

**Institutional Strategic Plan for Technology  
At Western Illinois University  
Academic Years 2006 - 2007 through 2011 - 2012**



**WESTERN  
ILLINOIS  
UNIVERSITY**

**June 2007**

# **DRAFT #7**

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*The most important function of technology and related technological support is to provide a valuable resource assisting students, faculty, and staff to realize individual and collective academic and service excellence. Our values-based Institutional Strategic Plan for Technology—emphasizing responsiveness, innovation, and engagement with annual public priority setting and accountability reporting—will advance technology on the two campuses of Western Illinois University.*

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### Technology Vision, Mission, and Values

Our vision is to provide state-of-the-art technology and service to support the academic mission and service operations of Western Illinois University. Our mission and daily operations, therefore, support and serve the academic mission and service operations of the University to the best of our abilities.

To advance from where we are today to where we will be in the future, our *Institutional Strategic Plan for Technology* is based on three values.

**Responsiveness:** with increased communication, collaboration, and levels of service to our core academic mission and service operations, supported by a high-speed, reliable and secure technological infrastructure.

**Innovation:** with greater abilities to respond to change and strong commitments to enhanced technology, training, and professional development opportunities supporting student, faculty, and staff recruitment and retention.

**Engagement:** with the campus community in service provision, planning, priority setting, and accountability reporting.

The translation of our vision, mission, and values is grounded in goals, priorities and processes developed *by* the campus community *for* the campus community. Goals include enhanced communication, support, technology, infrastructure, security, and accountability.

The *Institutional Strategic Plan for Technology at Western Illinois University* represents a user-centered model that focuses on the technological needs of students, faculty, and staff as we advance the academic excellence and service operations of Western Illinois University. Academic excellence, educational opportunity, personal growth, and social responsibility necessitate technological responsiveness, innovation, and engagement as we become the leading comprehensive university in the United States.

**The Process and Implementing the *Institutional Strategic Plan for Technology***

**Background**

President Goldfarb charged the President's Technology Advisory Group to work collaboratively with the campus community in writing an institutional strategic plan for technology that coordinates the effective acquisition, application and utilization of technology as we successfully advance the vision, mission, goals and priorities of the University's Strategic Plan, Higher Values in Higher Education. As a result, this *Institutional Strategic Plan for Technology at Western Illinois University* is a plan written by the campus community for the campus community.

The *Institutional Strategic Plan for Technology at Western Illinois University* is based on six iterative drafts with the campus community; governance group feedback; open fall 2006 and spring 2007 technology dialogue sessions with each of the colleges, University Libraries, and Western Illinois University-Quad Cities; a technology consultant's review; and technology security audit findings. Using campus feedback as our guide, a commitment to a dynamic planning process will enable the University to successfully achieve the ambitious goals of this *Strategic Plan* as we support the academic mission and service excellence of Western Illinois University.

**Dynamic User-Centered Planning Processes**

The *Institutional Strategic Plan for Technology* begins with commitments to active, user-centered planning processes. Therefore, and above all else, this *will not* be a *status quo* plan. By carefully following and supporting our planning processes, Western Illinois University *will* successfully advance its academic mission and service operations by providing user-centered technology.

User-centered technology recognizes the dynamic nature of the rapidly changing technological field. In preparing the *Institutional Strategic Plan for Technology at Western Illinois University*, it became increasingly clear that we cannot predict the dynamic nature of technology. However, with a focus on end-users, we know that access to information will continue to be expanded. We also know that it is our responsibility, as technologists, to stay abreast of emerging technologies to ensure that the University offers the resources and support necessary to advance teaching, learning, and working.

Therefore, the *Institutional Strategic Plan for Technology* presents one of the many suggestions for what the shape of future technology may take. It is our best five-year prediction at the time of writing this *Plan*. In the case of Western Illinois University, it is a technological future grounded in the needs of end-users for enhanced communication, hardware and software, network performance, resource allocation, and computing security.

However, long-term planning is only as good as annual implementation. To ensure that our future is grounded in our needs, the *Institutional Strategic Plan for Technology* is based on annual review and planning processes involving the Macomb and Quad Cities campus communities. This will be achieved by establishing:

- Annual institutional technology priority setting processes.
- Annual updates to all Macomb and Quad Cities campus governance groups and the Western Illinois University Board of Trustees on institutional technology plans and accomplishments for the current academic year, and plans for the next academic year.

Presented under a separate cover are academic year 2006 – 2007 technology priorities and accomplishments with academic year 2007-2008 technology priorities based on the review process discussed earlier in this *Plan*. This and future technology updates will complement the daily technology operations and responsibilities contained in annual college, departmental, and unit consolidated reports that are presented annually to the campus community in April.

**Guiding Principles**

No matter the individual technologies used or issues faced, future annual strategic planning should always follow the vision, mission, and values of this *Plan*. Moreover, future technology planning and annual updates should be directed by the following guiding principles.

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*Commitments to technology communication, consultation, and resource allocation will advance the academic mission and service operations of the University.*

- The University will support centralized technology funding as technology is a fundamental resource for academic pursuits and service operations.
- Faculty will be involved in the selection of hardware and software purchases to ensure that instructional needs are driving technology selection and use.
- The University will move to a model that ensures compatibility and amortization for hardware and software in classrooms, computer laboratories, and faculty and staff offices, while allowing for the purchase of discipline-specific equipment.
- Technology staff will continue to institute upgrades and changes to equipment and software with respect for the academic calendar.
- Professional development opportunities are necessary to keep faculty and staff current in the dynamic technology field.

*Technological strategic planning and daily operations supporting the academic mission and service operations of Western Illinois University will be fluid and dynamic rather than status quo.*

- Technology goals and priorities should build upon one another.
- At the end of every academic year, Western Illinois University will review and update technology strategic plan implementation, keeping a record of academic year accomplishments and plans.
- The annual review of technology strategic plan implementation should be based on current circumstances, progress made, and the technological goals and priorities of this *Plan*.
- The technological goals and priorities in this *Plan* should be comprehensively reviewed and updated in academic year 2011-2012.

### An Overview of the Institutional Strategic Plan for Technology

This *Institutional Strategic Plan for Technology at Western Illinois University* builds upon current technological strengths, negates challenges, and takes advantage of opportunities. It provides technologies and assistance that supports the advancement of the academic mission and service operations of Western Illinois University. Specifically, we will:

- **Increase communication and support.** This is the foundation for all of the recommendations in this *Plan*, and it will take many forms, including enhanced communication with end users, increased responsiveness, and more technology training opportunities for students, faculty, and staff. We will make sure that all students, faculty, and staff are kept informed about technology issues and service requests and that communication tools within and outside the University are enhanced, which includes implementing one e-mail, calendaring, and groupware solution for the University; a new campus portal (intranet); and expanded data systems to support academic needs and administrative applications.
- **Improve technologies.** We will enhance the technology infrastructure for all students, faculty, and staff; classrooms; laboratories; libraries; and distance education. This includes providing all of Western Illinois University with consistent and current hardware and software, upgrading technology in all instructional facilities, and serving as a best practice institution for technology and support in both synchronous and asynchronous instruction.
- **Enhance infrastructure and security.** We will continue to improve the high-speed, reliable and secure wired, wireless, and telecommunications networks of Western Illinois University. This includes establishing a wireless network throughout the University; adding additional bandwidth; and establishing a fiber loop between the Macomb and Moline campuses to ensure network redundancy, VOIP telecommunications, and access to Internet2 with the latest advances in computer technology.

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- **Demonstrate accountability.** We will efficiently align our fiscal and staffing resources to successfully achieve the technological goals of this *Plan* in support of the daily activities and instructional, research, and service goals of *Higher Values in Higher Education*. An important strategy will be to engage in public priority setting and accountability reporting sessions with the two campuses of Western Illinois University.

Western Illinois University *can and will* provide state-of-the-art technologies, infrastructure, support, and security to help the University achieve its vision, mission, and daily operations. A phased implantation approach defined by the campus community will be used to implement the priorities of this *Plan*.

All Phase I priority projects defined below are currently in progress or recommended for implementation during the next year. Phases II through IV are recommended for implementation after successful completion of the preceding phase(s). A logical, deliberate, and sequential plan will advance technology in support of the academic mission and service operations of Western Illinois University.

Unquestionably, technology will build on our successes. During the past three years, Western Illinois University has made significant advancements in technology. These accomplishments are displayed in Table 1 and are the basis for future technology goals and priorities.

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### 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>
1. Develop and implement a public institutional technology planning and priority setting process that includes an established structure and process for reporting back to the Macomb and Quad Cities campuses on technology plans, accomplishments, and challenges ( <i>Assistant to the President</i> )	Phase I	Short-Term
2. Continue to use annual consolidated reports to discuss departmental, unit, and college technology plans, accomplishments, and challenges. Continue to communicate these reports with 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> ).	Phase I	Short-Term
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> )	Phase I	Short-Term
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> )	Phase II	Short-Term
5. Develop a University Technology website to contain essential technological information for end users. This includes, but is not limited to, Western Illinois University's: a. Technology offices and support, b. Technology committees and task forces, c. Technology policies and procedures, 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> , and h. Technology communications as previously described in this <i>Plan</i> , ( <i>Planning, Budget, and Institutional Research; University Relations</i> )	Phase I	Short-Term
6. Within the University Technology website, 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> )	Phase I	Short-Term
7. Continue to improve the frequency of communication between the providers of technology and end users. This includes: 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;	Phase I	Short-Term

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<ul style="list-style-type: none"> <li>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);</li> <li>c. updating individuals submitting service requests (HEAT tickets) not resolved within five working days on the status of the ticket; and</li> <li>d. posting answers to commonly asked tech support questions in a publicly accessible web-based FAQ document. (<i>Electronic Student Services, University Computer Support Services; Planning, Budget, and Institutional Research</i>)</li> </ul>		
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**B. E-mail, Calendaring, and Groupware Solutions**

<u>Action</u>	<u>Priority</u>	<u>Completion</u>
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> ) <sup>1</sup>	Phase I	Short-Term
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> )	Phase II	Short-Term
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> )	Phase II	Mid-Term
b. Increase e-mail inbox storage; and ( <i>University Computer Support Services, Electronic Student Services</i> )	Phase II	Short-Term
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>
11. Complete the redesign of the University website, seek feedback from campus governance groups, and launch the site by January 1, 2007. ( <i>University Relations</i> )	Phase I	Short-Term
12. Demonstrate institutional compliance with Illinois Web Accessibility Standards as part of the website redesign. ( <i>University Relations, IBHE Web Accessibility Committee</i> )	Phase II	Short-Term
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,		

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<sup>1</sup> All institution task forces for academic year 2006–2007 are displayed in Table 3 at the end of this *Strategic Plan*.

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c. Integrate changes in data administration (described below), and		
d. Evaluate continued use of STARS in the development and implementation of a campus portal. ( <i>President's Technology Infrastructure Group</i> )		

**D. Expanded Data and Systems**

<u>Action</u>	<u>Priority</u>	<u>Completion</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> )	Phase I	Ongoing
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>
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"> <li>a. Campus Network Policy (last updated December 2001)</li> <li>b. Computer Antivirus Policy (last updated April 2001)</li> <li>c. Policy on Computer Security (last updated March 2005)</li> <li>d. Policy on Western Illinois Computing Use (last updated August 1996)</li> <li>e. Policy on E-Mail Usage and Political Activity (last updated July 2000).</li> <li>f. Web Privacy Policy (not currently an official University policy). (<i>President's Technology Infrastructure Group, Assistant to the President for Planning and Budget, Technology Security Committee, Vice Presidents, President</i>)</li> </ul>	Phase I	Ongoing

**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*.

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<u>Action</u>	<u>Priority</u>	<u>Completion</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; and ( <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> )	Phase I	Ongoing
21. Implement the statewide Course Articulation System that provides course transfer and matriculation information. ( <i>University Registrar, University Information Management Systems</i> )	Phase I	Mid-Term
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



**A. For Students, Faculty, and Staff**

*Higher Values in Higher Education* commits Western Illinois University to provide 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 technological tools necessary to complete educational mission and professional responsibilities. Strengthening technological resources and access begins with establishing/clarifying planning and budgetary responsibilities for technology at Western Illinois University.

<u>Action</u>	<u>Priority</u>	<u>Completion</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 President, Assistant to the President for Planning and Budget</i> )	Phase I	Short-Term
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 spring, establish and implement divisional, college, and departmental computing and instructional equipment plans, policies, and guidelines. ( <i>Vice Presidents, Deans, Chairs, Directors</i> )	Phase I	Short-Term

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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 and Budget, Deans, Chairs, Directors)</i>	Phase I	Short-Term
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>	Phase I	Mid-Term

**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 of 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>
27. Create and maintain an electronic inventory of technological equipment in all classrooms. <i>(University Registrar, Colleges, Departments)</i>	Phase I	Short-Term
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"> <li>• These plans should include instructions for Physical Plant installation of teaching stations and cabling, projection screens where needed, and electrical and network connections.</li> <li>• 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></li> </ul>	Phase I	Short-Term
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>	Phase I	Mid-Term
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>	Phase I	Long-Term

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<p>b. Western Illinois University-Quad Cities for both 60<sup>th</sup> Street and the newly developing Riverfront Campus. (<i>Provost, Deans, Chairs, Director of Special Projects, Quad Cities Users Group Technology Subcommittee</i>)</p>	Phase I	Long-Term
<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>)</p>	Phase I	Mid-Term
<p>33. Improve and centralize support of electronic classrooms and all computer laboratories. (<i>University Computer Support Services, Colleges, Departments</i>)</p>	Phase I	Short-Term
<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 of 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"> <li>• 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 for the setup of classroom computers, teaching laboratory computers, and faculty office computers prior to the beginning of academic terms.</li> <li>• 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.</li> <li>• 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>)</li> </ul>	Phase I	Short-Term
<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>)</p>	Phase II	Mid-Term
<p>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>)</p>	Phase II	Ongoing
<p>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>)</p>	Phase II	Mid-Term
<p>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>)</p>	Phase II	Mid-Term
<p>39. Expand campus-wide site licenses. Potential high-needs software include Adobe/Macromedia, Dreamweaver, and Photoshop. (<i>Assistant to President, President's Technology Advisory Users Group, University Computer Support Services</i>)</p>	Phase II	Ongoing

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### 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>
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
42. Provide the delivery of information to Western Illinois University and regional patrons by <ol style="list-style-type: none"><li>a. Migrating print collections to electronic resources as available;</li><li>b. Utilizing technology where appropriate to educate library users of available print and electronic resources;</li><li>c. Enhancing Interlibrary Loan delivery using high-end copy, transmission, and data management systems such as ILIAD to support WIU and our educational partners;</li><li>d. Developing web-based databases and applications; and</li><li>e. Streamlining behind-the-scenes technology infrastructure and systems operations for acquisitions, cataloging, and collection management.</li></ol> ( <i>University Libraries</i> )	Phase I	Ongoing
43. Develop a library portal to integrate and provide a gateway to library resources, quality internet resources, and library services. ( <i>University Libraries</i> )	Phase II	Mid-Term
44. Convert the libraries' print format to electronic resources by: <ol style="list-style-type: none"><li>a. Digitizing selective library collections,</li><li>b. Supporting the creation and distribution of scholarly communication electronically, and</li><li>c. Implementing technology-based improvements, including SFX Link Resolver and Federated Search Engines to search across databases.</li></ol> ( <i>University Libraries</i> )	Phase I	Ongoing
45. Implement the creation and preservation of the University's electronic theses and dissertations and honors theses. ( <i>University Libraries</i> )	Phase II	Short-Term
46. Transform the current Library Audiovisual space into a technologically advanced collaborative learning environment by: <ol style="list-style-type: none"><li>a. Providing evolving technology for student learning including high-tech computer workstations and peripherals,</li><li>b. Expanding the library infrastructure to support high-end technology and collaborative learning, and</li><li>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>)</li></ol>	Phase I	Ongoing

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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/Bachelors of Arts degree fully on line 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>
47. Complete plans to offer the Board of Trustees/Bachelors of Arts degree fully online. ( <i>Center for Innovation in Teaching and Research, Distance Learning Advisory Board, UPI Distance Learning Committee, Deans</i> )	Phase I	Short-Term
48. Complete plans to offer an on-line 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> )	Phase I	Short-Term
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> )	Phase I	Ongoing
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"> <li>• 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 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>)</li> </ul>	Phase II	Short-Term
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,</i>	Phase II	Ongoing

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<i>Chairs, Center for Innovation in Teaching and Research, Physical Plant, University Computer Support Services)</i>		
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 that 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>
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>	Phase I	Short-Term
b. Replace “core” switches. <i>(University Computer Support Services, Physical Plant)</i>	Phase I	Short-Term
c. Implement a multiyear plan to exchange hubs and switches in academic buildings. <i>(University Computer Support Services, Physical Plant)</i>	Phase I	Mid-Term
d. Acquire additional power for Morgan 103. <i>(University Computer Support Services, Physical Plant)</i>	Phase I	Short-Term
e. Obtain generator power for Morgan 103. <i>(Assistant to the President for Planning and Budget, University Computer Support Services, Physical Plant)</i>	Phase I	Short-Term
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>	Phase I	Short-Term
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	Phase I	Short-Term

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restoration, and recovery planning; ( <i>President's Technology Infrastructure Group, President's Cabinet, and President</i> )		
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> )	Phase I	Short-Term
c. Replace CAT3 with CAT6; ( <i>University Computer Support Services, Physical Plant</i> )	Phase II	Mid-Term
d. Establish climate control for wiring POPs; ( <i>University Computer Support Services, Physical Plant</i> )	Phase II	Mid-Term
e. Implement port per pillow in Resnet; and ( <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 <sup>2</sup> beginning with all academic buildings and continuing with non-academic 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> )	Phase I	Short-Term
Olson to Grote Hall; ( <i>University Computer Support Services, Physical Plant, University Housing and Dining Services</i> )	Phase I	Short-Term
Grote through Hanson Field to Tanner Hall; and ( <i>University Computer Support Services, Physical Plant, University Housing and Dining Services, Intercollegiate Athletics</i> )	Phase II	Short-Term
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
b. Modify the current wireless environment to require authentication through Radius. ( <i>University Computer Support Services</i> )	Phase I	Mid-Term
62. Add additional capacity for ResNet. ( <i>University Computer Support Services</i> )	Phase III	Short-Term
63. Provide wireless access for all ResNet buildings. ( <i>University Computer Support Services, University Housing and Dining Services, Physical Plant</i> )	Phase III	Mid-Term
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> )	Phase III	Mid-Term
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

<sup>2</sup>. Western Illinois University-Quad Cities currently has a wireless campus. The Macomb campus currently supports wireless in Tillman Hall, 3<sup>rd</sup> floor west side; Knoblauch, Room 206; Brophy Hall, 90% of the building, Horrabin Hall; Malpass Library; Olson Hall; Currens Hall; Library Section; Stipes Hall; Browne Hall; Sallee Hall; and the University Union.

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67. Complete redundant fiber links to all ResNet buildings. ( <i>University Computer Support Services, University Housing and Dining Services, Physical Plant</i> )	Phase IV	Long-Term
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>
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 and Budget, University Computer Support Services, Telecommunications</i> )	Phase I	Short-Term
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> )	Phase II	Mid-Term
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>
74. Complete hiring of a data security officer. ( <i>Security Officer Search Committee, University Computer Support Services</i> )	Phase I	Short-Term
75. Implement a robust firewall and intrusion detection environment. ( <i>University Computer Support Services</i> )	Phase I	Short-Term
76. Eliminate the ability to use VNC, Remote Desktop, or other remote control software to access PCs from outside the Western Illinois University network. ( <i>University Computer Support Services</i> )	Phase I	Short-Term
77. Create and use server-only segments. ( <i>University Computer Support Services, Electronic Student Services</i> )	Phase I	Short-Term
78. Centrally locate servers on the Macomb and Quad Cities (60 <sup>th</sup> 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 and Budget, Colleges</i> )	Phase I	Long-Term
79. Review and implement VPN or other technology access to Western Illinois University servers outside the University network. ( <i>University Computer Support Services</i> )	Phase II	Short-Term

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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>
<p>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>)</p> <p>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>)</p>	Phase I	Short-Term
<p>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>)</p> <p>The end result of data collection is to document where they are 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>)</p>	Phase I	Short-Term
<p>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>)</p> <p>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>)</p>	Phase I	Short-Term
<p>85. Develop a comprehensive data security plan for Western Illinois University, including successful implementation of the following:</p> <ul style="list-style-type: none"> <li>a. Effective training across all levels of the University and with certification of training and policy compliance;</li> <li>b. Creation and expansion of a single directory services environment;</li> <li>c. IP security cameras with centralized storage;</li> <li>d. Improved data security protocols and encryption;</li> <li>e. Security and computer-use policies;</li> <li>f. Policies for requiring antivirus, test, and quarantine; and</li> </ul>	Phase I	Mid-Term

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g. Auditing practices to obtain more feedback and to address deficiencies ( <i>President's Technology Infrastructure Group</i> )		
86. Enhance Internet security by implementing a firewall and intrusion-detection systems. ( <i>University Computer Support Services</i> )	Phase I	Mid-Term
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> )	Phase I	Short-Term
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> )	Phase I	Ongoing
89. Implement a redundant server and storage location at Western Illinois University-Macomb and Quad Cities (60 <sup>th</sup> 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 additional level of protection and adequate restriction to University systems. ( <i>University Computer Support Services</i> )	Phase II	Mid-Term
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 and Budget</i> )	Phase II	Mid-Term
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 and Budget</i> )	Phase II	Mid-Term
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 and Budget</i> )	Phase II	Mid-Term

**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>
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:		
i. Establishing classroom standards for technology and ( <i>Quad Cities faculty, Quad Cities Users Group Technology Subcommittee, Director of Special Projects, University Computer Support Services</i> )		

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<p>ii. Implementing a dark fiber connection between Macomb and the Quad Cities campuses at 60<sup>th</sup> Street and on the riverfront, acquiring additional Internet egress, and adding an additional access and egress point in Macomb; and (<i>Director of Special Projects; University Computer Support Services; Telecommunications; Physical Plant; Assistant to the President for Planning and Budget</i>)</p>		
<p>c. Multicultural Center at Western Illinois University-Macomb. (<i>Student Services, Electronic Student Services, University Computer Support Services, Physical Plant</i>)</p>		
<p>95. Incorporating technology needs into the newly developing comprehensive campaign. (<i>President, Vice Presidents, Deans</i>)</p>	<p>Phase I</p>	<p>Short-Term</p>
<p>96. Seeking external funding for technology and technological innovation at Western Illinois University. (<i>Faculty, Staff, President's Technology Advisory Group</i>)</p>	<p>Phase II</p>	<p>Ongoing</p>

Equally as important, is the effective and efficient use of existing staffing 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>
<p>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 and Budget, President's Technology Infrastructure Group, President's Technology Advisory Users Group</i>)</p>	<p>Phase I</p>	<p>Short-Term</p>
<p>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>)</p>	<p>Phase I</p>	<p>Short-Term</p>
<p>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 and Budget, President's Technology Infrastructure Group, President's Technology Advisory Users Group</i>)</p>	<p>Phase I</p>	<p>Short-Term</p>
<p>100. Consolidate technology resources, where appropriate, to maximize services to students, faculty, and staff and prevent unnecessary duplication of efforts. (<i>President, Vice Presidents, Assistant to the President for Planning and Budget</i>)</p>	<p>Phase I</p>	<p>Short-Term</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>)</p>	<p>Phase I</p>	<p>Short-Term</p>
<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>)</p>	<p>Phase I</p>	<p>Short-Term</p>

## **DRAFT #7**

### **Conclusion**

Western Illinois University will build on its strengths. Through successful implementation of the *Institutional Strategic Plan for Technology*, we will provide state-of-the-art technologies, infrastructure, support, and security. Technology and related support is a fundamental resource to help the University achieve its vision and mission as we educate and prepare a diverse student population to think in and contribute to our global society.

The strength of technology at Western Illinois University is built on synergies from campus technologists, end users, and communication and collaboration at all levels of the University. As technological planning and advancements continues, campus communication and collaboration are essential for sustained progress. Our Macomb and Quad Cities governance groups, the President's Technology Infrastructure Group, and the President's Technology Advisory Users Group will continue to ensure that there is strong coordination of efforts, public priority setting, and accountability reporting as we successfully achieve the ambitious goals of the *Institutional Strategic Plan for Technology at Western Illinois University*, *Campus Master Plans*, and *Higher Values in Higher Education*.

DRAFT #7  
Institutional Strategic Plan for Technology

Table 1  
Selected Technology Accomplishments  
Academic Years 2004-2005 through 2006 - 2007

Technological advancements have resulted in many new institutional initiatives during the past three years. These include ResNet, WebCT, document imaging, DB2 conversion, upgrades of an aging infrastructure, web and accessibility standards, online admissions and housing applications, and a storage area network that allows for 300 megabytes of storage for every student and one gigabyte of storage for every faculty and staff member.

Additionally, the students, faculty, and staff have benefited from enterprise servers for personal communication devices, public events calendaring, off-site disaster recovery, as well as:

- Improved network and mainframe speed, performance, reliability, and security
- Renovated and new computing laboratories
- Increased performance for telecommunications
- Enhanced Internet bandwidth from 28 megabytes to 66 megabytes
- Strengthened web presence and web redesign
- Replaced scanning and scoring equipment
- Automated business solutions and paper reduction for direct deposit, time reporting, student degree plans, two-year and online course scheduling capabilities

All of these innovations intentionally focus on a service-oriented architecture with augmented network capability and security. This includes increasing server load, redundancy, and clustering; implementing all addresses behind the University-wide firewall; installing automated network-intrusion detection systems; constructing the first half of a fiber loop with backup redundancies to support both wired and wireless networks; investigating integrated; data encryption; file transfer; and dark fiber connections between Macomb and the Quad Cities to enable access to Internet2, grid computing, and off-site backup and disaster recovery.

At the same time, the University's service-oriented architecture specifically and intentionally focuses on enhanced communication and end-user support. This is being accomplished by addressing communication needs identified by the President's Technology Advisory Group (e.g., developing one website for technology at the University, implementing hardware and software installations with continued respect to the academic calendar, and providing updates on service requests) and by piloting the following software that will give additional user information on the newly developing University technology website. It also includes streamlining e-mail and distance learning platforms to decrease duplication of efforts and increase user support.

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Institutional Strategic Plan for Technology

Table 2  
Technology Units at Western Illinois University

Seven units (described below) provide staff support to the daily operations and long-term technology planning of Western Illinois University as we educate and prepare a diverse student population to think in and contribute to our global society through instruction, research, service, and creative activities.

- The Center for Application of Information Technologies (CAIT) provides innovative technology solutions to business and industry, state agencies, and educators throughout Illinois. On the Western Illinois University campus, CAIT is a resource in the areas of technology innovation and planning, distance learning, and development of web-based applications.
- The Center for Innovation in Teaching and Research provides the University community with opportunities and resources for their professional and personal enrichment. To accomplish these goals, programming is offered in enrichment of the teaching-learning process, understanding and assessing student learning, and enhancing the effective use of technology in teaching.
- Electronic Student Services (ESS) is responsible for technology planning, web and applications development, and network operations for the Division of Student Services.
- Telecommunications provides faculty and staff with the highest quality in telecommunication services available.
- University Computer Support Services (UCSS) is responsible for the overall administration and coordination of instructional computing resources and activities at Western Illinois University.
- University Information Management Systems (UIMS) is responsible for providing accurate, timely, and complete information to all qualified users in the most usable and appropriate form.
- University Relations (UR) maintains and updates the Western Illinois University website.

Each of these units maintains high standards of excellence and is faced with resource challenges and opportunities. Successfully achieving the ambitious goals of *Higher Values in Higher Education* and this *Strategic Plan* will require additional resources, public and private, and coordination of efforts between technology units, colleges, departments, and administrative offices to advance the University's priorities and goals.

Therefore, in summer 2006 Western Illinois University President Dr. Al Goldfarb charged Assistant to the President for Planning, Budget and Institutional Research Dr. Joe Rives with coordinating Western Illinois University's technology strategic planning and implementation. Successful implementation of the *Institutional Strategic Plan for Technology* will require coordinated efforts between end users, technology areas, college technology representatives, and the University's technology committees described in Table 2 and Figure 1.

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Institutional Strategic Plan for Technology

Table 3  
Academic Year 2006-2007 Membership on President's Technology Committees

**President's Technology Advisory Users Group**

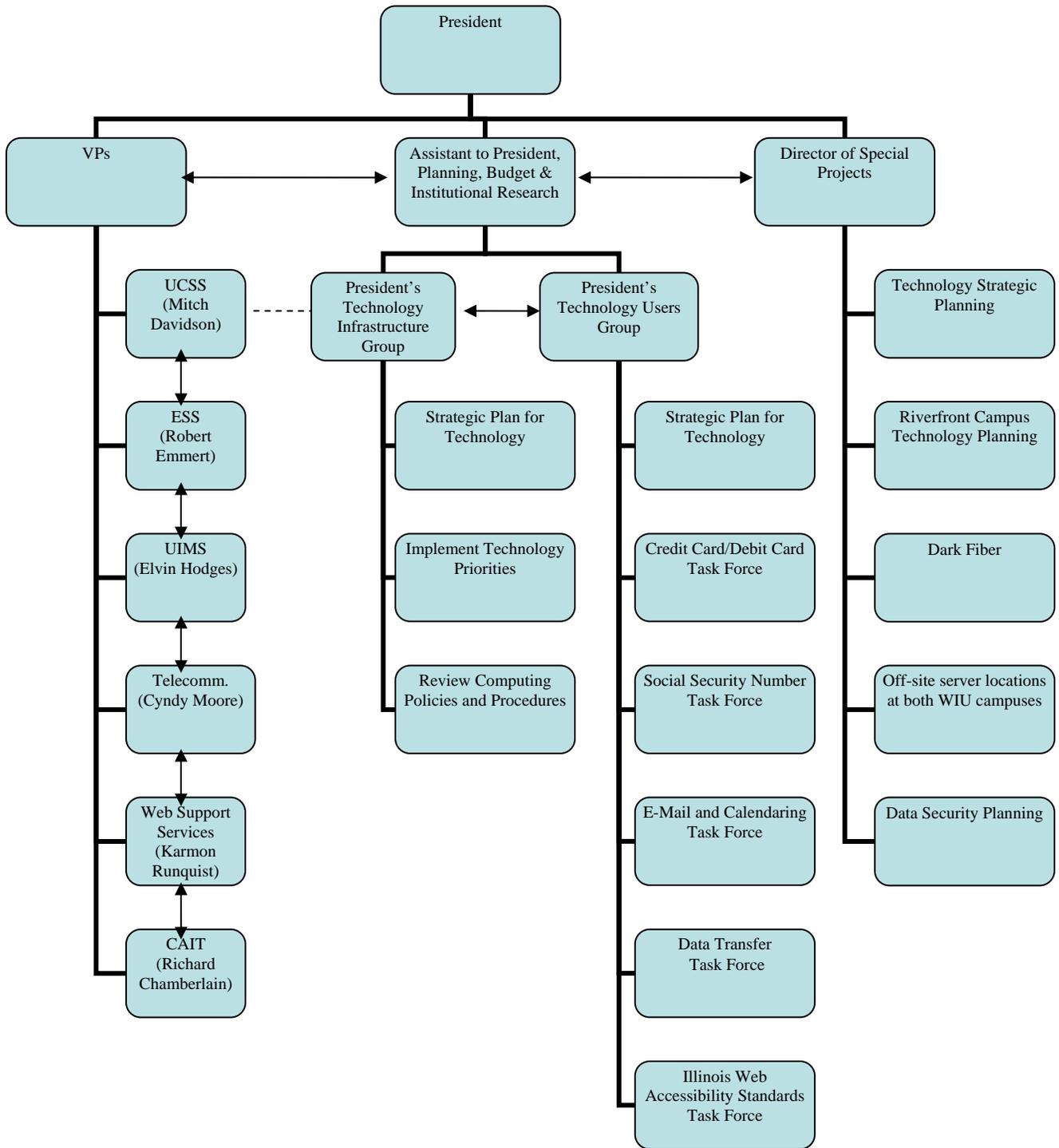
- Joe Rives, Assistant to the President, Planning and Budget—Chair
- Dan Ciubancan, Development Research Analyst, Foundation Office
- Terry Clayton, Instructor, Computer Science and Western Illinois University-Quad Cities Faculty Council Representative
- Christopher David, Instructional Technology Systems Manager, Western Illinois University-Quad Cities
- Mitch Davidson, Executive Director, University Computer Support Services
- Mike Dickson, Director of Special Projects, President's Office
- Hunt Dunlap, Associate Professor, University Libraries and Faculty Senate Representative
- Bonnie Elder, Budget Analyst, Planning, Budget, and Institutional Research
- Sam Edsall, Associate Professor, Broadcasting
- Robert Emmert, Director, Electronic Student Services
- Rodney Greer, Faculty Assistant, College of Education and Human Services
- John Hemingway, Associate Professor, Recreation, Park, and Tourism Administration
- Elvin Hodges, Director, University Information Management Systems
- Betsy Hommel, Assistant Professor, Curriculum and Instruction
- Suzanne Litchfield, Procedures & Systems Analyst III, Registrar
- Kevin Lloyd, Budget Analyst, Planning, Budget, and Institutional Research
- Martin Maskarinec, Professor, Computer Science
- Cyndy Moore, Manager, Telecommunications
- Kathy Neumann, Chairperson, Computer Science
- Ted Renner, Construction Project Coordinator II, Physical Plant
- James Schmidt, Associate Dean, College of Arts & Sciences
- Jeanne Stierman, Professor, University Libraries
- Barb Taylor, Research and Instruction Consultant, College of Fine Arts and Communication
- Anna Valeva, Assistant Professor, Mathematics and Faculty Senate Representative
- Orlando Winkfield, Secretary III, Planning, Budget and Institutional Research
- Kim Wisslead, Associate Director, Center for the Application of Information Technology

**President's Technology Infrastructure Group**

- Mitch Davidson, Executive Director, University Computer Support Services—Chair
- Richard Chamberlain, Director, Center for the Application of Information Technology
- Bonnie Elder, Budget Analyst, Planning, Budget and Institutional Research
- Scott Coker, Engineer III, Physical Plant
- Mike Dickson, Director, Special Projects
- Robert Emmert, Director, Electronic Student Services
- Elvin Hodges, Director, University Information Management Systems
- Cyndy Moore, Manager, Telecommunications
- Joe Rives, Assistant to the President, Planning, Budget, and Institutional Research
- Karmon Runquist, Instructional Technology Systems Manager, University Relations

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 Institutional Strategic Plan for Technology

Figure 1  
 Technology Coordination Structure for Western Illinois University



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Institutional Strategic Plan for Technology

Table 4

Academic Year 2006-2007 Technology Task Forces and Committees

**Credit Card/Debit Card Task Force  
(work completed December 2006)**

- Robert Emmert, Director, Electronic Student Services—Chair
- Dan Ciubancan, Development Research Analyst, Foundation Office
- Sue Collins, Assistant Director, Residential Facilities
- Christopher David, Instructional Technology Systems Manager, Quad Cities
- Mike Dickson, Director, Special Projects, President's Office
- Bonnie Elder, Budget Analyst, Planning, Budget and Institutional Research
- Dave Kirlin, Instructional Technology Systems Manager, Center for Application of Information Technology
- Dave Nelson, Deputy Director, Business Services
- Sue Thorman, Manager, University Information Management Systems
- Ron Ward, Director, Business Services
- Cheryl Webster, Accountant V, Accounting Office

**Data Transfer Task Force  
(work completed December 2006)**

- Mike Dickson, Director of Special Projects, President's Office—Chair
- Robert Emmert, Director, Electronic Student Services
- Brenda Parks, Associate Director, University Information Management Systems
- Dale Watkins, Research and Instruction Consultant, University Computer Support Services
- Andy Woerly, Research and Instruction Consultant, University Computer Support Services

**Distance Learning Advisory Group**

- Mandeep Singh, Director, Center for Innovation in Teaching and Research—Chair
- Richard Chamberlain, Director, Center for the Application of Information Technology
- Mike Dickson, Director of Special Projects
- Sharon Evans, Chair, Broadcasting, College of Fine Arts and Communications Representative
- Lloyd Kilmer, Associate Professor, Educational Leadership, WIU-Quad Cities Representative
- Angela Lynn, Assistant Director, Registrar Office
- Chuck Malone, Associate Professor, University Libraries, Library Representative
- Robert Marshall, Professor, Educational Leadership, College of Education and Human Services Representative
- Mike Romano, Professor, Biological Sciences, UPI Representative
- Roger L. Runquist, Coordinator, Distance Education
- Jim Schmidt, Associate Dean, College of Arts and Sciences
- Xiang Yi, Assistant Professor, Management, College of Business and Technology Representative
- Rick Carter, Director of Non-Traditional Programs, ex-officio
- Leanda Hemphill, Assistant Professor, Instructional Design and Technology, ex-officio

**E-Mail and Calendaring Task Force  
(Task Force work completed December 2006)**

- Joe Rives, Assistant to the President, Planning, Budget and Institutional Research—Chair
- Tim Adams, Senior Applications Analyst, University Information Management Systems
- Mark Clark, Assistant Manager, Electronic Student Services
- Matt Clark, Research and Instruction Consultant, University Computer Support Services
- Christopher David, Instructional Technology Systems Manager

## DRAFT #7

### Institutional Strategic Plan for Technology

- Mitch Davidson, Executive Director, University Computer Support Services
- Hunt Dunlap, Associate Professor, University Libraries
- Sam Edsall, Associate Professor, Broadcasting
- Dave Kirlin, Instructional Technology Systems Manager, Center for the Application of Information Technology
- Kevin Lloyd, Budget Analyst, Planning, Budget and Institutional Research
- Kevin Morgan, Assistant Manager, Electronic Student Services
- Dan Romano, Assistant Director, Computer Center
- Terry Roegge, Director, Purchasing
- Barb Taylor, Research and Instruction Consultant, College of Fine Arts and Communication

#### **E-Mail and Calendaring Task Implementation Team**

- Joe Rives, Assistant to the President, Planning, Budget, and Institutional Research -- Co-Chair
- Mike Dickson, Director of Special Projects -- Co-Chair
- William Anderson, Professor, Political Science, Faculty At-Large Representative
- Jan Carlson, Clerk, Vice President for Administrative Services
- Sharon Chenoweth, Secretary, Management
- Mark Clark, Assistant Manager, Electronic Student Services
- Matt Clark, Research and Instruction Consultant, University Computer Support Services
- Christopher David, Instructional Technology Systems Manager, WIU-Quad Cities
- Mitch Davidson, Executive Director, University Computer Support Services
- Craig DeMoss, Assistant Manager, University Information Management Systems
- Chet Derry, Microcomputer Support Specialist, University Libraries
- Jan Detrick, Clerk, Telecommunication/Westel Services
- Becky Ebey, Secretary, Human Resources
- Robert Emmert, Director, Electronic Student Services
- Patricia Goel Gillen, Human Resource Associate, Human Resources
- Dave Kirlin, Instructional Technology Systems Manager, Center for the Application of Information Technology
- Kevin Lloyd, Budget Analyst, Planning, Budget, and Institutional Research
- Kevin Morgan, Assistant Manager, Electronic Student Services
- Sumesh Philip, Assistant Professor, Computer Sciences
- Dan Romano, Assistant Director, University Computer Support Services
- Fred Seaton, Research and Instruction Consultant, University Computer Support Services
- Barb Taylor, Research and Instruction Consultant, College of Fine Arts and Communication
- Peggy West, Research and Instruction Consultant, Center for Innovation in Teaching and Research
- Martha Youngmeyer, Secretary, Planning, Budget, and Institutional Research
- Tere North, Assessment Coordinator, Planning, Budget, and Institutional Research, ex-officio
- Orlando Winkfield, Secretary, Planning, Budget, and Institutional Research, ex-officio

#### **Extensions to the University Identification Card Task Force**

- Mike Dickson, Director of Special Projects -- Chair
- Andrea Allison, Research and Instruction Consultant, WIU-Quad Cities
- Jim Derry, Assistant Director, University Information Management Systems
- Matt Mierman, Associate Director, Residential Facilities
- Mitch Davidson, Executive Director, University Computer Support Services
- Robert Emmert, Director, Electronic Student Services
- Stacie Hunt, Applications Programmer, University Information Management Systems
- Rita Moore, Director, Internal Auditing
- Kevin Morgan, Assistant Manager, Electronic Student Services

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### Institutional Strategic Plan for Technology

- Ted Renner, Construction Project Coordinator, Physical Plant
- Jim Schmidt, Associate Dean, College of Arts and Sciences
- Jay-Evan Tevis, Assistant Professor, Computer Science
- Tere North, Assessment Coordinator, Planning, Budget, and Institutional Research, ex-officio
- Orlando Winkfield, Secretary, Planning, Budget, and Institutional Research, ex-officio

#### **Illinois Board of Higher Education Web Accessibility Committee**

- Richard Chamberlain, Director, Center for the Application of Information Technology—Cochair
- Cathy Couza, Director, Affirmative Action/ADA Compliance—Cochair
- Tim Adams, Senior Applications Analyst, University Information Management Systems
- Ziad Akir, Instructional Technology Systems Manager, Center for Innovation in Teaching and Research
- Mitch Davidson, Executive Director, University Computer Support Services
- Jeff Dodd, Assistant to the Director of Marketing for the College of Arts and Sciences
- Hunt Dunlap, Associate Professor, University Libraries
- Andrea Henderson, Equal Opportunity Officer, Affirmative Action/ADA Compliance
- Jeremy Merritt, Webmaster, Electronic Student Services
- Elvin Hodges, Director, University Information Management Systems
- Teri LeJeunesse, Assistant Media Services Director, Intercollegiate Athletics
- Suzanne Litchfield, Procedures and Systems Analyst III, Registrar
- Heather McMeekan, Webmaster, University Relations
- Schuyler Meixner, Assistant to the Dean, College of Business and Technology
- Tara Miller, Director, Disability Support Services
- Dana Moon, Assistant to the Dean, College of Education and Human Services
- Vicki Nicholson, Administrative Assistant I, Provost's Office
- Zach Pratt, Systems Programmer I, University Information Management Systems
- Karmon Runquist, Instructional Technology Systems Manager, University Relations
- Fred Seaton, Research and Instruction Consultant, University Computer Support Services
- Barb Taylor, Research and Instruction Consultant, College of Fine Arts and Communication

#### **Portal Task Force**

- Joe Rives, Assistant to the President, Planning, Budget, and Institutional Research -- Chair
- Ziad Akir, Instructional Technology Systems Manager, Center for Innovation in Teaching and Research
- Richard Chamberlain, Director, Center for the Application of Information Technology
- Matt Clark, Research and Instruction Consultant, University Computer Support Services
- Isaac Dunlap, Associate Professor, University Libraries
- Kristin Dunstan, Director, University Marketing
- Rhonda Kline, Director, Institutional Research and Planning, Planning, Budget, and Institutional Research
- Laurence Leff, Associate Professor, Computer Science
- Suzanne Litchfield, Procedures and Systems Analyst, Registrar's Office
- Jeremy Merritt, Webmaster, Electronic Student Services
- Tara Miller, Director, Disability Support Services
- Kristi Mindrup, Assistant Director to the Associate Provost, WIU-Quad Cities
- Brenda Parks, Associate Director, University Information Management Systems
- Karmon Runquist, Instructional Technology Systems Manager, University Relations
- Fred Seaton, Research and Instruction Consultant, University Computer Support Services
- Tere North, Assessment Coordinator, Planning, Budget, and Institutional Research, ex-officio
- Orlando Winkfield, Secretary, Planning, Budget, and Institutional Research, ex-officio

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**Quad Cities Users Group Technology Subcommittee**

- Mike Dickson, Director of Special Projects, President's Office—Chair
- Andrea Allison, Research and Instruction Consultant, Western Illinois University-Quad Cities
- Terry Clayton, Instructor, Computer Science
- Jeanne Clerc, Associate Provost, Western Illinois University-Quad Cities and Extended Studies
- Christopher David, Instructional Technology Systems Manager, Quad Cities
- Mitch Davidson, Executive Director, University Computer Support Services
- Doug Druckenmiller, Assistant Professor, Information Management and Decision Sciences
- Tony Falgiani, Associate Professor, Accountancy
- Lloyd Kilmer, Associate Professor, Educational Leadership
- Kristi Mindrup, Assistant Director to the Associate Provost
- Kristina Pickens, Research and Instruction Consultant, Western Illinois University-Quad Cities
- Joe Rives, Assistant to the President, Planning, Budget, and Institutional Research
- Curtis Williams, Assistant Director, Undergraduate Admissions

**Social Security Task Force**

**(work completed December 2006)**

- Mike Dickson, Director of Special Projects, President's Office—Chair
- Eric Campbell, Director, Admissions
- Christopher David, Instructional Technology Systems Manager, Quad Cities
- Alan DeRoos, Registrar
- Robert Emmert, Director, Electronic Student Services
- Rhonda Kline, Director, Institutional Research and Planning
- Brenda Parks, Associate Director, University Information Management Systems
- Debbie Summers, Bursar
- Kim Wisslead, Associate Director, Center for the Application of Information Technology

**Technology Security Committee**

- Mike Dickson, Director of Special Projects—Co-chair
- Mitch Davidson, Executive Director, University Computer Support Services—Co-chair
- Richard Chamberlain, Director, Center for the Application of Information Technology
- Christopher David, Instructional Technology Systems Manager, WIU-Quad Cities
- Gary Douglas, Security Specialist, University Computer Support Services
- Robert Emmert, Director, Electronic Student Services
- Elvin Hodges, Director, University Information Management Systems
- Cyndy Moore, Manager, Telecommunication/Westel Services
- Kathy Neumann, Chair, Computer Science
- Rita Moore, Director, Internal Auditing
- Tere North, Assessment Coordinator, Planning, Budget, and Institutional Research, ex-officio
- Orlando Winkfield, Secretary, Planning, Budget, and Institutional Research, ex-officio

**Western Illinois University Security Technician Search Committee**

- Andy Woerly, Research and Instruction Consultant, University Computer Support Services—Chair
- Shannon Cramer, Research and Instruction Consultant, University Computer Support Services
- Jim Derry, Assistant Director, University Information Management Systems
- Mike Dickson, Director of Special Projects, President's Office
- Dave Kirlin, Instructional Technology Systems Manager, Center for the Application of Information Technology

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- Robert Emmert, Director, Electronic Student Services
- Dan Romano, Assistant Director, University Computer Support Services
- Kim Wisslead, Associate Director, Center for the Application of Information Technology

**Workgroup on Frequently Asked Computer Questions**

- Beverly Baker, Research and Instruction Consultant, University Computer Support Services
- Stephanie Bryan, Communications Services Specialist
- Darrell Dohrman, Research and Instruction Consultant, University Computer Support Services
- Kevin Morgan, Assistant Manager, Electronic Student Services
- Tere North, University Computer Support Services

**Workgroup on Network Status Updates**

- Marlin Danner, Communications Network Specialist
- Jim Derry, Assistant Director, Computer Center
- Kevin Morgan, Assistant Manager, Electronic Student Services
- Tere North, University Assessment Coordinator
- Zach Pratt, Systems Programmer
- Dan Romano, Assistant Director, University Computer Support Services