



UW-Stout

Learning and Information Technology

2023-2028 IT Strategic Plan



Table of Contents

- Letter from the CIO1
- Executive Summary2
- Learning and Information Technology Mission, Vision, and Values2
 - Our Mission2
 - Vision2
 - Values2
- Process.....3
- Goals and Core Principles.....3
- IT Strategic Goals4
 - Strategic Goal 1: Academic Technologies.....5
 - Strategic Goal 2: Collaboration and Communication6
 - Strategic Goal 3: Customer Service7
 - Strategic Goal 4: Infrastructure Services8
 - Strategic Goal 5: Innovation and Future Technologies9
 - Strategic Goal 6: IT Growth and Sustainability..... 10
- Action Plan..... 11
- Sharing and Communicating 11
- Review Process 11
- Acknowledgements 12
 - PARQ / Catalyst..... 12
 - LIT Leadership Team 12
 - Additional Thanks 12
 - Campus Stakeholder Groups 12
- Appendix 1: Action Plan..... 13
- Appendix 2: Summary 26

Letter from the CIO

Information Technology (IT) is integral to UW-Stout's mission. Technology is tied to all areas across our organization. Our polytechnic focus depends on technology as does our investment in being a laptop plus campus. The 2023 IT Strategic Plan will continue to guide the focus of information technology over the next 5 years at UW-Stout. It is our intent that IT initiatives in this plan align with campus wide strategic planning including the FOCUS 2030 Strategic Plan, the Comprehensive Academic Plan (CAP) and the Strategic Enrollment Management (SEM) plan; and that they are impactful in teaching our students, supporting our faculty, and improving business processes. We have identified priorities as well as core principles which are woven throughout our priorities.

The Educause Top 10 IT Initiatives identified for 2024 focus on the need to cultivate resilient institutions; build the ability to anticipate, respond to and adapt to rapidly changing circumstances in ways that maximize opportunities and minimize impacts. Our mission must focus on education, and on all phases of the student journey; operational resilience; cybersecurity, data in decision making, workforce stability and institutional agility.

Top 10 IT Initiatives

1. Cybersecurity as a Core Competency: Balancing cost and risk.
2. Driving to Better Decisions: Improving data quality and governance.
3. The Enrollment Crisis: Harnessing data to empower decision-makers.
4. Diving Deep into Data: Leveraging analytics for actionable insights to improve learning and student success.
5. Administrative Cost Reduction: Streamlining processes, data, and technologies.
6. Meeting Students Where They Are: Providing universal access to institutional services.
7. Hiring Resilience: Recruiting and retaining IT talent under adverse circumstances.
8. Financial Keys to the Future: Using technology and data to help make tough decisions.
9. Balancing Budgets: Taking control of IT cost and vendor management.
10. Adapting to the Future: Cultivating institutional agility.

These themes have a strong connection to what we heard from our campus as we hosted 18 listening sessions with our campus community. From these listening sessions, our IT Strategic Planning group developed 6 focus areas. You will see these later in this document.

The plan draws upon the University's Strategic Plan, IT priorities across campus and the Universities of Wisconsin, key IT trends in higher education and industry, and an analysis of current IT operations. This IT Strategic Plan is a working guide to leverage reliable and emerging technologies and information resources to support the mission of the University. It is our road map as we focus on addressing institutional challenges and opportunities. It's always a struggle to balance the operational support of the campus, along with innovation and maintaining a customer focus. We will need to continue to realign our resources and, in some cases, identify additional resources to meet some of the goals and projects identified in the plan.

I'd like to thank the Learning and Information Technology Leadership team, the PARQ office and others that assisted with developing this plan. Also, thank you to the faculty, students, staff, and administrators who attended our campus wide listening sessions and provided valuable input we were able to use in this information technology plan. Throughout the process, we gathered 1000+ comments and met with over 300 individuals in addition to an online survey. Your perspective provided critical expertise and insight into how we move forward.

Sue Traxler
Assistant Chancellor for Learning and Information Technology/CIO

Executive Summary

The University of Wisconsin-Stout's Information Technology Strategic Plan is a collaboration between the campus community and the Learning and Information Technology Department. An effective IT strategic plan accounts for the unique character of our polytechnic institution, and applies the constructs of governance, industry-knowledge, along with best-practices to support and empower the goals of the institution. Here at Stout, Information Technology is a critical component in how we support our faculty, students, and staff on and off campus. We will work collaboratively to understand the challenges that face our faculty, staff, and students. We will work to produce high quality services designed to meet and exceed the expectations of the campus community. These services will include aligning our IT strategy with our institution's priorities, ensuring cybersecurity in an increasingly interconnected world, optimizing the student experience, and leveraging data to differentiate our polytechnic institution.

Learning and Information Technology Mission, Vision, and Values

Our Mission

Learning and Information Technology is UW-Stout's steward of technology in support of education. We are committed to providing and maintaining secure, high-quality, reliable, and flexible solutions in alignment with UW-Stout's mission and vision.

Vision

Learning and Information Technology will provide strategic, innovative technology solutions to advance teaching, learning and administrative practices and act as trusted partner, advisor, and leader in the Stout community.

Values

We value our staff and the people we serve and strive to provide excellent customer service through:

Customer Service - Anticipating and responding to our customer needs in a consistent and timely manner.

Communication - Building a collegial and trusting environment through open, honest, and ongoing dialogue.

Collaboration - Create models of collaboration to work with the campus community that leverage resources and address priorities.

Leadership - Guiding the campus as our technology landscape evolves.

Reliability - Providing reliable information resources and a secure technology infrastructure.

Stewardship – Identify and support efficiencies, fiscal responsibility, and continuous improvement

Process

The IT strategic planning began in September 2022 with the review and summary of the 2019-2022 Action Plan. During the fall of 2022, the Learning and Information Technology department completed an internal review of the current plan. This process included reviewing the action steps and then summarizing the documented accomplishments and continued needs. LIT then hosted 18 campus listening sessions to gather input from a variety of stakeholders, including faculty, staff, and students. The listening sessions took place in March and April of 2023 and all participants were provided with a consistent set of 7 prompts that were used to guide the listening sessions. In addition, a survey link with the same set of prompts was made available to all participants as well as to those who could not attend. More than 1,000+ responses were recorded and grouped into common themes by UW Stout's PARQ office. Those themes were presented to the IT Leadership group for discussion and analysis. Six common goals emerged as well as five core principles that are woven throughout all our goals. They are summarized below and identified as strategic goals.

Goals and Core Principles

After reviewing and analyzing the feedback, we identified five core principles that are embedded in all our goals. These core principles are a priority in IT and while you may not see these principles as unique goals, they are an integral component in our work and will be found in our goals and objectives. We have mapped the following principles to each objective in our action plan.

Accessibility – Accessibility is critical as we work to provide tools and technologies that are usable by everyone, regardless of their abilities or circumstances.

Resource Management – Resource management helps to ensure that the resources are used in the best possible way to deliver value and achieve the desired outcomes. This includes optimizing the use of resources, reducing costs, improving efficiency, and increasing productivity.

Security – Security is at the forefront of our work, and we strive to provide reliable and secure services to our campus community. In addition to providing a robust and secure network, we work to provide resources and training to build awareness around security policies and procedures that help to keep our institutional data secure.

Training & Support - Training and support in IT are two essential components of new technologies and projects. Providing training and continued support helps improve user adoption and satisfaction and helps facilitate any change management.

User Experience – User experience ties back to our value of customer service. We strive to anticipate and respond to our customers' needs in a consistent and timely manner. Positive user experience involves understanding the needs and preferences of all our unique users.

IT Strategic Goals

Using the feedback from our campus community, our core values, and principles, we have developed a strategic plan that focuses on six overarching goals, their objectives, and the key action steps for achieving the objectives.



Academic Technologies

UW-Stout is dedicated to enhancing the digital learning environment by leveraging emerging and future technologies that support teaching, learning and research in the variety of learning opportunities available to our students. We are committed to helping empower students to achieve academic success by ensuring the infrastructure, tools, and software are available and accessible to support all learning goals.



Collaboration and Communication

The key to improving IT services lies in effective communication, collaboration, and partnerships between IT and other units on campus. Building strong relationships with various stakeholders is critical to fostering better engagement and support for IT initiatives. To enhance awareness of IT services, a variety of communication channels are used, and efforts are made to tailor information to specific groups or populations.



Customer Service

Providing dedicated IT consultants and specialists for areas on campus helps ensure tailored support. The user experience is enhanced through personalized responses and in-person assistance when needed. As we strive to improve our customer experience, we work to be proactive, providing resources, coaching, and just-in-time instruction to help users use technologies in their unique environments.



Infrastructure Services

A robust, secure network infrastructure with reliable internet connectivity and broad Wi-Fi coverage using advanced technologies allows us to provide reliable, effective, and sustainable services to all students, faculty, and staff. Investing in security measures and ensuring compliance with policies protects the campus and University data. We aim to streamline processes and standardize systems to improve efficiency and business processes while focusing on user experience.



Innovation and Future Technologies

At our Polytechnic University, we value the pursuit of innovation, emerging technology, and sustainability with a continuous eye to the future. We support the University's mission by encouraging and promoting new and transformative technologies and fostering creativity and innovation among staff.



IT Growth and Sustainability

Learning and Information Technology aims to enhance its IT culture by building a well-equipped and capable IT workforce to meet the growing demands of IT services in support of the campus strategic plan. We strive to provide leadership and invest in professional growth opportunities.

Strategic Goal 1: Academic Technologies



UW-Stout is dedicated to enhancing the digital learning environment by leveraging emerging and future technologies that support teaching, learning and research in the variety of learning opportunities available to our students. We are committed to helping empower students to achieve academic success by ensuring the infrastructure, tools, and software are available and accessible to support all learning goals.

Objective 1.1 *Design and update instructional learning spaces to support hybrid learning experiences.*

1.1a Review inventory of existing instructional learning spaces on campus and prioritize technological upgrades and enhancements to create versatile, hybrid-ready learning environments.

1.1b Partner with other units on campus, including the Provost's office, NTLIC and the Instructional Design program, to determine hybrid instruction needs.

1.1c Provide resources, training and support to faculty and staff to effectively utilize updated learning spaces and technology.

Objective 1.2 *Provide technologies that enhance the teaching and learning experience of all instructors and students.*

1.2a Coordinate with campus stakeholders to create a support system enabling instructors to teach quality online courses.

1.2b Improve access to technology and resources for all online students and instructors.

Provide readiness documentation, training, and support to new students on new technologies available to them.

1.2c Offer regular technology integration workshops and training sessions for faculty to explore and implement innovative technologies.

1.2d Partner with other units on campus, including disability services, to ensure that all digital tools and resources meet accessibility standards and provide training to instructors on creating accessible content.

1.2e Assess the requirements of the current student laptop initiative and pinpoint aspects and student groups that could benefit from additional improvements or adjustments.

Objective 1.3 *Foster a mindset of technology innovation and collaboration to leverage new strategies in teaching and learning.*

1.3a Explore and support faculty and instructional staff on the use of innovative technology such as Artificial Intelligence, Large Language Models, and Virtual Reality.

1.3b Work with cross-functional teams on campus to create a dedicated space or virtual hub for faculty, students, and staff to collaborate, experiment, and share innovative technology-driven teaching strategies.

1.3c Collaborate with units on campus to organize regular technology showcases where faculty and students can present their successful innovative technology-based teaching strategies.

Strategic Goal 2: Collaboration and Communication



The key to improving IT services on campus lies in effective communication, collaboration, and partnerships between IT and other units on campus. Building strong relationships with various stakeholders is critical to fostering better engagement and support for IT initiatives. To enhance awareness of IT services, a variety of communication channels are used, and efforts are made to tailor information to specific groups or populations.

Objective 2.1 *Nurture partnerships with other units across campus, UW-System & peer institutions.*

2.1a Create opportunities to involve campus stakeholders in providing input into campus wide IT projects and initiatives.

2.1b Increase IT staff engagement in Northwest regional IT collaborations.

2.1c Increase Stout participation in UW-System IT initiatives.

2.1d Identify where IT can provide value to campus planning initiatives such as Capital Planning, Campus Academic Plan, Strategic Enrollment, Etc.

Objective 2.2 *Increase our engagement with students through communication and gathering student input in IT projects and initiatives.*

2.2a Further develop the STAR student program throughout LIT and enhance campus visibility via various events.

2.2b Develop a communication strategy to improve direct communication with all students (CI, graduate students and on campus)

2.2c Develop digital signage guidelines and best practices for use across campus.

Objective 2.3 *Increase campus wide communication for all technology initiatives and projects that impact the campus community.*

2.3a Increase communication to campus stakeholders for large scale IT projects.

2.3b Continue to explore and expand our communication through a variety of channels that meet the needs of a variety of audiences.

Strategic Goal 3: Customer Service



Providing dedicated IT consultants and specialists for areas on campus helps ensure tailored support. The user experience is enhanced through personalized responses and in-person assistance when needed. As we strive to improve our customer experience, we work to be proactive, providing resources, coaching, and just-in-time instruction to help users use technologies in their unique environments.

Objective 3.1 *Enhance and cultivate transparency within business process enhancements.*

3.1a Engage stakeholders in the prioritization of IT work efforts.

3.1b Utilize IT Service Management solution for Project Management and increase visibility into active projects.

3.1c Provide a project management process that encompasses small and large scale projects and gives visibility into the project.

3.1d Define and implement change management process.

3.1e Review and research phone support application solutions.

Objective 3.2 *Streamline and communicate available IT services and resources to our customers.*

3.2a Consolidate, publish, and educate the campus on service offerings.

3.1b Leverage available applications and services as modes of communication and a starting point to our service request workflows.

Objective 3.3 *Provide proactive support through increased communication and engagement with our customers.*

3.3a Develop customized training to meet customer's needs and provide training to users in formats that work best for the customer.

3.3b Work towards a user centered IT experience ensuring the effort is focused on customer needs.

3.3c Build on existing IT consultant model to increase collaboration with campus departments.

3.3d Research chat bot options for technology support.

Strategic Goal 4: Infrastructure Services



A robust, secure network infrastructure with reliable internet connectivity and broad Wi-Fi coverage using advanced technologies allows us to provide reliable, effective, and sustainable services to all students, faculty, and staff. Investing in security measures and ensuring compliance with policies protects the campus and University data. We aim to streamline processes and standardize systems to improve efficiency and business processes while focusing on user experience.

Objective 4.1 *Ensure the campus has network capacity to support campus activities and future growth.*

- 4.1a** Create a network infrastructure study that identifies updates and redundancies necessary to support future network technologies.
- 4.1b** Continue to develop flexible wired and wireless architecture that can be tailored to meet future bandwidth needs and is adaptable to accommodate cloud services, IoT devices, and other future needs.
- 4.1c** When evaluating and selecting network infrastructure technologies, include an assessment of how the vendor has incorporated artificial intelligence and automation into the solution. Leverage UW-System resources and purchasing channels where practical.
- 4.1d** Continue the current network upgrade cycle to ensure the latest technologies are supported ensuring optimal performance, security, and uptime.
- 4.1e** Replace custom and open-source systems responsible for critical infrastructure services with vendor supported solutions.

Objective 4.2 *Work with departments across the university to assist with planning to ensure their IT assets are secure and can take advantage of new technologies.*

- 4.2a** Create proactive plans that can be used for budget planning and change management.
- 4.2b** Include non-LIT managed IT assets in planning activities, such as academic areas and classroom technologies.

Objective 4.3 *Achieve efficiencies in providing IT infrastructure services with AI, automation, and integration.*

- 4.3a** Evaluate current and future infrastructure vendor roadmaps, ensuring the technologies capability to support a changing environment, including AI, APIs, automation, etc.
- 4.3b** Where appropriate, work to consolidate IT infrastructure toolsets into a single pane of glass that provides analytics, automation, and improved security.

Objective 4.4 *Strengthen the overall data security posture.*

- 4.4a** Refine and enhance business process and workflows to ensure confidentiality, integrity, and accessibility of Stout data resources, improving services while maintaining compliance.
- 4.4b** Provide staff development opportunities for LIT employees related to information security. Exercise skills and identify weaknesses through tabletop exercises and other activities.
- 4.4c** Leverage AI driven tools and security systems and incorporate automation into securing the campus IT assets.

Objective 4.5 *Ensure employees have access to the data they need to do their job securely and maintain confidentiality.*

- 4.5a** Implement Helio Campus to provide a broad range of high quality for decision making and research.
- 4.5b** Ensure faculty and staff have access to the data and systems they need to do their work in a hybrid, flexible environment including remote access, virtual private networks, etc.
- 4.5c** Validate data across domains to ensure integrity across disparate systems.

Strategic Goal 5: Innovation and Future Technologies



At our Polytechnic University, we value the pursuit of innovation, emerging technology, and sustainability with a continuous eye to the future. We support the University's mission by encouraging and promoting new and transformative technologies and fostering creativity and innovation among staff.

Objective 5.1 *Increase the capacity to inspire, support, and advance innovative and futuristic technologies. Artificial intelligence, virtual reality and others are upon us. What is next?*

- 5.1a** Engage with external organizations such as EDUCAUSE, vendor partners such as Microsoft, and our peer universities to identify trending technologies.
- 5.1b** Work with managers to identify appropriate goals and ensure staff have the resources necessary to successfully achieve them.
- 5.1c** Develop guidelines, best practices, or policies around new technologies to guide campus use of new tools.

Objective 5.2 *Develop a framework to promote faculty and staff development across campus to introduce emerging and innovative technologies.*

- 5.2a** Encourage the exploration of new and emerging technologies by providing access to resources and creating opportunities to share.
- 5.2b** Create forums such as lunch hour presentations, guest speakers, book clubs, group listening sessions, etc.
- 5.2c** Increase adoption of emerging technologies such as AI by reducing fear and articulating the value of innovation.

Objective 5.3 *Partner with campus to discover new technologies that enhance learning and improve business processes and productivity.*

- 5.3a** Develop capacity to fund pilot projects and research in partnership with academic areas to explore emerging technologies. What is available, is it practical, and can it be leveraged in both teaching and LIT services?
- 5.3b** Seek opportunities to improve staff and faculty development through experiential learning simulations and practical training.

Strategic Goal 6: IT Growth and Sustainability



Learning and Information Technology aims to enhance its IT culture by building a well-equipped and capable IT workforce to meet the growing demands of IT services in support of the campus strategic plan. We strive to provide leadership and invest in professional growth opportunities.

Objective 6.1 *Attract, develop, and retain a high-performing IT workforce that is aligned with the organization's strategic goals.*

6.1a Continue to embrace an increased diverse IT workforce.

6.1b Invest in building a student to staff pipeline through IT student employment, coops, and internship opportunities.

6.1c Support staff with a successful hybrid work environment where appropriate.

6.1d Create a positive work environment that rewards and recognizes employees for their contributions. This includes providing opportunities for advancement, and a sense of belonging.

Objective 6.2 *Invest in the training and development of our IT workforce by providing opportunities for employees to learn new skills, stay up to date on the latest technologies, and take on new challenges.*

6.2a Develop a plan to provide cross training, increased documentation, and leadership opportunities across all areas of IT to provide redundancy and succession planning.

6.2b Help IT staff set goals for research and professional development through performance reviews and leadership opportunities.

6.2c Increase IT staff participation in training and engaging the campus community on IT initiatives.

Action Plan

The LIT leadership team developed an action plan which embeds the objectives and action steps, as well as timelines, resources needed, and anticipated visible results of implementation. This action plan will be a living document, with the intention to regularly review and update it as we work to implement the IT Strategic plan in the upcoming five years. See *Appendix 1: Action Plan*

Sharing and Communicating

Following the review of the IT Strategic Plan by the LIT Department and UW-Stout's Cabinet, we will begin sharing the final plan with our stakeholders on campus. During the 2023 Fall term, we will present the Strategic Plan to the following groups on Campus:

- Academic Staff Senate
- Faculty Senate
- University Staff Senate
- Student Senate
- Strategic Plan Group (SPG)
- Emerging Technology Group
- IT Advisory Committee

In addition, the Strategic Plan will be shared in a variety of ways including the IT Connections group, our monthly newsletters, and Campus Connection. The LIT strategic plan website will also be updated and will include our goals, objectives, and action steps.

Review Process

The IT Strategic Action Plan will be reviewed on a regular basis and the Learning and Information Technology Leadership team will monitor progress toward the established goals and objectives. Teams within the LIT department will identify projects and timelines to meet these goals and will provide status updates to our stakeholders. Planned updates include:

- Yearly review of action plan with IT Leadership
- Periodic and regular updates to all IT Staff
- Update action steps with progress to date and share with IT Advisory Committee once a year.
- CIO regular updates to the Chancellor's Cabinet

Acknowledgements

PARQ / Catalyst

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LIT Leadership Team

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Amy Reeves, Business Manager

Campus Stakeholder Groups

LIT Department including Student Life Services
Technology Services

LIT Leadership

Academic Staff Senate

Faculty Senate

University Staff Senate

Stout Student Association

Chancellor's Cabinet

IT Advisory Committee

SLS Leadership Team

General Services

ESI Division Leaders

Emerging Instructional Technology Committee

Student Technology Fee Committee

Provost's Council

Dept Chairs & Program Directors

Library Staff

CBO Division Leaders/BFAS Council

Campus Business Managers

Appendix 1: Action Plan

Goal 1: Academic Technologies

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goals Alignment
Objective 1.1 Design and update instructional learning spaces to support hybrid learning experiences.					
1.1a Review inventory of existing instructional learning spaces on campus and prioritize technological upgrades and enhancements to create versatile, hybrid-ready learning environments.	Summer 2025	*Staff Time *Updated inventory *Research on Hybrid spaces *Budget to update spaces	*An updated inventory *Prioritization plan for upgrading Hybrid-ready learning environments. *Approved Lab Mods to update classrooms	*Accessibility *Resource Management	Focus 1, 2, 5 CAP 5
1.1b Partner with other units on campus, including the Provost office, NTLC and the Instructional Design program, to determine hybrid instruction needs.	Spring 2024	*Collaboration Meetings - Hub Leadership Meetings *Updated Inventory	* Updated learning spaces	*Accessibility *Resource Management	Focus 1, 2, 5 CAP 3, 5
1.1c Provide resources, training and support to faculty and staff to effectively utilize updated learning spaces and technology.	Fall 2025	*Updated KnowledgeBase Articles	*Updated KnowledgeBase Articles *Training Opportunities through open sessions and department meetings	*Training and Support *User Experience	Focus 1, 2, 5 CAP 5
Objective 1.2 Provide technologies that enhance the teaching and learning experience of all instructors and students.					
1.2a Coordinate with campus stakeholders to create a support system enabling instructors to teach quality online courses.	Fall 2024	*Support from Department Chairs and Program Directors *Collaboration with ID Program and NTLC.	*Participation in Canvas Course developed for basic, intermediate, and advanced Canvas Use. *Increased collaboration opportunities including training with ID and NTLC.	*Training and Support	Focus 1, 2, 4 CAP 3, 5
1.2b Improve access to technology and resources for all online students and instructors.	Fall 2024	*KnowledgeBase *Budget	*Increased communication with online students and instructors. *Expanding remote access/virtual desktop options. *Updated eStout plan expanding access.	*Accessibility *Resource Management *User Experience	Focus 1, 2, 4 CAP 5

1.2.c Provide readiness documentation, training, and support to new students on new technologies available to them.	Fall 2024	*Needs assessment of readiness *Communication with K12 Technology Leaders *Time provided to onboard 1st year students.	* Increased number of KnowledgeBase articles. *Expand technology training at FYRO and Orientation in a variety of formats. *Training built into the campus 1st year experience seminar.	*Accessibility *Resource Management *User Experience	Focus 1, 4 SEM 10
1.2.d Offer regular technology integration workshops and training sessions for faculty to explore and implement innovative technologies.	Ongoing	*Budget for innovative technologies *Staff time for exploration	*Calendar of training opportunities	*Training and Support	Focus 2 CAP 5
1.2.e Partner with other units on campus, including disability services, to ensure that all digital tools and resources meet accessibility standards and provide training to instructors on creating accessible content.	Spring 2024	*Collaboration Meetings with Disability Services and ID Program	*Increased use of UDOIT in Canvas * Cohort groups successful completion of Accessibility training. *A review process for accessibility standards in software procurement.	*Accessibility *Resource Management *User Experience	Focus 1, 2, 4 CAP 3
1.2f Assess the requirements of the current student laptop initiative and pinpoint aspects and student groups that could benefit from additional improvements or adjustments.	Fall 2024	*Survey eStout students	*Expanding virtual desktop options. *Updated eStout plan expanding access.	*Resource Management	Focus 1, 4, 5 CAP 5
Objective 1.3 Foster a mindset of technology innovation and collaboration to leverage new strategies in teaching and learning.					
1.3a Explore and support faculty and instructional staff on the use of innovative technology such as Artificial Intelligence, Large Language Models, and Virtual Reality.	Ongoing	*Budget for innovative technology pilots *Staff time for exploration	* Examples of Innovative technology in Classrooms/Courses *Resource list of materials and technology	*Training and Support	Focus 2, 5 CAP 5
1.3b Work with cross-functional teams on campus to create a dedicated space or virtual hub for faculty, students, and staff to collaborate, experiment, and share innovative technology-driven teaching strategies.	Fall 2024	*Collaborative Meetings *Budget *Dedicated space allocation *Personal to manage space	*A dedicated space on campus that includes new technologies to experiment with.	*Training and Support *Resource Management	Focus 2, 5 CAP 3, 5
1.3c Collaborate with units on campus to organize regular technology showcases where faculty and students can present their successful innovative technology-based teaching strategies.	Fall 2025	*Communication and requests for submissions. *Marketing	*Yearly Schedule of Showcase *Collection or repository of videos	*Training and Support	Focus 2, 5 CAP 3, 5

Goal 2: Communication and Collaboration

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goal Alignment
Objective 2.1 Nurture partnerships with other units across campus, UW-System & peer institutions.					
2.1a Create opportunities to involve campus stakeholders in providing input into campus wide IT projects and initiatives.	Ongoing	*Advisory Committee participation *TDX project planning and communication *Project management tool	*Published project communications *Project reporting	*Resource management *Training & support *User experience	Focus 3 CAP 2
2.1b Increase IT staff engagement in Northwest regional IT collaborations.	Ongoing	*Staffing time *Define workgroups *Regular engagement opportunities with workgroups	*Meeting agenda and minutes *Workgroup meetings *Increased activity in inter campus *Shared MS Team site	*Training & support	Focus 2, 4 CAP 5
2.1c Increase Stout participation in UW-System IT initiatives.		*Employee time *Identified UWSA committee opportunities	*Completion of project such as ATP *Outcomes from committee work	*Resource management *Security *User Experience	Focus 4, 5
2.1d Identify where IT can provide value to campus planning initiatives such as Capital Planning, Campus Academic Plan, Strategic Enrollment, etc.	Ongoing	*Committee membership *Additional time for project work	*Completion of initiatives and/or projects identified in campus planning groups.	*Resource management	Ties to all goals in 2030 Goals, SEM and CAP Plans
Objective 2.2. Increase our engagement with students through communication and gathering student input in IT projects and initiatives.					
2.2a Further develop the STAR student program throughout LIT and enhance campus visibility via various events.	Fall 2024	*Student Employment Budget	*Updated program documentation and web presence. *Increased skill advancement toward full time employment. *Documented communications *Attendance at campus events	*Resource management *Training & support	Focus 1, 2 CAP 2
2.2b Develop a communication strategy to improve direct communication with all students (CI, graduate students and on campus)	Fall 2024	*Communication Tools *Student input and involvement *Digital Signage	*Communication plan *Measured increased visibility	*Resource Management	Focus 1, 4 CAP 5 SEM 10

2.2c Develop digital signage guidelines and best practices for use across campus.	Fall 2024	*Digital Signage	*Documented guidelines for usage and publication. *Standardize existing locations to use approved software.	*User Experience *Resource Management	Focus 3, 5 CAP 5
Objective 2.3 Increase campus wide communication for all technology initiatives and projects that impact the campus community.					
2.3a Increase communication to campus stakeholders for large scale IT projects.	Ongoing	*Project Plan *Process for communication	*Implementation of Change Management in Team Dynamix *Increased communications during large scale projects.	*Training & Support *User Experience	Focus 2, 3, 5 CAP 3
2.3b Continue to explore and expand our communication through a variety of channels that meet the needs of a variety of audiences.	Ongoing	*Staff time	*Measured increased visibility *Increased membership in communication groups	*Training & Support *User Experience	Focus 3 CAP 3

Goal 3: Customer Service

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goal Alignment
Objective 3.1 Enhance and cultivate transparency within business process enhancements.					
3.1a Engage stakeholders in the prioritization of IT work efforts.	Ongoing	*LIT & Stakeholder time Shared process to prioritize efforts	*Clear prioritized list of work that's visible and accessible to stakeholders	*Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 4 CAP 2, 3, 5
3.1b Utilize IT Service Management solution for Project Management and increase visibility into active projects.	Ongoing	*LIT Staff Time	*Project Management system in active use and visible to necessary stakeholders	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3 CAP 2, 3, 5
3.1c Provide a project management process that encompasses small and large scale projects and gives visibility into the project.	Spring 2024	*LIT Staff Time	*Project Management system in active use and visible to necessary stakeholders	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 5 CAP 2, 3, 5
3.1d Define and implement change management process.	Ongoing	*LIT Staff Time	*Working change management system in active use and visible to necessary stakeholders	*Resource Management *Security *User Experience	Focus 1, 2, 3, 5 CAP 2, 3, 5
3.1e Review and research phone support application solutions.	2024-2025	*LIT Staff research time *Stakeholder input *Budget	*Phone support solution recommendation	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 5 CAP 2, 5
Objective 3.2 Streamline and communicate available IT services and resources to our customers.					

3.2a Consolidate, publish, and educate the campus on service offerings.	Ongoing	*LIT Staff time *Newsletter, LMS, KB, ITSM solution, etc.	*Published list of services available and implemented LIT awareness campaign	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 4 CAP 1, 2, 5 SEM 7, 10
3.2b Leverage available applications and services as modes of communication and a starting point to our service request workflows.	Ongoing	*LIT Staff time	*Increased us of IT Newsletter, LMS, KB, ITSM solution, etc.	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 4 CAP 2, 5 SEM 7, 10
Objective 3.3 Provide proactive support through increased communication and engagement with our customers.					
3.3a Develop customized training to meet customer’s needs and provide training to users in formats that work best for the customer.	Ongoing	*LIT Staff time *Newsletter, LMS, KB, etc.	*Customized training sessions *Increased attendance in training sessions.	*Accessibility *Security *Training & Support *User Experience	Focus 1, 2, 3, 4, 5 CAP 2, 3, 5 SEM 7, 10
3.3b Work towards a user centered IT experience ensuring the effort is focused on customer needs.	Ongoing	*Staff time *ITSM solution *Establishing SLAs	*High customer satisfaction rating, SLAs met	*Accessibility *Security *Training & Support *User Experience	Focus 1, 2, 3, 4, 5 CAP 2, 3 SEM 7, 10
3.3c Build on existing IT consultant model to increase collaboration with campus departments.	Ongoing	*Staff time *Stakeholder time *Consultant schedule regular meetings with department	*Increased stakeholder satisfaction *LIT presence at campus dept meetings *Regular visits to departments. *Current department contact list	*Accessibility *Resource Management *Training & Support *User Experience	Focus 1, 2, 3, 4 CAP 2, 3, 5
3.3d Research chatbot options for technology support.	2025-2026	*LIT Staff research time *Stakeholder input *Budget	*Chatbot implemented and in use by students, staff, & faculty.	*Accessibility *Training & Support *User Experience	Focus 1, 2, 3, 4, 5 CAP 2, 3, 5

Goal 4: Infrastructure

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goal Alignment
Objective 4.1 Ensure the campus has network capacity to support campus activities and future growth.					
4.1a Create a network infrastructure study that identifies updates and redundancies necessary to support future network technologies.	2024 - 2025	*Funding *DOA Engineers *DOA Project Manager *UW-Stout Facilities Engineer *UW-Stout Networking Staff	*High-performing modern physical network infrastructure with appropriate redundancies. Ability to support campus needs for the next 20-30 Years	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 CAP 2 ,5
4.1b Continue to develop flexible wired and wireless architecture that can be tailored to meet future bandwidth needs and is adaptable to accommodate cloud services, IoT devices, and other future needs.	Ongoing	*Funding *Consulting *Software and Hardware *Project management *Communications *IS and CTS staff Resources	*Non-UW-Stout owned IT devices go through a process prior to connecting to the network that ensures they meet appropriate security requirements. *Continue to investigate and expand access to computing resources from off campus to support a more flexible learning environment and expand efficiencies	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 CAP 2 ,5
4.1c When evaluating and selecting network infrastructure technologies, include an assessment of how the vendor has incorporated artificial intelligence and automation into the solution. Leverage UW-System resources and purchasing channels where practical.	Ongoing	*Staff time for research and collaboration *Venues for the exchange of information on shared resources at the UW-System level	*Increased analytics and automation *Increased network performance and security *Less system downtime. *Ability for staff to shift their focus onto more strategic projects	*Accessibility *Resource Management *Security *User Experience	Focus 1, 3, 4, 5 CAP 5
4.1d Continue the current network upgrade cycle to ensure the latest technologies are supported ensuring optimal performance, security, and uptime.	Ongoing	*Funding *Consulting *Communications *Networking Staff time *Inventory Lifecycle Management	*High-performing, secure and sustainable logical network infrastructure *Evaluate hardware configuration and usage. Right size hardware configuration to be upgraded.	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 CAP 5

4.1e Replace custom and open-source systems responsible for critical infrastructure services with vendor supported solutions.	2024 - 2025	*Funding *Consulting *Software and Hardware *Project management *Communications *IS and CTS Resources	*Critical Network Resources that run on free opensource software or that are custom made are replaced with vendor supported enterprise solutions	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 CAP 5
Objective 4.2 Work with departments across the university to assist with planning to ensure their IT assets are secure and can take advantage of new technologies.					
4.2a Create proactive plans that can be used for budget planning and change management.	Ongoing	*Staff time *Departmental SME Time *Change management software	*Departments are able to budget proactively having more insight into software/hardware/security lifecycle	*Accessibility *Resource Management *Security *User Experience	Focus 1, 3, 4, 5 CAP 2, 5
4.2b Include non-LIT managed IT assets in planning activities, such as academic areas and classroom technologies.	Ongoing	*Staff time *Departmental Reps Time	*All campus IT assets incorporated in Team Dynamix *All campus IT assets have a POC designated for life cycle and vulnerability management	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 Cap 2, 5
Objective 4.3 Achieve efficiencies in providing IT infrastructure services with AI, automation, and integration.					
4.3a Evaluate current and future infrastructure vendor roadmaps, ensuring the technologies capability to support a changing environment, including AI, APIs, automation, etc.	Ongoing	*Staff research time *Vendor and staff roadmap sessions	*Increased network automation *Increased integration amongst disparate systems leading to increased efficiencies and analytics *Increased performance and reliability	*Accessibility *Resource Management *Security *User Experience	Focus 1, 3, 4, 5 Cap 5
4.3b Where appropriate, work to consolidate IT infrastructure toolsets into a single pane of glass that provides analytics, automation, and improved security.	Ongoing	*Staff research time *Staff time for implementation	*Increased analytics and automation *Increased network performance and security *Less system downtime *Reduced time to mitigate security incidents	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 Cap 5
Objective 4.4 Strengthen the overall data security posture.					
4.4a Refine and enhance business process and workflows to ensure confidentiality, integrity, and accessibility of Stout data resources, improving services while maintaining compliance.	Ongoing	*LIT Staff research time *LIT Staff time for implementation *Departmental SME time	*Workflow migration to BPLogix and Workday. *Reduced number of forms using deprecated technology.	*Resource Management *Security *User Experience	Focus 2, 3, 5 CAP 2

4.4b Provide staff development opportunities for LIT employees related to information security. Exercise skills and identify weaknesses through tabletop exercises and other activities.	Ongoing	*LIT Staff Time	*Identify and remediate weaknesses in IT applications and services. Decrease in response time and time to closure for Info Sec incidents.	*Resource Management *Security *User Experience	Focus 2, 3, 5 CAP 2
4.4c Leverage AI driven tools and security systems and incorporate automation into securing the campus IT assets.	Ongoing	*Funding *Staff research time *Staff time for implementation	*Increased analytics and automation *Increased network performance and security *Less system downtime *Reduced time to mitigate security incidents	*Accessibility *Resource Management *Security *User Experience	Focus 1, 4, 5 Cap 5
Objective 4.5 Ensure employees have access to the data they need to do their job securely and maintain confidentiality.					
4.5a Implement Helio Campus to provide a broad range of high quality for decision making and research.	*Core implementation, April 2023. *Critical report conversion, July 2025.	*The core project is funded *Significant staff time from EIS *Significant staff time from functional units	*Greatly improved reporting capability while migrating off RDS/OBIEE which is end of life and will not be supported beyond July 2025.	*Accessibility *Resource Management *Security *User Experience	Focus 1, 2, 3 Cap 2
4.5b Ensure faculty and staff have access to the data and systems they need to do their work in a hybrid, flexible environment including remote access, virtual private networks, etc.	*General access VPN 12/2023. *Expand SSO (ongoing) *Implement new identity management framework (FY2025)	*LIT Staff Time	*Retirement of the current homegrown identity management solution *Increased access to services across institutional and System applications *Increased security through 2-step across additional services.	*Accessibility *Resource Management *Security *User Experience	Focus 1, 2, 3 Cap 2
4.5c Validate data across domains to ensure integrity across disparate systems.	*Helio core: January 2024 *Ongoing	*EIS Staff time *Functional unit SME time	*Increased access to consistent and accurate business data across disparate systems.	*Accessibility *Resource Management *Security *User Experience	Focus 1, 2, 3

Goal 5: Innovation

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goal Alignment
Objective 5.1 Increase the capacity to inspire, support, and advance innovative and futuristic technologies. Artificial intelligence, virtual reality and others are upon us. What is next?					
5.1a Engage with external organizations such as EDUCAUSE, vendor partners such as Microsoft, and our peer universities to identify trending technologies.	Ongoing	*Staff Time	*Increased information sharing between LIT and academic departments. *Publication of trending new technology in the LIT newsletter.	*Resource Management *Security *Training and Support *User Experience	Focus 1, 2, 3, 5 CAP 1, 2, 3, 5
5.1b Work with managers to identify appropriate goals and ensure staff have the resources necessary to successfully achieve them.	*Annual increments based on employee evaluations and budgets	*Staff time *Budget	Goals related to emerging technologies and research opportunities included in performance management	*Security *Training and Support	Focus 2, 3 CAP 2
5.1c Develop guidelines, best practices, or policies around new technologies to guide campus use of new tools	Ongoing	* Staff time, * campus input	Publication of best practice or policy documents in use	*Security *Training and Support *User Experience	Focus 2, 3, 5 CAP 2, 5
Objective 5.2 Develop a framework to promote faculty and staff development across campus to introduce emerging and innovative technologies.					
5.2a Encourage the exploration of new and emerging technologies by providing access to resources and creating opportunities to share.	Ongoing	*Staff time *Budget	*Increased articles in newsletters *Teams channels created regarding new tech *Curated LinkedIn and other learning resources	*Training and Support *User Experience	Focus 1, 2, 3, 5 CAP 2, 5
5.2b Create forums such as lunch hour presentations, guest speakers, book clubs, group listening sessions, etc.	*Plan - Feb 2024 *Implementation ongoing	*Staff time *Staff time - Commitment from functional areas to engage *Limited Budget	*Increased scheduled activities. *Increased attendance in sessions	*Training and Support *User Experience	Focus 1, 2, 3, 5 CAP 2, 5
5.2c Increase adoption of emerging technologies such as AI	Ongoing	*Staff time *Budget	*Faster adoption of innovations in vendor products (Microsoft, Apple, Google, Adobe, etc.).	*Resource Management *Security	Focus 1, 2, 3, 5 CAP 2, 5

by reducing fear and articulating the value of innovation.			*Increased use of innovative technologies in operations and academics.	*Training and Support *User Experience	
Objective 5.3 Partner with campus to discover new technologies that enhance learning and improve business processes and productivity.					
5.3a Develop capacity to fund pilot projects and research in partnership with academic areas to explore emerging technologies. What is available, is it practical, and can it be leveraged in both teaching and LIT services?	Annual cycle, ongoing	*Budget	*Opportunities to work hands-on with new technologies. *Faster adoption of innovation in academic and administrative areas. *Collaboration with other campus initiatives such as LEAPP. *A plan for creating and documenting pilot project outcomes.	*Resource Management *Training and Support *User Experience	Focus 1, 2, 5 CAP 1, 2, 5
5.3b Seek opportunities to improve staff and faculty development through experiential learning simulations and practical training.	Ongoing	*Staff time *Budget (though content available through existing licensing will be prioritized).	*Additional training opportunities available that leverage simulation. *Increase in remote and individual training opportunities. *Increase in staff and faculty capacity to adopt innovative applications and services.	*Resource Management *Training and Support *User Experience	Focus 1, 2, 5 CAP 1, 2, 5

Goal 6: IT Growth & Sustainability

Objectives & Action Steps	Time Frame	Resources needed	What will be visible results of implementation?	Core Principles	UW-Stout Strategic Goal Alignment
Objective 6.1 Attract, develop, and retain a high-performing IT workforce that is aligned with the organization's strategic goals.					
6.1a Continue to embrace an increased diverse IT workforce.	Ongoing	*Staff time *HR engagement	Increased engagement in DEI learning opportunities, both as consumers as well as producers.	*Training and Support *User Experience	Focus 1, 2, 4
6.1b Invest in building a student to staff pipeline through IT student employment, coops, and internship opportunities.	Ongoing	*Increased student worker funding *Staff time *Career Services engagement	*Increased connection between student employment and academic success such as defined learning outcomes for LIT student positions *Increased desire for LIT student positions *Development of a pool of potential candidates for open positions, more direct hire of graduates.	*Resource Management *Training and Support	Focus 1, 3, 4, 5 CAP 1, 2, 5
6.1c Support staff with a successful hybrid work environment where appropriate.	Ongoing	None, however, commitment to hybrid work is required.	*Increased LIT staff retention *Larger candidate pools for open positions *Fewer failed searches	*Resource Management *Training and Support *User Experience	Focus 1, 3 CAP 2
6.1d Create a positive work environment that rewards and recognizes employees for their contributions. This includes providing opportunities for advancement, and a sense of belonging.	Ongoing	*Budget *Staff time	*Increased employee retention *Positive trend in climate survey metrics	*Resource Management	Focus 2 CAP 5

Objective 6.2 Invest in the training and development of our IT workforce by providing opportunities for employees to learn new skills, stay up to date on the latest technologies, and take on new challenges.

<p>6.2a Develop a plan to provide cross training, increased documentation, and leadership opportunities across all areas of IT to provide redundancy and succession planning.</p>	<p>*Plan: 6/24 *Effort ongoing</p>	<p>*Staff time</p>	<p>*Increased employee retention *Improved service levels when staff are absent or end employment *Increase ability to hire a wider range of entry skills and develop internally</p>	<p>*Security *Resource Management *Training and Support</p>	<p>Focus 2, 3 CAP 2, 5</p>
<p>6.2b Help IT staff set goals for research and professional development through performance reviews and leadership opportunities.</p>	<p>Annual effort timed with the performance appraisal process</p>	<p>*Staff time</p>	<p>*LIT participation in activities related to goal 5 (Innovation). *Increased participation in LinkedIn and other training opportunities. *Increase in consulting and technical services capability</p>	<p>*Resource Management *Training and Support</p>	<p>Focus 2, 3 CAP 1, 2, 5</p>
<p>6.2c Increase IT staff participation in training and engaging the campus community on IT initiatives.</p>	<p>Ongoing</p>	<p>*Staff time</p>	<p>*Increased LIT participation in EDGE sessions and other campus-wide training efforts. *Increase in campus-wide training activities presented by LIT staff *Increase in newsletter articles, physical materials, other communications *Continual improvement of the annual Information Security/FERPA training effort</p>	<p>*Resource Management *Training and Support</p>	<p>Focus 3, 5 CAP 2, 5</p>

UW-Stout 2023-2028 IT Strategic Plan

ACCESSIBILITY * RESOURCE MANAGEMENT * SECURITY * TRAINING & SUPPORT * USER EXPERIENCE

UW-Stout is dedicated to enhancing the digital learning environment by leveraging emerging and future technologies that support teaching, learning and research in the variety of learning opportunities available to our students. We are committed to helping empower students to achieve academic success by ensuring the infrastructure, tools, and software are available and accessible to support all learning goals.

Academic Technologies



Infrastructure Services



A robust, secure network infrastructure with reliable internet connectivity and broad Wi-Fi coverage using advanced technologies allows us to provide reliable, effective, and sustainable services to all students, faculty, and staff. Investing in security measures and ensuring compliance with policies protects the campus and University data. We aim to streamline processes and standardize systems to improve efficiency and business processes while focusing on user experience.

Collaboration and Communication

The key to improving IT services lies in effective communication, collaboration, and partnerships between IT and other units on campus. Building strong relationships with various stakeholders is critical to fostering better engagement and support for IT initiatives. To enhance awareness of IT services, a variety of communication channels are used, and efforts are made to tailor information to specific groups or populations.



Innovation and Future

At our Polytechnic University, we value the pursuit of innovation, emerging technology, and sustainability with a continuous eye to the future. We support the University's mission by encouraging and promoting new and transformative technologies and fostering creativity and innovation among staff.



Providing dedicated IT consultants and specialists for areas on campus helps ensure tailored support. The user experience is enhanced through personalized responses and in person assistance when needed. As we strive to improve our customer experience, we work to be proactive, providing resources, coaching, and just in time instruction to help users use technologies in their unique environments.



Customer Service



IT Growth and Sustainability

Learning and Information Technology aims to enhance its IT culture by building a well-equipped and capable IT workforce to meet the growing demands of IT services in support of the campus strategic plan. We strive to provide leadership and invest in professional growth opportunities.



Strategic Plan Objectives 2023-2027



Academic Technologies

1. Design and update instructional learning spaces to support hybrid learning experiences.
2. Provide technologies that enhance the teaching and learning experience of all instructors and students.
3. Foster a mindset of technology innovation and collaboration to leverage new strategies in teaching and learning.



Collaboration and Communication

1. Nurture partnerships with other units across campus, Universities of Wisconsin and peer institutions.
2. Increase our engagement with students through communication and gathering student input in IT projects and initiatives.
3. Increase campus wide communication for all technology initiatives and projects that impact the campus community.



Customer Service

1. Enhance and cultivate transparency within business process enhancements.
2. Streamline and communicate available IT services and resources to our customers.
3. Provide proactive support through increased communication and engagement with our customers.



Infrastructure Services

1. Ensure the campus has network capacity to support campus activities and future growth.
2. Work with departments across the university to assist with planning to ensure their IT assets are secure and take advantage of new technologies.
3. Achieve efficiencies in providing IT infrastructure services with AI, automation, and integration.
4. Strengthen the overall data security posture.
5. Ensure employees have access to the data they need to do their job securely and maintain confidentiality.



Innovation and Future

1. Increase the capacity to inspire, support, and advance innovative and futuristic technologies.
2. Develop a framework to promote faculty and staff development across campus to introduce emerging and innovative technologies.
3. Partner with campus to discover new technologies that enhance learning and improve business processes and productivity.



IT Growth and Sustainability

1. Attract, develop, and retain a high performing IT workforce that is aligned with the organization's strategic goals.
2. Invest in the training and development of our IT workforce by providing opportunities for employees to learn new skills, stay up to date on the latest technologies, and take on new challenges.

