

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 6, 2008

Institutional Strategic Plan for Technology At Western Illinois University Fiscal Year 2008 Update

In June 2007, the Western Illinois University Board of Trustees unanimously approved the five-year *Institutional Strategic Plan for Technology at Western Illinois University* with the understanding that the Board would receive annual progress reports on the status of the *Plan*. This report, the first in an annual series, shows that the campus community has been very successful in implementing the *Plan's* goals and priorities. Of the 153 measurable actions and sub actions, 52 (34 percent) have been completed or are ongoing initiatives, 38 (25 percent) are in progress, and only 63 (41 percent) have not been started one year after implementation of the *Plan*.

Successful implementation of the *Institutional Strategic Plan for Technology* has brought many advances to the University as we advance the priorities and goals of *Higher Values in Higher Education*. These include:

- Creating University Technology with areas of responsibility for technology infrastructure support services, technology user support services, and Quad Cities technology support services. Each of these three areas also maintains strong partnerships with Administrative Information Management Systems and Electronic Student Services to advance the priorities and goals of the *Institutional Strategic Plan for Technology*.
- Incorporating department, college, area, and university technology goals and priorities in annual presentations made by the vice presidents and areas that report to the president.
- Finishing task force reports on the selection of an integrated e-mail, calendar, and groupware solution; appropriate use of Social Security numbers and data transmission; and enhancements to the University's support of end users (Help Desks).
- Completing a fiber optic loop and expanding wireless coverage in all academic buildings and common areas in all residence halls and dining centers on the Macomb campus.
- Updating wireless speed, coverage, and access on the Quad Cities campus.
- Clarifying technology funding responsibilities between the University, colleges, and departments.
- Establishing technology support agreements between University Technology, the colleges, and Western Illinois University-Quad Cities.
- Charging new units within Technology User Support Services with classroom support and Web support services and responsibilities.
- Acquiring a second point of Internet access/egress on the Macomb campus and increasing total Western Illinois University bandwidth from 75Mb to 200 Mb.
- Standardizing new equipment to streamline and enhance end user support.

- Including faculty in the selection, implementation, and training of institutional software (e.g., Zimbra and Web CT Vista).
- Initiating the Electronic Classroom Upgrade Program; Computer Upgrade Program in Academic Affairs; study of telecommunications solutions for the integration of voice, video, and data networks; and a new process for the study of site licensed software.
- Opening the Digital Commons in University Libraries and featuring computer stores, a student computing laboratory, demonstration classroom for the *Comprehensive Campaign*, coffee bar, areas for individual and group study, and the home offices of University Technology.
- Launching the updated Western Illinois University Website.
- Identifying a fiber pathway between the campuses of Western Illinois University.
- Hiring of a Data Security Officer in Technology Infrastructure Support Services and Chief Technology Security Officer for the two campuses of the University.
- Engaging in server centralization and virtualization in Academic Affairs and Student Services.

The students, faculty, and staff of Western Illinois University will continue to experience service and technology enhancements. The following is a sampling of goals and priorities for the *Institutional Strategic Plan for Technology* that are currently in progress:

- Continuing the Electronic Classroom and Faculty and Staff Computer Upgrade Programs in Academic Affairs.
- Completing the study of telecommunications solutions that integrate video, voice, and data networks and submitting recommendations to the President's Cabinet.
- Igniting dark fiber between the two campuses of Western Illinois University.
- Implementing Help Desk and University Identification Card Task Force recommendations.
- Establishing an academic task force to study and recommend laptop and mobile computing initiatives for the two campus of Western Illinois University.
- Expanding the functions and services provided by the Dell and Apple Stores.
- Forming a University Web Advisory Committee and demonstrating compliance with the new *Illinois Web Accessibility Standards*.
- Launching the redesigned Western Illinois University-Quad Cities Website and the new University Technology Website.
- Expanding data storage capacity for end users.
- Installing the new emergency generator with uninterruptable power supply supporting the University Data Center.
- Engaging in technology security enhancements.
- Finalizing incident response and disaster recovery polices, procedures, and annual testing across all areas of University Technology.

The pages that follow display the goals, actions, and priorities for the *Institutional Strategic Plan for Technology*. A status column has been added to the original plan, and an update is provided for actions that are completed or currently in progress. These changes were made so progress on the *Plan* could be easily followed and updated frequently. It is a strong tribute to the technologists of Western Illinois University for simultaneously and successfully supporting daily operations and strategic planning. The benefactors are the students, faculty, and staff of our two campuses.

The Goals, Actions, and Priorities of the Institutional Strategic Plan for Technology

I. Increase Communication

Advancing the technological goals and priorities of Western Illinois University will require enhanced communication. This includes increased user feedback; a standardized e-mail, calendaring, and groupware solution; an enhanced University Web presence and developed campus portal; expanded data systems; and articulation of technology policies, procedures, accomplishments, and challenges. The success of this *Strategic Plan* is predicated on two-way communication and collaboration between University students, faculty, and staff.

A. User Feedback

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
1. Develop and implement a public institutional technology planning and priority-setting process that includes an established structure and process for reporting to the Macomb and Quad Cities campuses on technology plans, accomplishments, and challenges. (<i>Assistant to the President</i>). Beginning in May 2008, the Executive Assistant to the President provides annual University Technology plans, priorities, and challenges as part of annual consolidated reports that is presented to the campus community and is available at wiu.edu/UniversityPlanning/strategicplanning/index.php	Phase I	Short-Term	Complete
2. Continue to use annual consolidated reports to discuss departmental, unit, and college technology plans, accomplishments, and challenges. Continue to communicate these reports to faculty and staff, and post the technology-related material on the newly developing University Technology Web site. (<i>Vice Presidents; Deans; Department Chairs; Planning, Budget and Institutional Research</i>). Annual consolidated reports with technology plans for colleges, departments, and vice president units, are presented to the campus community each spring by the vice presidents and president's office. Summaries of these presentations and supporting materials are available at wiu.edu/UniversityPlanning/strategicplanning/index.php	Phase I	Short-Term	Ongoing
3. A list of technology and web contacts for each division, college, and department should be formed and used as the base to communicate and coordinate technology actions at the departmental and unit level. (<i>President's Technology Advisory Users Group</i>). College technology liaisons have been named and these technologists meet monthly with University technology staff to coordinate efforts. During Fiscal Year 2009, a University Web Committee will be formed and charged with the same responsibilities.	Phase I	Short-Term	In Progress
4. Investigate and implement enhancements to help desk and HEAT ticket communications. (<i>University Computer Support Services, Electronic Student Services, University Information Management Systems</i>). A Task Force studied and provided recommendations to the Executive Assistant to the President. Changes will be made in Fiscal Year 2009.	Phase II	Short-Term	In Progress
5. Develop a University Technology Web site to contain essential technological information for end users. This includes, but is not limited to, Western Illinois University's: <ol style="list-style-type: none"> a. Technology offices and support. b. Technology committees and task forces. c. Technology polices and procedures. 	Phase I	Short-Term	In Progress

<ul style="list-style-type: none"> d. University Strategic Plan for Technology. e. Security planning and accomplishments. f. Feedback for technology projects currently in development. g. Technology calendar as previously described in this <i>Plan</i>. h. Technology communications as previously described in this <i>Plan</i>. (<i>Planning, Budget, and Institutional Research; University Relations</i>) Technology User Support Services has been charged with developing and launching this Website in Fiscal Year 2009. 			
<p>6. Within the University Technology Web site, maintain and update daily a Web page (password-protected if needed) delineating abnormal status of the University's Internet connection; e-mail servers, Web server, other file and application servers. (<i>Electronic Student Services; University Computer Support Services; Planning, Budget and Institutional Research</i>) Technology User Support Services and Technology Infrastructure Support Services have been charged to have this functionality on the new University Technology Website by the end of Fiscal Year 2009.</p>	Phase I	Short-Term	In Progress
<p>7. Continue to improve the frequency of communication between the providers of technology and end users. This includes:</p> <ul style="list-style-type: none"> a. Announcing at least five working days in advance any nonemergency changes in software pushed to desktops. Such notices should be sent via e-mail and should be posted on an easily accessed Web page. b. Providing network status updates. This will help users better understand functional vs. nonfunctional connectivity by reporting outages/slowdowns/server problems that affect more than several individuals (e.g., publish reports on mail server problems during/immediately following the occurrence). See Item #6. c. Updating individuals submitting service requests (HEAT tickets) not resolved within five working days on the status of the ticket. d. Posting answers to commonly asked technology support questions in a publicly accessible Web-based FAQ document. (<i>Electronic Student Services; University Computer Support Services; Planning, Budget, and Institutional Research</i>). This will be part of the new University Technology Web Site and is part of the University's E-Mail Help site, which is available at wiu.edu/UniversityPlanning/Zimbra/index.php 	Phase I	Short-Term	<p style="text-align: center;">In Progress</p> <p style="text-align: center;">In Progress</p>

B. E-mail, Calendaring, and Groupware Solutions

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
<p>8. Create an institutional task force to provide the President's Cabinet with recommendations for the use of a single, fully functional e-mail and calendar client that integrates with personal communications devices and supports a single communications and calendaring platform at Western Illinois University. (<i>President, President's Cabinet, E-Mail and Calendaring Task Force</i>). The Task Force completed its work in spring 2007.</p>	Phase I	Short-Term	Complete

9. Upon successful contract negotiation with the selected vendor for an e-mail, calendaring, and groupware client, form an institutional task force to develop an implementation and training plan for the new client. <i>(President, President's Cabinet)</i> . Zimbra has been fully implemented. During summer 2008, a task force will be created to provide training on feature enhancements and training to new employees.	Phase II	Short-Term	Ongoing
10. With the selection of a new e-mail, calendaring and groupware vendor:			
a. Create and implement a single directory services environment rather than the two separate environments that exist within University Computer Support Services and Electronic Student Services; <i>(University Computer Support Services, Electronic Student Services)</i> . Technology Infrastructure Support Services and Electronic Student Services are currently engaged in this project.	Phase II	Mid-Term	In Progress
b. Increase e-mail inbox storage; and <i>(University Computer Support Services, Electronic Student Services)</i> Technology Infrastructure Support Services is currently working on expanding the Storage Area Network server and providing redundant back up.	Phase II	Short-Term	In Progress
c. Establish lifetime e-mail addresses for University alumni. <i>(Alumni Services, University Computer Support Services)</i>	Phase III	Mid-Term	

C. Internet and Intranet (Portal)

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
11. Complete the redesign of the University Web site, seek feedback from campus governance groups, and launch the site by January 1, 2007. <i>(University Relations)</i> . A new Western Illinois University Website was launched on January 1, 2007. A new Western Illinois University-Quad Cities Website will be launched on July 1, 2008, and results from the Quad Cities will be used to update the Macomb campus Website.	Phase I	Short-Term	Ongoing
12. Demonstrate institutional compliance with Illinois Web Accessibility Standards as part of the Web site redesign. <i>(University Relations, IBHE Web Accessibility Committee)</i> The Executive Director of Technology User Support Services is leading an institutional task force to bring Western Illinois University into compliance with Illinois Web Accessibility Standards.	Phase II	Short-Term	In Progress
13. Form an institutional task force to develop a Western Illinois University campus intranet (portal) to at minimum:	Phase II	Mid-Term	
a. Convert 3270 screens to truly web-developed screens.			
b. Host a web-based degree audit system for the Macomb and Quad Cities campuses. Administrative Information Management Systems is currently developing the web-based degree audit system.			In Progress
c. Integrate changes in data administration (described below).			

d. Evaluate continued use of STARS in the development and implementation of a campus portal. <i>(President's Technology Infrastructure Group)</i>			
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D. Expanded Data and Systems

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
14. Centralize document imaging across both Western Illinois University campuses. <i>(Electronic Student Services, University Computer Support Services, Dean of University Libraries, Business Services)</i>	Phase I	Mid-Term	
15. Continue to upgrade and expand, where appropriate, campus data systems (e.g., CS Gold, Beu Health Center, Web ID archive). <i>(Electronic Student Services)</i> . New software and identification cards have been purchased for both campuses to enable expansion of identification card services.	Phase I	Ongoing	In Progress
16. Evaluate open-source and commercial data-management packages for enhanced multicampus functionality and capabilities in student, faculty, and staff information systems and in personnel, payroll, and purchasing systems. <i>(President's Technology Infrastructure Group, Human Resources, Payroll, Purchasing, Business Services)</i>	Phase II	Mid-Term	
17. Investigate and evaluate online analytical processing (OLAP) tools for use by faculty and staff. <i>(President's Technology Infrastructure Group)</i>	Phase III	Mid-Term	

E. Technology Policies, Procedures, and Reporting

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
18. Following University approval processes, update all University computing policies and procedures (displayed below) and create new policies and procedures where appropriate. <ul style="list-style-type: none"> a. Campus Network Policy (last updated December 2001). The policy is currently being updated by Administrative Information Management Systems and Technology Infrastructure Support Services. For this and all other policies noted below, suggested revisions will be presented to the President's Cabinet for approval. b. Computer Antivirus Policy (last updated April 2001). The policy is currently being updated by Technology Infrastructure Support Services. c. Policy on Computer Security (last updated March 2005). This policy is currently being updated by the Chief Technology Security Officer in consultation with the Campus Technology Security Committee. d. Policy on Western Illinois Computing Use (last updated August 1996). Updated February 2007. e. Policy on E-Mail Usage and Political Activity (last updated July 2000). f. Web Privacy Policy (not currently an official University policy). <i>(President's Technology</i> 	Phase I	Ongoing	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Complete</p>

<i>Infrastructure Group, Assistant to the President for Planning and Budget, Technology Security Committee, Vice Presidents, President)</i>			
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II. Increase Support

Institutional technology is only as strong as the user support for students, faculty, staff, alumni, and guests of the University. Western Illinois University will continue to enhance user support. Increased support takes the form of providing enhanced communication with end users, which is the cornerstone of the all the recommendations in this *Strategic Plan*. For example, this *Plan* culminates in developing/implementing a support plan that exceeds the levels of support, communication, and responsiveness at peer institutions. Western Illinois University will become a national best practice model for others to follow.

As part of this emulation process, Western Illinois University will enhance student, faculty, and staff technological training. We will also assume leadership in providing information in alternative formats, allowing students to register online, and providing a staffed center for hardware and software support. These actions are in tandem with all other action items contained within this *Strategic Plan*.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
19. Enhance technology support by establishing or increasing:			
a. Faculty training and support for classroom instruction. <i>(Center for Innovation in Teaching and Research, Distance Learning Support Staff)</i>	Phase I	Ongoing	
b. Faculty training in synchronous distance education. (CODEC), pedagogy <i>(Center for Innovation in Teaching and Research, Distance Learning Support Staff)</i>	Phase I	Ongoing	
c. Training and support for faculty in the use of course management software for hybrid courses. <i>(Center for Innovation in Teaching and Research, Distance Learning Support Staff)</i>	Phase I	Ongoing	
d. Regular training sessions for students, faculty, and staff on University-supported software. <i>(Center for Innovation in Teaching and Research, University Information Management Systems, University Computer Support Services)</i> .	Phase I	Ongoing	
e. Provide ResNet training sessions for students. <i>(University Computer Support Services)</i>	Phase I	Ongoing	
f. E-mentoring for faculty and teaching assistants. <i>(Center for Innovation in Teaching and Research)</i>	Phase II	Mid-Term	
20. Implement <i>Illinois Web Accessibility Standards</i> . <i>(Web Accessibility Committee)</i> . See item #12,	Phase I	Ongoing	In Progress
21. Implement the statewide Course Articulation System that provides course transfer and matriculation information. <i>(University Registrar, University Information Management Systems)</i> . Programming is being completed by Administrative Information Management Systems.	Phase I	Mid-Term	In Progress
22. Create a staffed center for software/hardware training <i>(President, Provost, Center for Innovation in Teaching and Research, University Libraries)</i>	Phase II	Mid-Term	

III. Improve Technologies

A. For Students, Faculty, and Staff

Higher Values in Higher Education commits Western Illinois University to providing excellence in all instructional, research, and service activities as we become the leading comprehensive/master's-granting institution in the United States. Clearly, technology is a tool that supports the vision and daily operation of students, faculty, and staff. Currently, the amount, type, and access to hardware and software at University are all normally distributed. Institutional planning with clearly identified sources of revenue that extend well beyond end-of-year funding are needed to provide students, faculty, and staff with the technological tools necessary to complete educational mission and professional responsibilities. Strengthening technological resources and access begins with establishing/clarifying/planning budgetary responsibilities for technology at Western Illinois University.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
23. Clarify university computing infrastructure (hardware and software) that will be centrally funded by the University and infrastructure that will be funded by vice presidential divisions, colleges, academic departments, and administrative units. (<i>President; Vice Presidents; Assistant to the President for Planning, Budget and Institutional Research</i>). Through the Electronic Classroom Upgrade Program, central funding pays for upgrades to those classrooms that can be accessed by students, faculty, and staff from any discipline at Western Illinois University. Central funding and college/departmental funding also support development of a four-year technology computer rotation program in Academic Affairs.	Phase I	Short-Term	Complete
24. Aligned with the goals of this <i>Institutional Strategic Plan for Technology</i> and as part of the University's annual planning and accomplishments presentations in the spring, establish and implement divisional, college, and departmental computing and instructional equipment plans, policies, and guidelines. (<i>Vice Presidents, Deans, Chairs, Directors</i>). See item #2.	Phase I	Short-Term	Ongoing
25. Involve faculty in hardware and software purchases and technology implementation planning to ensure that instructional needs are driving technology selection and use rather than technology driving instruction. (<i>President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research; Deans; Chairs; Directors</i>). Faculty have been involved in the selection of institutional software (WebCT Vista and Zimbra) and through the President's Technology Advisory Users Group that defined classroom technology standards as part of the Electronic Classroom Upgrade Program.	Phase I	Short-Term	Ongoing
26. Ensure compatibility between hardware and software in classrooms, computer laboratories, and faculty and staff offices. (<i>Deans, Chairs, President's Technology Infrastructure Group</i>). Standardized equipment is being purchased in the Electronic Classroom Upgrade Program and the Faculty and Staff Computer Upgrade Program.	Phase I	Mid-Term	In Progress

B. In Classrooms and Laboratories

All Western Illinois University students and faculty must have equal access to classrooms, laboratories, and the corresponding hardware and software that provide the necessary technologies to support educational objectives. Therefore, the first step is to inventory the types of technology available in the classrooms and then develop/publish a scheduling system that allows convenient faculty access to classrooms that will simultaneously meet pedagogical and technological needs.

The academic excellence and educational opportunities provided by Western Illinois University faculty require increased and current technology. Western Illinois University will institutionally move to an all-electronic classroom solution. An interim approach to this migration to improved classrooms and laboratories will be to develop college standards for classrooms (recognizing that updating will require a multiyear approach applied consistently across the academic colleges and University Libraries) and convenient technology checkout programs for faculty and staff. Convenience also extends to enhanced technology and classroom support with increased sensitivity to the academic calendar.

The University also commits to continually evaluating and purchasing, where appropriate, new and emergent technologies that will advance the successful fulfillment of the University's academic mission and service operations.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
27. Create and maintain an electronic inventory of technological equipment in all classrooms. <i>(University Registrar, Colleges, Departments)</i> Technology User Support Services and Quad Cities Technology Support Services have been charged with completing and posting a technology inventory by the end of Fiscal Year 2009.	Phase I	Short-Term	In Progress
28. Implement an automated room-scheduling system that allows colleges and departments to schedule classrooms electronically. <i>(University Registrar)</i>	Phase I	Short-Term	
29. In consultation with Deans, Department Chairs, and program faculty, develop and begin implementation of University plans for configuration of three general levels of electronic classrooms to meet basic, intermediate, and high-end needs. <ul style="list-style-type: none"> • These plans should include instructions for Physical Plant installation of teaching stations and cabling, projection screens where needed, and electrical and network connections. • These plans should also include consideration for increased physical security of installed equipment. <i>(Deans, Departments, President's Technology Advisory Users Group, College Representatives, Physical Plant)</i>. Standards have been defined by the President's Technology Advisory Users Group and these standards are being applied to the upgrade of 30 of Western's 152 electronic classrooms. The classroom upgrades on both campuses are being led by the Director of Technology Special Projects. 	Phase I	Short-Term	In Progress
30. Establish a laptop and other hardware checkout program (wireless laptop cart, data projectors, portable ELMOs, digital video cameras, and digital still cameras) for faculty and staff. <i>(Dean of University Libraries, Director of Special Projects, President's Technology Advisory Users Group, President's Technology Infrastructure Group)</i> . A task force of the Deans, faculty, and Director of Technology Special Projects has been developed to study and implement mobile computing initiatives.	Phase I	Mid-Term	In Progress
31. Implement a plan to transition all classrooms into electronic classrooms at:	Phase I	Short-Term	
a. Western Illinois University-Macomb. <i>(Provost, Deans, Chairs, Director of Special Projects, President's Technology Advisory Users Group)</i> . See item #29.	Phase I	Long-Term	In Progress
b. Western Illinois University-Quad Cities for both 60 th Street and the newly developing Riverfront Campus. <i>(Provost, Deans,</i>	Phase I	Long-Term	In Progress

<p><i>Chairs, Director of Special Projects, Quad Cities Users Group Technology Subcommittee)</i> See item #29, and electronic classroom planning has been completed for the newly developing Western Illinois University-Quad Cities Riverfront Campus.</p>			
<p>32. As defined by the academic community, the conversion of standardized electronic classrooms should use standardized equipment (projectors, visual presenters, speakers, video signal amplifiers, computers, etc.) and control panels in electronic classrooms, to the greatest extent possible, to facilitate easier support and repair of classrooms and to make it easier for users to enter an unfamiliar room and use the equipment. <i>(Director of Special Projects, President's Technology Advisory Users Group, Deans).</i> Specifications for technology in the classrooms was defined by the academic representatives on the President's Technology Advisory Users Group.</p>	Phase I	Mid-Term	Complete
<p>33. Improve and centralize support of electronic classrooms and all computer laboratories. <i>(University Computer Support Services, Colleges, Departments).</i> A new Classroom Support Unit has been created in Technology User Support Services. Their charge is to coordinate classroom support and use technology to identify/correct technological problems in the classroom before they occur.</p>	Phase I	Short-Term	Complete
<p>34. Implement a web-based technology calendar that identifies critical points in the academic calendar and priority periods for technological work (e.g., scheduling installation of hardware and software before the start of the academic semester) according to the following guiding principles:</p> <ul style="list-style-type: none"> • Continue to institute upgrades and changes to equipment and software with respect for the academic calendar. Highest priority will be given to proactive scheduling between departments and technology units, allowing setup of classroom computers, teaching laboratory computers, and faculty office computers prior to the beginning of academic terms. • When instituting upgrades (e.g., operating systems, networking access, Office suite applications) academic departments and administrative units, not individual users, will be the units for upgrading to promote standardization and enhanced user support. This scheduling model was used in the institutional migration to Zimbra and will be used again in future technological conversions. • Given the centrality to instruction of electronic classrooms and computer laboratories, no such facility should be out of commission more than 24 hours after a problem is reported to the extent that the situation is under control of Western Illinois University. <i>(University Computer Support Services, Electronic Student Services, President's Technology Advisory Users Group)</i> 	Phase I	Short-Term	Ongoing
<p>35. Investigate security solutions (swipe card systems, video recording, etc.) to enable expanded computer laboratory hours of operation. <i>(President's Technology Infrastructure Group, Technology Security Committee).</i> An ID Card Task Force made recommendations for new equipment that has been purchased on both campuses. New uses for identification cards are being studied by the Task Force</p>	Phase II	Mid-Term	In Progress

and the Quad Cities Administrative Team.			
36. Investigate/implement new, emerging, and innovative technologies to support the academic mission of Western Illinois University. These include, but are not limited to, pod casting to wired and wireless devices, video on demand, clicker technology, and a multimedia room with global video conferencing capabilities. <i>(Faculty and Staff, Center for Innovation in Teaching and Research, President's Technology Infrastructure Group, President's Technology Advisory Users Group)</i> . Faculty are podcasting on the Macomb and Quad Cities campuses, and the University is applying for a single source vendor to prevent students from having to purchase multiple clickers for multiple classes.	Phase II	Ongoing	In Progress
37. Investigate the feasibility of requiring laptops for all Western Illinois University students. <i>(President's Technology Advisory Users Group, University Computer Support Services, Financial Aid, Center for Innovation in Teaching and Research)</i> . This is part of the task force work described in Item #30.	Phase II	Mid-Term	In Progress
38. Develop and implement centrally-operated, computer-based testing and assessment labs on both Macomb and Quad Cities campuses. <i>(Director of Non-Traditional Programs, University Computer Support Services)</i>	Phase II	Mid-Term	
39. Expand campus-wide site licenses. Potential high-need software includes Adobe/Macromedia, Dreamweaver, and Photoshop. <i>(Assistant to President, President's Technology Advisory Users Group, University Computer Support Services)</i> . As part of the college-university technology support agreements, Technology User Support Services will investigate software site licenses when requested by a member of the academic community.	Phase II	Ongoing	Ongoing

C. At University Libraries

The University Libraries are committed to identifying, collecting, organizing, preserving, and providing access to information supporting the instructional programs of the University. The Libraries make available essential resources in each curricular field and participate in the education of their users. The Libraries also support the research and informational needs of students, faculty, staff, and people of the region. Technology and its enhancement, as demonstrated in the action items below, are critical to the mission and success of the Libraries.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
40. Evaluate and enhance University Libraries' electronic and print resources in light of curricular needs of the University and statewide statistical collection norms. <i>(Provost, Dean of University Libraries)</i>	Phase I	Ongoing	
41. Continue to explore and participate in external and internal cooperative arrangements that support the University's mission, expand the libraries' resources, and encourage intellectual and cultural development. <i>(Provost, Dean of University Libraries)</i>	Phase I	Ongoing	

<p>42. Provide the delivery of information to Western Illinois University and regional patrons by</p> <ul style="list-style-type: none"> a. Migrating print collections to electronic resources as available. b. Utilizing technology where appropriate to educate library users of available print and electronic resources. Between 2006 and 2008, University Libraries experienced 186% growth in the Electronic Reserve system. c. Enhancing Interlibrary Loan delivery using high-end copy, transmission, and data management systems such as ILIAD to support WIU and our educational partners. University Libraries implemented ILLiad, which is an online interlibrary loan request and tracking system in academic year 2007-2008. d. Developing web-based databases and applications. e. Streamlining behind-the-scenes technology infrastructure and systems operations for acquisitions, cataloging, and collection management. <i>(University Libraries)</i>. University Libraries implemented GOBI and PromptCat to improve acquisitions and cataloging functions and efficiency during academic year 2007-2008. 	Phase I	Ongoing	<p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Complete</p>
<p>43. Develop a library portal to integrate and provide a gateway to library resources, quality internet resources, and library services. <i>(University Libraries)</i></p>	Phase II	Mid-Term	
<p>44. Convert the libraries' print format to electronic resources by:</p> <ul style="list-style-type: none"> a. Digitizing selective library collections, b. Supporting the creation and distribution of scholarly communication electronically, and c. Implementing technology-based improvements, including SFX Link Resolver and Federated Search Engines to search across databases. <i>(University Libraries)</i> 	Phase I	Ongoing	
<p>45. Implement the creation and preservation of the University's electronic theses and dissertations and honors theses. <i>(University Libraries)</i></p>	Phase II	Short-Term	
<p>46. Transform the current Library Audiovisual space into a technologically advanced collaborative learning environment by:</p> <ul style="list-style-type: none"> a. Providing evolving technology for student learning including high-tech computer workstations and peripherals. In academic year 2007-2008, University Libraries opened the new digital commons that includes a new state-of-the-art computer laboratory. b. Expanding the library infrastructure to support high-end technology and collaborative learning. The Digital Commons also includes Computer Stores, a demonstration electronic classroom, a coffee bar, and offices for University Technology to support high-end technology and collaborative learning. c. Hiring technologically savvy support staff to assist users in integrating the use of technology in their educational pursuits and to support scholarly communication. <i>(University Libraries)</i>. In academic year 2007-2008, University Libraries established technology-driven 	Phase I	Ongoing	<p style="text-align: center;">Complete</p> <p style="text-align: center;">Complete</p> <p style="text-align: center;">Ongoing</p>

formative evaluations to allow online review of library instruction sessions by department faculty and students.			
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IV. Strengthen Distance Education

Electronically offered programs support and extend the roles of educational institutions. Increasingly they are integral to higher education, with growing implications for institutional infrastructure. A strong distance learning program, with appropriate technological infrastructure and staff support, will allow Western Illinois University faculty to achieve *Higher Values in Higher Education* goals of outreach and excellence in undergraduate and graduate education.

The planned action items displayed below are in sequential order. They begin with completion of current initiatives to provide the Board of Trustees Bachelor of Arts degree fully online and to provide the infrastructure to support hybrid instruction in Macomb and the Quad Cities. They continue with advancement of the Higher Learning Commission-North Central Association of Colleges and Schools' *Best Practices for Electronically Offered Degree and Certificate Programs* for new (and existing) distance education degree programs. Extension of distance learning best practices reinforces the University's commitments to educational opportunity and excellence in undergraduate and graduate education.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
47. Complete plans to offer the Board of Trustees Bachelor of Arts degree fully online. (<i>Center for Innovation in Teaching and Research, Distance Learning Advisory Board, UPI Distance Learning Committee, Deans</i>). The BOT/BA degree is fully online and, Academic Affairs has established strengthening distance learning as a budget priority for Fiscal Year 2009.	Phase I	Short-Term	Ongoing
48. Complete plans to offer an online course wizard to support planning and scheduling for timely Board of Trustees Bachelors of Arts degree completion. (<i>Center for Innovation in Teaching and Research</i>)	Phase I	Short-Term	
49. Upgrade all 16 of the University's video-conferencing units. (<i>Provost, University Computer Support Services</i>). This is been done as part of the Electronic Classroom Upgrade Program.	Phase I	Short-Term	In Progress
50. Clarify the procedures necessary to access CODEC facilities, and publish policies for use of CODEC classrooms. (<i>College of Business and Technology, College of Education and Human Services</i>)	Phase I	Short-Term	
51. Upgrade course management software (Web CT Vista). (<i>University Computer Support Services</i>). Western Illinois University completed migration to Web CT Vista in summer 2007.	Phase I	Ongoing	Complete
52. Provide a consistent and coherent technical framework for distance education students and faculty. (<i>Center for Innovation in Teaching and Research, Distance Learning Committee, University Computer Support Services, Distance Learning Support Staff</i>)	Phase II	Short-Term	
53. Create a Distance Learning Portal for all online courses at Western Illinois University to provide a single point of access for all potential and current students to review online courses offered at the University. <ul style="list-style-type: none"> • The distance learning portal should include information about the University, its programs, courses, costs, and related policies and requirements; pre-registration advising; application for admission; placement testing; enrollment/registration in programs and courses; financial aid information; academic advising; tutoring; career counseling and placement; appropriate 	Phase II	Short-Term	

library resources; training in information literacy; bookstore services; ongoing technical support, preferably offered during evenings and weekends as well as normal institutional working hours; and access to grievance procedures. (<i>Center for Innovation in Teaching and Research, Distance Learning Advisory Board, UPI Distance Education Committee</i>)			
54. Provide an ongoing program of appropriate technical, design, and production support for faculty members. (<i>Center for Innovation in Teaching and Research, Distance Learning Support Staff</i>)	Phase II	Ongoing	
55. Provide technical and physical plant facilities including appropriate staffing and technical assistance to support distance-delivered programs. (<i>Provost, Deans, Chairs, Center for Innovation in Teaching and Research, Physical Plant, University Computer Support Services</i>)	Phase II	Ongoing	
56. Establish and implement distance education programs identified in academic master plans and supported in the University's curricular approval processes. (<i>Colleges, Departments, Faculty, Center for Innovation in Teaching and Research</i>)	Phase III	Ongoing	
57. Take existing stand-alone degree programs and embed them into existing academic programs (e.g., Fire Science into Emergency Management). (<i>Faculty, Departments, Colleges</i>)	Phase III	Short-Term	
58. Establish a knowledge-management system for sharing information and best practices especially for the continuum of technology-enhanced instruction. Promote more collaboration and sharing of best practices and ideas within departments. Disseminate current information regarding copyright use, especially with technology tools. (<i>Center for Innovation in Teaching and Research, University Libraries, Faculty</i>)	Phase III	Short-Term	

V. Enhance Infrastructure and Security

At the center of Western Illinois University's technology is the core network that connects all University buildings and campuses. If Western Illinois University is to successfully promote academic excellence and educational opportunities, it must provide a high-speed core network with load balancing and redundancy. A strong infrastructure supports state-of-the-art classrooms and instruction, a wireless network throughout the Macomb and Quad Cities campuses, and commitments to Resnet—a student fee-funded program that supports a high-speed network which connects residents' computers with University computer resources. Equally import to the University's core network is state-of-the-art telecommunications and network management emphasizing risk management and security planning.

A. High-Speed Core Network

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
59. Complete infrastructure work associated with load balancing and redundancy.			
a. Complete the redundant fiber loop on the Western Illinois University-Macomb Campus. (<i>University Computer Support Services, Physical Plant</i>). The Macomb campus fiber loop is complete.	Phase I	Short-Term	Complete
b. Replace "core" switches. (<i>University Computer Support Services, Physical Plant</i>). Technology Infrastructure Support Services has replaced core network switches. The old switches will be deactivated in summer 2008.	Phase I	Short-Term	In Progress

c. Implement a multiyear plan to exchange hubs and switches in academic buildings. <i>(University Computer Support Services, Physical Plant)</i> . All hubs have been replaced.	Phase I	Mid-Term	Complete
d. Acquire additional power for Morgan 103. <i>(University Computer Support Services, Physical Plant)</i> . Additional power was procured as part of the purchasing of an emergency generator as described below.	Phase I	Short-Term	Complete
e. Obtain generator power for Morgan 103. <i>(Assistant to the President for Planning, Budget, and Institutional Research; University Computer Support Services; Physical Plant)</i> . An emergency generator with uninterruptable power supply has been purchased and will be installed by the end of Fiscal Year 2008.	Phase I	Short-Term	In Progress
f. Acquire additional Internet bandwidth. <i>(Assistant to the President for Planning and Budget, Director of Special Projects, University Computer Support Services, Physical Plant; Telecommunications)</i> . Bandwidth on the Quad Cities campus has been raised from 19.0 to 24.5Mb and from 75 to 175Mb on the Macomb campus.	Phase I	Short-Term	Complete
60. Engage in ongoing facilities and capacity upgrades. By the end of Fiscal Year 2010:			
a. Formalize information technology contingency planning with institutional policies on backups, data storage, data verification, data restoration, and recovery planning. <i>(President's Technology Infrastructure Group, President's Cabinet, and President)</i> . This is an expected requirement of Administrative Information Management Systems, Electronic Student Services, Technology User Support Services, and Technology Infrastructure Support Services by the end of Fiscal Year 2009.	Phase I	Short-Term	In Progress
b. Formalize incidence response policies and procedures to data and/or network intrusions. <i>(President's Technology Infrastructure Group, President's Cabinet, and President)</i> . The Chief Technology Security Officer has submitted to the President's Cabinet for approval, via the Executive Assistant to the President, incidence response policies and procedures to data and/or network intrusions.	Phase I	Short-Term	In Progress
c. Replace CAT3 with CAT6. <i>(University Computer Support Services, Physical Plant)</i> . Technology Infrastructure Support Services is mapping the Western Illinois University Network to inform fiber replacement planning.	Phase II	Mid-Term	In Progress
d. Establish climate control for wiring POPs. <i>(University Computer Support Services, Physical Plant)</i> . Technology Infrastructure Support Services is documenting all wiring closets to inform climate control planning.	Phase II	Mid-Term	In Progress
e. Implement port per pillow in Resnet. <i>(University Computer Support Services, Physical Plant, University Housing and Dining Services)</i>	Phase II	Long-Term	

f. Review using Sherman Hall as the Network's/Telecommunications' primary location. <i>(Telecommunications, Vice President for Administrative Services, University Computer Support Services, Director of Special Projects)</i>	Phase II	Mid-Term	
61. Create a complete wireless network on the Western Illinois University-Macomb Campus beginning with all academic buildings and continuing with nonacademic buildings and spaces between buildings.			
a. Complete the fiber loop on the Macomb campus to support a completely wireless environment by running fiber from:			
Sherman through Simpkins to Olson. <i>(University Computer Support Services, Physical Plant, University Housing and Dining Services)</i> . This and all other phases of the fiber loop (described below) are complete.	Phase I	Short-Term	Complete
Olson to Grote Hall. <i>(University Computer Support Services, Physical Plant, University Housing and Dining Services)</i>	Phase I	Short-Term	Complete
Grote through Hanson Field to Tanner Hall. <i>(University Computer Support Services, Physical Plant, University Housing and Dining Services, Intercollegiate Athletics)</i>	Phase II	Short-Term	Complete
Tanner across University Drive to Thompson Hall. <i>(University Computer Support Services, Physical Plant, University Housing and Dining Services, Intercollegiate Athletics)</i>	Phase III	Mid-Term	Complete
b. Modify the current wireless environment to require authentication through Radius. <i>(University Computer Support Services)</i> . Technology Infrastructure Support Services is expected to have this action completed by the end of calendar year 2008.	Phase I	Mid-Term	In Progress
62. Add additional capacity for ResNet. <i>(University Computer Support Services)</i> . ResNet Bandwidth was increased by 50Mb and total Macomb campus bandwidth increased from 75Mb to 175Mb.	Phase III	Short-Term	Complete
63. Provide wireless access for all ResNet buildings. <i>(University Computer Support Services, University Housing and Dining Services, Physical Plant)</i> . There is wireless access in common areas in all residence halls and dining centers on the Macomb campus.	Phase III	Mid-Term	Complete
64. Establish climate control for all ResNet wiring closets. <i>(University Computer Support Services, University Housing and Dining Services, Physical Plant)</i>	Phase III	Mid-Term	
65. Establish multiple fiber paths to all ResNet buildings. <i>(University Computer Support Services, University Housing and Dining Services, Physical Plant)</i> . Fiber redundancy continues as funding permits.	Phase III	Mid-Term	In Progress
66. Implement port isolation and private VLANs in all ResNet buildings. <i>(University Computer Support Services, University Housing and Dining Services, Physical Plant)</i>	Phase IV	Long-Term	
67. Complete redundant fiber links to all ResNet buildings. <i>(University</i>	Phase IV	Long-Term	

<i>Computer Support Services, University Housing and Dining Services, Physical Plant)</i>			
68. Complete rewiring of all ResNet rooms to increase the number of available ports. (<i>University Computer Support Services, University Housing and Dining Services, Physical Plant)</i>	Phase IV	Long-Term	

B. Telecommunications

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
69. Work with the City of Moline and Renew Moline to identify dark fiber connections between Moline and Macomb to enable additional internet access/egress between the Western Illinois University campuses and, therefore, providing the technological infrastructure for additional bandwidth, Internet2, VOIP telecommunications, and other streaming. (<i>Director of Special Projects; Assistant to the President for Planning, Budget, and Institutional Research; University Computer Support Service; Telecommunications</i>). The Director of Technology Special Projects has identified a fiber pathway from the two campuses of Western Illinois University. Ignition of the fiber is contingent on funding.	Phase I	Short-Term	In Progress
70. Establish partnerships with local providers to offer local wireless and DSL at affordable rates to students, faculty, and staff. (<i>Telecommunications, Purchasing, Director of Special Projects, University Computer Support Services</i>)	Phase II	Mid-Term	
71. Assess telecommunications systems and consider the convergence of telephone, VoIP, all voice services, and data. (<i>Telecommunications, Purchasing, Director of Special Projects, University Computer Support Services</i>). The Executive Assistant to the President is leading a study group that will make telecommunications recommendations to the President's Cabinet.	Phase II	Mid-Term	In Progress
72. Partner with cellular provider(s) to integrate functionality and billing. (<i>Telecommunications, Purchasing, Director of Special Projects, University Computer Support Services</i>)	Phase III	Mid-Term	
73. Improve cellular coverage and capacity. (<i>Telecommunications, Purchasing, Director of Special Projects, University Computer Support Services</i>)	Phase III	Mid-Term	

C. Network Administration

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
74. Complete hiring of a data security officer. (<i>Security Officer Search Committee, University Computer Support Services</i>). Mr. Gary Douglas was hired in Technology Infrastructure Support Services to serve in this capacity. Ms. Andrea Allison serves in a similar capacity on the Quad Cities Campus.	Phase I	Short-Term	Complete
75. Implement a robust firewall and intrusion detection environment. (<i>University Computer Support Services</i>). Technology Infrastructure Support Services is completing firewall and intrusion detection system installation on both campuses from external sources.	Phase I	Short-Term	In Progress
76. Eliminate the ability to use VNC, Remote Desktop, or other remote	Phase I	Short-Term	Complete

control software to access PCs from outside the Western Illinois University network. <i>(University Computer Support Services)</i> . The abilities described above are no longer possible.			
77. Create and use server-only segments. <i>(University Computer Support Services, Electronic Student Services)</i> . Server only segments have been installed for Electronic Student Services.	Phase I	Short-Term	Complete
78. Centrally locate servers on the Macomb and Quad Cities (60 th Street and Riverfront) campuses, where such centralization will not adversely affect the purposes of those servers; develop local, service-level agreements between the units and UCSS prior to relocation of servers. <i>(University Computer Support Services; Physical Plant; Telecommunications; Director of Special Projects; Assistant to the President for Planning, Budget, and Institutional Research; Colleges)</i> . Technology Infrastructure Support Services and Electronic Student Services have centralized servers in Academic Affairs and Student Services.	Phase I	Long-Term	Ongoing
79. Review and implement VPN or other technology access to Western Illinois University servers outside the University network. <i>(University Computer Support Services)</i> . VPN has been installed and is supporting end users.	Phase II	Short-Term	Complete
80. Review and implement, where appropriate, data encryption and double encryption options. <i>(University Computer Support Services, Electronic Student Services, Director of Special Projects)</i>	Phase II	Mid-Term	
81. Implement required registration of all personal computers within the Western Illinois University network. <i>(University Computer Support Services, Electronic Student Services)</i>	Phase II	Mid-Term	

D. Risk Management and Security

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
82. Create a Social Security Task Force charged with surveying all deans and directors to inventory current use of Social Security numbers at Western Illinois University to document where SSNs are used, how they are used, and where they are stored (paper and electronically). <i>(President, Vice Presidents, Assistant to the President for Planning and Budget)</i> The end result of data collection and benchmarking of practices at peer institutions is to make policy and procedure recommendations to the President's Cabinet on University Social Security number use and where the University identification number could be used as a proxy. The Task Force will also note where Social Security number use and reporting are required by state or federal legislation, external agencies, etc. <i>(Social Security Task Force)</i> . Task force recommendations were made in December 2007. They have been given to the Chief Technology Security Officer for consideration and implementation with University Technology Directors and the Campus Technology Security Committee.	Phase I	Short-Term	Complete
83. Create a Credit Card/Debt Card Task Force charged with surveying all deans and directors to inventory current use of credit/debit cards at Western Illinois University. <i>(President, Vice Presidents, Assistant to the President for Planning and Budget)</i> The end result of data collection is to document where they are	Phase I	Short-Term	Complete

used, how they are used, and where information is stored (paper and electronically). The end result of data collection and benchmarking of practices at peer institutions is to make policy and procedure recommendations to the President's Cabinet on University credit/debit card use and reporting. (<i>Credit Card/Debit Card Task Force</i>). Same response as item #82.			
84. Create a Data Transfer Task Force charged with reviewing all mainframe downloads to PCs and /or servers. (<i>President, Vice Presidents, Assistant to the President for Planning and Budget</i>) The end result of data collection is to determine who is downloading what information, why it is necessary, whether it contains sensitive data, and if there is an alternative to performing those downloads. (<i>Data Transfer Task Force</i>). Same response as item #82.	Phase I	Short-Term	Complete
85. Develop a comprehensive data security plan for Western Illinois University, including successful implementation of the following: a. Effective training across all levels of the University and with certification of training and policy compliance. b. Creation and expansion of a single directory services environment. c. IP security cameras with centralized storage. d. Improved data security protocols and encryption. e. Security and computer-use policies. f. Policies for requiring antivirus, test, and quarantine. g. Auditing practices to obtain more feedback and to address deficiencies (<i>President's Technology Infrastructure Group</i>)	Phase I	Mid-Term	
86. Enhance Internet security by implementing a firewall and intrusion-detection systems. (<i>University Computer Support Services</i>)	Phase I	Mid-Term	In Progress
87. Hire an institutional security officer to coordinate technology security training and implementation across the University. This position, separate from the new network security technician described earlier in this <i>Plan</i> , should report to a senior-level institutional official and should work with a security committee and other institutional task forces to address technology security at the University. (<i>President</i>). Mr. Mike Rodriguez was hired as Western Illinois University's Chief Technology Security Officer.	Phase I	Short-Term	Complete
88. Create/update disaster contingency planning to ensure recovery of these systems and test processes and make appropriate adjustments annually. (<i>President's Technology Infrastructure Group</i>). Administrative Information Management Systems, Electronic Student Services, Technology Infrastructure Support Services, and Technology User Support Services are all expected to have disaster contingency plans and tests in place by the end of Fiscal Year 2009.	Phase I	Ongoing	In Progress
89. Implement a redundant server and storage location at Western Illinois University-Macomb and Quad Cities (60 th Street and Riverfront). (<i>President's Technology Infrastructure Group</i>)	Phase I	Long-Term	
90. Establish the feasibility and need for establishing a second firewall between ResNet and the University data network to create an	Phase II	Mid-Term	

additional level of protection and adequate restriction to University systems. (<i>University Computer Support Services</i>)			
91. Review and develop an implementation plan for approved recommendations of the Social Security Task Force. (<i>President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research</i>). See item #82.	Phase II	Mid-Term	In Progress
92. Review and develop an implementation plan for approved recommendations of the Credit Card/Debit Card Task Force. (<i>President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research</i>) See item #83.	Phase II	Mid-Term	In Progress
93. Review and develop an implementation plan for approved recommendations of the Data Transfer Task Force. (<i>President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research</i>) See item #84.	Phase II	Mid-Term	In Progress

VI. Demonstrate Accountability

To successfully achieve institutional technology goals requires fiscal planning for technology at the University level, instead of relying on end-of-the-year monies. As Western Illinois University clearly identifies funding responsibilities for technology at the institutional, divisional, college, and departmental level, there are opportunities for increased funding across all levels of the University.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
94. Incorporate technological and infrastructure planning into the newly developing Western Illinois University campus master plans by identifying technology and infrastructure plans for the:	Phase I	Short-Term	
a. Performing Arts Center at Western Illinois University-Macomb. (<i>Performing Arts Center Users Group, Dean of Fine Arts and Communication, University Computer Support Services, Physical Plant</i>)			
b. Western Illinois University-Quad Cities Riverfront Campus, including: <ul style="list-style-type: none"> i. Establishing classroom standards for technology. (<i>Quad Cities faculty, Quad Cities Users Group Technology Subcommittee, Director of Special Projects, University Computer Support Services</i>). Action completed as part of Riverfront Campus master planning. ii. Implementing a dark fiber connection between Macomb and the Quad Cities campuses at 60th Street and on the riverfront, acquiring additional Internet egress, and adding an additional access and egress point in Macomb. (<i>Director of Special Projects; University Computer Support Services; Telecommunications; Physical Plant; Assistant to the President for Planning, Budget, and Institutional Research</i>). See Item #69. 			Complete In Progress
c. Multicultural Center at Western Illinois University-Macomb. (<i>Student Services, Electronic Student Services, University Computer Support Services, Physical Plant</i>)			

95. Incorporating technology needs into the newly developing comprehensive campaign. <i>(President, Vice Presidents, Deans)</i> . Information technologies are a funding priority in the newly developing comprehensive campaign for Western Illinois University that is currently in the quiet phase.	Phase I	Short-Term	Complete
96. Seeking external funding for technology and technological innovation at Western Illinois University. <i>(Faculty, Staff, President's Technology Advisory Group)</i> . This is an ongoing activity of University faculty and staff. The Center for the Application of Information Technology, for example, is exclusively externally funded.	Phase II	Ongoing	Ongoing

Equally as important is the effective and efficient use of existing staff and fiscal resources. Western Illinois University will develop and implement actions to coordinate the efficient acquisition, utilization, and application of technology. By building on existing strengths, addressing challenges, and meeting opportunities, we will advance technology in support of the academic mission and service operations of the University.

<u>Action</u>	<u>Priority</u>	<u>Completion</u>	<u>Status</u>
97. Review existing technological resources available at Western Illinois University, and balance these resources against the need for supporting daily operations and long-term planning of the University. An external consultant will help the President's Cabinet and the President's Technology Infrastructure Group, with recommendations from the President's Technology Advisory Users Group, determine the best action strategies to achieve the ambitious goals of this <i>Strategic Plan</i> , balanced against the demands of daily operations. <i>(President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research, President's Technology Infrastructure Group; President's Technology Advisory Users Group)</i> . A consultant's report was received in spring 2007 and the President's Cabinet carefully considered the recommendations in that report.	Phase I	Short-Term	Complete
98. Benchmark technology support per faculty and staff ratios and other measures of technological services at Illinois public universities and other benchmark institutions. <i>(Planning, Budget, and Institutional Research)</i> . A fall 2007 benchmarking analysis demonstrated that Western Illinois University had one of the most decentralized technological structures of Illinois public universities and benchmark institutions.	Phase I	Short-Term	Complete
99. Following the first two actions stated above, develop and implement a support plan that exceeds the levels of support at peer institutions. <i>(President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research; President's Technology Infrastructure Group; President's Technology Advisory Users Group)</i> . A centralized university technology structure was created that partners with Administrative Information Management Systems and Electronic Student Services. A new area of Technology User Support Services was created and new responsibilities for Classroom Support Services and Web Support Services were specifically assigned to staff.	Phase I	Short-Term	Complete
100. Consolidate technology resources, where appropriate, to	Phase I	Short-Term	Complete

<p>maximize services to students, faculty, and staff and prevent unnecessary duplication of efforts. <i>(President; Vice Presidents; Assistant to the President for Planning, Budget, and Institutional Research)</i>. Technology agreements between University Technology, the colleges, and Quad Cities Technology Support Services have maximized services to students, faculty, and staff and prevented unnecessary duplication of efforts.</p>			
<p>101. Provide professional development opportunities for technology faculty and staff to stay current in this dynamic field. <i>(President, Vice Presidents, Deans, Chairs, Directors)</i>. This is an ongoing activity.</p>	Phase I	Short-Term	Ongoing
<p>102. Clarify the organizational roles and responsibilities of technology units and technology staff in colleges, departments, and units to determine and implement action strategies that best utilize the University's technology support staff and structure. <i>(President's Technology Infrastructure Group, Deans, Chairs)</i>. See Item #100.</p>	Phase I	Short-Term	Complete