Fond du Lac Tribal and Community College
Information Technology

2020 – 2025 Technology Master Plan
(Revised 07/2022)

March 13, 2020 (07/2022)

The Mission of Information Technology at Fond du Lac Tribal and Community College:

We provide technological support for achieving success at Fond du Lac Tribal and Community College. Our system and campus services:

- Enhance teaching and learning.
- Strengthen leadership, planning, and decision-making.
- Increase user productivity.
- Generate confident and satisfied students, faculty, and staff.
- Ensure timely and efficient access to information.

Purpose of Master Plan

The Information Technology (herein called IT) master plan for Fond du Lac Tribal and Community College is necessary to:

- Fulfill the IT mission of Fond du Lac Tribal and Community College
- Guide IT priorities
- Provide data and information to the Minnesota State System Office to support system-wide initiatives and legislative requests.

Definition: Information Technology in this context means the full range of technology, telecommunications and multimedia applications and services, both staff and academic uses, in furthering Fond du Lac Tribal and Community College's mission.

Planning Alignment and Integration

Attempts were made to ensure that this plan aligns with Fond du Lac Tribal and Community College and Minnesota State planning efforts – including the existing Fond du Lac Tribal and Community College Strategic Plan 2025. The IT goals are listed with the corresponding goals from the Strategic Plan.

For example, this plan parallels Fond du Lac Tribal and Community College's Strategic Plan in our mutual focus on increasing access to resources for students, faculty, staff, life-long learners and members of the surrounding community. Additional elements parallel current academic goals including improving the Fond du Lac Tribal and Community College infrastructure to support academic activities, expanding technology resources to improve teaching and learning both inside and outside of the classroom, and improving communication of IT efforts with the Fond du Lac Tribal and Community College community.

Guiding Principles

When reviewing the question, "What principles and values do we want to guide the creation and implementation of the mission, vision and strategic plan for IT at Fond du Lac Tribal and Community College?" consensus was reached on the following values and guiding principles.

- IT must support the institution's mission(s).
- IT must enhance learning for students and for employees.
- IT must be customer-driven, dependable and appropriately accessible.
- IT must balance common, diverse, and unique needs of the entire Fond du Lac Tribal and Community College.
- IT's investment in people must balance IT's investment in technology.
- IT must provide effective and efficient services, based on standards of performance and measured accordingly.
- IT must ensure high quality training availability for IT related topics.
- IT must be visionary and dynamic.

Planning Elements – 5 Year Vision

Consensus was reached on the recognizable conditions desired to have in place at Fond du Lac Tribal and Community College regarding information technology by the year 2025.

- Comprehensive understanding and application of technology
- Optimum user satisfaction
- Recognized leadership in the provision and quality of online learning
- Effective and directly accessible data-driven decision and support systems
- Have a focus and resources to emphasize cybersecurity and statutory compliance
- Maximum use of web-based administrative forms and procedures
- Sustained adequate, appropriate and on-going resource investment to support the IT vision and College goals
- Maximized access to enhanced learning resources for students, staff and faculty
- Organization and communication structures aligned for effectiveness

Barrier Analysis

Challenges on the path to this vision of the future are as listed below. The intent is not to identify what is missing, but to identify what is present that could inhibit the achievement of the vision.

1. Limited/Restricted System Office IT systems development environment
2. Lack of clarity, development, consistency, and implementation among process, policy, and procedures
3. Limited funding, staffing, and resources as both demand and needs increase

4. Misalignment between funding and planning, including unfunded mandates, such as security initiatives and requirements from Minnesota State
5. Uncoordinated human resource development and technology support for training and requirements
6. Unclear, conflicting, or non-collaborative organizational structures
7. Outdated or inflexible laws, contracts, and policies

8. **Pre-COVID Plan and Original Budget**

Direction 1: Promote and share our understanding of Anishinaabe bimaadiziwin while strengthening the union of cultures in an inclusive environment						
Goal B: Improve information, presentation, and participation about the Anishinaabe language and lifeways						
1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**			
			2018	**2019**	**2020**	
B3. Support increased Zoom / ITV activity and improvements in quality	Continue increased quality in campus studios.	Reliable, HD video and connections at all sites. A site manager at all sites.	$10,000	$10,000	$10,000	
B3. Work to improve remote site technology	Increased quality in remote sites.	Reliable, HD video and connections at all sites. A site manager at all sites.	$10,000	$10,000	$10,000	
Goal D: Expand Anishinaabeg *Gikendaasowinan* (American Indian Programs) by offering instruction through traditional and contemporary platforms						
1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**			
			2018	**2019**	**2020**	

1–2 Year Strategies	3–5 Year Strategies	What are the expected results and outcomes?	Budget		
D6. Train faculty to improve distance delivery.	Develop a strategy for continual improvement for distance faculty	Training each year in place for faculty to improve their distance learning skills	$400	$400	$400

Goal E: Create an opportunity for a bachelor's degree program in Elementary Education that emphasizes the Anishinaabe _Gidizhitwaawinaanin_ (Our Cultural Standards) to enhance future culturally responsive classrooms	

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**		
			2018	**2019**	**2020**
E5. Coordinate with Winona State University for technology needs of our students.	Meet with Winona State technology department to explore technology options and make sure our classroom works seamlessly over distance with theirs. Purchase equipment as needed to continuously improve the environment.	All distance classes between Winona State and FDLTCC will operate seamlessly for instructors and students.	$15,000	$5,000	$5,000

Direction 2: Embrace the Sense of Belonging: Campus Communication and Team Building

Goal A: Enhance Internal Communication and Promote a Teaching and Learning Environment

1–2 Year Strategies:	**3–5 Year Strategies**	**What are the expected results and outcomes?**	**Budget**

What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?		Practice "Actions, Results, Evaluations, Decisions"	2018	2019	2020
A1. Continue with the IT strategy of computer/tablet replacement every 4 years	Reevaluate replacement cycles as devices become obsolete less frequently. Adapt as technology changes, moving towards mobile and personal devices.	100% of staff and faculty have technology that has been purchased within 4 hears	$80,000	$80,000	$80,000
A1.1. Complete Minnesota State Data Inventory	Continue to make staff, faculty, and administrators aware of the their responsibility in safeguarding data in their possession	100% of data classified as Private, Semi=Private, Public and mapped to owners and custodians (done 2023)			
A3. Work towards 100% use of OneDrive / Teams for user backup and storage	Expand cloud-based options for storing and sharing data	100% of staff and faculty have their data backed up in cloud-based environments.	$20,000	$20,000	$20,000
A9.1. Instruct staff and faculty on the use of the calendar feature of Office 365 to assist with scheduling meetings and events	Offer training and videos on the use of Office 365 calendar.	All meeting invites will be sent using the calendar of Office 365.			
A9.2. Assist and train key staff in creating a campus-wide calendar	Continue adding events to the campuswide calendar	50% of meetings and events on campus will be listed in the campus calendar			
A10. Work with staff, faculty, and administration so that all have the tools needed to optimize the use of the EMS scheduling system. (Repeated in 4.D3 below)	Data from EMS is reliable and being used regularly to make decisions	EMS scheduling errors reduced by 75%.			
General. Continuously expand mobile and wireless computing resources	Measure wireless coverage on main campus and implement a plan to improve	–50 dBm wireless signal strength over 90% of the main campus building	$10,000	$5,000	$5,000
General. Continue with the IT strategic direction of moving applications to the cloud in reduce costs and security vulnerabilities and increase reliability	Evaluate more servers with an eye towards moving them off campus and to the cloud	Shut down the last file server on campus	$500	$3,000	$3,000
General. Continuously evaluate classroom teaching technologies and make improvements.	Add new technologies as they become available to enhance classroom learning	100% of classrooms have matched equipment less than 4 years old	$5,000	$10,000	$20,000

General. Improve web site accessibility and access	Seek and find solutions for adding captions to videos	100% of instructional videos have captions	$5,000	$5,000	$3,000

Direction 2: Embrace the Sense of Belonging: Campus Communication and Team Building

Goal A: Enhance Internal Communication and Promote a Teaching and Learning Environment

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2018	2019	2020
General. Continue to provide broadband networking across campus	Fully replace legacy Ethernet network environment with safer, more efficiently Cloud managed system – 2023-2024	Strive for zero noticeable network slowdowns reported each year			
General. Conduct regular assessments of IT satisfaction.	Use the ECAR assessment tool provided by Minnesota State to assess stakeholders' satisfaction	Perform an IT satisfaction assessment each year and review the results with the Technology Committee for continuous improvement			
General. Expand the use of the help desk software system to increase efficiency and communication among Loran, Brad, and work study students	Investigate improved means and tools to assist with the help desk function	50% of work logged through the help desk system.	$500	$500	$500

Direction 3: Promoting social equality and wellness by integrating and centralizing service availability on campus

Goal D: Promote sound money practices

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2018	2019	2020
D1. Work with faculty to promote and support electronic textbooks and other digital media for classroom use	Work with faculty to replace paper textbooks with online equivalents.	15% of textbooks available electronically			

Direction 4: Using Information to Analyze and Advance a Quality Education for Student Success

A: Enhance Internal Communication and Promote a Teaching and Learning Environment

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2018	2019	2020
A1. Support the access to data warehouse via PowerBI, Workday and other tools for decision making	Remove EPM11 for all users and replace it with PowerBI and other reporting tools	100% of faculty and staff requesting access to data tools will have them available. 2024 all employees have access to PowerBi Pro			
General. Remove administrative login for users across campus	Pursue alternatives to administrative rights to allow users to install necessary software, but prevent them from doing harm .	Manage computer authentication and device security through InTune and Microsoft Defender Endpoint. Implement 100% StarID authentication for computers		$500	$500
General. Make training a priority for Brad and Peter	Continue to seek training that will improve the skills of IT Staff	Each IT worker will attend a minimum of one training session per year	$2,000	$2,000	$2,000

Direction 4: Using Information to Analyze and Advance a Quality Education for Student Success

Goal C: Evaluate and improve off-campus offerings (CITS, Outreach, Distance, Online)

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2018	2019	2020
C3. Work with faculty to improve L109 ITV room that faculty will embrace for distance learning	Replace the technology in L109, with equipment that is optimized as an educational space	Increase the seating capacity to 30 students, add Zoom for room view. Have Zoom capability in all learning spaces		$30,000	
C5. Support development of sustainable model of education delivery for outreach sites	Support improvements to the outreach delivery model	One full year of the outreach model practiced and evaluated in Spring 2020			

| C6. Support development of skills in delivering distance education | Have a training program in place for continual improvement for faculty teaching distance education. | Training for faculty in distance education delivery scheduled every semester. (See 1.D.D6.) | | | |

Goal D: Develop efficient information resources/processes for reporting and decision making					
1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**		
			2018	**2019**	**2020**
D3. Work with staff, faculty, and administration so that all have the tools needed to optimize the use of the EMS scheduling system. (Repeated in 2.A10 above)	Data from EMS is dependable and being used regularly to make decisions	EMS scheduling errors reduced by 25%.			

SEP

1. **(Revised 2022) COVID Adjusted Plan and Budget**

Direction 1: Promote and share our understanding of Anishinaabe bimaadiziwin while strengthening the union of cultures in an inclusive environment							
Goal B: Improve information, presentation, and participation about the Anishinaabe language and lifeways							
1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages, and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**				
			2020	**2021**	**2022**		
B3. Support increased ITV activity and Zoom classroom upgrades	Continue increased quality in campus ITV rooms and all classrooms	Reliable, HD video and Zoom connections in all classrooms.	$30,000	$170K	$20,000		Completed F2021 to Sp2022 Second-round classroom update planned 2023-2024
B3. Work to improve remote site technology and upgrade to Zoom	Increased quality in remote sites.	Reliable, HD video and connections at all sites. A site manager at all sites.	$30,000	$20,000	$20,000		Completed Summer 2022
Goal D: Expand Anishinaabeg *Gikendaasowinan* (American Indian Programs) by offering instruction through traditional and contemporary platforms							
1–2 Year Strategies: What concrete, measurable, actionable efforts	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions,	**Budget**				
			2020	**2021**	**2022**		

1–2 Year Strategies	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget 2020	2021	2022		
will address challenges, build on advantages and achieve our goals?		Results, Evaluations, Decisions"					
D6. Train faculty to improve distance delivery using Zoom and from home.	Adopt support for Hyper-flex pedagogy in on-site and remote instruction.	Change in teaching paradigm to support Hyper-flex delivery.	$1000	$2000	$400		Completed 2022

<table>
<tr><td colspan="8" style="background:#bfe0d0;">Goal E: Support for the bachelor's degree 4-year program in Elementary Education that emphasizes the Anishinaabe <i>Gidizhitwaawinaanin (</i>Our Cultural Standards) to enhance future culturally responsive classroom technology</td></tr>
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1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages, and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget				
			2020	**2021**	**2022**		
E5. Leverage Mille Lacs and other remote former ITV locations, and upgrade to Zoom Rooms	Work with Mille Lacs and other partners to support dual Zoom delivery	All distance classes between external partners and FDLTCC will operate seamlessly for instructors and students.	$15,000	$45,000	$5,000		Completed 2022

Direction 2: Embrace the Sense of Belonging: Campus Communication and Team Building

<table>
<tr><td colspan="4" style="background:#bfe0d0;">Goal A: Enhance Internal Communication and Promote a Teaching and Learning Environment</td></tr>
<tr><td>1–2 Year Strategies:</td><td>3–5 Year Strategies</td><td>What are the expected results and outcomes?</td><td>Budget</td></tr>
</table>

What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?		Practice "Actions, Results, Evaluations, Decisions"	2020	2021	2022
A1. Continue with the IT strategy of computer/tablet replacement every 4 years. All instructors, staff and lab computers replaced on 4-year lifecycle	Reevaluate replacement cycles as devices become obsolete less frequently. Adapt as technology changes, moving towards mobile and personal devices.	100% of staff and faculty have technology that has been purchased within 4 years – Completed 2022	$210K	$5,000	$5,000
A1.1. Complete Minnesota State Data Inventory	Continue to make staff, faculty, and administrators aware of their responsibility in safeguarding data in their possession	100% of data categorized as to owners and custodians. Scheduled audits for data classification, statutory compliance, cybersecurity			
A3. Work towards 100% use of OneDrive / Teams for user backup and storage	Expand cloud-based options for storing and sharing data	100% of staff and faculty have their data backed up in cloud-based environments. Done in OneDrive	$20,000	$20,000	$20,000
A9.1. Instruct staff and faculty on the use of the calendar feature of Microsoft 365 to assist with scheduling meetings and events	Offer training and videos on the use of Office 365 calendar.	All meeting invites will be sent using the calendar of Office 365. Student meetings with advisors will be scheduled in Northstar			
A9.2. Assist and train key staff in creating a campus-wide calendar	Continue adding events to the campuswide calendar	50% of meetings and events on campus will be listed in the campus calendar			
A10. Work with staff, faculty, and administration so that all have the tools needed to optimize the use of the EMS scheduling system. (Repeated in 4.D3 below)	Data from EMS is reliable and being used regularly to make decisions	EMS fully integrated into course scheduling, event planning and Fleet Vehicle management			
General. Fully upgrade campus wireless and Ethernet infrastructure – Completed 2022 / scheduled 2024	Complete upgrade of Campus Wifi, Housing Wifi and all wired Ethernet hardware with more efficient and secure system.	–50 dBm wireless signal strength over 90% of the main campus building	$5,000	$150K	$10,000
General. Continue with the IT strategic direction of moving applications to the cloud in reduce costs and security vulnerabilities and increase reliability	Evaluate more servers with an eye towards moving them off campus and to the cloud. Moved all of critical production servers to Azure Cloud in 2021-2022.	Shut down the last file server on campus containing operational and personal data. (done 2023 excluding photo archives) and use OneDrive and Teams instead.	$500	$36,000	$20,000
General. Continuously evaluate classroom teaching technologies and make improvements.	Add modern technologies as they become available to enhance classroom learning	100% of classrooms have matched equipment less than 4 years old	$5,000	$10,000	$20,000

General. Improve web site accessibility and access	Seek and find solutions for adding captions to videos	100% of instructional videos have captions by Sp2025	$5,000	$5,000	$3,000

Direction 2: Embrace the Sense of Belonging: Campus Communication and Team Building

Goal A: Enhance Internal Communication and Promote a Teaching and Learning Environment

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2020	2021	2022
General. Continue to provide high bandwidth networking across campus	Continue researching upgrading technologies to further enhance our network capacity	0 noticeable network slowdowns reported each year			
General. Conduct regular assessments of IT satisfaction.	Use the ECAR assessment tool provided by Minnesota State to assess stakeholders' satisfaction	Perform an IT satisfaction assessment each year and review the results with the Technology Committee for continuous improvement			
General. Expand the use of the help desk software system to increase efficiency and communication among Loran, Brad, and work study students	Investigate improved means and tools to assist with the help desk function	Use student-centered support, open-door f-2-f, Northstar IT Flag, MS IT help form, D2L to reach students with IT support needs	$500	$500	$500

Direction 3: Promoting social equality and wellness by integrating and centralizing service availability on campus

Goal D: Promote sound money practices

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2020	2021	2022

| **D1.** Work with faculty to promote and support OER and other culturally responsive digital media for classroom use | Work with faculty to replace paper textbooks with online OER equivalents. | 50% of textbooks available electronically | | | |

Direction 4: Using Information to Analyze and Advance a Quality Education for Student Success

A: Enhance Internal Communication and Promote a Teaching and Learning Environment

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**		
			2020	**2021**	**2022**
A1. Support the access to data warehouse via EPM11 and other tools for decision making	Install and update EPM11 for users that request it. Seek superior platforms to replace EPM11.	100% of faculty and staff requesting access to data tools will have them available			
General. Complete removal of administrative login for users across campus. All users will run in standard mode.	Pursue alternatives to administrative rights to allow users to install necessary software, but prevent them from doing harm	Elimination of permanent administrative rights on 100% of College computers		**$500**	**$500**
General. Make training a priority for Brad and Loran	Continue to seek training that will improve the skills of IT Staff	Each IT worker will attend a minimum of one training session per year	**$2,000**	**$2,000**	**$2,000**

Direction 4: Using Information to Analyze and Advance a Quality Education for Student Success

Goal C: Evaluate and improve off-campus offerings (CITS, Outreach, Distance, Online)

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	**3–5 Year Strategies**	**What are the expected results and outcomes?** Practice "Actions, Results, Evaluations, Decisions"	**Budget**		
			2020	**2021**	**2022**

1–2 Year Strategies	3–5 Year Strategies	Expected results and outcomes	2020	2021	2022
C3. Work with faculty to improve former ITV and current Zoom classrooms that faculty will embrace for distance learning	Maintain all 30 College Zoom classrooms, meeting rooms, auditorium, Commons and Library.	Maintain all classroom and meeting rooms with Zoom two camera and ceiling microphone capabilities.		$30,000	
C5. Support development of sustainable model of education delivery for outreach sites	Support improvements to the outreach delivery model	One full year of the outreach model practiced and evaluated in Spring 2020			
C6. Support development of skills in delivering distance education	Have a training program in place for continual improvement for faculty teaching distance education.	Training for faculty in distance education delivery scheduled every semester. (See 1.D.D6.)			

Goal D: Develop efficient information resources/processes for reporting and decision making

1–2 Year Strategies: What concrete, measurable, actionable efforts will address challenges, build on advantages and achieve our goals?	3–5 Year Strategies	What are the expected results and outcomes? Practice "Actions, Results, Evaluations, Decisions"	Budget		
			2020	2021	2022
D3. Work with staff, faculty, and administration so that all have the tools needed to optimize the use of the EMS scheduling system. (Repeated in 2.A10 above)	Data from EMS is dependable and being used regularly to make decisions	EMS scheduling errors reduced by 90%.			

General Arenas of Action

In the case where IT goals were broader and did not align directly with specific sub goals in the Strategic Plan 2025, the IT goals were labeled **General.**

These general goals and objectives of the IT department create additional strategic efforts to dissolve or remove the barriers and accelerate movement toward the vision in the above strategic directions. It is particularly important to understand that most items listed herein are new work actions, or increased thrusts. The day-to-day activities that comprise much of the IT staff workload are not included. This determination was made in December 2017 and will necessarily need to be reviewed at least on an annual basis. This data provides the Fond du Lac Tribal and Community College and the Chief Information Officer with essential information that will assist in developing annual objectives and budgets for the 2022 fiscal year. During subsequent years, the IT Technology Committee will continue to review these suggested priorities, in order to provide the best advice possible — thus ensuring better coordination between IT services needed and provided.

Implementation of Northstar / Starfish student success and retention technology
Support the implementation and ongoing data requirements of the Northstar system to enhance the mission and specific holistic student success needs of Student Services. Cooperate and work with EAB, student services leadership and employees to improve, customize and make Starfish more effective and valuable.

Transition of ERP and SIS from ISRS to Workday
Though this is a System Office cost, the change is manifest in significant College IT work. This work is in the category of realigning any existing data and application ISRS dependencies to data services only available through Workday financial and HRM data sources. This will also be the case as College student service systems are transitioned to the new Workday student information system. Primarily this will affect Starfish / NorthStar and getting the required daily data feeds set-up. Much or this work will continue to be done in partnership with Minnesota State College Southeast.

Student Technology Fee
Each semester a technology fee is collected from students per credit hour of classes taken. The fee helps to offset the staffing costs for the Information Technology Department.

Concluding Statement

Readers should understand that all these actions are intended to improve the overall Information Technology environment at Fond du Lac Tribal and Community College. It may happen that not every recommendation can be fully implemented, but the intended goal is to make as much improvement in each area as is possible. There will be exceptions, and there will be new areas needing attention. This is both normal and to be expected, particularly in a learning institution.

The most important message learned because of this document is this: to achieve the desired successes will require cooperation, communication, and mutual assistance among all computer and technology users on all campuses.

The Information Technology Department wants to thank the Technology Committee for assisting in generating this report.

Loran Wappes (2017) / (2022 revisions: Peter Angelos), Chief Information Officer