enrolled students and support communication and retention efforts	Enrollment Services	Jones		Un-Started	This was put on hold pending the implementation of Salesforce.
Evaluate the use of chat, social media, texting, telephony and scripts in the CRM	Enrollment Services	Jones	9/1/2018	Researching	Researching Salesforce to understand what functionality is included with our license
Review transfer credit equivalency process in SIS	Enrollment Services	Vande Yacht	6/1/2018	In Progress	We need to review the business and technical requirements to see if Transferology can be implemented.
Transfer Subject Evaluation	Enrollment Services	Vande Yacht	9/1/2018	Researching	
How to handle course requirement changes for degree audit	Enrollment Services	Vande Yacht	9/1/2018	Researching	
Automate faculty advisor reassignment	Enrollment Services	Renier	9/1/2018	Researching	
Evaluate and expand the use of the CRM for the graduate and undergraduate Nursing programs	Nursing	Vandenhouten		Un-Started	

**Objective 1.1 - Leverage technologies and information resources for recruitment and retention efforts and to support student services.**

**GOAL 1.0 - Advance the academic mission of the University through innovation and effective technologies, resources, and services.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Expand the CRM to include graduate student recruitment	Enrollment Services	Jones		Un-Started	
Optimize the effectiveness of the CRM by creating solutions to communicate with School counselors, parents and corporate partners.	Enrollment Services	Jones		Un-Started	
Implement new CRM product	Enrollment Services	Jones	5/1/2018	In Progress	
Early alert and student advising tool evaluation	Student Affairs	Bartell, Renier	6/30/2018	In Progress	Phase 1 of mid-term reporting has completed. Phase 2 includes analytics and card readers.
Review delegated access in SIS to provide more parental access in SIS.	Enrollment Services	Vande Yacht	9/1/2018	Researching	

**Objective 1.2 - Provide technology systems and services to enhance student learning and to foster curricular innovation.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Review and assess current use of lecture capture capability.	Academic Affairs	Hubbard		Completed	Meetings with academic departments and faculty power users are completed.
Library Commons	Library	Ganyard	10/18/2017	Completed	
Implement Fluid navigation for student access in SIS to improve usage on tablets and smart phones.	ISD, Enrollment Services	Holschbach, Jones	9/1/2018	In Progress	Fluid Work Group has been meeting regularly and will review the feasibility of moving to Fluid pages for Students in SIS.
Research and implement Gen Ed Visualization / Academic Progress with Learning Outcomes in SIS for students	Provost, Enrollment Services	Ganyard, Jones	9/1/2018	Researching	After the SIS upgrade, we have new functionality available to deliver graphic information for Academic Progress. Currently, Learning outcomes are being simplified so students understand their meanings.
Classroom control system replacements for MAC Hall	ISD	Hubbard	10/1/2018	In Progress	Installation scheduled for summer of 2018
Plan for lecture capture hardware replacement	Academic Affairs	CATL		Un-Started	work to coincide with DLE implementation

**Objective 1.2 - Provide technology systems and services to enhance student learning and to foster curricular innovation.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
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<b>GOAL 1.0 - Advance the academic mission of the University through innovation and effective technologies, resources, and services.</b>					
Provide Instructional Technology for TH 378	HUS	Meacham, Hubbard	9/5/2017	Completed	
Implementation and Configuration of Law Room for employee training mandates	HR	Olson	4/30/2017	Completed	
Automate the loading of students to Campus Clarity	Student Affairs	Henniges	3/1/2018	In Progress	Purchased of import/export component. Implementation for first quarter 2018.
Plan for Music Miniatures Virtual Space - Digital organizational space to be national leader/clearing house for Miniatures groups that are springing up in major cities across the US. Would like web site space, perhaps radio streaming.	Music	McQuade-Dewhirst		Un-Started	Review need and capability, determine cost and funding required.
<b>Objective 1.3 - Provide technology infrastructure and support for research, scholarship, and creative activities.</b>					
Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments

**GOAL 2.0 - Leverage our reliable, secure, and efficient information technology infrastructure and maximize staff potential to foster innovation and excellence.**

**Objective 2.1 - Maintain and enhance the IT infrastructure to support the operations of the University.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Windows 10 deployment to campus owned workstations	ISD	Goldman	9/1/2017	In Progress	Laptops still to be updated
Improve network resilience by splitting network core switches between primary and backup data centers	ISD	Kieper	1/15/2017	In Progress	
Upgrade campus wireless controllers and access points to support 802.11ac and increase capacity	ISD	Kieper, Kennerhed	1/15/2017	In Progress	
Server backup server and storage replacement	ISD	Pynaker	3/1/2017	In Progress	
SAN expansion to address growing storage needs and performance demands	ISD	Pynaker, Goggins	3/1/2017	In Progress	
Implementation and configuration of SolarWinds to monitor databases, servers and network	ISD	Pynaker	5/1/2017	In Progress	
Windows server 2016 development and testing	ISD	Goggins	5/1/2017	In Progress	
Implementation of PHIRE change management to track and monitor changes to SIS programs and processes	ISD	Holschbach	7/1/2018	In Progress	
Outdoor wireless (high traffic areas)	ISD	Kennerhed	8/1/2017	In Progress	
Single mode fiber optic backbone for Student Services	ISD	Kennerhed		Un-Started	
Single mode fiber optic backbone for Theatre Hal	ISD	Kennerhed		Un-Started	
Single mode fiber optic backbone for Studio Arts	ISD	Kennerhed		Un-Started	
Single mode fiber optic backbone for University Union	ISD	Kennerhed		Un-Started	
Single mode fiber optic backbone for Environmental Sciences	ISD	Kennerhed		Un-Started	
TCP/IP version 6 network deployment	ISD	Pynaker		Un-Started	
Alarms and panic button system	Public Safety	Kujawa		Un-Started	
Implementation of UW-System IT Security Policy - Acceptable Use	ISD	Albrecht	4/1/2017	Complete	
Implementation of UW-System IT Security Policy - Authentication	ISD	Albrecht	5/1/2018	In Progress	
Network subnet architecture redesign to support VOIP system	ISD	Kieper, Kennerhed	4/1/2017	Complete	
Centralized server/network device log management and analysis	ISD	Albrecht		Researching	

**Objective 2.2 - Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments

<b>GOAL 2.0 - Leverage our reliable, secure, and efficient information technology infrastructure and maximize staff potential to foster innovation and excellence.</b>					
Implementation of UW-System IT Security Policy - Incident Response	ISD	Albrecht	12/31/2017	In Progress	
Implementation of UW-System IT Security Policy - Security Awareness	ISD	Albrecht	7/1/2017	Completed	
Updates to SIS for multi factor authentication as it related to Personally Identifiable Information (PII)	ISD	Albrecht, Holschbach	7/1/2018	Un-Started	
Implementation of UW-System IT Security Policy - Data Classification	ISD	Albrecht	5/1/2018	In Progress	
Hire IT Security Officer Full-Time	ISD	Kieper	6/15/2017	Completed	
<b>Objective 2.3 - Ensure a strong IT workforce capable of achieving the information technology goals of the University.</b>					
<b>Project</b>	<b>Responsible Department(s)</b>	<b>Contact</b>	<b>Achievement Date</b>	<b>Status</b>	<b>Comments</b>
<b>Objective 2.4 - Align funding and explore new funding sources essential for IT operations and new strategic initiatives.</b>					
<b>Project</b>	<b>Responsible Department(s)</b>	<b>Contact</b>	<b>Achievement Date</b>	<b>Status</b>	<b>Comments</b>

**GOAL 3.0 - Advance business processes and operational efficiencies through effective implementation of information technology.**

**Objective 3.1 - Support, upgrade, and enhance current business processes, tools, and administrative systems.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Blackboard upgrade to V3.12.4.0	University Union	Wikgren	6/1/2017	Complete	
Review and enhance Student Financial processes for reporting SSN for 1098T	ISD, Bursar	Holschbach, Rentmeester	3/1/2018	Researching	Need to research the student service application ScholarChip for 1098T.
Persona access control system for exterior doors	Public Safety	Kujawa	6/1/2018	In Progress	
Upgrade for HRS and updates for campus interfaces as needed	HR	Olson, Wikgren	6/1/2018	In Progress	
Updates for conversion of January interim from Fall term to a separate term	Enrollment Services	Trombley	3/1/2017	Complete	

**Objective 3.1 - Support, upgrade, and enhance current business processes, tools, and administrative systems.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Update online directory to include directory search. Update person registry within SIS to allow more than one department for an employee	HR	Olson, Wikgren	9/1/2017	In Progress	Current reviewing departments in HRS and SIS to make sure the descriptions are in sync.
Implementing online room retention and room selection for Residence Life	Residence Life	Gerow	6/1/2017	Complete	
Implementation of Caregiver Registry	Outreach	Ruzek	6/1/2017	Complete	
RMS (Residential Management System) Mercury conversion of reports from Crystal to Telerik	Residence Life	Gerow	6/1/2017	Complete	
Business intelligence / business analytics	Provost, Budget Office, Institutional Research	Dornbush, Anderson, Furlong	6/30/2017	Complete	Purchased EAB Academic Performance Solutions (APS) which will analyze SIS, HRS and WISDM data
Update the University calendar to use EMS Master calendar to be the single source of event management. Eliminate separate blogs and events tracking and update master calendar to match the campus global template. Include master calendar feed on web pages displaying events	Union, Web Services	Warpinski, Wikgren	6/30/2017	Complete	
Implement voice over IP (VOIP) technology to replace existing AT&T Centrex telephone service	ISD	Hubbard	12/31/2017	In Progress	Hardware and SIP trunk circuits ordered. Collaborating with UW-Whitewater for implementation. Planning for roll-out to begin in 1st quarter of calendar 2017
Secure remote access to employee workstations (HOB desktop on demand replacement)	ISD	Pynaker, Goldman	7/1/2017	In Progress	

<b>GOAL 3.0 - Advance business processes and operational efficiencies through effective implementation of information technology.</b>					
Review and enhance processes for refund holds	ISD, Bursar	Holschbach, Rentmeester	9/1/2018	In Progress	Need to review the Student Financial processes for refund holds and bad check as well as batch processing for refunds.
Migration from QuikPay to Student Choice Refunds with NelNet	Controller, Bursar	Detampel, Rentmeester	9/1/2018	In Progress	Waiting on resources at UW-System for changes to the SFS processing
SIS email and letter communication improvements to use Comm Gen instead of Letter Gen	ISD, Enrollment Services	Holschbach, Jones	6/30/2018	In Progress	Financial Aid complete their first Comm Gen. Other conversions will follow

**Objective 3.1 - Support, upgrade, and enhance current business processes, tools, and administrative systems.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
RMS Mercury 3.0 upgrade	Residence Life	Gerow	6/30/2017	Complete	
Increase data reporting to UW System for Collaborative programs such as HIMT, Sustainable Management, Data Sciences and others	ISD, Enrollment Services	Holschbach, Jones	6/30/2018	Researching	
Implement veterans benefit enhancement to SIS	Financial Aid, Bursar	Rohan, Rentmeester	8/1/2018	Researching	
Parking lot video surveillance system design/costs	Public Safety	Kujawa		Researching	
Review of auto email notifications to students	Residence Life	Gerow	6/30/2017	Un-Started	
Automate the import of student applications from Ungerboeck to SIS	Outreach, Enrollment Services	Ruzek, Jones		Un-Started	
Review and enhance Student Financial processes for collections	ISD, Bursar	Holschbach, Rentmeester		Un-Started	Need to update the Student Financial processes for collections with the Bursar's office.
Upgrades to Counseling and Health Point n Click software to implement prescription labeling and multi-version lab orders	Counseling and Health	Henniges		Un-Started	
Evaluation of Outreach business processes to determine if there are possible interfaces to SIS and HRS.	Outreach, Human Resources	Ruzek, Wikgren		Un-Started	
Research the feasibility of using the delivered Peoplesoft General Ledger process in SIS instead of a customized unsupported program	Controller, Bursar	Detampel, Rentmeester		Researching	
Evaluate course evaluations for Social Work	Social Work, ISD	Holschbach		Un-Started	
Improved reporting for four college model for revenue reporting	Bursar	Rentmeester		In Progress	
Virtual Private Network (VPN) for campus provisioned computers	ISD	Albrecht		In Progress	Laptop group

**Objective 3.2 - Evaluate and implement new technologies to improve operational efficiency.**

**GOAL 3.0 - Advance business processes and operational efficiencies through effective implementation of information technology.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Evaluate replacement for Hyperion Interactive Reporting	ISD, Institutional Research	Holschbach, IR	7/1/2018	In Progress	Final vendor selection is completed and Oracle Business Intelligence Enterprise Edition (OBIEE) was selected. Rebranded as UW Business Intelligence (UWBI)

**Objective 3.2 - Evaluate and implement new technologies to improve operational efficiency.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Enhancements to Library Archives Collections application to allow credit card payment and the implementation of new collections	Web Services, Library	Holschbach, Ganyard	2/1/2017	Un-Started	Credit card payment needs to be decided
Implement replacement for Hyperion Interactive Reporting - OBIEE - UWBI	ISD, Business and Finance	Holschbach, Van Gruensven	7/1/2018	In Progress	HRS Shared Queries are currently being tested
Evaluation of RoomPact software for Residence Life to manage processes and procedures more efficiently for duty and shift scheduling and staff and student alerts as well as programs and activities.	Residence Life	Sims-Aubert	12/1/2018	In Progress	Software was purchased and will be implemented in stages throughout 2018
Electronic forms and workflow	Human Resources	Wikgren		Un-Started	UW-Milwaukee selected BP Logix in their RFP process for e-forms package.
Digital video/image asset management and storage	Athletics, Advancement	Vlies		Un-Started	
Review Outreach business processes to eliminate duplicate data entry and access databases	Outreach	Ruzek		Un-Started	
Evaluate Intelligent Capture for Transcripts to extract student and course data for input into SIS	Enrollment Services	Jones, VandeYacht		Un-Started	
Allow person registry in SIS to override employee data from HRS for phone, office and building to account for employees for more than one appointment. This will improve the accuracy of the campus directory.	HR	Olson, Wikgren	6/30/2017	Complete	

**Objective 3.3 - Ensure excellent services to enable the effective use of technology, resources, and systems by the University community.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments

**GOAL 4.0 - Provide technologies to enhance communications with the greater University community and the world.**

**Objective 4.1 - Leverage web, social media, and mobile technologies to provide effective and consistent content delivery.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Search engine optimization	ISD, University Communications	Holschbach, Bonkowski	6/30/2017	In Progress	Modifications to internal search appliance to correct onsite searches are complete, external SEO ongoing
Migrate academic and administrative web pages into new content management system - Kentico	ISD, University Communications	Holschbach, Bonkowski	6/30/2018	In Progress	Academic websites completed, Administrative in progress
Upgrade web applications to use new versions of database access software	ISD	Holschbach	9/1/2017	Researching	
Departmental use of social media	ISD	Goldman		Un-Started	Under advisement of Marketing's social media expert, it was agreed IT should not take up this challenge at this point.

**Objective 4.2 - Support effective means of internal and external communications for all University constituent groups.**

Project	Responsible Department(s)	Contact	Achievement Date	Status	Comments
Redesign of academic programs top level pages	Web Strategy Committee	Langor, Ryan	8/30/2017	Complete	Redesigned top level page for academic departments
Campus entrance digital signage system	Business and Finance	Pinkston		Researching	