

# INNOVATION & TECHNOLOGY SERVICES

ANNUAL REPORT

2021-22



**ENGAGING, ENLIGHTENING,**  
and **EMPOWERING**

by **BRIDGING PEOPLE** and **TECHNOLOGY**  
for the **COMMON GOOD.**



UNIVERSITY OF  
ST. THOMAS



## LETTER FROM THE CIO

Dear St. Thomas Community,

As I reflect on my time here, I am filled with gratitude for the wonderful team here in ITS and for the enduring partnerships we have built with the St. Thomas community. Since I started as CIO in July 2015, the university has been engaged in an unprecedented period of rapid growth, driven by a senior leadership team that recognized that technology transformation would be critical to St. Thomas's continuing success. With the support of visionaries across campus, we created the Vision 2020 ITS strategic plan to transform customer experiences, build effective partnerships, leverage data for better outcomes, and evolve our network and server infrastructure. Some of the projects I'm most proud of include:

- Our collaboration with Academic Affairs to create the St. Thomas E-Learning & Research Center (STELAR), which quickly became a trusted partner for technology-enhanced instruction as well as an invaluable resource for the transition to online learning during the pandemic.
- The centralization of our registrar, student data, and institutional data reporting functions to support holistic and strategic data intelligence for the entire university.
- The creation of a new Information Security team and the implementation of best-practice frameworks to safeguard university data in an era of exponentially increasing cyber-attacks.
- The establishment of customer experience councils to guide the transformation of systems, processes, and activities across the university for better outcomes for our students, faculty, and staff.
- The many Salesforce partnerships with our colleges, enrollment teams, and University Advancement to create new best practices for using CRM platforms in higher education.

These accomplishments (and many others from the Vision 2020 ITS strategic plan) have made the University of St. Thomas a leader in creating best practices for technology in higher education. St. Thomas has been consistently recognized by national and global industry experts, vendors, and publications, from EDUCAUSE to Gartner, and from Amazon to Salesforce. We have shared our expertise with other institutions around the country and contributed to widening the circle of impact for St. Thomas, and I am certain that we will continue to do so.

As I leave, I'm filled with mixed emotions: pride in what we have accomplished together, and sadness that I won't be able to collaborate each day with the visionary, thoughtful, and fun colleagues that can be found throughout this institution. However, I have no doubt that St. Thomas's leadership in higher education IT will continue - after all, our new 2025 IT strategic plan reflects the emerging needs of our campus community and the feedback we received from all of you. It will help guide the way as our university continues to evolve.

Helen Keller once said, "Alone we can do so little; together we can do so much." I am so grateful for the incredible partnerships we have built with all of you, and for the amazing things we have accomplished together.

Sincerely,

*Ed Clark*

Ed Clark



Ed Clark, Departing CIO



Karen Julian, Interim CIO

Dear St. Thomas Community,

I'm proud to serve as interim CIO and am grateful for Ed's leadership over the past seven years. The technology strategy and investments in ITS staff development that we initiated during this time helped us transform into one of the most trusted service units on campus. I am committed to our continued focus on improving the student experience while maintaining our culture of innovation, engagement and trust as the university presses forward with its ambitious growth plan.

This report is a celebration of our collaborations this year and I can't wait to see what we achieve in the 2022-2023 academic year.

Sincerely,

*Karen Julian*

Karen Julian

## SEE INSIDE FOR

### FEATURED HIGHLIGHT:

- 5 ITS Enhances St. Thomas's Digital Capabilities with New Training Programs

### ITS 2025 STRATEGIC PLAN:

- 9 Transformation to Impact

### 13 ITS 2021-2022 ACHIEVEMENTS

### 18 ITS BY THE NUMBERS

### 19 AWARDS & PRESENTATIONS

### 21 PROFESSIONAL DEVELOPMENT

### 23 ACKNOWLEDGEMENTS

**BRIDGING PEOPLE  
AND TECHNOLOGY  
FOR THE COMMON GOOD**

## ITS ENHANCES ST. THOMAS'S DIGITAL CAPABILITIES WITH NEW TRAINING PROGRAMS

On a sunny day this past May, amidst the excitement of spring and approaching commencement ceremonies, the first St. Thomas Data Innovators cohort gathered to present their final projects - the culmination of a year of working and learning together. These 19 staff, representing 17 different areas of the university, were selected the previous spring to be the first class of a new in-house St. Thomas training program aimed at building data intelligence capabilities across the university. Their projects, which ranged from creating dashboards for key performance indicators in athletics and academic programs to automating time-consuming manual processes, represented the first step in an ITS strategy to enhance the data and technology skills of our campus.

### UNDERSTANDING THE ENVIRONMENT

As a part of ITS's 2020 Digital Transformation strategic plan, the university fully digitized key platforms, providing consistent and centralized access to resources for the community. Building on this progress, ITS recognized the next step was working with campus partners to improve the digital capabilities of our community so these resources and tools could be more effectively deployed.

This insight was in-line with emerging IT industry best practices; Gartner, the leading technology and research consulting firm, identified the rise of fusion teams as an essential paradigm shift in IT organizational strategy. As technology increasingly forms the backbone of work in every industry, the boundaries between IT and the "rest of business" have blurred. The fusion model addresses this interdependence by creating multidisciplinary teams to harness business owner expertise and IT capabilities to deliver products. This collaborative blending of skills creates shared accountability for solutions, leading to enhanced technological leadership and talent development across organizations.

As ITS began to shift our delivery model to match this new standard, we organized our department's 2025 strategic plan around the core goal of growing the digital capabilities of St. Thomas by empowering the community with opportunities to upskill in areas relevant to their roles. The need for wider and embedded digital expertise was particularly acute for two areas within ITS: our Institutional Data, Analytics & Reporting team (IDAR) and our Communication Systems team, which leverages Salesforce for marketing and enrollment efforts. Over the last several years, both groups had experienced skyrocketing requests from campus partners as the university prioritized data-driven and customer-centric growth strategies amidst the launch of the St. Thomas 2025 Strategic Plan. IDAR and the Communications Systems team needed more embedded staff across the university who could manage intermediate-level data and marketing automation requests.

### DEVELOPING THE PROGRAMS

The development of the Data Innovators program began in February 2021 under the direction of Jena Zangs (Director of IDAR & Deputy Chief Data Officer) and Julie Zilka (Associate Director of Data Empowerment). After the implementation of Tommie Tech Services, ITS's new ticketing system, the IDAR team was able to centrally track and analyze incoming data requests from around the university. This new vantage point highlighted campus knowledge gaps and solidified the need for a data literacy program whose curriculum would focus on four foundational themes: data management, university tools and systems, data analytics, and data storytelling. The themes allowed Zangs and Zilka the flexibility to address key topics identified as campus need areas, including data stewardship, data security, data ethics, hands-on-training across 20+ tools, single visualizations, data storytelling, and data accessibility.

From left to right: **Carol Chen** (Director of Communications Systems), **Julie Zilka** (Associate Director of Data Empowerment), and **Jena Zangs** (Director of IDAR & Deputy Chief Data Officer)

After a few short months of curriculum design and with the enthusiastic blessing of campus leaders, the 12-month Data Innovators program was born. Interest was immediate and strong. Despite the short one-month application window for the inaugural year, 52 staff members from 26 departments applied, with 19 accepted into the first cohort and 11 slated for the second cohort. Each cohort member was paired with a mentor to help them conceptualize and complete a data project that addressed a core business challenge for their department. Training and coursework were built within Canvas and supplemented with a monthly meeting via Zoom where the group applied their knowledge and explored questions together.

Inspired by the Data Innovators program, Carol Chen (Director of Communications Systems) recognized the opportunity for a similar program with the university's key marketing automation tool: Salesforce Marketing Cloud (SFMC). Adopted at St. Thomas in 2017, the SFMC platform supports multi-channel marketing campaigns that target, segment and engage the community, from prospective and current students to alumni and beyond. The tool had incredible recruiting potential, yet a limited number of St. Thomas staff were trained to use it. Soon after joining ITS in 2021, Chen set out to change that.

In her first few weeks, she connected with departments across campus to understand their current technical skillsets and collaborated with the Marketing, Insights & Communications team (MIC) to create customizable, branded and mobile-friendly email marketing templates for partners to begin employing immediately. Making use of the extra time afforded from the distribution of these templates, Chen pivoted to developing a wider training program on the basics of email marketing through Marketing Cloud. With the help of the STELAR team, a Canvas-based asynchronous self-paced course was created to teach the successive skills of email marketing and content design basics, SFMC email content creation and SFMC email deployment. Chen was joined by co-instructor James Hammar (Senior Communications Systems Specialist) and the Salesforce Marketing Cloud Email Champion course launched in January 2022 with 7 participants. The duo provided weekly mentoring and feedback as participants moved through the program to ensure that learning was personalized and applicable to each department.

### MEASURING IMPACT

The first cohort of the Data Innovators program showcased high-impact projects from across the university including: the creation of multiple graduate admissions recruiting dashboards to support enrollment efforts, an NCAA-required academic progress dashboard for student athletes, new data storytelling systems to support retention efforts, interactive explorations on alumni engagement and prospective donors, and analytical modeling to provide insight into student and program success. In addition, almost all the projects converted existing manual processes into automated processes, saving hundreds of work hours per year for each department.

*“The Data Innovators Program provided me with a new set of tools to apply to my work. I am better equipped to present data in a more user-friendly way, to think critically about my messaging and to identify the most salient points to best articulate my messaging. The program gave me a more in-depth understanding of the systems and tools that are available, and I highly recommend it to my colleagues.”*

*-Tonia Jones Peterson, Director of Retention & Student Success, Data Innovators Cohort 1*

Upon completion of the program in May 2022, the newly minted Data Innovators brought their knowledge back to their respective areas with 58% of participants using their skills on a daily or weekly basis and 35% of participants granted more data and analytics responsibilities within their departments. Three cohort participants also transitioned into new data-centric roles at the university because of their enhanced skillsets. Additionally, BIPOC and female representation in the cohorts was strong: 27% and 63% respectively. Cultivating a diverse data steward community will help ensure that the university's data driven strategies are DEI-conscious.

The SFMC program has had similar success, graduating 12 St. Thomas employees as of July 2022. These staff now independently manage the Salesforce marketing and communications efforts for their respective areas, creating engaging emails to boost enrollment. The improvements in marketing automation skills have also moved the university closer to sunsetting T4, the older, costly and less customizable legacy marketing platform which requires significant maintenance resources from staff. Executing this training within St. Thomas also saved the university over \$43,000 when compared to the cost of Salesforce's proprietary Marketing Cloud program.

Amidst this era of great resignations, providing employees with in-demand and high value internal training also improves employee retention. Nearly all the participants in the Data Innovators and SFMC Champion cohorts are still employed at St. Thomas with skills that strengthen their leadership potential and are competitive in the market. This growing army of data stewards and marketing champions has strengthened our network of colleagues across the university who stand ready to address the most pressing challenges facing St. Thomas in the coming years.

### LOOKING AHEAD

The resounding success of these programs has inspired ITS and our campus partners to identify more opportunities to grow the digital capabilities of our community. In addition to an expanding portfolio of badges that provide training for Canvas course design, Office 365, digital accessibility, DEI leadership and sustainability (among others), ITS leaders are exploring the development of training programs for a wider array of Salesforce skills. With the university's sights set on unprecedented enrollment growth, Division I athletics support, the development of new degree programs and the expansion of our physical and online spaces, ITS will continue to champion collaborative strategies in service of St. Thomas and the common good.

**To learn more about training opportunities available from ITS, including the Data Innovators program and Salesforce Marketing Cloud Email Champion program, please visit the badging and microcredential OneStThomas page: <https://one.stthomas.edu/sites/badging>**

*“The Salesforce Marketing Cloud Email Champion course provided me with a great foundation and helped fill in gaps in my understanding. I only wish this course had been available when I first started working in Marketing Cloud - it would've saved me a lot of time and frustration.”*

*-Chad Schneider, Content Manager for the College of Arts & Sciences, SFMC Champion Cohort 1*



**FOLLOWING THE COMPLETION OF OUR VISION 2020: DIGITAL TRANSFORMATION STRATEGIC PLAN**, the next level of the University of St. Thomas's technology evolution will focus on **SIX KEY IMPACT AREAS** for our campus.



## GROW CAMPUS DIGITAL CAPABILITY

ITS will transition from a traditional IT model to a “fusion team” model for providing services, blending the expertise of business and technology owners to foster digital leadership across departments and disciplines. We will work with campus partners to create digital training tracks for the most critical technology platforms employed by the university. This increased collaboration will enhance the tech skills of St. Thomas staff and allow relevant digital competencies to be built into roles and job descriptions, as part of the ongoing evolution of our workplace.

These efforts will allow St. Thomas to grow our reputation as a world-class higher education institution by retaining and attracting world class talent.

## ESTABLISH A FLEXIBLE CAMPUS

With the growth of hybrid teaching, learning, and working, our community will need easy and secure virtual access to courses, materials, and tools. This will require both re-imagining our support models and improving existing systems to ensure that virtual or hybrid engagement is equitable and device agnostic. Physical spaces will be reconfigured to allow for virtual and face-to-face participation, offering opportunities for global engagement with St. Thomas.

These flexible environments will also require on-demand support and training for the community, to accommodate variable teaching, learning and working schedules. Similarly, work benefits and incentives for faculty and staff will be tailored to meet individual and team needs to ensure robust support for the community and retention of our world class talent.

## IMPROVE & AUTOMATE PROCESSES

ITS will work with campus partners to improve campus processes and implement automation strategies using Customer Experience (CX) feedback. In the next decade, our community will need easy-to-use, effective self-service solutions that eliminate unnecessary steps and authorizations. Our campus processes must evolve in tandem with the institution and emerging technologies. These improvements will allow students, faculty, and staff to focus on meaningful, high-impact work and will grow our reputation as a world-class higher education institution.

## INTEGRATE OUR TECHNOLOGY ECOSYSTEM

ITS will work with campus partners to create a seamless digital platform for university systems, allowing our community to easily navigate digital interfaces to access software, systems, and data. Users expect systems that “understand” who they are so ITS will deliver an integrated platform that centers the customer, anticipates their needs, and streamlines their work. Delivering on this promise will enhance the digital skills of our campus, allowing for a “citizen developer” model and culture of innovation to thrive.

## MATURE & EVOLVE ITS SERVICES

ITS services and offerings will evolve in tandem with emerging technologies. Our community will need us to understand, recommend and implement tools that advance the university’s strategy. To anticipate these needs, we must continue advancing towards higher ratings on industry standard IT maturity models, allowing us to both adopt and create best practices in technology. We will be known as a user-friendly, customer-focused unit with service models and offerings that adapt to our community’s needs.

## ADVANCE TEACHING, LEARNING & RESEARCH

ITS will work with campus partners to support the evolution of higher education at St. Thomas. We will understand, recommend, and implement technologies that support best practices in higher education, while continually assessing these practices for impact and outcomes. We will pilot the use of new technologies to determine applications and effectiveness for our community, and we will support the university’s research missions for students and faculty through engaged practice research.

### GUIDING PRINCIPLES:

#### Diversity, Equity, Accessibility & Inclusion (DEA&I) and Student & Community Experience

We recognize that embedding DEA&I at the core of our work will fuel more effective and ethical technological innovation that serves the common good. We commit to centering the needs and experiences of our community, particularly the marginalized and oppressed, as we evolve our tools, systems, and IT best practices.

We are committed to learning directly from our students and our communities about their challenges and using these learnings to make impactful improvements to campus processes and systems.



### ▶ MIGRATING BANNER TO A ST. THOMAS HOSTED AWS ENVIRONMENT

Last fall ITS began a massive project to move Banner, our university system of record, from a vendor-hosted environment to our own Amazon Web Services (AWS) cloud-hosted environment. This required the dedication of innumerable ITS resources and staff, who worked across many challenging and interconnected project stages to meet the aggressive end-of-fiscal-year deadline. This strategic change was implemented to improve flexibility and control over our unique enterprise environment, something the vendor had struggled to provide, thereby ensuring a smooth user experience for students, faculty, and staff who use these core systems daily. In addition, the project further enhanced our department's cloud development skills, bringing us in-line with best practices for modern IT teams.

### ▶ STELAR SUPPORT FOR NEW ONLINE GRADUATE PROGRAM DEVELOPMENT

STELAR collaborated with faculty and program directors on the development of new online certificates and degree programs, including graduate certificates in Advanced Manufacturing Engineering, and Omnichannel Marketing. In addition, STELAR continues to assist colleges with converting traditional courses into online and HyFlex delivery modalities to attract a wider range of students for the MS in Business Analytics, the MA in Catholic Studies and to support our D1 student athletes who require course flexibility for their travel schedules.

### ▶ CUSTOMER EXPERIENCE COUNCIL PROVIDES INSIGHTS ON IMPROVING THE PROSPECTIVE STUDENT EXPERIENCE

As St. Thomas continues to expand our enrollment targets, leaders across the university recognized the need to deeply understand the experiences of prospective students beyond traditional surveys and insights methods. As part of our growing expertise in design thinking approaches, ITS worked with enrollment and MIC to establish a customer experience council aimed at prospective St. Thomas students, particularly BIPOC and first-generation students. Guided by the inquiry of how to better connect with and serve this more diverse pool of prospective students, the group conducted empathy interviews with applicants to illuminate common themes of their experiences. After coding the data, they crafted insight statements that captured the challenges and opportunities for students including:

- providing assurances of belonging and a lived commitment to DEI
- desiring more hands-on and personalized support to deal with the complexities of college selection
- expecting responsiveness and clarity of communications from key university contacts during the application process
- desiring relevant and personal connections to the campus community
- recognizing finances and affordability as a major deciding factor for many students

These insights are now influencing enrollment and retention strategies across campus in service of a more inclusive St. Thomas community.



### IDENTITY MANAGEMENT UPGRADED FROM FIM TO MIM

In January, ITS Information Security worked with a consultant from Microsoft, along with the Networking, Infrastructure, and Enterprise Apps & Cloud Development teams, to update our identity management environment, shifting from Forefront Identity Manager (FIM) to Microsoft Identity Manager (MIM). MIM is an on-premises tool that enables ITS to manage access, users, policies and credentials. It is responsible for provisioning all St. Thomas accounts and managing the entire account lifecycle. This upgrade further enhances our cybersecurity environment and protects our campus during an era of increasing cyberattacks.

### ▶ A DATA COOKBOOK TO SUPPORT ST. THOMAS DATA STEWARDSHIP

As part of ongoing efforts to improve the digital capabilities of our campus, IDAR collaborated with campus data owners to create the Data Cookbook, an accessible tool that provides basic documentation and education on our data sources across campus. The Data Cookbook includes data definitions, business terms and affiliated data fields(s), descriptions and logic of outputs, flowcharts of data processes, overview of scripts for knowledge sharing, and many other functions. This centralized database is already improving stewardship across campus, allowing business owners to use their data more effectively and with a holistic understanding of university data systems.

### ▶ TOMMIE TECH SERVICES: A KNOWLEDGEBASE & SERVICE CATALOG FOR SELF-HELP

The St. Thomas community can now troubleshoot common technology issues or learn new tools through the ITS self-help portal known as Tommie Tech Services (TTS). This searchable repository of articles allows users to find instructions, best practices or FAQs on our many technology tools. Since its launch in 2021, ITS has created 405 articles that have been searched and accessed more than 114,000 times - helping users solve their common technology problems and allowing ITS staff to focus on high- impact projects.

### ▶ A NEW MODEL FOR SERVICE DELIVERY: SERVICE TEAMS & BUSINESS RELATIONSHIP MANAGEMENT

Anticipating the current and future technology needs of St. Thomas, the service delivery unit transitioned their support model to coincide with the adoption of a fusion teams approach in ITS. Instead of assigning technicians to specific departments, this new strategy creates teams of technicians that focus collectively on the 148 services we provide to the community. Aligning technicians with their unique knowledge areas allows all community members access to the most timely, informed, and accurate responses for their technology inquiries. In addition, the service teams approach encourages skill-sharing amongst technicians, ensuring that evolving best practices are adopted across ITS.

The business relationship management (BRM) team was also formed in 2022 to improve technology planning across the university. BRMs partner with departments to understand their business strategies, allowing ITS to provide unique solutions for each unit while also anticipating future technology needs. Already, these conversations have led to new methods for onboarding, discoveries of new technology implementations, and more efficient methods of requesting and receiving technology service.

These two shifts in service delivery, coupled with the launch of the Knowledge Base and Service Catalog self-help tools, allow our customers to receive swift and accurate technical assistance while maximizing the productivity and talents of our service delivery staff.



### STRENGTHENING OUR CYBERSECURITY ENVIRONMENT WITH TRAINING FOR THE ST. THOMAS COMMUNITY ☆

Recognizing the increasing importance of community cybersecurity awareness, the Information Security team partnered with HR to create a new course: Online Security Fundamentals. This fully online required training educates faculty and staff about how to protect themselves and St. Thomas from increasing and evolving cybersecurity threats that target our community.

### INTRODUCING THE ST. THOMAS STATUS DASHBOARD 🔄 📄 🌐

The St. Thomas community now has a one-stop website for technology outages, maintenance, and alerts: status.stthomas.edu. The new Status Dashboard allows users to opt in to text or email subscriptions for services and tools that are relevant to them, receiving updates when their tools are impacted. This streamlined communication will improve day-to-day coordination across units as the university continues to expand our physical and digital landscape.



### ITS SUMMIT EVENTS APP DEPLOYED AT COLLEGES & NON-PROFITS ACROSS THE COUNTRY 🔄 📄 🌐

The Summit Event App (SEA) started at St. Thomas as a home-grown Salesforce native solution to manage admissions visits and events. Soon after its rollout in 2020, Salesforce included SEA in their Open-Source Commons (OSC) application, part of their non-profit division that provides open-source code, training, and documentation to support application development for the common good. In 2021, SEA passed Salesforce's robust security review, allowing the application to be listed on the Salesforce app exchange, the world's leading enterprise cloud marketplace, in their open-source non-profit section. Today, Summit Events is used at dozens of universities, colleges, and non-profits seeking low-cost solutions for event registration. The ITS application development team has been invited to national Salesforce conferences to promote the tool and continues to add enhanced features for the benefit of our St. Thomas community and the common good.

### AGILE PROJECT MANAGEMENT METHODOLOGY TAKES OFF 📄

As part of our ongoing evolution in technology best practices, our project management team began applying structured Agile methodologies to ITS initiatives this year, including the launch of our new service dashboard, new implementations for Salesforce and the rollout of our improved project and portfolio management tool in Tommie Tech Services. Enhancing our Agile capabilities allows ITS to more fluidly adapt our methodologies to the needs of each project and increase project efficiencies in service of the St. Thomas community.

### COLLABORATING WITH THE SCHOOL OF NURSING ON TECHNOLOGY-INTENSIVE MSN AND BSN DEGREE PROGRAM STARTUPS 📄

ITS supported the design and development of new courses and learning spaces for Master and Bachelor of Nursing Students. Our Mac and AV teams consulted on the selection of nursing simulation labs, iPads, and software, and helped design and install the simulation lab spaces. STELAR supported the design and development of five brand new nursing courses, adhering to active learning and "digital first" principles as well as best practices in nursing education. They helped prepare faculty and student resources for iPad integration in teaching and learning activities while simultaneously training all new nursing faculty on these tools. Students arrived this fall supported in their journey by state-of-the-art teaching and learning tools, and technologically prepared faculty.

### MICRO-CREDENTIALS AND BADGING TAKE HOLD AS ALTERNATIVE CREDENTIALS FOR SKILLS AND COMPETENCIES DEVELOPMENT 📄 ☆

Students, staff and faculty can gain new skills and competencies through a variety of online badging and micro-credential opportunities co-developed by STELAR. Learning opportunities range from student worker readiness to sustainability essentials to Tommie Pride advocacy, and more. Partnering with the Special Education Department and the School of Social Work, STELAR is also helping develop a badging series to augment skills development for master's level students working as teachers and school social workers. Additional micro-credential opportunities, including credit-bearing graduate level options for career readiness, are being explored by academic leadership at St. Thomas with projected launch dates of the 2022-2023 academic year.

### STUDENT AND ATHLETE SUCCESS SUPPORTED BY NEW TUTORING APPOINTMENT SCHEDULING, TRACKING AND REPORTING SYSTEMS 🔄 🌐

The Digital Learning Success team worked with academic tutoring supervisors and the Salesforce team to standardize online scheduling and record keeping for student appointments with university tutoring service areas. While the project was initiated as part of NCAA reporting requirements for Division I student athletes, the improved services now benefit our entire community and support ongoing retention efforts.



### STELAR DEVELOPING NEW ORIENTATION AND LEARNING PATHWAYS FOR FACULTY, STAFF, AND STUDENTS

Amidst the uncertainty of COVID-19, many on-campus new student orientation activities pivoted to online. After positive feedback from students and staff, STELAR collaborated with Student Affairs and Academic Affairs to develop a more permanent hybrid orientation process that includes four asynchronous Canvas modules and online registration, followed by either synchronous on-campus or online sessions with fellow classmates and orientation leaders. Our incoming students arrive on-campus well-prepared for their school year, with new friends and meaningful experience in our online learning systems.

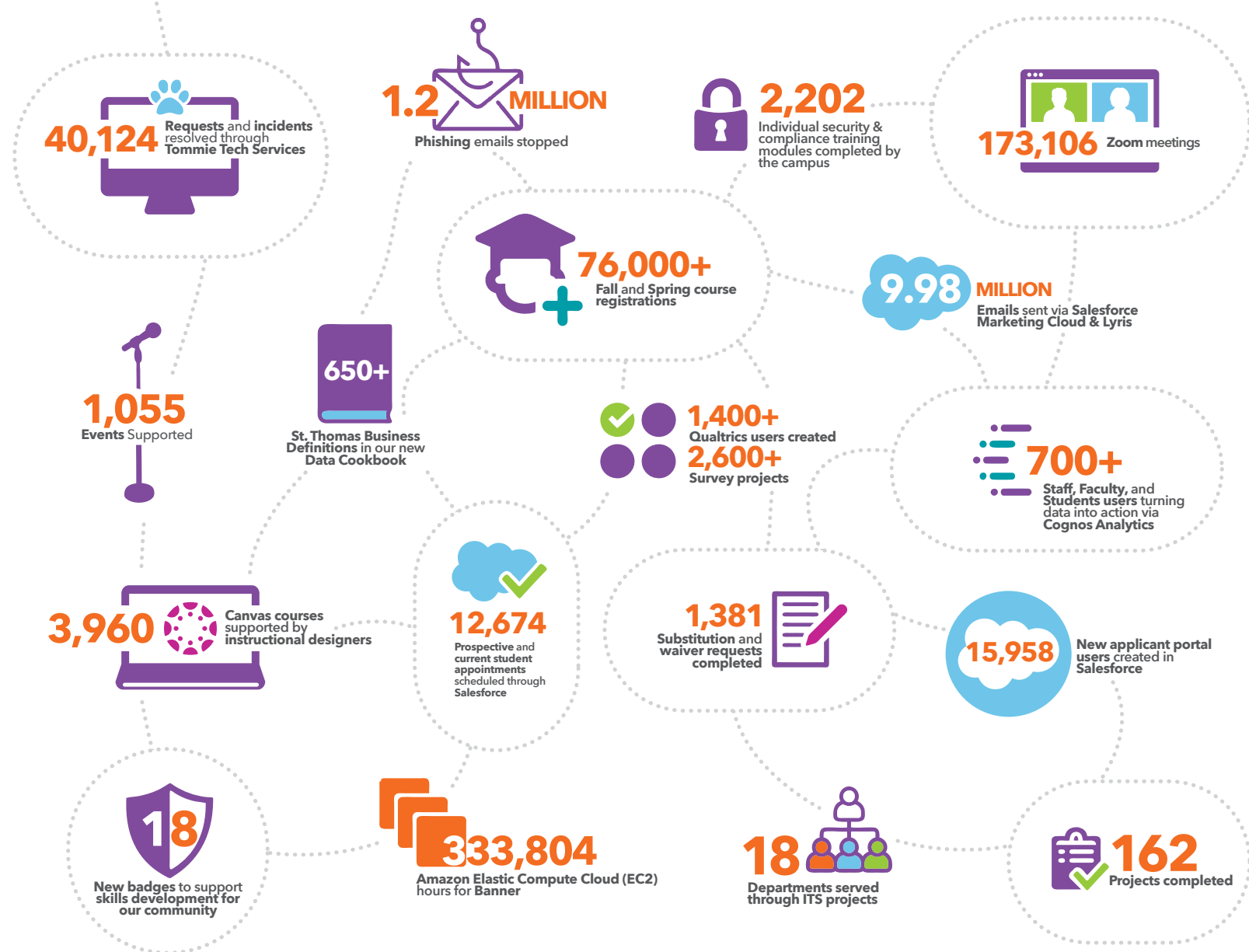
ITS also partnered with HR and Faculty Development to move new employee orientation to a blended format in summer 2022, with all new employees starting their onboarding with an online orientation followed by facilitated synchronous interactions with other new faculty and staff. STELAR collaborated on new "learning pathways" that provide on-demand and sequential learning opportunities to support new faculty and staff as they acclimate to their roles.

### STELAR SUPPORTING DIVERSITY, EQUITY, ACCESSIBILITY AND INCLUSION (DEA&I) THROUGH NEW LEARNING RESOURCES

The STELAR team created new badging opportunities to support training and awareness of DEA&I issues across campus, including: the Diversity, Equity & Inclusion Tutor Practices badge, the Inclusive Advisor badge, the Tommie PRIDE and Tommie PRIDE Facilitator badges, and the Digital Accessibility Basics badge (the first of a three-part series). In addition, STELAR supported the DEI goals of other areas of the university. Instructional designers collaborated on the development of a STEM HHMI inclusive excellence programming series and led monthly training sessions for STEM educators. The School of Education's DEI goals were advanced through a collaboration between STELAR and the DEI Faculty Fellows, co-leading the development of interactive learning objects (ILOs) that allowed Special Education, Teacher Education and Educational Leadership students to engage in case-based scenarios featuring diverse "characters" that more accurately represent learners.



## ITS BY THE NUMBERS



## AWARDS & PRESENTATIONS



The IDAR Data Innovators program was recognized in the 2022 EDUCAUSE Horizon Report as an exemplar of data literacy in the higher education technology community



ITS and St. Thomas were recognized by Gartner for our Innovation Center concept and CX council applications in a case study titled *"Leverage Collaboration, Commitment & Action to Enhance Innovation"*



Unity & Meta Immersive Learning provided STELAR with a grant to develop virtual reality teaching, research and learning opportunities



Jena Zangs was a **Rising Star Award Finalist** for the MNTech Teckne Awards



Julie Zilka was part of the cross-departmental team that won the **2022 St. Thomas Common Good Award** for their work managing HEERF COVID relief funds



Farrah Friedrich was appointed (for the second year) to the Salesforce Higher Education Advisory Council



Thad Dalhberg was a finalist for the **2022 Salesforce Education Summit Awards** in the Community Champion category for his work creating and growing the Summit Events App



Glori Hinck was appointed as an **EDUCAUSE Professional Pathways Advisor** in the Teaching and Learning pathway



Farrah Friedrich and Mike Walter presented at seven conferences on managing key higher education processes in the Salesforce platform including enrollment, surveys, appointment scheduling and data quality maintenance



Patrick Eisenhauer was a panelist on the topic of next generation connected and collaborative classrooms for Avixa, a leading AV trade association.



Maria Brendel and Steve Ackerson presented a poster session at EDUCAUSE on using design thinking to improve the student experience

## 2022 ITS AWARD WINNERS



Each year, ITS recognizes our colleagues who go above and beyond to support the university and each other. Nominees and winners are chosen by popular vote within the department.



### INNOVATION AWARD: SUSHANT KHULLAR & MAY KO YANG

"Sushant Khullar (Associate Director of Business Intelligence) & May Ko Yang (Director of Enterprise Application Operations) created a data integration and dashboard project which ensured that university leadership had up to date COVID-19 vaccination information for the community throughout the pandemic. Their tool was used to make critical strategic decisions around incoming students, waivers, communications, and compliance."



### LEADERSHIP AWARD: JENA ZANGS

"Jena Zangs (Director of Institutional Data, Analytics & Reporting) spearheaded two key projects in 2022: the creation of our data catalog and our Data Innovators Program to upskill data stewards across campus. Her leadership brought these long-needed solutions to life in a swift and accessible way for the community and at a critical time for data intelligence as the university explores new growth strategies."



### UNsung HERO AWARD: ELLEN HAEG

"Ellen Haeg (Manager of ITS Projects, Communications & Culture) skillfully manages, coordinates and leads many initiatives. She was a key contributor in the development of the 2025 St. Thomas and ITS strategic planning processes and her efforts to continually uplift and recognize her colleagues are part of the special sauce of ITS."



### MOST VALUABLE TEAM AWARD: ITS ON-CAMPUS WORKERS

"In 2022, our dedicated on-campus staff supported other essential workers and maintained our critical on-site technology during the pandemic. They, and their loved ones, shouldered extra risks and their presence made the work of the entire university possible during a tumultuous time."



### OUTSTANDING STUDENT EMPLOYEE: DEVIN VARNER

"Devin's depth of knowledge in technology and classroom support was crucial during this challenging second year of the pandemic. He puts clients and colleagues at ease with his easy-going demeanor yet remains a tenacious problem solver. When Devin offers to help, you know the job will be done right."

ITS is committed to professional development for our staff. These opportunities are aligned with our strategic plan and allow us to deepen our expertise in areas that will have the most impact on the St. Thomas community.

## ADVANCE TEACHING, LEARNING & RESEARCH

- Extended Reality Learning Lab (EDUCAUSE)
- EDUCAUSE Annual Conference
- SXSW Education Conference
- Online Learning Consortium Innovate Conference
- Online Learning Consortium Accelerate Conference
- Digital Accessibility Program Planning Learning Lab (EDUCAUSE)
- ADA & Accessibility Workshop (Online Learning Consortium)
- Neuro, Cognitive and Learning Sciences Workshop: Bring Theory to Practice (Online Learning Consortium)
- Fundamentals of eLearning Design (Allen Academy)
- Building Instructional Interactions Training (Allen Academy)
- Instructional Interactivity Training (Allen Academy)
- IMS Digital Credentials Summit
- ATHEN Virtual STEM Accessibility Conference
- InfoComm (AV Technology Conference)
- NAB 2022 (Media & AV Technology Conference)

## IMPROVE & AUTOMATE PROCESSES

- Foundations in Design Thinking Certificate (IDEO)
- Human Centered Systems Thinking training (IDEO)
- Salesforce Education Summit 2022
- Salesforce Marketing Cloud Email Specialist Certification
- Salesforce Certified Administrator
- Salesforce Certified Advanced Administrator
- Salesforce Certified Education Cloud Consultant
- Salesforce Certified Platform App Builder
- Salesforce Platform App Builder Certification
- Salesforce Open Source Community Sprints
- TrailheaDX (Salesforce Developer Community Group Conference)
- Jamf 300 Training
- Linux Foundation Certified System Administrator
- Association for Educational Communications & Technology Conference

## MATURE & EVOLVE ITS SERVICES

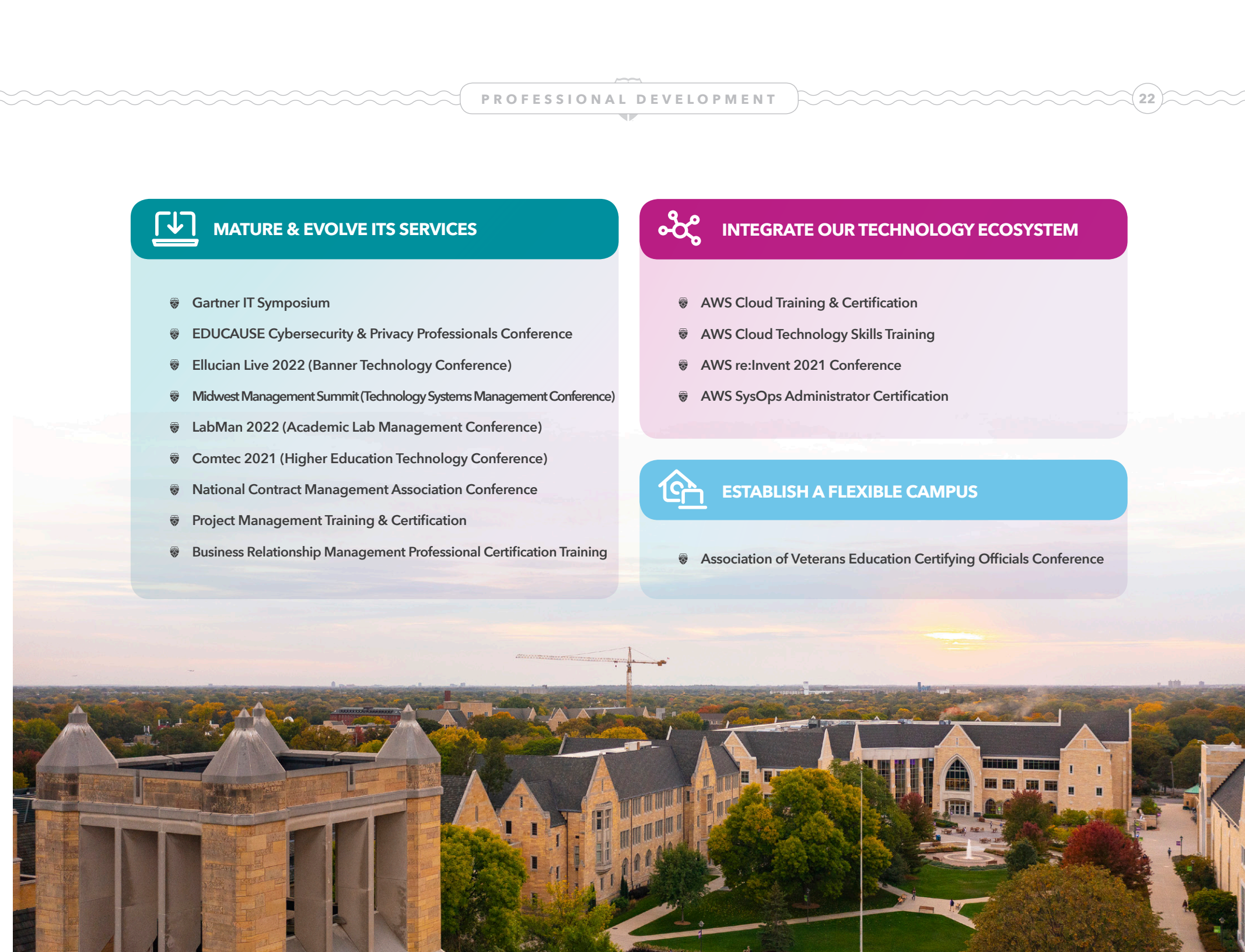
- Gartner IT Symposium
- EDUCAUSE Cybersecurity & Privacy Professionals Conference
- Ellucian Live 2022 (Banner Technology Conference)
- Midwest Management Summit (Technology Systems Management Conference)
- LabMan 2022 (Academic Lab Management Conference)
- Comtec 2021 (Higher Education Technology Conference)
- National Contract Management Association Conference
- Project Management Training & Certification
- Business Relationship Management Professional Certification Training

## INTEGRATE OUR TECHNOLOGY ECOSYSTEM

- AWS Cloud Training & Certification
- AWS Cloud Technology Skills Training
- AWS re:Invent 2021 Conference
- AWS SysOps Administrator Certification

## ESTABLISH A FLEXIBLE CAMPUS

- Association of Veterans Education Certifying Officials Conference





## ACKNOWLEDGEMENTS

### THANK YOU TO ITS STAFF

Thank you to our incredible staff who invested their time and talents to accomplish these many initiatives this year.

### THANK YOU TO OUR CAMPUS COLLABORATORS

Thank you to our colleagues across campus who partnered with us to deliver new innovations and key services to our St. Thomas community.

### THANK YOU TO UTAC

Thank you to our 2021-2022 University Technology Advisory Committee members for your feedback and insights which continue to help us improve our digital strategies and services.

### UTAC MEMBERS

**Jennifer Roos**, Administrative Co-chair (Marketing, Insights & Communications) | **Dr. Amelia McNamara**, Academic Co-Chair (College of Arts and Sciences)  
**William Barnes**, (College of Arts and Sciences) | **Adam Check**, (College of Arts and Sciences) | **Candance Chien-Tzu Chou**, (College of Education, Leadership & Counseling)  
**Lucas Koerner** (School of Engineering) | **Amelia McNamara**, (College of Arts and Sciences) | **Robin Whitebird**, (School of Social Work)  
**David Harman**, (Opus College of Business) | **Jordan Barlow**, (Opus College of Business) | **Mahmoud Kabalan**, (School of Engineering)  
**Alexis Easley**, (College of Arts and Sciences) | **Sudarshan Sood**, (College of Arts and Sciences) | **Kris Wammer** (Dean, College of Arts and Sciences)  
**Corey Eakins**, (Senior Director of Undergraduate Business Programs, Opus College of Business) | **Bhabani Misra**, (Dean, School of Engineering) | **Dr. Sheila Yeh**, (Libraries)  
**Patrick Sanchez**, (University Development & Alumni Relations) | **Karen Julian** (Innovation & Technology Services, University Registrar, Chief Data Officer)  
**Sarah Ervin** (Business Affairs) | **Aaron Macke** (Student Affairs) | **Pam Peterson** (Facilities Management) | **Michael Barrett** (Public Safety) | **Erin Muckerheide** (Human Resources)  
**AnneMarie Grundhauser** (Athletics) | **Josh Schoettmer** (Staff Council) | **Ben Hackett** (Undergraduate Student) | **Ellen Haeg** (Innovation & Technology Services, Graduate Student)

