

2014-2017



Spelman College®

TECHNOLOGY

strategic plan

Spelman College

Technology Strategic Plan, FY 2014-2017

Date: January 2014

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I. Introduction

This document presents the Technology Strategic Plan for Spelman College. The purpose of this plan is to provide a “roadmap” for Media and Information Technology (MIT) to implement and deliver services that support the strategic mission and goals of Spelman College.

This planning document is part of an overarching planning process that ensures the following:

- A shared vision for technology that is consistent with the President’s strategic vision, mission, and goals
- Alignment of technology initiatives with institutional priorities
- Dissemination of knowledge about technology needs, constraints and planning
- Addressing institutional, academic, and administrative needs through the use of technology
- Identifying required funding levels for technology

This process assures that technology initiatives are selected, planned, and managed at an institutional level and are sustainable from a fiscal, people, and process perspective to ensure the ongoing delivery of services.

The intent of the plan is to focus on the integration of people, processes, and technology in order to deliver optimal value to the institution. Value translates into the efficient and effective use of technology, more streamlined processes, and timely access to accurate information to make better decisions. This will allow Spelman College to subsequently deliver more value-added services to its constituents: (faculty, students and staff) and improve its efforts in the recruitment, retention, and enrichment of its student body.

Strategic Planning must be an ongoing process. The specific outcomes and tactical steps set forth in this document will be periodically reviewed and assessed in order to update these objectives annually against the goals established through the ongoing strategic planning process.

II. Executive Summary

Across higher education there is a major shift in the role of technology. It is no longer regarded as a tactical resource but as a strategic asset that can be leveraged to achieve transformational results. Dr. Tatum's strategic planning process has articulated the future vision of Spelman College and has created the opportunity to now strategically align technology college-wide. Through the collaborative effort and energy of the Spelman College community, we have developed a technology plan that will guide the College in its strategic use of technology.

The technology strategic planning process represents a thoughtful approach to discover and address issues, while also identifying initiatives that have the potential to offer broad college-wide benefit. This effort was community driven and developed on an accelerated timeline. It provides insight for decision-making and prioritization and competitive alignment with peer institutions. It also recognizes resource constraints and the need for flexibility. This plan is designed to provide a foundation for granting opportunities, and to better leverage key technology vendor relationships.

Successful implementation of this plan will require embracing a new approach to IT and support for multi-year planning. The Spelman College technology strategic planning effort represents an opportunity to align information technology in support of Spelman College's mission for years to come.

Respectively submitted,

Delores Barton

Vice President and Chief Information Officer

Media and Information Technology

III. Terminology

Since the terms involved in strategic planning are often interpreted differently, the following is a clarification of how strategic planning terms are used within this Technology Strategic Plan.

- *Technology Vision* – The desired "future state" for the use of Technology across the College.
- *Technology Mission Statement* – MIT's role within the College; the commonly held belief regarding how MIT supports the mission and goals of Spelman College.
- *Technology Guiding Principles* – Key value statements that govern the decisions and actions of the MIT division with regard to the acquisition and use of technology throughout the College.
- *Technology Goals* – Long-term, major targets or end results related to the value and growth of the College.
- *Technology Objectives* – The particular actions or means that will make it possible to achieve the goals.
- *Technology Tactical Plans* – Short-term tasks/projects for which measurable results can be obtained toward the achievement of Technology goals.

IV. A Vision for Technology at Spelman College

All facets of the instructional, administrative, and support missions of Spelman College critically depend on a reliable, high-quality and pervasive technology infrastructure. This infrastructure encompasses network hardware, software, desktop technology, telecommunications systems, data, and personnel. Technology is intimately woven into the fabric of essentially all programs on the Spelman College campus, thereby impacting virtually every student, staff, and faculty member.

MIT envisions a "future state" where the use of technology permeates the entire College, providing for collaborative teaching and learning activities. Specifically, students, faculty and staff will have universal access to information and services using technology regardless of time of day or campus location. This desired future state includes a faculty that is well trained in the use of those technology tools that can be applied to their individual pedagogical approaches to improve teaching and learning in their classrooms. It also includes an administration and staff who use technology to operate the College more effectively and efficiently. It is a time when technology supports the need for those students and staff persons with disabilities to access online information, data, and services comparable to that accorded individuals who do not have disabilities. Finally, this vision codifies the desire for an expanded learning environment, which extends the classroom beyond its physical boundaries - a vision that encourages and facilitates a learning community to provide for the development of ethical leaders and informed citizens who contribute to a more just community and world.

The vision for the use of technology at Spelman College is:

“To make creative and strategic use of technology, reducing the constraints of time, space and other barriers in order to empower all students, faculty and staff to succeed in instruction, learning, research, community service, and administrative efficiency”

V. The Mission of the Division for Media and Information Technology (MIT)

MIT has the primary responsibility for ensuring that the Spelman's vision for the use of technology is achieved. It is therefore the role of this division to provide leadership, collaboration, technical expertise, and technical support services for all academic and administrative departments within the College. In order to accomplish its goals, MIT must have a clearly written mission statement that is widely communicated to all stakeholders of the College (faculty, staff, students, and alumnae).

At Spelman College, the mission of the Office for Media and Information Technology is:

“To ensure that Spelman College in pursuit of its strategic plan, has access to appropriate levels of computing, training, networking, and technical support services essential to effectively use computer resources for education and research. MIT accepts as its primary responsibility the management lifecycle of the College’s computing, telecommunication, network, systems resources, and information access facilities in a manner that promotes an environment conducive to excellence in collaborative education, efficient administration, and effective support services.”

VI. Technology Guiding Principles

If MIT is to be truly successful in achieving its vision and accomplishing its mission and goals as previously stated, it is not sufficient to simply do things right; the department must do the right things. Critical to this point is the need to establish a set of guiding principles, with "principles" being defined as "simple, direct statements that describe what is determined to be good practice."

The following is a list of MIT's **Guiding Principles for Technology**, which is based on the aforementioned vision for the use of information technology at Spelman College.

- All Spelman College students, faculty and staff will have appropriate access to a computing platform supporting a basic collection of standard software, capable of being connected to the College's network at any time and from any location.
- The College's inventory of technology resources will be technically maintained at a level capable of supporting current releases of appropriate software, Web access, and other basic tasks for computation, administration, and communication.
- The College will always embrace the role of a near follower of technology that supports teaching and learning, and in business and administrative systems, migrating to or adopting this technology early in its life cycle, but only after it has proven viable by others.
- MIT will strive to resist following rising and falling trends by monitoring and effectively evaluating only those opportunities that improve current operations.
- MIT's technology strategy will be aligned with and support the overall strategies of the College and will be considered a critical component in the College strategic planning and budgeting processes.
- MIT will contain overall technology support costs by centrally supporting only a specified selection of hardware and software resources that will be replaced/updated on a planned, technological life-cycle basis whenever possible.

VII. Spelman College Strategic Goals 2014-2017 - Technology Alignment

Based upon the guiding principles identified in the previous section, the following key technology strategic goals have been identified. These items support the goals of the 2017 **Spelman College Strategic Plan**.

MIT Strategic Goals 2014-2017

Strategic Goal 1: Maintain the Spelman campus infrastructure to support the evolving needs of faculty, staff, students, and alumnae.

Ensure that Spelman's technology infrastructure is robust, scalable, flexible, and secure to meet the needs of the Spelman College community over the next three years. Effectively address constituent expectations for new technologies, implement and maintain an infrastructure capable of growth and expansion, plan for the adaptation of new technologies and applications, and accommodate specialized equipment needed for instruction, administration, and assistive technologies.

Strategic Goal 2: Support and encourage the use of technology in teaching, learning and research

Ensure that teaching and learning resources are well equipped and supported in order to provide an exceptional learning environment for faculty and students. Establish collaborative processes with faculty to support grant proposals.

Strategic Goal 3: Support and encourage the use of administrative systems

Ensure that systems used for administrative purposes (Banner, DegreeWorks, GradesFirst, etc.) are adequately maintained and productively utilized in support of staff, faculty and student needs.

Strategic Goal 4: Provide effective, responsive, and efficient technology support to the Spelman campus community

Ensure that MIT staffing, organization, and skill levels are adequate to address administrative and academic needs. Ensure that effective operating procedures and policies are established and followed with exceptional customer satisfaction as the primary focus.

VIII. Objectives and Tactical Strategies 2014-2017:

Strategic Goal 1: Ensure that Spelman’s technology infrastructure is robust, scalable, flexible, and secure to meet the needs of the Spelman College community over the next three years. Effectively address constituent expectations for new technologies, implement and maintain an infrastructure capable of growth and expansion, plan for the adaptation of new technologies and applications, and accommodate specialized equipment needed for instruction, administration, and assistive technologies.

| | | | | |
|---------------------|---|-------------|-------|-------|
| Objective 1: | Ensure consistent access to appropriate technologies for students, faculty and staff | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

| | | | | |
|-----------------------|---|--------|--------|---|
| Tactical Plan: | <ul style="list-style-type: none"> Continue the expansion of wireless access across campus Conduct ongoing wireless audits and measurements of use and need | X X | X X | X |
|-----------------------|---|--------|--------|---|

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|---------------------|---|-------------|-------|-------|
| Objective 2: | Build and maintain a strong information technology infrastructure. | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|------------|------------|------------|
| Tactical Plan: | <ul style="list-style-type: none"> Identify and evaluate opportunities to take advantage of and leverage cloud technologies appropriate for infrastructure services. Provide impact analysis and recommendations to executive management. Develop and maintain formal network upgrade and remediation strategies to ensure that all systems remain functional and up to date. Develop a multi-year upgrade/replacement plan as a guide and justification for annual MIT budgeting purposes. | X X | X X | X X |
|-----------------------|---|------------|------------|------------|

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|---------------------|--|-------------|-------|-------|
| Objective 3: | <i>Provide a high-speed, reliable network at levels appropriate to support academic and administrative needs.</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

| | | | | |
|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • <u>Continuously</u> assess network health. Collect statistics to characterize network activity and user habits in order to understand bandwidth use. Define and set thresholds for ongoing upgrades to campus bandwidth as needed in order to maintain acceptable user experiences. • As a result of the growth and proliferation of devices on the Spelman network, develop and maintain effective security policies and practices to protect all data and resources. | X | X | X |
| | | X | X | X |

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|---------------------|---|-------------|-------|-------|
| Objective 4: | <i>Maintain faculty and staff hardware and software at levels appropriate to support academic and administrative needs</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • Maintain the college's faculty/staff refresh plan for desktops/laptops at a rate commensurate with the higher education industry. | X | X | X |
| | <ul style="list-style-type: none"> • Continue to work with faculty and staff to understand and support their software needs | X | X | X |
| | <ul style="list-style-type: none"> • Support only a defined suite of software products and consider specialized software on a need-by-need basis | X | X | X |

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|---------------------|--|-------------|-------|-------|
| Objective 5: | <i>Continue enhancement of backup and disaster recovery plans consistent with system prioritization</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

| | | | | |
|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> Evaluate and assess the college’s current disaster recovery plans and procedures to ensure that all procedures are complete and that all MIT staff understands what to do and their individual responsibilities in the event of a disaster. Update plans as needed annually. Communicate disaster recovery plans to Executive team and “essential” staff. | X | X | X |
|-----------------------|---|---|---|---|

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|---------------------|---|-------------|-------|-------|
| Objective 6: | <i>Develop and monitor security policies and practices to safeguard critical college information</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> Annually review and update as needed, the college’s security policies and procedures specifically password policies, data security, and email retention policies. | X | X | X |
|-----------------------|---|---|---|---|

| | | | | |
|---------------------|--|-------------|-------|-------|
| Objective 7: | <i>Expand Project Management capabilities</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|--|--------|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> Increase staffing in project management in order to establish a project management office (PMO) Establish project management methodologies and share with college community | X X | X | X |
|-----------------------|--|--------|---|---|

Strategic Goal 2: Support and encourage the use of technology in teaching, learning and research

Ensure that teaching and learning resources are well equipped and supported in order to provide a capable learning environment for faculty and students. Establish collaborative processes with faculty to support grant proposals and technology research needs.

| | | | | |
|---------------------|---|-------------|-------|-------|
| Objective 1: | Ensure that all technology enhanced classrooms and computer labs are appropriately equipped, maintained, and upgraded. | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • Create a preventive maintenance plan to ensure classroom technologies are operating efficiently | X | X | X |
| | <ul style="list-style-type: none"> • Implement an asset and configuration management system to track the refresh cycle and dependencies of computers, audio-visual equipment, and applications | X | | |
| | <ul style="list-style-type: none"> • Enhance the existing learning space technology matrix to include an online graphical representation of the classrooms | X | | |
| | <ul style="list-style-type: none"> • Continuously improve support services and resources by evaluating and assessing annually through faculty surveys and focus groups. | X | X | X |

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|---------------------|---|-------------|-------|-------|
| Objective 2: | Support faculty and administrators in exploring distance education courses and expanding blended courses. Document findings and data to develop a College best practices technology guide. | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • Collaborate with the Educational Technology Committee to create a faculty showcase | X | X | X |
| | <ul style="list-style-type: none"> • Continue to collaborate with the Educational Technology Committee in supporting faculty technology grants | X | X | |
| | | X | X | X |

| | | | | |
|--|---|---|---|---|
| | <ul style="list-style-type: none"> Expand faculty technology training to include more focused sessions in different delivery formats (i.e., fully online workshop series) Continue to create bi-yearly newsletters focused on technologies proven to enhance teaching and learning Enhance technology solutions available to faculty and students by leveraging mobile devices and cloud-based solutions while also managing security and risks (i.e., cloud-based content and media repository) Continue to administer, support, and enhance the campus Learning Management System Develop a formal process for selecting, adopting, and measuring the use of plugins for the campus Learning Management System | X | X | |
| | | X | X | X |
| | | X | X | X |
| | | X | X | X |
| | | X | | |
| | | X | | |

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|---------------------|---|-------------|-------|-------|
| Objective 3: | <i>Work closely with faculty to maintain and update the current migration plan to add appropriate technology in existing classrooms.</i> | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|---|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> Revise the current matrix for tiered classrooms in collaboration with faculty and continue to standardize learning spaces that have no technology or have outdated equipment Create a formal evaluation and selection process for deploying new and/or emerging classroom technologies by collaborating with faculty Annually review campus video technologies to ensure alignment with campus needs, reliability, support, cost, and ease-of-use | X | X | X |
| | | X | X | X |
| | | X | X | X |

Strategic Goal 3: Support and encourage the use of administrative systems

Ensure that systems used for administrative purposes (Banner, etc.) are adequately maintained and productively utilized in support of staff, faculty and student needs.

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|---------------------|--|-------------|-------|-------|
| Objective 1: | Maintain and support the College's administrative information systems to ensure efficient and productive use. | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|--|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • Ensure upgrades/patches are applied on a timely basis. • Conduct a formal training needs assessment in order to determine staff training. • Establish a regular and consistent maintenance window when administrative systems will be unavailable to users in order to allow system updates to be conducted more often with smaller less disruptive updates. | X | X | X |
| | | X | X | X |
| | | X | X | X |

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|---------------------|--|-------------|-------|-------|
| Objective 2: | Provide backup and recovery capability for all administrative data. Ensure appropriate levels of data security. | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

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|-----------------------|--|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> • Evaluate and assess current MIT data backup strategies used to store and protect the college's critical data. Review and evaluate all existing written procedures to ensure that all data can be easily retrieved in the event of a system disruption in services. Update procedures annually and test periodically and communicate to campus. | X | X | X |
| | | | | |

Strategic Goal 4: Provide effective, responsive and efficient Technology Support to the Campus Community

Ensure that MIT staffing, organization, and skill levels are adequate to address administrative and academic needs. Ensure that effective operating procedures and policies are established and followed with exceptional customer satisfaction as the primary focus

| | | | | |
|---------------------|--|-------------|-------|-------|
| Objective 1: | Seek continuous improvements in user support, customer service, and pro-active initiatives to improve customer satisfaction | YEAR | | |
| | | 14/15 | 15/16 | 16/17 |

| | | | | |
|-----------------------|--|---|---|---|
| Tactical Plan: | <ul style="list-style-type: none"> Determine the best ways to inform faculty, staff, and students of MIT plans, projects, helpful information and tips, policies and procedures, and upcoming events. Reevaluate effectiveness annually and revise as required. | X | X | X |
| | <ul style="list-style-type: none"> Evaluate the effectiveness of new help desk ticketing system. | X | | |
| | <ul style="list-style-type: none"> Review ongoing staffing levels using inside and outside evaluation resources. Evaluate current skill levels and needed skills to provide effective services and support to faculty, staff, students, classrooms, and labs. Determine appropriate resources, staffing, training, education, needed to maintain MIT staffing at needed support levels. | X | X | X |

IX. Plan Assessment and Monitoring

Monitoring, assessment, and ongoing management of this plan are necessary to take into account *changes in agreed-upon strategies* and to *assess the performance of these strategies*. Accordingly, MIT management will be responsible for a **Periodic Review** of *progress against goals*, and an **Annual Assessment** and *update* of the technology strategic plan.

1. Periodic Review of Plan

- Performed semi-annually
- An internal “score card” for MIT accomplishments
- Used to benchmark and evaluate all activities scheduled during that period
- Specific tasks are categorized as Completed (C), Not Completed (NC), On Hold (H), Other (O) with appropriate explanation

2. Annual Assessment

- A report submitted at the end of each fiscal year (or beginning of the next)
- Report includes the following sections:
 - Progress made this year towards the plan

- Contributions made this year to the overall Spelman College Strategic Plan 2017
- Notable changes in Challenges and/or Opportunities
- Recommended adjustments to Current Initiatives or Goals

This document is for the College community and serves as a means for communicating the status of the plan to all.

X. Summary

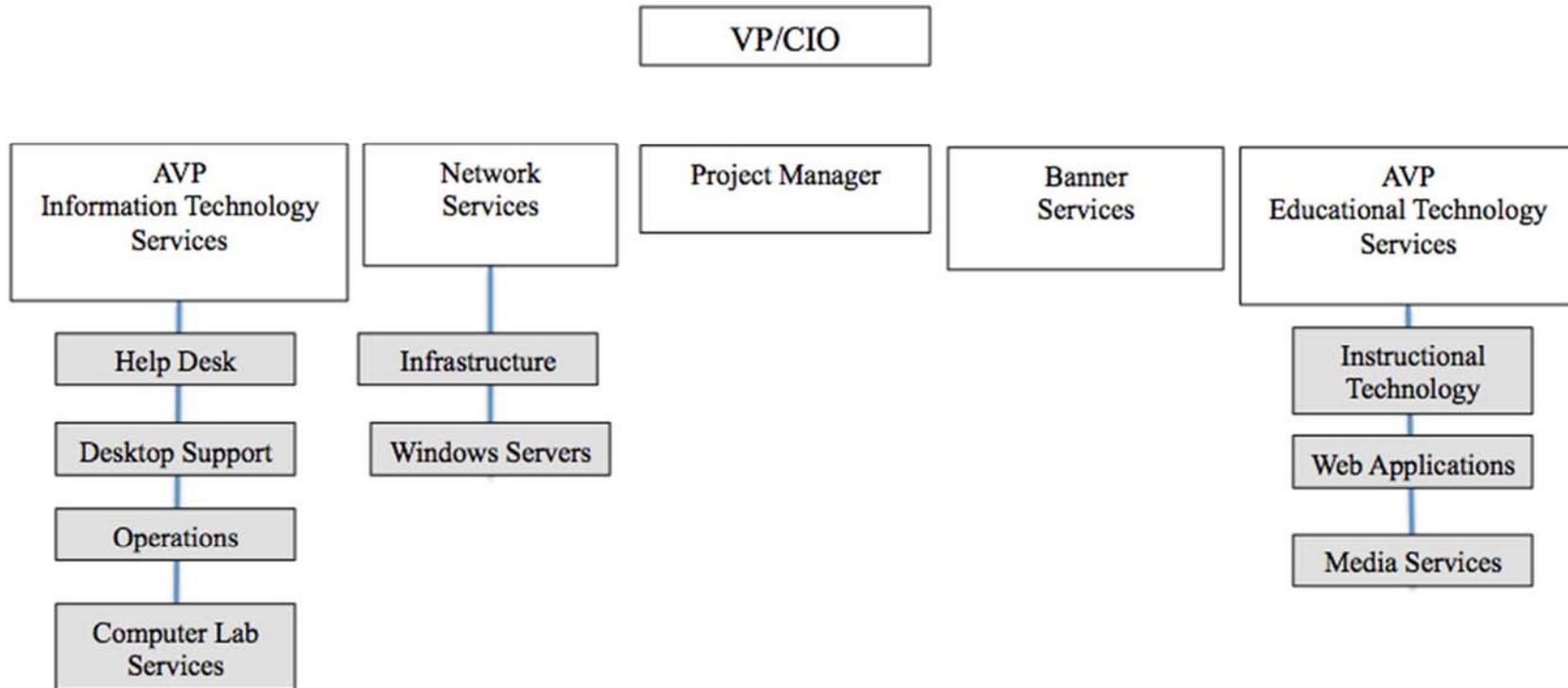
This Strategic Plan for Technology at Spelman College represents a thoughtful approach for addressing existing and emerging technology needs and priorities, and aligns its initiatives with those of the overall **Spelman College Strategic Plan 2017**.

The potential initiatives highlighted throughout this document support four key outcomes:

- Addressing major infrastructure and legacy needs
- Aligning IT resources to best support the overall Spelman College strategic mission
- Focusing on secure and reliable access to technology for students, faculty, and staff regardless of time or location
- Seeking continuous improvements and cultivating continuous, two-way communications with the campus community

As Spelman College competes for the best and brightest students and faculty in an increasingly digital world, its technology environment will need to be competitive to achieve its stated goals. This Spelman College Technology strategic planning effort represents a singular opportunity to realign technology in support of Spelman College's mission for years to come.

Appendix: MIT Organization



Functional Areas:

- **Educational Technology Services** – Provides collaboration, leadership and support in the appropriate use of technology and media for teaching, learning, and outreach. The division is comprised of three teams: Instructional Technology Center, Educational Media Services, and Web Applications.

- **Information Technology Services** - Provides support for the core applications required by the College. This includes email services, electronic communication tools, Lotus applications, workflow applications, voice, printing, and mobile technologies to support faculty, staff, and students.
- **Network Services** – Provides the backbone technology required to support all applications and services used by the College. These services ensure the College has a reliable and secure data and voice network that facilitates convenient communications and access to information on campus and beyond. These duties include network infrastructure, data and voice networks, technology directory services, file sharing, network and systems security, disaster recovery, wireless networks, and Internet services.
- **Project Management** – Provides project management for major technology related projects to ensure that initiatives are delivered within the desired scope, schedule, and budget.
- **Banner Services** – Provides support for the Banner ERP system and other third party systems used to conduct the business of the college. These services include registration, admissions, payroll, budgeting, accounts payable, accounts receivable, financial aid, donations, etc.