

# ITS Executive Steering Committee (ITESC)

Agenda and Materials – October 21, 2021



# Agenda

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## Digital Badging

- John Gurnak, Robyn Mallett, Dan Vonder Heide

## Academic Catalog and Curriculum Management

- Robyn Mallett, Rita Vazquez, Dawn Fitzgerald

## Enterprise Texting

- John Dreves, Jeremy Langford

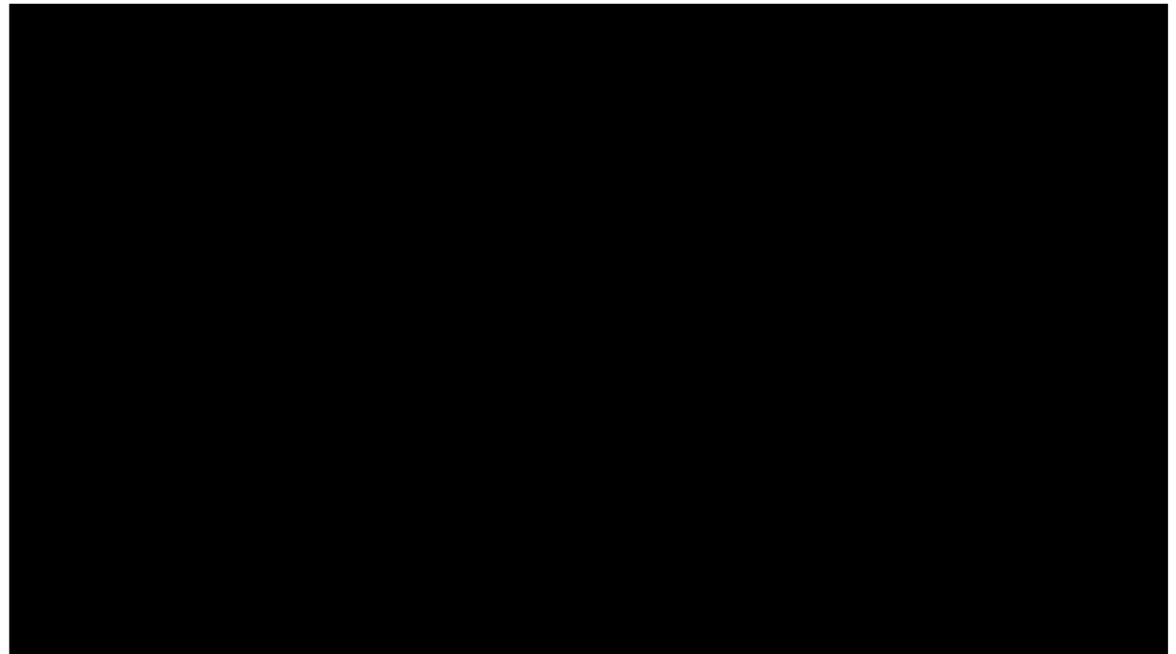
## FY22 Q1-Q2 Progress Report

- Susan Malisch, Dawn Fitzgerald, Dan Vonder Heide, Jim Sibenaller

# What are Digital Badges?

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Digital badges serve as a symbol and credential to recognize both academic and non-academic student achievements and competencies. Digital badges also acknowledge faculty and staff professional development and other internal compliance trainings.



# Why Adopt Digital Badging?

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- Expand enrollment with new, innovative academic pathways
- Increase opportunities to fully develop new revenue streams for non-degree academic programs
- Overall value-add for current students, faculty/staff
  - Promote evidence of achievements
  - Enhance the Loyola Digital Experience (LDE)
- Opportunity to further build brand recognition and reputation
- Opportunity to develop and strengthen alumni and corporate relationships



# Project Scope & Use Case Examples

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Loyola University Chicago seeks to explore and recommend the adoption of a university-wide digital badging platform to actualize innovative student, faculty, and staff achievement pathways, in order to recognize and promote:

- **Soft skills**: Communication, leadership, teamwork, problem solving, creativity, time management, etc.
- **Hard skills**: technical proficiencies, foreign languages, data analytics, digital marketing, project management, etc.
- **Academic microcredentials & stackable credentials**: Individual or sets of courses that demonstrate mastery of specific skills. Microcredentials may exist within a degree program or be standalone.
- **Academic prep**: Badges given on completion of online modules; level-setting for individuals beginning a program.
- **Professional Development**: Academic technologies, Online Teaching Courses (OTC), Ignatian Pedagogy (IP), technical competencies, civic engagement, etc.
- **Compliance Trainings**: Human Resources trainings, ITS security trainings, etc.
- **Alumni Recognition**: external license achievements, continuing education & life-long learning, etc.

# Strategic Plan Alignment

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## Strategic Plan Enduring Values & Priorities

**Extraordinary Academics & Research** - “...we will pursue educational innovations to...enhance the success of our student body.”

*Priority 2 – “Work across campuses as One Loyola to incentivize leadership in interdisciplinary and innovative education and research to address new challenges and opportunities presented by contemporary issues.”*

**Operational Excellence** – “We will continue to build a culture...that supports and values diversity, collaboration, and innovation.”

*Priority 2 – “...strengthen physical, research, technological, and new business infrastructures and human resources to support the University’s mission.”*

# Digital Badging Taskforce

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## **Office of Online Learning (OOL)**

John Gurnak  
Kristlyn Thomas  
Christopher Dickman  
Briana Allen

## **Information Technology Services (ITS)**

Dan Vonder Heide  
Tim Walker  
Nick Liberatore  
Florence Yun  
Stacey Zurek

## **Center for Engaged Learning, Teaching, & Scholarship (CELTS)**

Patrick Green

## **Faculty Center for Ignatian Pedagogy (FCIP)**

Jessica Mansbach

## **School of Social Work (SSW)**

Goutham Menon

## **School of Continuing & Professional Studies (SCPS)**

Jeanne Widen

## **Executive Education (Quinlan)**

Colleen Reaney

## **Registration & Records**

Rita Vasquez

## **Student Development**

Shannon Howes

## **Student Academic Services**

Lester Manzano

# Cost Considerations & Next Steps

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Cost estimate - \$30k-\$50k annually for unlimited campus licensing

## Next steps:

- Presentations to Council of Deans, BUS, GSCB
- Conversations with peer and aspirational institutions
- RFP, comprehensive vendor demos, platform selection
- Identify storage solutions for additional non-degree student records
- ITESC final project presentation
- Develop processes/policies for:
  - Badging categories, standards, proposals, approvals, & workflows
    - Academic and non-academic student badges
    - Faculty & staff professional development badges, compliance training badges, etc.
    - Alumni badges
    - Community partner badges



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PRESENTATION TO ITESC  
OCTOBER 21, 2021

# ACADEMIC CATALOG AND CURRICULUM MANAGEMENT

*Robyn Mallett, Associate Provost for Academic Programs and Planning*  
*Rita Vazquez, Registrar*  
*Dawn Fitzgerald, Director, Integrations and Applications ITS*



# Agenda

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- Project Overview
- Current State / Needs
- Benefits
- Summary
  - Assessment / RFP
  - Pricing
- Product Recommendation
- Next Steps

# Project Overview

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Loyola University Chicago embarked on identifying and recommending the adoption of a university-wide academic catalog and curriculum management platform to assist in building and maintaining a university-wide catalog, including management of curriculum changes, new program creation, and course scheduling.

# Current State / Needs

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- Catalog information is decentralized and found on multiple webpages, which often is not kept in sync, resulting in the inaccuracy of the information
- Archival of published catalogs and retrieval for reference is problematic
- Enforcing accountability and protecting the integrity of the approval process is known to be problematic
- Bottlenecks are present with the curriculum approval process and efficiency is desired
- Curriculum development process involves the redundancy circulation of a mix of paper and pdf forms and makes it challenging in tracking progress or approval status

# Benefits – Academic Catalog

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- Critical information about degree requirements, learning outcomes, courses, and academic policies currently lives on various sites across the university.
- For all Students, prospective and current, this software will create a publicly available interactive website to explore and understand the requirements for all degree programs across the university.
- For Staff and Faculty this software will act as an authoritative document in advising and degree conferral. It will also facilitate archiving of the published catalog on a regular basis.

# Academic Catalog

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- What we have now
  - Current Undergraduate Studies [Catalog](#)
  - Current [archive](#) (i.e., course list)
  - There is no equivalent for Graduate Studies
- What we will have after implementation
  - A sample [page](#)
  - A sample [archived catalog](#)

# Benefits – Curriculum Management

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- Gathers complete input accurately through easy-to-use interface
- Builds structure in the curriculum approval process by creating forms, templates and rule-based routing tailored to our programs, departments, and committees
- Integrates across Colleges and Schools within Loyola, improving consistency, facilitating interdisciplinary collaborations
- Reduces the amount of paper/pdf files
- Reduces redundancies and confusion, increasing efficiency
- Allows admins to monitor proposals easily, address bottlenecks
- Unifies records in a globally consistent, accurately cross-indexed system
  - Our records will be neatly organized and tracked when it is time for accreditation review or other regulatory needs



# Curriculum Management

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- What we have now
  - [Proposals](#) for new academic programs and policies as well as modifications are drafted in Word, saved as PDFs, and shared via email with various committees
  - Format and content may differ across schools/colleges/institutes
  - Difficult to track the progress of a proposal
  - Requires manual input into “catalog”

# Curriculum Management: “Propose-Manage-Share”

## Propose

CourseLeaf CIM takes the process and forms online, pulls information from the SIS, and shares

**CourseLeaf - Course Inventory Management**  
Search, Add, Change and Delete Courses

Search  Or

CHEM 4980 Research Publication Coordinator  
**CS 102: Microcomputer Applications Institutional Research**  
 DANC 1713 The Understanding of Dance Chair

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Viewing: **CS 102: Microcomputer Applications**

Prerequisite of: [AC 289: Computer Applications](#)  
[CS 202: Intro Information Highway](#)  
[CS 302: Computerized Database Systems](#)

Pages referencing this course (or equivalents): [The Department of Mathematics](#)

Academic Level:

Catalog Code:

Department Code:

Subject Code:

Cross-Listed: [CSM 101: Consumers and Tech.](#)  
[Remove](#) [Add](#)

Effective Term:

Grading System:

Title:

Description:

## Manage

CourseLeaf CIM creates the “right” workflow automatically. Users can see edits made via a further edits. CourseLeaf CIM tracks the status of your changes and includes powerful reports

VIEW CHANGES BY: All Changes

Viewing: **LSTD 5998**

Status: Active

College	Department	Subject Code	Course Number	CIP Number
College of Liberal Studies	College of Liberal Studies	LSTD-Liberal Studies	5998	240101 Liberal Arts and Sciences (Liberal Studies)

Effective Date of Changes: Fall 2011

Expected Enrollment: 25

Title: Independent Study

Short Title: Independent Study

Description: 1 to 3 hours. Prerequisite: graduate standing, LSTD 5003, Graduate-standing and completion permission of first concentration core course, or permission of dean. **enrollment**: May be repeated, maximum credit nine hours. Contracted independent study for a topic not currently offered in regularly scheduled courses.

## Share

CourseLeaf CIM generates templates for Committee discussion automatically. The software exchanges information with the catalog and can update the SIS once approved.

Prefix / Number	Title	Comments
AFAM 2003	Intro - African & AFAM Studies	Description
ANTH 5753	Foundations Biol & Med Anth	Course Identifier, Course Number, Title, Description
ANTH 6633	Method & Theory in Biology	Title (Short), Title, Description
ANTH 6713	Archaeological Theory	Description
CHEM 3053	Organic Chemistry	Title (Short), Title, Description
CHEM 3152	Organic Chemistry Laboratory	Title (Short), Title, Description, Credit Hours
CHEM 3423	Physical Chemistry I	Description, Course Level
Prefix / Number	Title	Comments
ANTH 3523	Applied Anthropology	

## Share

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ANTH 6633	Method & Theory in Biology	Title (Short), Title, Description
ANTH 6713	Archaeological Theory	Description
CHEM 3053	Organic Chemistry	Title (Short), Title, Description
CHEM 3152	Organic Chemistry Laboratory	Title (Short), Title, Description, Credit Hours
CHEM 3423	Physical Chemistry I	Description, Course Level
Prefix / Number	Title	Comments
ANTH 3523	Applied Anthropology	
ANTH 3164	Organic Chemistry II	
Prefix / Number	Title	Comments
PSY 3303	Intro-Learning & Conditioning	



Creates Reports for Committee discussions automatically

Course changes are flagged and updated in the catalog itself

Double checks for accuracy

Can update the SIS automatically via secure update

Creates Reports for Committee discussions automatically

Course changes are flagged and updated in the catalog itself

# Assessment Summary

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- December 2020, begin consulting with Associate Deans
- April 2021, needs assessment survey distributed to stakeholders (faculty, staff, administration)
  - Input from 133 respondents across the University used to inform Request for Proposals
- CourseLeaf, Digarc and Watermark were selected to participate in the RFP

- RFP Committee

Members	Area
Robyn Mallett	Provost Office (Sponsor)
Rita Vazquez	Registration and Records
Jackie Long	College of Arts and Science
Heather Sevenser	Graduate School
Dawn Fitzgerald	ITS
Larry Adams	ITS
Xiomara Franco	ITS
Rejoice Jebamalaiddass	ITS
Jim Pardonek	ITS
Nalin Patel	ITS

# RFP Summary

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- RFP sent out in late May
- RFP Scored by Reg. & Rec., Graduate, ITS, CAS, Sponsors
- 23 sections scored (consisting of 110 Requirements)
- Top 2 scored vendors invited to present to Loyola
  - CourseLeaf            July 27<sup>th</sup>
  - Digarc                    July 29<sup>th</sup>
- 133 invitations to LUC community for the two vendor presentations
- Survey prepared and distributed after demos with responses analyzed from those who attended to select vendor finalist
- Technical calls held with CourseLeaf and Digarc in August
- Reference calls with Peer/Aspirational Schools held in September
  - Digarc – University Nevada, Reno            Sept 7<sup>th</sup>
  - CourseLeaf – University Wisconsin, Madison Sept 9<sup>th</sup>

# Pricing Summary

	CourseLeaf	Digarc	Difference
Implementation (license, consultation, configuration, development, migration, training)			
Course Catalog Module	CAT: \$10,980	ACALOG: \$49,538	
Curriculum Management Module	CIM: \$24,580	CURRICULOG: \$10,125	
PeopleSoft Integration Broker		\$3,000	
Annual Subscription:			
Course Catalog Module	CAT: \$19,980	ACALOG: \$27,027	
Curriculum Management Module	CIM: \$31,380	CURRICULOG: \$27,027	
<b>Total Initial Cost</b>	<b>\$86,850</b>	<b>\$116,717</b>	<b>(\$29,867)</b>
Annual Subscription:			
Course Catalog Module	CAT: \$19,980	ACALOG: \$27,027	
Curriculum Management Module	CIM: \$31,380	CURRICULOG: \$27,027	
<b>Total Annual Cost</b>	<b>\$51,360</b>	<b>\$54,054</b>	<b>(\$2,894)</b>

Cost does not reflect best and final offer

# Potential Funding Sources

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	CourseLeaf	Digarc
Initial Cost (Shared 50%)	Total - <b>\$86,850</b> Provost Office - \$43,425 ITS - \$43,425	Total - <b>\$116,717.00</b> Provost Office - \$58,358.50 ITS - \$58,358.50
On-going Cost (Annual Subscription)	Total - <b>\$51,360</b> Funded from Student Tech Fee CAT - \$19,980 CIM - \$31,380	Total - <b>\$54,054</b> Funded from Student Tech Fee ACALOG - \$27,027 CURRICULOG - \$27,027

Cost does not reflect best and final offer

# We Recommend

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# Company Background

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- Lleepfrog Technologies was founded in 1994, and has been in business for over 25 years
- Headquartered in Iowa, and currently employs 131 people
- Lleepfrog has been providing CourseLeaf since 2008, and was the first vendor to provide a dedicated curriculum management solution integrated with catalog publishing
- 100% of Lleepfrog's clients are institutions of higher education
- Completed implementation for 150 colleges and universities in the past 3 years
- Clientele includes over 450 higher education institutions in the United States, Canada, Australia, Ireland and the United Arab Emirates. A broad mix of institutions varying in size and complexity
- Over 99% client retention rate



# Additional Company Information

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- Nearly half of employees are 100 percent dedicated in the technical fields of software development, implementation, and technical support of our products
  - Software Development – Over 20 full-time developers with a senior level staff with over 60 years of combined experience specifically in catalog, curriculum, scheduling, and student registration management systems
  - Data Integration & Consultation Representatives – 16 full-time integration/consultation representatives
  - Technical Support – 26 full-time technical support personnel
- **Company Partnerships of Interest:**
  - Ellucian Collaborative Development Partner
  - Oracle Gold Partner
  - CollegeNet 25Live Room Scheduling System

# CourseLeaf Clients in Illinois

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- Aurora University
- Benedictine University
- City Colleges of Chicago District
- College of DuPage
- Concordia University Chicago
- **DePaul University**
- Elgin Community College
- **Illinois Institute of Technology**
- Illinois Valley Community College
- Northeastern Illinois University
- Northwestern University
- Oakton Community College
- Principia College
- Purdue Global University
- Roosevelt University
- School of the Art Institute of Chicago
- Trinity International University-Illinois
- University of Chicago
- University of Illinois-Chicago
- University of Illinois-Springfield
- University of Illinois-Urbana-Champaign
- University of St. Francis
- Wheaton College

In Bold: Peer Schools

# CourseLeaf Clients

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- Brown University
- **Carnegie Mellon University**
- **Case Western Reserve University**
- **Creighton University**
- **Drexel University**
- **George Washington University**
- Harvard University
- John Hopkins University
- **Marquette University**
- Mississippi State University
- Stanford University
- **Saint Louis University**
- **University of Dayton**
- **University of Denver**
- **University of Notre Dame**
- University of Oklahoma
- University of Ottawa
- **University of San Diego**
- Towson University
- University Wisconsin – Madison
- Yale University
- Includes over 450 higher education institutions in the United States, Canada, Australia, Ireland and the United Arab Emirates

In Bold: Peer/Aspirational/AJCU Schools

# Reasons for Recommendation

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- CourseLeaf RFP Scores were percentage higher than Digarc
- Survey Results indicated that 80.69 % Recommend or Strongly Recommend CourseLeaf CIM and 87.5% Recommend or Strongly Recommend CourseLeaf CAT
- Lower quoted Implementation cost of \$86,850 and Annual Subscription cost of \$51,360 \*
- Better User Experience per Registration and Records staff

\* Cost anticipated to be lower after contract negotiations

# Next Steps...

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- ARB Presentation 10/11
- Committee Presentations
  - Faculty Council Academic Committee 10/7
  - Deans Council – 10/14
  - University Senate – 10/15
  - ATC – 10/20
  - ITESC – 10/21
- Obtain Approval to Award Bid
- Start Contract Negotiations
- Prepare for Spring 2022 Implementation



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# Enterprise Texting

*ITESC*  
October 21, 2021



# Mongoose Cadence

## Recent Activity

- Client Outreach
  - Admissions/Enrollment Operations
  - Athletics
  - Student Academic Services
  - Student Development
- Product Launch
  - Vaccination Push (COVID-19)
  - State mandated immunization and registration holds
  - First-Year Convocation



# Vaccine Push

## Targeted Return to Campus Proof of Vaccine Campaign

23,771  
Sent

0  
Unread

99% Delivered



14% Replied



18 Separate Primary Messages Created

### Observations

- The channel works as a tool to compel action. There was a significant uptick in the community uploading proof of vaccination in relation to when messages were sent.
- SMS is NOT email. This audience was much more likely to engage in conversation on texting platforms than they are in any other channel. Be deliberate in making a call to action.
- While auto-replies from the platform help, the medium requires constant attention
- The audience wants the conversation to be immediate and continue within the platform. Templated answers can make this process smoother.
- Be careful in asking open-ended questions as they generate unfocused response.
- Be prepared to respond and include other stakeholders in the chain. Multiple subject matter experts can share the volume and pace of response.
- For the benefit of the audience and to aid the management of response, create smaller, personalized groups

# Governance Process

- Establish committee to build out policy and guidelines
  - Representatives from:
    - Human Resources
    - Student Development
    - Academic Student Services
    - Athletics
    - Advancement
    - Enrollment
    - Wellness Center
    - ITS – Tony Vavarutsos
    - Faculty/Academic Affairs
- What are the challenges and opportunities of a distributed access model?
- Oversight of a Master Calendar
- How do we define the roles in enterprise texting across campus ?



# Next Steps

Governance and Policy  
Training and Best Practices  
Incorporate Text Messaging into Integrated Communication Campaigns

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# FY22 Q1-Q2 Progress Report

Prioritized Ranking	Program Group	Status	Comments
Pre-Approved	LOCUS Enhancements (5)	In Progress	Technical middleware being upgraded
Pre-Approved	Information Security Program (6)	In Progress	October is information security awareness month
Pre-Approved	IT Disaster Recovery (5)	On Hold	Resource constrained
Pre-Approved	Enterprise Content Management (4)	In Progress	Active project include AP Check Requisition workflow, HEERF Phase III, RR workflow overview, and Wellness Center – COVID 19 Immunizations
Pre-Approved	 Business Intelligence/Data Warehouse (7)	In Progress	Progress slowed, resource constrained, projects backlogged
Pre-Approved	Lawson/Kronos (2)	In Progress	Interface to Workbright onboarding platform added
Pre-Approved	 COVID-19 Related Projects (5)	In Progress	Focus on process automation, CARES/HEERF III, vaccine & testing compliance, dashboards & Health App, CLEAR Health Pass (new)
Ranked Separately	Research Computing Services (8)	In Progress	The Quarterly Refresh PCORI CAPriCORN Data Mart was completed in both July and October
Ranked Separately	 Stritch School of Medicine (5)	In Progress	Analysis on admissions systems replacement
1	<b>LDE Foundation: Collaboration and Security (2)</b>	In Progress	IAM vendor selection narrowed, schedule being created, EMM extended to validate MS updated product offerings
	Identity and Access Management (IAM) Enhancements	In Progress	
	Enterprise Mobility Management (EMM)	In Progress	
2	<b>LDE Consumable Experience (5)</b>	In Progress	
	 <b>Student Experience Lifecycle (3)</b>	In Progress	Concept, opportunities, and potential KPIs to be discussed with various audiences - ATC, joint Cabinet/Deans, identify student group(s), others
	Student Mentoring - SSOM Sub-Hub (PeopleGrove)		LoyolaLinked - branded product, Central Hub & SSOM sub-hub launch in mid-late October
	Student Mentoring - Central Hub (PeopleGrove)		
	School Based CRM Pilot with Slate	In Progress	SLATE being piloted, receiving multiple proposals for review/comparison
	ITS Portal Pilot	On Hold	Project moved to Hold status in September, resource constrained
LDE Digital Experience: O365 Application Portal Pilot			

# FY22 Q1-Q2 Progress Report

Prioritized Ranking	Program Group	Status	Comments
3	 Faculty Administration Re-Architecture Strategy-FARS (5)	In Progress	Phase I of Faculty Online contracts went into production on September 1 Faculty Salary Planning (FSP) go-live date is postponed to the end of March 2022 Resource constraints have slowed efforts New focus on onboarding workflow to assist with Spring Semester, Workbright for onboarding, online contracts for Lakeside adjuncts and badge creation process
	Faculty Administration Re-Architecture Strategy-FARS		
	Faculty Salary Planning		
	Faculty Online Contracts Phase II		
	FARS Phase II Requirements and Future State Design		
	Faculty Activity Reporting (replaces Digital Measures)		
4	Student Success Phase II (EAB Navigate)	In Progress	3,600 unique students logged into the Navigate Student platform, One-Click registration pilot for Spring 2022 registration in November
5	<b>LDE Transformation: Digital Assistant/Chatbots (6)</b>	In Progress	Expansion of ChatBot to LOCUS homepages, LUC.EDU homepage, Wellness Center and Financial Aid, Human Resources is next
	Chatbot - Human Resources		
	Chatbot - Financial Assistance		
	Chatbot - ITS Service Desk Expansion		
	Chatbot - Academic Advising		
	Chatbot - Student Development		
	Chatbot - Enrollment Systems		
6	 Advancement CRM RFP	In Progress	Vendor partner negotiations
7	 Data Governance & Integrity	In Progress	Analysis underway, data governance manager hired
8	Enterprise Texting (Cadence)	Live	Product launched in July, the governance processes and best practices/policy for ongoing use is being established
9	Academic Catalog and Curriculum Software	In Progress	Final vendor selection steps and presentations in progress

# FY22 Q1-Q2 Progress Report

Prioritized Ranking	Program Group	Status	Comments
10	<b>Travel Mgmt Services (2)</b>	In Progress	Contract being finalized
	Travel Management (Egencia)		
	Travel & Expense Management		
11	Space and Asset Management - Phase II (Archibus)	Live	New ticketing system went live in August
12	Automate HSC Parking/ID Processes	In Progress	Project request submitted to Trinity
13	Arrupe Commencement Data Collection	Live	Reporting established in August
14	 Replacement of ECSI SALNet (Flywire)	Cancelled	ECSI improved its capabilities so no need to change vendors
15	Dispatch & Incident Tracking Upgrade (ARMS 2020)	Live	Upgrade completed in August
16	Athletics Ticketing Replacement for Neulion (AudienceView)	Live	New system went live in July, wrapping up extract and scanner work
17	HSC WebCheckout Organization Center	Live	New service went live in August
18	Review and Evaluate Proposed Research Administration Solutions	Pending	Pending start, project sequencing under discussion
New	Housing & Res Life Management Software Upgrade (RMS/Mercury)	Live	Upgrade completed on October 8th
New	Virtual Event Platform for Quinlan School of Business (vFairs)	Live	New product went live on October 12th
New	Enterprise Learning Hub - Phase 3 & 4	Live	Get Inclusive in the Learning Hub for HR & Title IX training
New	Learning Management System Upgrade (Sakai)	In Progress	Information sessions being planned, live over winter break
New	 HSC Flu Shot Compliance	In Progress	Tracking & compliance via Health App, communications underway
New	 State Required Immunization Follow-ups	In Progress	Follow-up communications for 3629 non-compliant students

# 2021 ITESC Schedule

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## **February 25, 2021 - Thursday, 10:00 AM-12:00 PM**

- Institutional and Technology Change Management
- Student Experience & External Partner Technology Planning
- Data Integrity

## **April 22, 2021 - Thursday, 10:00 AM-12:00 PM**

- Enterprise Texting
- Major Initiative Next Steps
  - PeopleGrove Mentoring
  - CRM Platform
  - Data Integrity/Cleanup
  - Information Security
- ITESC Governance Review
- Planning for Future Investments

## **June 17, 2021 - Thursday, 10:00 AM-12:00 PM**

- Enterprise Initiative Updates
  - Faculty Admin Re-architecture Strategy (FARS)
  - PeopleGrove Student Mentoring CRM
  - Platform for Schools Advancement CRM
  - Enterprise Texting
- Data Governance & Integrity
- Project Portfolio Prioritization

## **August 12, 2021 - Thursday, 10:00 AM-12:00 PM**

- Planning for Future Investments
- Enterprise Research Administration
- SSOM Admissions
- HSC Telephony Replacement
- ITS Project Capacity

## **October 21, 2021 - Thursday, 10:00 AM-12:00 PM**

- Digital Badging
- Academic Catalog and Curriculum Management
- Enterprise Texting
- FY22 Q1-Q2 Progress Report

## **December 14, 2021 - Tuesday, 10:00 AM-12:00 PM**

- Project Portfolio Prioritization