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Delta College Information Technology Strategic Plan

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Technology Strategic Planning Elements (2015-2020)

Mission
Delta College Information Technology provides information access, technology resources and support to promote the success of students and the community we serve.

We Value

- Data Driven
- Transparent
- Effective
- Student and Stakeholder focus
- Efficient
- Secure
- Service oriented
- Reliable
- Universal Access
- Relevant
- Quality
- Innovative
- Functional
- Scalable
- Alignment with the institution

Vision
Delta College is a leader in providing and integrating relevant technology services to support its mission.

Strategic Goals

1. **Student Success** – Enhance and expand the use of technology services to promote student success.
   a. *Identify, clarify, and promote technology services and available training to support student success.*
   b. *Define and implement a comprehensive strategy to identify and increase the faculty, staff, and student use of technology services and training.*
   c. *Evaluate and enhance technology access, services, and training to increase student success.*

2. **Sustainability** – Sustain adequate funding and resources to ensure quality technology, services, and access.
   a. *Develop and sustain a comprehensive three year balanced IT budget, which incorporates technology services and training, that aligns with the College's planning process and strategic initiatives.*
   b. *Define and implement a comprehensive strategy to seek out additional funding opportunities for initiatives involving technology services and training to help address the College's future IT needs.*

3. **People** – Promote and support a culture in which faculty and staff can innovate, improve quality and efficiency through the consistent availability of technology services, and training.
   a. *Identify and address major technology services, training, and access barriers that discourage the efficient use of technology*
   b. *Define and implement a comprehensive training and integration strategy for reviewing, appropriately funding, and sustaining technology and services that properly align with the College's mission and strategic initiatives.*
   c. *Evaluate and improve the efficient use of technology by defining, appropriately funding, and implementing a comprehensive training strategy for key College constituents.*

4. **Process, Policies, and Technology Access** – Promote a culture in which IT Council and College stakeholders prioritize and leverage opportunities for effective use of quality and state of the art technology, training, and services to support the College's institutional vision.
   a. *Improve awareness and prioritization of technology initiatives at the institutional level.*
   b. *Create and implement an effective feedback system that identifies effective communication and participation expectations for IT Council and campus community regarding technology services and training.*
   c. *Identify and address major technology, technology services, training, and access barriers that discourage the efficient use of technology within the campus culture.*
   d. *Increase faculty and staffs' efficient use of key technologies by incorporating and appropriately funding, consistent quality and state of the art technology services and training.*
   e. *Define, appropriately fund, and implement a comprehensive management plan which include technology services and training that aligns with industry standards and best practices.*
   f. *Develop, fund, and sustain technology training and services based on a comprehensive needs assessment that evaluates effectiveness*
   g. *Identify and integrate a systematic strategy to seek out additional funding opportunities for initiatives related to technology.*

5. **Communication** – Strengthen communication with the College's internal and external stakeholders through efficient use of technology and services.
   a. *Identify and document a comprehensive assessment of current state communication effectiveness based on needs and expectations.*
   b. *Develop standardized processes and templates for communications related to technology operations, services, and training.*
   c. *Implement, appropriately fund, and assess a comprehensive website management strategy to enhance the focus on student recruitment, retention, and success.*
   d. *Implement, appropriately fund, and assess a comprehensive portal management strategy to increase student retention within the College community.*

2015-2016 Work Plan

Below is the current listing of tactical projects that have been requested by the College and how they align to the overall strategic goals of the Institution and Information Technology. It is not feasible that everything listed below will be accomplished during the 15/16 fiscal year and may span over multiple years. IT Council and the College's executive leadership work in harmony to review and determine these priorities on an annual basis based off the Institution's mission, vision and values.

Project Focus Alignment Defined	IT Effort Defined
(1) Critical - *Regulatory requirement, on-going technical support requirement, or critical for system integrity.* **(2) Institutional Strategic** - *An initiative defined within Delta's Strategic Plan* **(3) IT Strategic** - *Initiative defined within Delta's IT Strategic Plan* **(4) Adhoc** - *Adhoc request that is made throughout the year*	**Low** - *160 hours or less* **Medium** - *161 to 480 hours* **High** - *481 hours or more* *** Please note that once a more in depth discussion occurs with the College regarding the expected delivery of services for OIT, the level of effort may change.*

Rank	Project Name	Project Description	Focus Alignment	IT Effort
	Content Management System (CMS) Migration	The College has selected OmniUpdate as their new partner for a CMS tool. This solution is a hybrid solution were part of the tool is a SaaS model and the other part requires residency within the College's data center. The technical team will be working with the OU and Delta to successfully migrate over to OU's toolsets.	(1) Critical	High
	COD Research / Modification	Efforts are underway to bring a common understanding in how COD reporting should function to comply with federal regulations. Once a common understanding is reached, then an evaluation needs to be made in how the College systems function to align with this understanding. Process and or technology changes may be required to align with the agreed upon understanding.	(1) Critical	High
	Reporting Services Upgrades	Upgrading the backend SQL databases to SQL 2014 will help to enhance the productivity of adhoc reporting. The newer version of SQL allows for quick data copies, which in turn will mean that the data copy will	(1) Critical	High

		move from every 30 minutes to closer to real time.		
	Server 2003 End of Support	Several web servers are currently running on Windows 2003 servers, which will be end-of-life by Microsoft by the end of June 2015. The technical team is currently working to upgrade the portal environment and develop newer versions of custom web applications to bring everything into compliance.	(1) Critical	High
	MyPortal vs 4.1	The technical team is in the process of upgrading the College's existing homegrown solution to the newest version of Ellucian Portal solution. **(Completed)**	(1) Critical	High
	ACT to SAT Conversion	The state of Michigan has recently signed a new agreement for high school students to receive SAT testing. The state's contract for ACT testing will expire in 2016. Work needs to be done by Delta to determine how this impacts the various institutional processes that use this data point. Then work needs to be done to adjust the various technology systems to use the new SAT data points. There are also changes being done on the national level with SAT that will need to be incorporated into Delta's processes.	(1) Critical	High
	PCI 3.0 Certification	The Payment Card Industry standard version was released for adoption during the 2015 calendar. With the College needing to certify by December, work needs to be completed by both the College and the on-site technical team to adjust and align to the new certification standard. **(Completed)**	(1) Critical	High
	BYOD Platform Support Strategy	Various adhoc and silo approaches throughout the College are in place regarding how to address the BYOD (Bring Your Own Device). There is currently no centralized support model or agreement from an institution perspective in what the College's level of access should be for the BYOD environment. Work needs to be done to formalize this strategy. **(Completed)**	(1) Critical	High

	Custom Web App Development Strategy	The College has a long history in developing custom web applications. Several of the applications are using end-of-life code. Therefore an evaluation needs to be performed if they are still required. If the app is still required then it needs to be determined if a commercial application solution is available and if one is not available determine how to reprogram the custom web app using newer supported code.	(1) Critical	High
	Year Round Scheduling / Registration	From a continuous quality improvement perspective, the College has moved forward in making a year around schedule available for students to view. The next step of the process is evaluate the current registration process and to determine what changes need to made from a people, process, and technology perspective to allow students to register year round. *(REQ004525292)* **(Completed)**	(1) Critical	High
	ORS State Reporting	The State of Michigan continues to make changes to the State Reporting system. These changes need to be reflected within the custom Colleague Program that is currently being used to report retirement information to the state. *(REQ003884480)*	(1) Critical	High
	Update to UniData 7.3.7 (Colleague)	The existing version of Unidata being used for Colleague is at nearing end of life. In order to maintain support for the Colleague system the College must upgrade the next version of Unidata, version 7.3.7. *(REQ004442983)* **(Completed)**	(1) Critical	High
	Compass Placement Replacement (Accuplacer)	The existing Compass Placement tool is being end-of-life by December 2016. The College has decided to move forward with the implementation of Accuplacer as the new placement tool. This will impact the Colleague system for registration and admissions.	(1) Critical	High
	Ellucian Mobile Updates	Regular updates for the Ellucian Mobile platform are released yearly. These updates will continue to provide additional functionality for students that they would typically see within the MyDelta environment. This initiative will put focus on installing these updates within the College's existing Ellucian Mobile environment. **(Completed)**	(1) Critical	Medium

	R25 LIVE - Technical Review	The College's existing Resource25 solution, which is used for room scheduling / tracking Audio Visual Assets, is at end of life. The College will need to evaluate and determine if the newest version of CollegeNet's resource scheduling solution, R25 LIVE, will meet the institutions needs moving forward. **(Completed)**	(1) Critical	Medium
	D2L Upgrade to 10.5	The College's D2L environment needs to be upgrade to 10.5 in order to maintain support from D2L.	(1) Critical	Low
	Voicemail Server Virtualization	The current voicemail server being supporting by the Telecom department is on an end-of-life platform. The Technical team is working with the Telecom group to move this service to the server virtualized platform. **(Completed)**	(1) Critical	Low
	Data Dictionary	In an effort to help bring common awareness around how data is being analyzed, the College has decided to develop a data dictionary. The College will review various products and perform outreach to various institutions to determine best of breed practices and tools. *(REQ004526860)*	(2) Institutional Strategic	Low
	Student CRM Tool	The College has selected the Ellucian Recruiter tool as their CRM. The on-site technical team is providing local hosting support while the Student Services team is working directly with Professional Services team regarding the installation and functional use of the Recruiter application. **(Completed)**	(2) Institutional Strategic	High
	Colleague Clubs and Organizations	The College has recently purchased the additional Colleague module that can be used to track students' participation in various clubs and organizations. The on-site technical team will be working with both Ellucian Professional Services and SES to implement this new module successfully. **(Completed)**	(2) Institutional Strategic	Low
	STEM Explorer Bus	Assistance is required from OIT in the design and on-going support of the new STEM Explorer Bus that is being developed.	(2) Institutional Strategic	Medium

	Online College Catalog	The College would like to move forward with a two part solution. The first part is a solution that can help support the back-end curriculum process. The second part is a system that can then publish course catalog information on the web. The College to date has evaluated two separate options.	(2) Institutional Strategic	High
	GRIT Survey Implementation	The GRIT survey tool (https://sites.sas.upenn.edu/duckworth/pages/research) was developed by the Duckworth Lab of University of Pennsylvania and focuses on two traits that predict achievement: grit and self-control. Dr. Amie Anderson has requested that the Possible Dream Programs, specifically 6th and 9th graders that participate in the program, participate in the survey. Then incoming Delta freshman students will need to participate in the survey as part of the online orientation process. The collection of this data will help the College determine what strategies to put in place for student success and how much of an impact these strategies are having. The technical team needs to work with SES and Ellucian Professional services to develop an online tool to administer the tool with the capability to import that data into Recruiter and Colleague as appropriate. *(REQ004039694)*	(2) Institutional Strategic	High
	Student Retention / Ellucian Pilot	Ellucian Pilot help students succeed in reaching their academic goals. This is accomplished through helping the student reach the right people at the right time.	(2) Institutional Strategic	High
	File Storage Strategy	Work needs to be done to determine what the electronic file storage strategy should be moving forward. This initiative has been delayed over the years due to other College priorities, but with the recent explosion of online storage a consistent methodology needs to be put in place to promote a secure and stable environment.	(3) IT Strategic	High
High	Network Access Control	The existing wired network connections currently allow anyone to plug into the network and in turn access the College's resource if they are authorized to do so or not. This initiative has been delayed over the years due to other College priorities, but as time goes on the College's risk exposure has been increasing. In recent security	(4) Adhoc	High

		assessments it has been identified as an area that needs to be addressed.		
High	Power Savings Implementation	A review and update to existing desktop computing configurations need to be performed to allow the College to take advantage of the new technology features that are available for power management.	(4) Adhoc	High
Low	Disability Resource Software	The College would like to look for a system that can be used to help manage back-end office processes. This system will require integration with Colleague.	(4) Adhoc	Medium
Low	SES Welcome Hub	Student Services would like to have a central location setup with several computers that are available for students to use. The students would use these computers to apply for admissions, complete financial aids, register for classes, etc.	(4) Adhoc	Low
Low	Delta Archives Custom Web App	The Library has requested that their existing Access Database that is currently being used by patrons be converted to an online web solution. An evaluation needs to be done to determine if a commercial solution is available or if this should be converted to a custom web application. *(REQ003797608)*	(4) Adhoc	High
Medium	CLEP Integration	The testing center would like to develop a process that can be used to export the test results electronically to the credit granting office. The automatic process would allow the results to be posted to the students' transcript immediately instead of having to wait 2 to 5 weeks for the results. *(REQ001676667)*	(4) Adhoc	High
Hold - Need More Info	Virtual Lobby Enhancements	Various functional and security enhancements needs to be applied to this custom web application. *(REQ003525253)*	(4) Adhoc	Medium
Low	NSC Reverse Data Exchange Integration	The Student Clearing House is currently in discussions about developing a data integration process to support the reverse articulation process. This will require a certain level of integration with the College's Colleague system. *(REQ003573250)*	(4) Adhoc	High

Low	Track Student Learning Outcomes and Objectives on Student Records	It is being requested that a process / system being defined for placing a designator on a student's academic record within Colleague that illustrates they have completed Service Learning Outcomes and Objectives. This would be similar to how the Honor's option designator is currently being used within Colleague. *(REQ 00385565)*	(4) Adhoc	Medium
Low	eTranscript Beta	The Registrar's office has requested support as they engage with the beta process for the next generation eTranscript system.	(4) Adhoc	High
Medium	Evaluation of Sponsorship Billing for Dual Enrolled	Finance would like support in evaluating the use of Sponsorship Billing for Dual enrolled students. *(REQ003964138)*	(4) Adhoc	Medium
High	Transition from Credit Hour to Contract Hour	The College would like to evaluate would it would take to transition from a credit hour to contact hour billing process. The College will be working to identify the processes that are impacted by this change and how the process will need to work moving forward. Then the on-site technical team will review to determine how the various systems can support these revised processes. *(REQ004039744)*	(4) Adhoc	High
High	Online Orientation Updates	Counseling is in the process of redefining their student orientation process. Once this has been completed they would like to revisit how online orientation is currently being used and make the necessary adjustments.	(4) Adhoc	High
High	Evaluate options for using e-checks from Colleague	Finance would like to explore using the e-Check functionality within College for AP Checks and Student Reimbursements. *(REQ004186287)*	(4) Adhoc	Low
Low	A/P Vendor Credit Card Payment Program	As part of the College's overall purchasing program, the College would like to explore the use of PNC's ActivePay to submit payment to vendors. *(REQ003062927)*	(4) Adhoc	Low

TBD	Volunteer Online Database	Andrew Straub has requested that OIT create an online database that would resided on the public website. The outcomes for this project are two-fold: 1) We'd like to have a place where different non-profit organizations in the area can go to fill out a form for any volunteer opportunities they might have need for. Then their information would be uploaded into our database. 2) Once the information is listed in the database, then our students will be able to search different criteria (location, type of work, etc.) to find volunteer opportunities. (*REQ004203640)*	(4) Adhoc	High
TBD	D2L Migration to Cloud	The eLearning Office has requested an updated evaluation in regards to moving the D2L system to the vendor's continuous delivery (cloud service offering) environment.	(4) Adhoc	High
TBD	New Point of Sale for Food Services	The existing point of sale system needs to be replaced. The on-site technical team would be working closely with the select POS partner to make sure they have the necessary computer and network access.	Cancelled	-

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2016-2017 Work Plan

Below is the current listing of tactical projects that have been requested by the College and how they align to the overall strategic goals of the Institution and Information Technology. It is not feasible that everything listed below will be accomplished during the 16/17 fiscal year and may span over multiple years. IT Council and the College's executive leadership work in harmony to review and determine these priorities on an annual basis based off the Institution's mission, vision and values.

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Transcript Enhancement Request	(Item #1) – SES would like to investigate whether we could remove some of the indentation for the issued to line of the transcript. Students sending transcripts to national boards do not have enough room for the address, it gets cut off and the transcript does not make it to the destination *(REQ004486472)* (Item #2) – SES is requesting a new Val Code for placing a designator on a student's academic record via STAC/Notes/Comments to indicate completion of Service Learning O/Os. This will be similar to the Honors Option designator currently available. If possible, can the existing designator available for CRSE and SECT be used in this case? If not, a new symbol would be needed to reflect and be noted on print copies of transcript. *(REQ003855656)*	(4) Adhoc	Medium
ACH Web Payments	Finance would like to incorporate ACH Web Payment capability into the student facing web payments tools (i.e. Self-Service, Web Advisor, etc.).	(4) Adhoc	Medium

Self-Service Financial Aid	Financial Aid would like to implement the Ellucian Self-Service Financial Aid module. This module helps institutions understand and engage students by providing instant access to critical services – regardless of device, offer the right mix of financial aid packages and deliver personalized services that drive student success.	(4) Adhoc	High