

Unit name: Office of the Vice Provost for Information Technology
Submitted by: Ken Forstmeier

Theme: Transforming Education

	Goal #1: Transform existing learning spaces to empower active and engaged learning that prepares our students for success by fostering the development of critical and creative thinking, problem solving, and collaboration fluencies	Goal #2: Create a robust faculty development program that addresses university-wide teaching and student learning outcome priorities and challenges to support and empower our outstanding faculty	Goal #3: Expand the university's capability for technological innovation in teaching and learning	Goal #4: Partner with faculty to develop research projects that address the nexus of emerging technologies and teaching and learning	Goal #5: Support affordability and accessibility through the development of and adoption of Open Educational Resources (OER)
Key Initiative #1	Transform existing learning spaces to support 21st-century digital fluency	Create faculty development opportunities around new technologies, pedagogies, and learning spaces that support the transformation of education	Continually identify and understand emerging technologies and pedagogies	Deliver a robust faculty fellowship program that provides resources (technological, fiscal, human) and opportunities to explore, build prototypes and leverage emerging technologies to advance faculty research	Develop partnerships with faculty interested in adopting free or low-cost textbook alternatives
Key Initiative #2	Create a faculty development and instructional design support infrastructure to enable pedagogical change afforded by transformed learning spaces		Develop relationships with vendor partners to gain access to emerging technologies		Create new and curate existing course materials for free or low-cost availability for students through partnerships with faculty and collaboration with other University stakeholders (University Libraries, World Campus, Commonwealth Campuses)
Key Initiative #3	Collaborate with faculty to develop a research agenda that addresses the scholarship of teaching and learning in transformed learning spaces		Provide faculty with opportunities to engage with emerging technologies		Develop a framework for cross-institutional faculty collaboration to develop OER textbook alternatives leveraging existing consortial relationships (Unizin, Big Ten Academic Alliance, etc.)
Performance Indicator #1	# of transformed learning spaces	# of faculty development programs created and delivered	# of emerging technologies brought to campuses	# of faculty engaged in the faculty fellows program or other faculty research opportunities	# of faculty that develop and use OER
Performance Indicator #2	# of TLT staff engagements with faculty teaching in the transformed learning spaces	# of faculty participating in the programs	# of faculty using emerging technologies	# of research grants submitted that are supported by TLT staff	# of textbooks replaced by OER
Performance Indicator #3	# of faculty teaching in the transformed learning spaces	% faculty satisfaction (survey results)		\$ awarded to faculty grant proposals supported by TLT staff	# of textbook alternatives that are created collaboratively across Penn State or with other institutions
Performance Indicator #4	# of courses taught in the transformed learning spaces			# of faculty publications supported by TLT staff	
Performance Indicator #5	# of students in courses in the new spaces				
Performance Indicator #6	# of research articles submitted for publication and conference presentations given				
Completion Date	through December 2020	through December 2020	through December 2020	through December 2020	through December 2020
Goal Coordinator	Kyle Bowen	Bart Pursel	Kyle Bowen	Part Pursel	Jennifer Sparrow

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Theme: Enhancing Health

Goal #1 **Goal #2** **Goal #3** *Add additional Goal columns as needed*

Key Initiative #1
Key Initiative #2
Key Initiative #3
Add additional Key Initiative rows as needed

Performance Indicator #1
Performance Indicator #2
Performance Indicator #3
Add additional Performance Indicator rows as needed

Completion Date
Goal Coordinator

No Submission

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Theme: Stewarding our Planet's Resources

	Goal #1	Goal #2	Goal #3	<i>Add additional Goal columns as needed</i>
Key Initiative #1	<h1>No Submission</h1>			
Key Initiative #2				
Key Initiative #3				
<i>Add additional Key Initiative rows as needed</i>				
Performance Indicator #1				
Performance Indicator #2				
Performance Indicator #3				
<i>Add additional Performance Indicator rows as needed</i>				
Completion Date				
Goal Coordinator				

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Theme: Elevating the Arts and Humanities

	Goal #1	Goal #2	Goal #3	<i>Add additional Goal columns as needed</i>
Key Initiative #1	<h1>No Submission</h1>			
Key Initiative #2				
Key Initiative #3				
<i>Add additional Key Initiative rows as needed</i>				
Performance Indicator #1				
Performance Indicator #2				
Performance Indicator #3				
<i>Add additional Performance Indicator rows as needed</i>				
Completion Date				
Goal Coordinator				

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Theme: Driving Digital Innovation

Goal #1: Implement the Canvas Learning Management System to provide a robust digital infrastructure for teaching and learning

Key Initiative #1	Transition all courses from ANGEL to Canvas
Key Initiative #2	Provide faculty development and support in the use of Canvas from both a tools and a pedagogical perspective
Key Initiative #3	Provide ongoing communications to faculty, students, and staff about the transition from ANGEL to Canvas
Performance Indicator #1	100% migration from ANGEL to Canvas by Fall 2017
Performance Indicator #2	# of faculty participating in workshops and other Canvas training opportunities
Performance Indicator #3	# of communication activities throughout the Canvas transition
Completion Date	December 2017
Goal Coordinator	Terry O'Heron

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Supporting Elements: Infrastructure and Support

	Goal # 1 Align and Optimize Office of the Vice President for IT (VPIT) operations and structure with the new Penn State Concept of IT Operations (currently, Plan-Build-Run)	Goal #2 Align the supporting technology infrastructure - databases, middleware, operating systems, hosting environments - to facilitate the implementation of enterprise applications (LionPath, WorkLion, Canvas, upcoming financial system)	Goal #3 Provide an outcome-based data center service that delivers stable pricing, value, and support for academics, research, and administration, while meeting growing capacity needs and advancing the University's energy and cost reduction initiatives	Goal #4 Continue to develop an integrated data management and analysis infrastructure (including the use of consistent frameworks and metadata methodologies) that supports the information needs of the University
Key Initiative #1	With hiring of new VPIT/CIO, build out executive level leadership team positions to activate and steward aspects of the new Penn State Concept of IT Operations	Modernize authentication and authorization services (WebAccess, Kerberos, ONEForest, Cactus, CIDR, Shibboleth) to more reliably support enterprise applications (LionPath, WorkLion, Canvas, upcoming financial system)	Data Center Services (DCS) design packages around the following: Phase 1: Data center build out and colocation services for Hershey Medical Center (HMC), ICS-ACI as the principal supplier of HPC to the university, and Information Technology Services (ITS) Phase 2: Expansion of ICS-ACI, other unit colocation, and virtual machine (VM) hosting services Phase 3: Platform as a service (PSUCloud, etc.)	Continue development of a metadata framework for the institutional datawarehouse so data can be consistently and securely accessed through interactive dashboards and/or adhoc queries
Key Initiative #2	Continue to realign Enterprise Infrastructure and Operations along functional lines supporting the new Penn State Concept of IT Operations		Development of stakeholder advisory function (create advisory groups, begin regular meetings, determine voting/input methods and membership expectations for participants) for data centers strategy as identified within the Data Centers project charter	Develop processes to programatically acquire data from each enterprise application and then automate extract, transform, and load (ETL) into one central repository
Key Initiative #3	Further develop and implement processes, roles, and metrics to align IT initiatives and activities to the new Penn State Concept of IT Operations (strategy and standards development, portfolio and project management, and IT service management)		Development of centralized service artifacts to include partnership agreements, operating level agreements and service level agreements, in adherence to operational data center best practices and as well as any artifacts required under the Penn State Concept of IT Operations (currently, Plan-Build-Run)	
Key Initiative #4	Align supporting functions (human resources, financial, communications, supply chain, and facilities), strategies, and activities to support the new Penn State Concept of IT Operations			
Performance Indicator #1	% of new executive positions filled	# of completed system modernizations	Efficiency metrics based on recovered square footage, maintenance, power, and cooling savings as equipment is migrated	# of times datawarehouse is accessed and increase in use over time
Performance Indicator #2	# of processes further defined, activated, and integrated into current operations		Data centers capacity metrics, to include current usage and allocation, as well as demand assessment for future needs	# of processes successfully developed and implemented
Performance Indicator #3	# of support functions realigned			# of unique users accessing the datawarehouse and increase in number of unique users over time
Completion Date	through December 2020	through December 2017	through December 2020	through December 2020
Goal Coordinator	Interim VPIT, Ken Forstmeier and New VPIT/CIO (search underway)	Ken Forstmeier	Mark Saussure	Marta Miguel