

Delta College

Information Technology Strategic Plan

2009-2012
Updated: April 2011

A horizontal banner with a dark blue background. On the left, there is a black and white photograph of a classical column. The text "SUNGARD HIGHER EDUCATION" is written in white, bold, sans-serif capital letters across the center of the banner.

SUNGARD HIGHER EDUCATION

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Planning Rationale

This plan describes Delta College's plan for information technology for the next three years. In creating this plan, the planning team utilized data about external forces impacting the College, survey data describing internal technology issues, and their own assessment of the College's needs. As this is a fluid process concerned with the evolving reality of how technology is employed across the entire community the institution would benefit from continually monitoring those needs and adjusting this plan accordingly.

While the planning team prioritized and sequenced the activities necessary to pursue the desired future state of Delta's technology, the current economic environment may render the scope of this plan too large to implement in a single period. As such, College decision makers will need to review and possibly re-sequence activities and adjust accordingly.

The first adjustment of this plan was performed in April 2011 to cover the 2011 to 2014 period. This consisted of a review of all elements and progress made with updates as necessary to insure a continuation of progress with current initiatives as well as additional considerations and directions to account for evolving institutional needs.

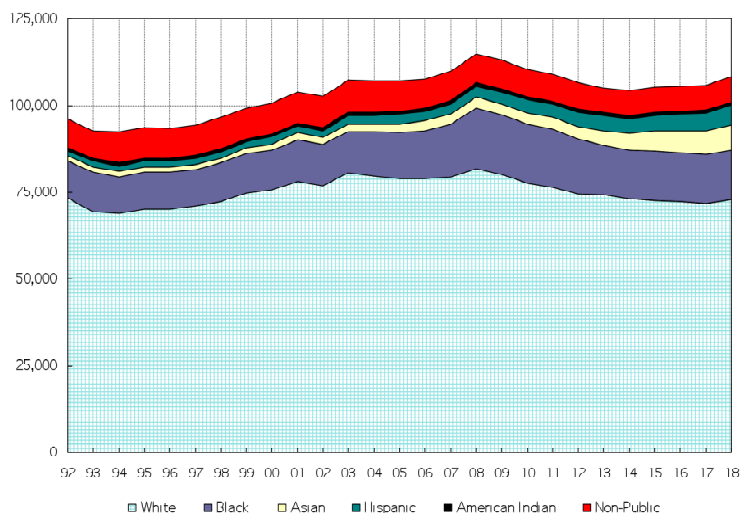
Plan Structure

Both the elements of this plan and the process used to develop it are rooted in the culture of Delta College –our aim is that it will read with a familiar feel. This is a practical document addressing the reality on the ground. It begins with a brief look at external issues impacting the College, the institution itself, and moves quickly on to the specifics of information technology, and implementation of this plan.

Context: External Influencers

Students

The College Board¹ projected the number of high school graduates in Michigan to peak around 2008-09 with a downward trend thereafter until 2014, potentially impacting enrollment at Delta. The recent economic turmoil has some students remaining in school longer waiting for changes in the job market and others holding off on school expenses due to economic concerns. Regardless of the demographic shifts that may be occurring within the



student body, one trend is emerging across all demographic groups –spending is down. According to the National Retail Federation² back-to-school spending dropped 7% in 2008, with the average college student spending \$600 on back-to-school purchases. Of that amount, approximately \$200 is dedicated to technology purchases.

National Technology Spending Trends

By the end of 2012, IT spending in education is projected to reach \$56 billion. This growth is attributed to spending in telecommunications, collaborative technologies and outsourced IT services. Higher education accounts for about 64% of total educational IT spending. In the 2005-2006 academic year, post secondary institutions collectively spent \$6.94 billion on technology. On average, the technology budgets at private institutions rose during that period by 26%, and by 20% at public institutions.



¹ Source: WICHE/The College Board

² Accessed March 2009, at http://www.nrf.com/modules.php?name=News&op=viewlive&sp_id=552

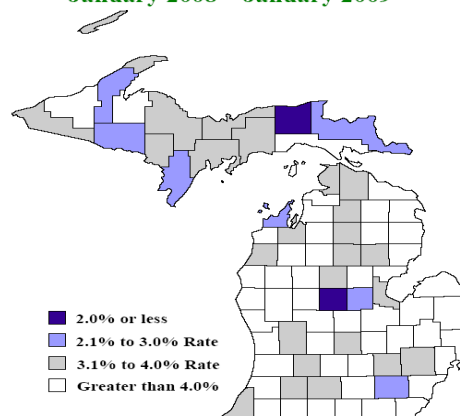
Regional Economic Conditions

Nationwide, state governments are predicting less public spending on higher education. As indicated in the graphs below, unemployment rates in the major Michigan labor markets have increased steadily over the past two years. The combined statistics places Michigan's unemployment rate at 12.6 % in the first quarter of 2009, compared to the national unemployment rate, for the same period, of 8.5%. The distressed automotive industry is attributed to the state's employment rate.³

Local Area Unemployment Rates^(g)

Local Area	Jan	Dec	Jan
	2008	2008	2009
	Rate	Rate	Rate
Michigan	7.9%	10.5%	12.5%
Ann Arbor	4.9%	6.9%	7.3%
Battle Creek	7.2%	9.6%	11.2%
Bay City	7.6%	9.7%	11.5%
Detroit-Warren-Livonia	8.2%	10.6%	13.0%
Flint	9.5%	12.1%	14.8%
Grand Rapids-Wyoming	6.3%	9.0%	10.3%
Holland-Grand Haven	6.1%	9.3%	11.4%
Jackson	7.9%	11.0%	12.1%
Kalamazoo-Portage	6.1%	8.9%	9.6%
Lansing-East Lansing	6.1%	8.4%	10.9%
Monroe	8.1%	11.3%	14.6%
Muskegon-Norton Shores	7.5%	11.6%	13.6%
Niles-Benton Harbor	7.7%	10.2%	11.6%
Saginaw-Saginaw Township	8.2%	10.2%	12.4%
Upper Peninsula	8.9%	11.4%	12.4%
Northeast Lower Mich	12.5%	15.2%	17.0%
Northwest Lower Mich.	9.2%	12.2%	13.8%

**Unemployment Rate Change
January 2008 – January 2009^(g)**



Competitive Realities

Two-year institutions represent the largest segment of US higher education. There are over thirty institutions in the state of Michigan with new competitors entering the marketplace. According to the Integrated Postsecondary Data Education Research (IPEDS)⁴ there are ten institutions in the region matching Delta in terms of size and scope. Those institutions are:

Grand rapids Community College (Grand Rapids)
Henry Ford Community College (Dearborn)
Jackson Community College (Jackson)
Kalamazoo Valley Community College (Kalamazoo)
Kellogg Community College (Battle Creek)

Lansing Community College (Lansing)
Mott Community College (Flint)
Muskegon Community College (Muskegon)
Schoolcraft College (Livonia)
Washtenaw Community College (Ann Arbor)

Due to the downturn in the nation's economy, state governments are predicting less public spending on higher education as state revenues continue to fall. For the state of Michigan, however, funding for community colleges is set at \$299.4 million for the current fiscal year. This budget will provide access to higher education for more than 450,000 residents living within close proximity of the state's 30 community colleges.

³ <http://www.michigan.gov/treasury>.

⁴ <http://nces.ed.gov/ipeds>

Context: Delta College Institutional Plan

An integral part of the Tri-City community and surrounding area, Delta College seeks to meet the diverse needs of its community and this is articulated in its institutional vision of being the community's first choice to "...learn, work, and grow." Technology is one tool that the College uses to achieve its vision. In fact, the Community College Journal named Delta College as one of the top 10 tech-savvy community colleges in the United States⁵. Technology, like other aspects of the institution, exists within an interlocking framework of College values, priorities, and culture.

College Vision

While this document is a strategic plan for information technology, it is focused on supporting Delta College's institutional vision. That vision⁶ is stated as:

Delta College is our community's first choice to learn, work and grow.

College Values

The values underpinning the College's plans as it strives towards its vision are listed below.

- **Diversity:** We actively promote, advocate, respect and value differences. We foster a welcoming environment of openness and appreciation for all.
- **Integrity:** We are committed to honesty, ethical conduct, and responsibility.
- **Respect:** We stand for trust, caring, loyalty and academic freedom.
- **Excellence:** We support outstanding achievement in our students, employees, and communities. We have a passion for quality and strive for continuous improvement.
- **Leadership:** We create and communicate inspirational visions for results. We are accountable to our communities.
Innovation: We rejoice in creative change. We are flexible, agile, and risk-taking.
- **Teamwork:** We foster communication and collaboration across boundaries, and support shared governance.
- **Learning-Centered Community:** We are an engaging, inclusive, diverse learning organization. We focus on academic excellence, civic responsibility and community leadership.

⁵ and ⁶ As reported in the *Report to the Community*. Accessed April 2009 at <http://www.delta.edu/PDFFiles/Marketing/Report.pdf>

College Goals

Delta College will pursue its institutional vision by pursuing the strategic priorities⁷ and plans listed below.

1. Promote success for all students, in the classroom and in life.
 - a. Develop a comprehensive and coordinated retention plan, which includes student engagement, satisfaction and goal attainment.
 - b. Focus on program assessment and use assessment results to improve programs, with documented progress in the Assessment Academy Action Projects.
2. Understand and respond to our communities' needs.
 - a. Define and execute action plans based on the results of the community perceptions study (CLARUS study); assess and redeploy as appropriate.
 - b. Identify and assess Delta's work towards embracing diversity, fostering respect for members from every group and expanding global awareness. Also identify ideas and benchmarks at other comparable colleges including League colleges.
 - c. Identify new diversity initiatives based on recommendations of the President's Diversity Task Force.
 - d. Develop methods to report annually on the progress of diversity initiatives.
3. Using all resources in an efficient and sustainable way.
 - a. Implement a comprehensive institutional effectiveness program. Successfully maintain accreditation through AQIP, and deploy accurate and visible measures of effectiveness, while investigating applications for Michigan and Baldrige Quality Awards
 - b. Develop and implement a centralized academic facility scheduling process promoting the efficient utilization of space.
 - c. Develop and implement alternative delivery modes and schedules to meet student needs and create efficient enrollment patterns.
 - d. Initiate the development of a comprehensive plan to achieve climate neutrality and initiate two or more tangible actions to reduce greenhouse gases.
4. Respect and grow our people personally, professionally, and organizationally.
 - a. Define model processes to be used to move toward the organizational learning culture, including shared vision, team learning and changing assumptions to fit new realities.
 - b. Develop a comprehensive organizational employee professional development plan, using input from employees, supervisors, and departments.
 - c. Incorporate individual professional development goals so that they become central to the performance management process.
 - d. Obtain feedback regarding needs and define core competencies for a sample of critical job roles to guide plan development.

⁷ As described in its 2008-2011 Strategic Plan.

A Strategy for Information Technology

Vision for Information Technology

Through campus discussions and peer interviews, the planning teams investigated and defined the desired future state of technology at Delta. Their focus was on:

- Users feeling comfortable with technology.
- Technology integrated into Delta's operations and practices.
- Users' ability to access Delta resources anytime and from any location.
- Facilitating connections with constituent groups.
- Technology being agile.
- Decisions being made based on academic and institutional needs.

These ideas came together in creating a vision for information technology at Delta College. This vision was again reviewed during the plan update discussions, providing a greater degree of clarity in its depiction of the future state.

Information Technology at Delta College supports the Delta community by providing a secure, robust technical environment. Delta weaves sustainable and innovative technology into daily practices to continuously improve how we learn, work, and grow.

Core Values for Information Technology

Making progress toward the ideal state defined in the IT vision statement requires making numerous complex choices and codependent decisions. Because these future decisions may be subject to competing pressures and perspectives, the IT strategic planning team sought to develop standards to lend focus and clarity to the decision-making process.

The Core Values for Information Technology reflect the ideal state of how community members should operate with one another in terms of technology throughout the organization. In addition, these values are aligned with institutional values and external trends impacting the institution. As decisions are required, the values are designed to help guide actions when choices are complex. They provide steady steering for consistent decision-making that is not just focused on doing things right, but on doing the right thing. The team created the following value statements for information technology.

Diversity

In order to actively promote, advocate, respect, and value differences technology at Delta College will;

- Support multiple platforms in order to facilitate access to a diversity of users across a range of socio-economic groups.
- Balance face-to-face with technology-supported interactions to expand the range of options for all learners.
- Provide multiple forms of training and support to meet the range of user needs, expertise, and expectations.

Integrity

Delta College is committed to honesty, ethical conduct, and responsibility. As such, technology will;

- Provide a safe computing environment free from viruses, spam, and malware.
- Employ uniform guidelines in order to simplify access.
- Educate users about copyrights, site licenses, and ethical use of technology.
- Manage bandwidth use in order to provide access to all.
- Enforce appropriate use of records and data.

Respect

Delta College stands for trust, caring, loyalty and academic freedom, and technology;

- Respects the individual and their unique skill levels.
- Adheres to accessibility and use guidelines.
- Has an IT Governance committee to make recommendations and help guide institutional budgeting priorities.
- Has an ongoing planning process.
- Recognizes there is a balance between public use of technology and security concerns.
- Is provided for students, faculty, and staff use.

Excellence

Delta College supports outstanding achievement in our students, employees, and communities. Delta has a passion for quality and strives for continuous improvement and technology;

- Works to promote College Continuous Learning.
- Works to set and support ever-higher minimum technology skill levels.
- Is defined by the College and best classroom practices are respected when new technologies are implemented.
- Is one way the College strives to be a state and national leader.
- Decisions are made by the IT Governance group.
- Is used by the College to promote excellence.

Leadership

Delta College creates and communicates inspirational visions in order to achieve results. The College is accountable to its communities and technology will:

- Prepare students to leave the College with an appropriate level of technical skill and expertise, and set an example of responsible use of technology in their community and future institutions.
- Be lead by decision makers who continually monitor the external environment to ensure the College is applying best practices.
- Allow the College to offer affordable, practical and accessible technology to all users.
- Provide training in the responsible use of technology and the capability it affords.
- Provide a platform to provide leadership in technology to the community, local businesses, the region, and state.

Innovation

Delta College rejoices in creative change. The College is flexible, agile, and risk-taking and regarding technology;

- The College affords opportunities for change and supports it when it works. Conversely when technology doesn't work the College is not afraid to drop it in exchange for something else.
- Experimentation is accepted and encouraged.

Teamwork

Delta College fosters communication and collaboration across boundaries, and supports shared governance. For technology the College;

- Needs to include cross-campus input and make decisions by a representative group. This process should support and improve teamwork.
- All faculty and staff should use the College standards, tools, and systems.
- Technology decisions should positively impact students or services for students.

Learning-Centered Community

Delta College is an engaging, inclusive, diverse learning organization. We focus on academic excellence, civic responsibility and community leadership and;

- Technology's primary purpose is to support learning.
- Learning takes place in different places, with different times, and methods.
- Adequate training and support is offered to all constituents.
- Training and support is always included as part of the introduction of new standards, tools, and systems.
- The College works to ensure the focus of technology is directed at students first and then College employees.
- The College community is broader than just those on campus.

Sustainability

Delta College strives to provide opportunities to consider, develop, and implement processes and practices intended to improve the quality of our environment. Specifically regarding technology the College will;

- Manage bandwidth use in order to provide access to all.
- Recycle computers and other components when possible.
- Manage printing to both conserve resources and share resources among students, faculty, and staff.
- Pursue clean power generation and use whenever possible.
- Employ technology to foster social interaction and collaboration.
- Works to contain the costs associated with technology.

Goals for Information Technology

The College's goals for information technology are listed below. These goals are supported by the entire institution and are not merely the domain of the Office of Information Technology. As such, resources from all corners of the institution will be called upon to implement this plan.

1. Delta's technology resources enable learners to successfully achieve their educational outcomes with ease and efficiency.
 - a. Establish a smart classroom strategy and train the faculty in their effective use.
 - b. Create an online learning environment, which is reliable and easy to use.
 - c. Establish appropriate and effective online offerings (to include courses, materials, and student services).
 - d. Implement a web-based portal solution to expand anytime / anywhere access to college resources.
 - e. Implement a scheduling process that meets faculty, curriculum, and student needs.
2. Provide appropriate, secure, and robust access to Delta resources for all constituencies.
 - a. Define and establish an Information Security Risk management strategy.
 - b. Review and develop a strategy for high-availability access to externally-facing electronic resources.
 - c. Expand wireless access to all appropriate campus and center locations.
 - d. Evaluate technology resource demand and manage appropriately.
3. Provide quality professional development programs, focusing on technology, for faculty and staff as they help students meet their educational goals.
 - a. Determine and prioritize the scope, range, and support needs of professional development in technology.
 - b. Determine the appropriate mix of delivery options (i.e., online tutorials, self-paced materials, group workshops).
 - c. Establish assessment measures, implement, and monitor findings.
 - d. Promote training and support services to the College community.
4. Provide access to accurate and consistent data supporting decision-making and continuous quality improvement.
 - a. Finalize the data warehouse structure and access strategies for the College community.
 - b. Establish reporting needs and cycles.
 - c. Train authorized users in the use of a report builder tool to utilize the data warehouse.

- d. Coordinate online resources to create an easy-to-use knowledge management system.
5. Manage resources in economically, environmentally, and socially responsible manner.
 - a. Investigate and implement (if appropriate) print management strategies which support both effective learning and efficient management of resources.
 - b. Investigate and implement (if appropriate) open source solutions as a cost-saving measure.
 - c. Create a comprehensive energy management system for technology.
 - d. Maximize the life cycle for technology resources by matching user needs with appropriate technology.
 - e. Review and implement (if appropriate) upfront recycling measures for technology purchases.
 - f. Evaluate new technology as it applies to the triple bottom line, which balances economic and educational needs.
 - g. Implement an online Human Resource performance evaluation system
6. Model technology leadership to Delta College and the surrounding community.
 - a. Maintain up-to-date technology curriculum to meet the needs of Delta's community.
 - b. Identify and prioritize ideas for engaging the community.
 - c. Develop and maintain an IT Governance structure to include faculty, staff, and student input.
 - d. Continue to collaborate with other institutions in and outside of Delta's region.

Relationship with Institutional Goals

The table below represents the interplay between the institution's goals and those for technology.

<p style="text-align: center;">Institutional goals</p> <p>IT Goals</p>	<p>Promote success for all students, in the classroom and in life.</p>	<p>Understand and respond to our communities' needs.</p>	<p>Using all resources in an efficient and sustainable way.</p>	<p>Respect and grow our people personally, professionally, and organizationally.</p>
<p>Delta's technology resources enable learners to successfully achieve their educational outcomes with ease and efficiency.</p>	x	x		
<p>Provide appropriate, secure, and robust access to Delta resources for all constituencies.</p>	x	x		x
<p>Provide quality professional development programs, focusing on technology, for faculty and staff as they help students meet their educational goals.</p>		x		x
<p>Provide access to accurate and consistent data supporting decision-making and continuous quality improvement.</p>		x	x	x
<p>Manage resources in economically, environmentally, and socially responsible manner.</p>			x	
<p>Model technology leadership to Delta College and the surrounding community.</p>	x	x		x

Implementing Strategic Goals

This plan is focused on how technology can and should be used to further the institutional mission. In order for this planning process to be truly successful, the institution must be able to operationally implement the plan on an annual basis. The Implementation Grid on the following pages describes the goals and strategies making up Delta's strategy for information technology. The following components are included in this grid.

- **Strategic Focus** are targets to complete in order to achieve the vision.
- **Action Project** associated with each Strategic Focus identifies implementation actions.
- **Action Project Tactical** are measurable actions required to complete the Action Project.
- **Organizational Process to be Improvement** defines how areas / processes will be improved.
- **Progress** is a brief status update report so the reader can track the progress of the Action Plan
- **Outcome Measures** define, in measurable terms, what will occur if the Action Project is achieved.
- **Department Leaders** identifies the individual, department, or area that has major responsibility for accomplishment of each of the strategies. As this is a plan which impacts the entire institution, many different groups will be involved in implementing it. Therefore the party identified in this section is that which has primary responsibility for the Action Project. Typically it will be the responsibility of these individuals or groups to develop the annual operating plans and appropriate budget requests for each of the assigned strategies as well as more detailed project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the Action Project.
- **Rationale** describes why the Action Project is necessary.

Note: Items in the following grids that are **LIGHT BLUE have been completed.*

Strategic Focus / Area

1. Delta's technology resources enable learners to successfully achieve their educational outcomes with ease and efficiency.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
1.a Establish a smart classroom strategy and train the faculty in their effective use	<p>Evaluate and identify the academic needs for smart classrooms</p> <p>Create and establish consistent technology room profiles.</p> <p>Establish training and support services for faculty using these spaces.</p>	Enhance the faculty's teaching capabilities by providing spaces that expand their instructional strategies.	A strategy has been defined by Academics, which includes training.	All faculty using Smart classroom spaces will be able to use all of the room's functionality.	<p>Academic Services</p> <p>Faculty Center for Teaching Excellence</p> <p>Center for Organizational Success</p>
Rationale					
1.b Create an online learning environment, which is reliable and easy to use.	<p>Evaluate and identify the academic needs (desired functionality and features) for online learning.</p> <p>Determine if the current online tools (i.e., D2L) meet those needs.</p> <p>If current needs are not met by the current online toolset, coordinate demonstrations of other tools to assess their capabilities.</p> <p>If appropriate, develop a plan for migration / expanding online toolset.</p>	Expand educational opportunities by enhancing the digital environment and offerings.	The eLearning Strategic plan has been created and executed upon.	The quality of online offerings will improve and user frustration with the digital environment will be reduced.	eLearning Information Technology
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
1.c Establish appropriate and effective online offerings (to include courses, materials, and student services.)	<p>Identify possible areas of need for expansion of online offerings and services.</p> <p>Determine appropriate tactics to expand online offerings and services</p> <p>Work with appropriate units to design and develop needed offerings and services as identified.</p> <p>Pilot test offerings, evaluate impact, and refine before expanding.</p>	Access to educational offerings and services will be 24x7, from any location, and will reduce cycle time.	<p>The eLearning Strategic plan has been created and executed upon.</p> <p>The online Orientation System was updated and enhanced.</p>	Students will have access to a greater range of educational services and offerings over 2009 levels.	<p>eLearning</p> <p>Academic Services</p> <p>Student & Educational Services</p>
Rationale					
1.d Implement a web-based portal solution to expand anytime / anywhere access to college resources.	<p>Establish a portal committee.</p> <p>Identify possible services and capabilities to include in a portal environment and responsible parties.</p> <p>Determine functionality and features needed by the portal environment and coordinate demonstrations of possible tools / systems.</p> <p>Select the tool / system which best meets the College's needs and develop plan for implementation.</p> <p>Implement Phase 5 of Web Based portal project</p> <p>Integrate My Delta</p>	Users will be able to access those resources they need from a single location.	The My Portal system has been developed and deployed for students.	Expand access to College resources and reduce frustration in locating necessary materials, services, and resources.	<p>SES</p> <p>Information Technology</p>
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>1.e Implement a scheduling process that meets faculty, curriculum, and student needs.</p>	<p>Evaluate and identify the academic needs which can be met by an efficient room scheduling process.</p> <p>Evaluate existing scheduling toolset to determine how these needs are, or are not, being met.</p> <p>If additional tools need to be added or replaced within the toolset, coordinate demonstrations of tools / systems with vendors which could meet these needs.</p> <p>Select appropriate tool / system and develop plans for implementation.</p> <p>Evaluate if the academics needs that were <i>identified and if they</i> have been met.</p>	<p>Better use existing classroom facilities and enhance forecasting needs for expansion.</p>	<p>The scheduling process has continued to be reviewed and adjusted by the scheduling taskforce. (i.e. ELF import process was defined to help increase the effectiveness of importing data into Datatel from the scheduling database.)</p>	<p>Reduction in complaints about room assignments and greater utilization of current facilities.</p>	<p>Scheduling Task Force</p>
<p>Rationale</p>					

Strategic Focus / Area

2. Provide appropriate, secure, and robust access to Delta resources for all constituencies.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>2.a Define and establish an Information Security Risk management strategy.</p>	<p>Establish Information Security Governance structure for the institution</p> <p>Define institutional data types and classify all data locations</p> <p>Clarify responsibilities and accountability for safeguarding confidential / sensitive data</p> <p>Reduce access to confidential / sensitive data not absolutely essential to institutional processes</p> <p>Establish and implement controls for safeguarding confidential / sensitive data</p> <p>Provide awareness and training to faculty, administration, staff, and students</p> <p>Verify compliance routinely with institutional guidelines and procedures</p>	<p>Authorized users will have greater access to information, while ensuring the protection of sensitive data.</p>	<p>Incident response process has been defined.</p> <p>Monthly audit process from SGHE corporate has been established and implemented for all IT Services.</p>	<p>No security breaches will occur which jeopardizes sensitive data.</p>	<p>Executive Leadership</p> <p>Information Technology</p>

Rationale

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>2.b Review and develop a strategy for high-availability access to externally-facing electronic resources.</p>	<p>Assess accessibility needs and determine access targets.</p> <p>Identify strategies to meet desired targets.</p>	<p>Establish processes to protect the integrity and continuity of critical data.</p>	<p>As new services are defined or refreshed, a strong focus on high availability is taken in to consideration. (i.e. My Portal, My Delta, D2L)</p>	<p>Critical data will be backed up and accessible in the event of an unplanned event.</p>	<p>Information Technology</p>
Rationale					
<p>2.c Expand wireless access to all appropriate campus and center locations.</p>	<p>Finalize expansion plans and communicate implementation schedule to the College community.</p> <p>Implement plans, test, and refine.</p> <p>Conduct training and expand support services for those impacted by the expansion.</p> <p>Determine expansion strategy/funding</p>	<p>Access to College resources will be possible from any campus location.</p>	<p>Wireless access has been implemented for all teaching and learning areas.</p>	<p>Users will have access to College resources from any campus location.</p>	<p>Information Technology Facilities</p>
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>2.d Evaluate technology resource demand and manage appropriately.</p>	<p>Define the various technology resources to evaluate the demand of each technology resource</p> <p>Determine significant usage patterns for each technology resources</p> <p>Evaluate and prioritize learning environment needs.</p> <p>Evaluate and define approaches to serve community members as they access College resources.</p> <p>Evaluate and prioritize technology resources.</p>	<p>Refine processes for monitoring and balancing demand loads.</p>	<p>SGHE Monitoring has been setup for My Delta to help monitor and balance access within the environment.</p>	<p>All users will have access to the technology they need in a fair and equitable fashion.</p>	<p>Executive Leadership</p> <p>Information Technology</p>
<p>Rationale</p>					

Strategic Focus / Area

3. Provide quality professional development programs, focusing on technology, for faculty and staff as they help students meet their educational goals.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>3.a Determine and prioritize the scope, range, and support needs of professional development in technology.</p>	<p>Determine the needs for professional development in technology</p> <p>Prioritize the needs of professional development in technology</p> <p>Develop a funding and resource allocation plan to support the development of prioritized offerings.</p>	<p>Enhance the process for delivering technology training to the campus community.</p>	<p>Needs are defined through satisfaction surveys, Technology Support team, surveys to adjuncts, and specific requests made by department heads.</p> <p>Needs and priority is defined as part of the COS annual planning process.</p>	<p>Faculty and staff will effectively use the technology and resources provided by the College as they perform their duties.</p>	<p>Department Heads</p> <p>Information Technology</p> <p>Center for Organizational Success</p>
Rationale					
<p>3.b Determine the appropriate mix of delivery options (i.e., online tutorials, self-paced materials, group workshops).</p>	<p>Assess the user's needs for delivery option alternatives.</p> <p>Identify possible sources for materials (i.e., vendors, College resources)</p> <p>Pilot alternative options and monitor use.</p>	<p>Enhance the process for delivering technology training to the campus community.</p>	<p>The majority of the training provided is classroom or one-on-one training. Expansion in the use of online video training has also been performed.</p>	<p>Users will have greater choices in selecting the training and support services they need as they use technology.</p>	<p>Information Technology</p> <p>Center for Organizational Success</p>
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
3.c Establish assessment measures, implement, and monitor findings.	<p>Identify and adopt campus-wide measures.</p> <p>Build mechanisms to gather and evaluate data.</p> <p>Establish process for interpreting and communicating findings to campus and decision-makers.</p>	Decision makers will have access to data to support their deliberations.	<p>Surveys are conducted at the end of each training session.</p> <p>The implementation of the online HR appraisal system will also help to track training needs.</p>	Decisions will be made based on data.	Center for Organizational Success
Rationale					
3.d Promote training and support services to College community.	Develop communication materials utilizing existing media (i.e., posters, announcements) and near-term future options (i.e., web portal postings)	Improve the ability to communicate with the College community about training and support services available to them.	Communication is sent out the following channels in regards to support services: Flyers, My Portal, various ListServes, Daily Difference, and specific / targeted communication through department heads.	College community members will be aware of, and access, the training and support services which best suit their needs.	<p>Center for Organizational Success</p> <p>Executive Leadership</p>
Rationale					
3.e Enhance Administrative applications/Web Service training resources (i.e., online tutorials, self-paced materials, group workshops).	<p>Assess the user's needs for delivery option alternatives.</p> <p>Identify possible sources for materials (i.e., vendors, College resources)</p> <p>Pilot alternative options and monitor use.</p>	<p>Enhance the process for delivering technology training to the campus community.</p> <p>Enhance organizational effectiveness</p>		Users will have greater choices in selecting the training and support services they need as they use technology.	<p>Information Technology</p> <p>Center for Organizational Success</p>
Rationale					

Strategic Focus / Area

4. Provide access to accurate and consistent data supporting decision-making and continuous quality improvement.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
4.a Finalize data warehouse structure and access strategies for College community.	<p>Define institutional objectives that structure must accomplish.</p> <p>Review institutional objectives against various data warehouse structures and implement.</p>	Decision makers will have a centralized location for accessing current data.	The data warehouse structure has been setup, training conducted for end users, and currently being used.	Searching for current information will be reduced to working with a single data source.	<p>Institutional Research</p> <p>Information Technology</p>
Rationale					
4.b Establish reporting needs and cycles.	Establish reporting needs and cycles.	Reports will be generated on an established cycle.	The Dashboard and other re-occurring reports have been defined and implemented.	Users will have access to current data.	Data Warehouse Committee
Rationale					
4.c Train authorized users in the use of a report builder tool to utilize the data warehouse.	<p>Define institutional objectives that training must achieve.</p> <p>Review various training products against institutional objectives and implement.</p>	Reduce the cycle time required to generate reports.	Key users have been trained in how to use the existing reporting services tool. Additional training will be conducted over the 11-12 year for the general community.	Users will be able to create customized reports which meet their needs.	<p>Information Technology</p> <p>Center for Organizational Success</p>
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
Rationale					
4.d Coordinate online resources to create an easy-to-use knowledge management system	<p>Define institutional objectives for knowledge mgmt system.</p> <p>Review products against institutional objectives and implement.</p> <p>Review and establish governance structures for the enhancement of the online environment.</p>	Decision makers will have a centralized location for accessing current data.	The My Portal system has been setup and implemented. A central reporting solution has also been defined and setup.	Disagreement and confusion about data sources will be minimized.	Information Technology Institutional Research
Rationale					
4.e Enhance data warehouse reporting strategies for College community.	<p>Define institutional objectives that structure must accomplish.</p> <p>Review institutional objectives against various data warehouse structures and implement.</p> <p>Develop training strategy for the College community.</p>	Decision makers will have a centralized location for accessing current data.		Searching for current information will be reduced to working with a single data source.	Institutional Research Information Technology COS
Rationale					
4.f Revisit and expand training of authorized users to increase the understanding and use of reporting services.	<p>Define institutional objectives that training must achieve.</p> <p>Review various training products against institutional objectives and implement.</p>	Enable data driven decisions for increased effectiveness		<p>Successful achievement of AQIP expectations.</p> <p>Increased usage of reporting services to support student success.</p>	Information Technology Center for Organizational Success Institutional Research
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>4.g Revisit and expand training of authorized users to better understand and utilize data effectively.</p>	<p>Define institutional objectives that training must achieve.</p> <p>Conduct data analysis training</p>	<p>Enable data driven decisions for increased effectiveness</p>		<p>Successful achievement of AQIP expectations.</p> <p>Increased usage of reporting services to support student success.</p>	<p>Information Technology</p> <p>Center for Organizational Success</p> <p>Institutional Research</p>
<p>Rationale</p>					

Strategic Focus / Area

5. Manage resources in an economically, environmentally, and socially responsible manner.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
<p>5.a Investigate and implement (if appropriate) print management strategies which support both effective learning and efficient management of resources.</p>	<p>Develop effective and efficient printing guidelines.</p> <p>Investigate tools / systems which could help implement / enforce guidelines.</p>	<p>Reduce waste and cost associated with paper consumption.</p>	<p>A print management strategy has been defined and implemented for the student access areas.</p> <p>A print mgmt strategy is in the process of being defined and implemented for the faculty / staff area.</p>	<p>The College will see an X% reduction in their printing paper costs.</p>	<p>Business Services</p> <p>Information Technology</p> <p>Executive Leadership</p>
Rationale					
<p>5.b Investigate and implement (if appropriate) open source solutions as a cost-saving measure.</p>	<p>Define technology resources to be evaluated for open source comparison.</p> <p>Develop objectives for comparison for each resource.</p> <p>Perform comparison for each resource identified and report back to institution.</p>	<p>The College will have a means to quickly and effectively assess open source solutions.</p>	<p>Jing is used by many to help capture online to-do videos.</p> <p>YouTube is used by many to host online videos.</p>	<p>Reduce costs of custom technology solutions.</p>	<p>IT Governance</p>
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
5.c Create a comprehensive energy management system for technology.	<p>Define need and possible tools / systems for managing resources</p> <p>Coordinate demonstrations of tools / systems and identify viable approaches.</p> <p>Develop and implement plans for pilot projects, evaluate results and refine as needed. Expand to larger scope.</p>	Management of labs will be reduced.	Options are currently being evaluated so a long-term strategy can be defined.	Reduce costs associated with lab operations.	IT Governance, Information Technology, Facilities
Rationale					
5.d Maximize the life cycle for technology resources by matching user needs with appropriate technology.	<p>Define need profiles and appropriate technology "matches"</p> <p>Develop and implement plans for pilot projects, assess results and refine as needed.</p> <p>Expand to larger scope.</p>	Improved stewardship of technology resources.	<p>A traditional desktop computing life cycle has been review but due to funding requirements it was not approved.</p> <p>A thin client desktop computing environment was reviewed but due to technical limitations with streaming media the solution could not be fully implemented.</p>	Provide appropriate technology, which meets user needs, in a cost-effective manner.	Information Technology
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
5.e Review and implement (if appropriate) upfront recycling measures for technology purchases. (contingent upon 5.d)	<p>Assess the needs and possibilities for recycling options.</p> <p>Determine the cost-benefit of recycling strategies and pursue fiscally-viable options.</p>	Improved stewardship of technology resources.	As the desktop life cycle plan is being evaluated, this will be part of the plan that is taken into consideration.	Select technology which has a smaller footprint through enhanced recycling capabilities.	<p>Information Technology</p> <p>Business Services</p> <p>Sustainability Office</p>
Rationale					
5.f Evaluate new technology as it applies to the triple bottom line, that balances economic and educational needs.	<p>Review annually emerging new sustainable technology solutions.</p> <p>Identification of individual initiatives.</p>	The Triple Bottom line will inform technology decisions.	Examples of projects that relate to this action plan are: Print Management for labs, My Portal, iPads	Technology selections will be more sustainable.	<p>Information Technology</p> <p>Business Services</p> <p>Sustainability Office</p>
Rationale					
5.g Implement an online Human Resource performance evaluation system	<p>Define institutional objectives online system must achieve</p> <p>Evaluate products against these institutional objectives</p> <p>Select and implement product</p>	By establishing an online system will help to facilitate the need to complete timely performance review for Delta college faculty / staff.	The online HR performance evaluation system has been implemented.	Performance Reviews will be completed in a timely fashion.	<p>Human Resources</p> <p>Information Technology</p>
Rationale					

Strategic Focus / Area

6. Model technology leadership to Delta College and the surrounding community.

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
6.a Maintain up-to-date technology curriculum to meet the needs of Delta's community	Continually monitor and assess community needs. Develop appropriate offerings in response, or advance, of those needs.	The College will utilize technology to improve its ability to serve the community.	{Ownership deferred to Academic Services, Corporate Service, and Life Long Learning}	Technology will provide greater access to the community to Delta offerings.	Academic Services Corporate Services Life Long Learning
Rationale					
6.b Identify and prioritize ideas for engaging the community	Coordinate with Corporate Services to identify community needs. Evaluate appropriate technology processes / services for College constituencies to meet the identified needs. Implement the appropriate processes / services to meet the identified needs.	Improve the College's ability to monitor, assess, and respond to community needs.	{Ownership deferred to Corporate Service and Life Long Learning}	Greater community participation and interaction with the College.	Corporate Services Life Long Learning Academic Services
Rationale					
6.c Develop and maintain an IT Governance structure to include faculty, staff, and student input	Establish an open dialog / forum for continuous technology improvement.	Enhance Delta's technology decision-making process.	ITAC was repurposed to include additional responsibility regarding Academic Technology needs.	A greater range of input and perspectives will be considered in the decision-making process.	Information Technology SGHE Contract Administrator Academic Services
Rationale					

Action Project	Action Project Tactics	Organizational Process to be Improved	Progress	Outcome Measures	Department Leaders
6.d Increase collaboration with other institutions to better leverage technology resources.	Develop specific tactics to address the needs of each work group.	Expand mutually beneficial relationships to support increased institutional effectiveness and cost reductions		Identify cost savings attributable to the partner relationships. Increased number of mutually beneficial relationships.	Executive Leadership
Rationale					
6.e Enhance IT Governance structures to increase awareness and involvement from faculty, staff, and students	Increase participation in open dialog for continuous technology improvement.	Enhance Delta's technology decision-making process.		A greater range of input and perspectives will be considered in the decision-making process.	Information Technology SGHE Contract Administrator Academic Services
Rationale					

Conclusion

This plan serves as a map to guide progressive change at Delta College, build and expand its capabilities, and outline goals against which IT performance may be tracked. In the event that the scope of activity outlined here may exceed the College's ability and resources to address in a single time period, a step-phased approach may be feasible. As such, the next step Delta needs to take in adopting this plan and associated updates is to continue to carefully prioritize the recommended steps and to monitor goals achievement. The process of monitoring progress and adjusting this plan typically falls to College personnel responsible for IT governance and is reflected in the plan itself. The IT Strategic Plan refresh process has revealed considerable progress towards previously established goals and has extended the tactical steps in many areas towards achieving a greater degree of success.

An IT strategic plan is intended to clarify the institution's intentions and is used to frame communications with the campus community and SunGard Higher Education. While this plan outlines the desired outcomes, it is the responsibility of both institutional decision makers and SunGard Higher Education to bring this plan into being. The value of this plan lies entirely in its implementation.

Appendix 1: Planning Team Members

Name	Title	Department
Barry Baker	Executive Director Communication Tech	Communications Technology
Thomas Bennett	Director of Learning Technology	eLearning
Valerie Bledsoe	Administrative Assistant SES	Student & Educational Services
Christopher Curtis	Associate Professor	Psychology
Terri Gould	SES Division Technology Specialist	Student & Educational Services
Earl Gregory	Assistant Professor	Respiratory Care
Trevor Kubatzke	Vice President of Student & Educational Services / IT CA	Student & Educational Services
Tom Lane	Vice President of Instructional Learning Services	Planning Committee
Debra Lutz	Vice President Finance/Business	Finance
Phoebe Lutz	Math and Computer Science Division Chair	Math & Computer Science
Terry A. McDaniel	Director of Administrative Applications	Office of Information Technology
Chris Mallory	User Services Manager	Planning Committee
Corey McDowell	Academic Lab Manager	Planning Committee
Allan McKay	Product Development Director	General Corporate Admin
Geoff Mead	Technical Services Director	Office of Information Technology
Judith Miller	Dean of Learning Support Services	Academic Services
Nadine Davis	Professor	English
Luarda Ontiveroz	Administrative Office Professional	Student & Educational Services
Larry Ramseyer	Director of Facilities Management	Facilities Management
David Redman	Professor	Math & Computer Science
Dora Salinas	Administrative Office Professional-Training Specialist	Center for Organizational Success
Jason Stahl	Chief Information Officer	Office of Information Technology
Shelly Whitney	Controller	Finance
Jack Wood	LLIC Manager / Library Director	Library
Wm. Michael Wood	Director of Institutional Research	Administrative Services
Kevin Wyzkiewicz	Instructor	Computer Science & Info Tech
Resources		
Cindy Baumgardner	Consultant	SunGard Higher Education
Caryl Bender	Analyst	SunGard Higher Education
Lise Jenkins	Sr. Consultant	SunGard Higher Education