Delta College

TECHNOLOGY STRATEGIC PLAN
2025-2028

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A LETTER FROM THE CIO

Colleagues and Community,

Delta College is entering a bold new chapter—one driven by innovation, connection, and purpose. As we continue advancing our 2023–2027 Strategic Plan, it's clear that technology must not simply support our work behind the scenes but actively help shape our path forward.

Historically, technology was seen as a utility. Today, it is a strategic partner—essential to achieving goals like student success, equity, and community impact. This Technology Strategic Plan outlines how we will align our digital capabilities with institutional priorities across five key focus areas: technology infrastructure and integration, enhancing student experience and engagement, cybersecurity as a core competency, data governance and quality, and AI and digital literacy for innovation and impact.

This plan was built with input from across campus and reflects the lived experiences of our students and employees. It connects directly to Delta's goals—improving retention, increasing access, promoting professional growth, expanding community outreach, and supporting sustainability. It also draws from national trends and best practices, including the EDUCAUSE Top 10, ensuring we are both locally grounded and nationally aligned.

But more than a roadmap, this plan is a commitment: to accessibility, to innovation, and to the people we serve. Our success will depend on transparency, collaboration, and the courage to adapt when needed. I'm proud to support this shared effort and excited about what lies ahead.

Let's move forward—together.

Josh Berry
Chief Information Officer
On behalf of Delta College – Ellucian Managed Services

2025-2028
TECHNOLOGY STRATEGIC PLAN

Beginning in the spring of 2024, Delta College partnered with Ellucian Services to initiate the development of a comprehensive Technology Master Plan. This initiative was launched to ensure that future technology investments and innovations align closely with the institution's strategic priorities and mission. The purpose extends beyond modernization—it is about using technology to enhance student success, promote academic excellence, and drive institutional effectiveness in a rapidly evolving digital world.

Under the leadership of Josh Berry, Chief Information Officer, and Jon Foco, Vice President of Business and Finance, the planning process engaged diverse voices from across the campus. Through focus groups, surveys, and collaborative discussions, valuable input was gathered from students, faculty, and staff to better understand their experiences with technology and their aspirations for the future. These insights directly informed the priorities and recommendations in this plan.

This document also represents the ongoing collaboration of the Delta's Technology Strategies, Priorities & Projects Review Structure (SP2) and its alignment with broader institutional goals. Together, these efforts have produced a forward-thinking and inclusive technology strategy—one grounded in the needs of the Delta College community and committed to using technology as a catalyst for equity, innovation, and progress.
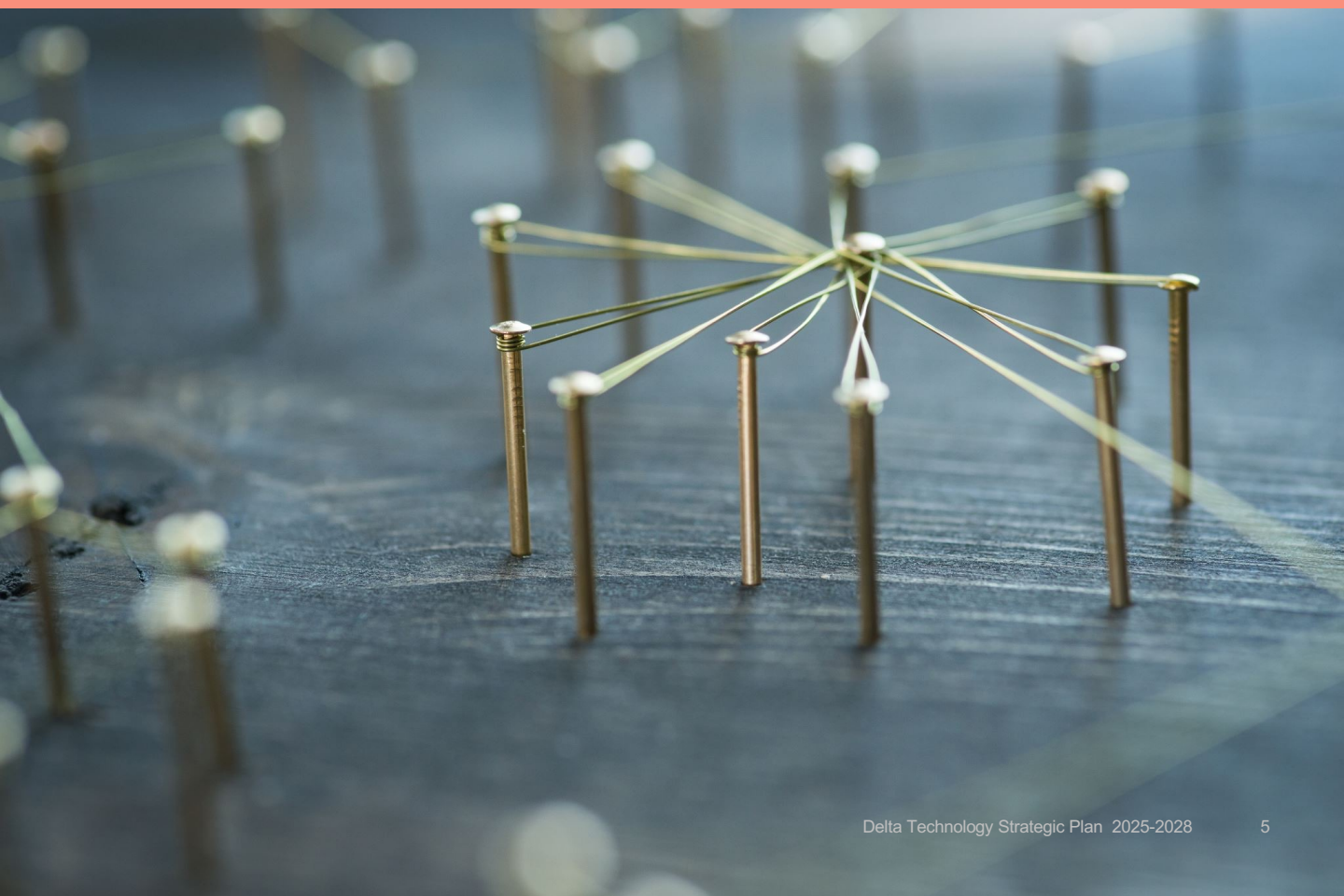
CHARTING A BOLD FUTURE

Advancing Delta College's Mission Through Strategic, Innovative Technology Leadership

STRATEGIC FOCUS AREAS

To align with Delta College's institutional goals and future-readiness efforts, five strategic focus areas have been identified. These themes form the foundation of the Technology Strategic Plan and guide investments, innovation, and service delivery.

Technology Infrastructure and Integration	*Built for what's next.*
Enhancing Student Experience and Engagement	*Putting students at the center.*
Cybersecurity as a Core Competency	*Secure by design.*
Data Governance and Quality	*Decisions powered by truth.*
AI and Digital Literacy for Innovation and Impact	*The future is now.*

Technology Infrastructure and Integration

This focus area emphasizes the upgrade and integration of legacy systems to enhance Delta's agility and service delivery. It includes replacing outdated infrastructure with scalable, secure, and cloud-compatible tools that support instruction, student engagement, and institutional planning—enabling a modern, efficient campus experience.

Goal: *Drive institutional agility and efficiency by modernizing Delta's technology systems and infrastructure.*

Objectives and Key Results (OKRs)	Support Rationale / Data Source
Systematically modernize legacy systems by transitioning to scalable, secure solutions.	SWOT feedback cited aging on-prem infrastructure as a barrier to agility and innovation. Strategic Plan goals call for secure, scalable systems.
Assess and improve standard and HyFlex classroom technology to support faculty.	Faculty Survey data indicated limited confidence in classroom technology consistency. Enhancing HyFlex capabilities supports instructional innovation.
Further develop Delta's Action Portal (MyDelta) to improve usability and adoption.	VOC sessions revealed staff confusion around current MyDelta functionality. Increasing usability aligns with goals for integrated communication tools.
Improve Delta's Strategic Priorities and Planning (SP2) tools and tracking processes.	Strategic Plan and stakeholder input emphasized the need for real-time planning tools and outcome tracking.
Review and assess all data integrations and systems for modernization readiness.	Governance and IT feedback identified inconsistent data flows and outdated integrations as high-risk elements.

Enhancing Student Experience and Engagement

This focus area seeks to meet students where they are—digitally, personally, and academically—by improving access to intuitive services, streamlining processes, and leveraging analytics for better support. The goal is to deliver a seamless experience from recruitment through graduation while using technology to guide, engage, and retain students.

Goal: *Cultivate a student-centered environment by integrating modern tools, streamlining support, and using data for proactive intervention.*

Objectives and Key Results (OKRs)	Support Rationale / Data Source
Develop and implement a predictive analytics model to identify and support at-risk students.	Strategic Plan and SWOT both call for better use of data to proactively support student success. Predictive tools align with early alert strategies.
Streamline and modernize student forms and communications.	Student Tech Survey highlighted frustration with outdated or inconsistent digital forms and workflows.
Enhance or implement integrated planning tools (e.g., Recruit, Advise, MyDelta, Student Planning).	VOC feedback emphasized fragmented advising and planning systems. SP calls for improved student lifecycle navigation.
Launch a technology-driven onboarding/orientation experience.	Orientation is a key barrier for new students per VOC sessions; digital-first solutions offer scalable improvement.
Expand and optimize course delivery modalities based on student need and feedback.	Strategic Plan and Student Survey both point to a need for more flexible learning options (HyFlex, online, hybrid).
Improve digital tools for real-time registration, alerts, and student actions.	Survey and VOC data reveal student frustration around navigation and responsiveness of registration systems.
Leverage AI or emerging tech to improve student care and early alert partnerships.	SWOT and EDUCAUSE trends highlight the opportunity to scale support through emerging tech. Partnerships enable sustainability.

Cybersecurity as a Core Competency

This focus area strengthens Delta's security posture by prioritizing modern frameworks, ongoing threat testing, incident preparedness, and user awareness. As threats evolve, cybersecurity must become a shared responsibility and integrated practice across all departments and technology environments—including SaaS and cloud platforms.

Goal: *Safeguard institutional assets and ensure long-term resilience through proactive and embedded cybersecurity practices.*

Objectives and Key Results (OKRs)	Support Rationale / Data Source
Complete a new sitewide security controls audit and documentation process.	EDUCAUSE Top 10 calls for resilient security baselines; VOC stakeholders noted a lack of clear documentation for controls.
Increase regularity of internal and external penetration testing.	SWOT and Strategic Plan cite growing concern over vulnerability assessments; proactive testing reduces institutional risk.
Revise and enhance incident response and business continuity plans.	SaaS adoption requires reworking on-premise-focused response plans; recent audits found gaps in current documentation.
Improve and offer additional cybersecurity awareness training for faculty/staff.	Survey data and phishing simulations showed high click-through rates on test emails; user behavior is a critical weak point.

Data Governance and Quality

This focus area strengthens Delta's ability to make informed, data-driven decisions by improving data quality, governance, and accessibility. Emphasis is placed on reducing shadow systems, clarifying data standards, and ensuring reporting tools are trusted, consistent, and aligned across departments.

Goal: *Harness high-quality, well-governed data to improve decision-making, reduce redundancy, and enhance institutional effectiveness.*

Objectives and Key Results (OKRs)	Support Rationale / Data Source
Improve data management practice across all departments using shared standards.	Strategic Plan emphasizes a culture of evidence-based decision-making; current practices vary by unit.
Reduce reliance on non-standard data sources and undocumented "shadow" systems.	SWOT feedback identified risks associated with siloed Excel tracking and "rogue" databases.
Standardize reporting request and creation process to improve consistency.	VOC sessions showed confusion about "source of truth" for reports; strategic plan calls for alignment.

AI and Digital Literacy for Innovation and Impact

This focus area prepares the Delta College community for a future shaped by artificial intelligence, automation, and digital fluency. Through institution-wide guidelines, collaborative learning, and inclusive design, Delta will foster thoughtful innovation while ensuring ethical, effective, and equitable use of technology.

Goal: *Equip students, faculty, and staff with the knowledge and tools needed to responsibly adopt AI and emerging technologies.*

Objectives and Key Results (OKRs)	Support Rationale / Data Source
Establish institutional AI use guidelines and ethical guardrails.	EDUCAUSE trends and national policy shifts highlight the urgency of responsible AI governance.
Build and scale AI and digital literacy competencies.	Strategic Plan calls for future-ready workforce prep; faculty/staff surveys reflect skill gaps in emerging tech.
Integrate AI tools into student services and instructional innovation.	SWOT and VOC feedback cite desire for AI to improve advising, engagement, and real-time feedback loops.
Evaluate and support responsible technology integration across the curriculum.	Strategic initiatives stress cross-disciplinary innovation and relevance to career pathways.

ANNUAL TARGETS AND ONGOING ASSESSMENT

The strategic technology priorities outlined in this plan are designed to support Delta College's institutional mission, strategic goals, and long-term transformation. Each of the five focus areas includes clear Objectives and Key Results (OKRs) that guide decision-making, resource alignment, and progress tracking.

Annual milestones will be defined collaboratively through Delta's governance structure, including the Office of Information Technology, Institutional Research, Academic and Student Affairs, and the SP2 Steering Committee. Progress will be evaluated using data from key performance indicators, stakeholder input, and alignment with strategic initiatives.

This review process will include:

- Annual planning and reporting cycles tied to budgeting and resource allocation
- Assessment of major initiative progress, including Colleague SaaS transition and infrastructure modernization
- Stakeholder engagement through surveys, focus groups, and departmental collaboration
- Adjustments to objectives based on emerging needs, capacity, or institutional strategy shifts

This living document will evolve through continuous feedback and serve as a roadmap for innovation, efficiency, and student-centered service delivery.

2025

Advancement of the Colleague SaaS transition project.

Adoption and release of the Technology Strategic Plan (2025–2028)

2026

Implementation of infrastructure modernization initiatives to improve agility and security.

Continued stakeholder engagement through surveys, focus groups, and departmental collaboration.

2027

Expansion of AI and digital literacy programs, embedding them into curriculum and operations.

Strengthened cybersecurity posture through testing, preparedness exercises, and campus-wide awareness initiatives.

2028

Institution-wide integration of data governance and quality standards to enable trusted, consistent reporting and decision-making.

Completion and assessment of the Technology Strategic Plan cycle, with preparation for future revisions by the SP2 Steering Committee.

Document Version:
Version 4.0 – Released November 2025
Future revisions and updates will be published as needed by the SP2 Steering Committee