Technology Strategic Plan

2018 - 2023

Delgado
COMMUNITY COLLEGE
New Orleans, Louisiana

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Technology Strategic Plan 2018-2023

Letter from the Chancellor   June 2018

Dear Colleagues:

Delgado Community College recently concluded its review of the 2015-2018 Technology Strategic Plan. The review process was intended to coalesce all of our major stakeholders including students, faculty, staff, and college administrators, whereby, we would develop an updated, five-year technology plan that documented our current state of technology as well as future measures to move the College forward in achieving its mission and vision to *create and sustain a world-class technology environment.*

The Office of Information Technology, with assistance from an IT Consultant, conducted an internal assessment of where we are technologically and held numerous collaborative meetings with stakeholders. Based on the information gathered, this updated *2018-2023 Technology Strategic Plan* addresses information technology, academic technology, administrative technology and distance learning college-wide.

In the next five years, we intend to automate and streamline processes, implement a robust technology infrastructure and virtual environment, aggressively focus on cybersecurity and secure access, increase technology training and support, and expand online and distance learning opportunities.

As always, we are committed to positioning Delgado Community College as a technology leader and exceeding the expectations of the college and our external constituencies. The updated *2018-2023 Technology Strategic Plan* is our roadmap to getting there.

Sincerely,

Joan Y. Davis
Chancellor

Delgado Community College Technology Strategic Plan: 2018 - 2023

1.0 Executive Summary

Technology planning has been an integral element in fulfilling the Delgado Community College (DCC) mission for nearly two decades. In March 2001, a Master Plan for Post-Secondary Education completed by the Louisiana Community and Technical College System (LCTCS) required member institutions to create strategic plans in order to meet the challenges in coming years. At that time, DCC developed its first 3-year institutional strategic plan, which included an emphasis on the role of technology throughout the College.

In 2007, given technological advancements and the anticipated increase in the technology needs of stakeholders, DCC created a strategic plan specific to technology that was aligned with its institutional plan.

Much has occurred in recent years with changes in funding, natural disasters, State centralized systems, enrollment fluctuation, and leadership that necessitates DCC to re-assess its environment and develop updated technology goals and objectives to ensure a progressive and successful future.

Since a technology plan is dynamic and a living document that reflects the changing environment and needs of constituencies, the DCC technology plan has been updated based on information gathered from student, faculty, administrator, and leadership focus groups and interviews.

The DCC Technology Strategic Plan for 2018 - 2023 is intended to continue the momentum that began with the development of the 2013-2015 plan.

The plan includes a Vision, which is a description of the ideal state of technology intended to guide DCC in its technology use. It is the overarching statement upon which all plan elements are based.

Since decisions and choices for technology are often difficult, guiding principles are included to provide a set of parameters for decision-making.

An analysis of the current and future DCC operating environment identifies those internal and external factors that affect technology at DCC.

Goals and objectives follow from this environmental analysis and conclude with an implementation grid, which serves as a bridge between strategic thinking, and operational endeavors that transform technology initiatives into reality.

To assist the Office of Information Technology (OIT), a mission statement was developed describing the purpose of the department to give focus to its actions. Since Academic Technology is an integral component of the teaching and learning environment as well as the technology landscape, Distance Learning and Instructional Technology (DLIT) are included in this plan.

Vision and mission statements were developed by DLIT to provide both a major focus and operational guide for accomplishments.

1.1   Chancellor's Technology Vision 2018 - 2023

To provide a context for the updating of Delgado's Technology Plan, Chancellor Davis articulated her vision for technology at Delgado for the next 5 years. Her statements shaped discussions with constituency groups and focused the refinement of the plan.

Comments from the interview with Chancellor Davis, April 16, 2018:
"Go paperless!"
- "We use too much paper and too much time is spent in manual entry."
- "Paper documents get lost and there is no back-up."
- "We need to be more efficient in our processes

"Expand online course offerings and promote virtual student-faculty engagement."
- "We are ranked in the top 50 colleges in online courses. We can do better than that!"

"Virtual meetings save time"
- "The SKYPE project can eliminate travel time to meetings"

"Technology support and training will be key"
- "We need to encourage, and maybe, require training to take advantage of new technology."
- "Training of faculty and staff is an investment in our student enrollment and retention."

"We need to be as current as possible in our technology, learning tools, and equipment to meet our students' expectations."

2.0 Introduction

2.1 Delgado Community College Technology History

In the mid to late 1960s, DCC first organized a computer department to meet the growing technology demands of the institution. The department, named the Data Processing Center, utilized an IBM 1620 data processing system with operations housed in several small rooms and a hallway in Building #1 on the City Park Campus. In addition to the IBM 1620, system hardware included the switchboard, keypunch, sorters, and card readers. The Data Processing Center provided accounting, payroll, registration, and reporting services to the College.

As the Center grew in size and computing power, it moved to Building #11, then to a facility in Michoud in the New Orleans east area of the City, until its move to Building #37. Services primarily remained the same until 1991.

By 1992, DCC purchased and implemented the SCT Plus® system. This enterprise-wide system allowed for a full service offering in student information, financial resources, and human resources. During this period, the Center began providing some network and desktop support to users.

As the department grew and technology became more relevant to the operation of the College, then state-of-the art equipment, infrastructure, and a dedicated facility were established. Service offerings also grew to include email, network connectivity, student information, financial, human resource, application programming, computer operations, and account security.

In February 2005, the Data Processing Center was moved to a newly renovated location in Building #10 on the City Park Campus. However, in August 2005, DCC was devastated by Hurricane Katrina with 60 percent of the City Park Campus lost to flood and wind. The Northshore-Slidell site was lost totally with significant damage experienced at all other locations. With effort and determination, full services and more were restored to the current facility by May 2006.

Katrina also brought substantial change in the delivery of classes. With a shortage of operational classrooms, DCC rapidly expanded its distance learning capabilities. Although the DLIT department was in existence before August 2005, its role in providing access to education became significant as part of the College's recovery from the hurricane. Prior to Hurricane Katrina fewer than 10% of Delgado's students were enrolled in online courses. After Katrina, the number increased to 25%. Since then enrollment has increased steadily.

As part of the recovery from Katrina, the 2007 – 2011 technology plan focused on providing accessibility to technology, the automation of processes, and an improved and expanded infrastructure. In addition, after Hurricane Katrina, several recovery funding sources became available which allowed for the following technology improvements: installation of a PBX system with a backup telephone system located at a hot site dedicated to providing disaster recovery services, installation of a wireless network infrastructure with alternate capability in case of flooding, document imaging for all academic history, network upgrade allowing for a wider range of throughput and redundancy, UPS upgrade for a longer period of uninterrupted power supply to the Data Center, generators providing a backup power source to the main buildings, housing, IT equipment, and development of a comprehensive college wide IT Security Policy.

In 2011, the Louisiana legislature passed Statute 619 requiring all state organizations to limit single vendor contracts within the cap set by the State. This necessitated LCTCS to move to one instance of the system's ERP (Enterprise Resource Planning) Banner deploying it in a MEP (Multi-Entity) environment. This allowed data specific to a college to be kept separate or partitioned from the other colleges using a Virtual Private Database Identifier or VDPI code found in a security field on every Banner® table. In addition, directives from the LCTCS sought to bring the colleges into increased alignment using similar policies and procedures. Progress continues to be made.

Today, the Office of Information Technology offers a variety of services to the entire College servicing its multiple locations. Services range from high-speed network, email, computer operations, applications programming, telecommunications, information center, security, user support services, imaging, electronic repositories for reporting, online admissions, electronic payment services, financial aid, and many other services.

For academic computing, DLIT has become a major component in the delivery of courses and programs. DLIT also aids faculty with the integration of technology into lesson design (e-learning) and in the use of technology in the classroom.

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2.2   OIT Delivered Services

When developing technology strategic plans, the status of the current technology environment is typically reviewed. Descriptions follow of OIT's reporting and organizational structure, its administrative systems, network infrastructure, telephony, video, and distance learning technologies, emergency notification systems, and disaster recovery capabilities.*

*DCC acknowledges that all software applications and hardware belong to their respective vendor owners and thus, Registered Trademark symbols are not included.

Organizational Structure:

Thomas Lovince, Assistant Vice Chancellor/ Chief Information Officer, leads the Office of Information Technology and a full-time staff of 23 and 1 part-time employee support the technology function of the College. Within OIT, there are five main divisions:

- Information Technology Service Management which focuses on the DCC technology assets
- Network and Communication Services
- Client Support Services which comprises the help desk and Information Center
- Information Management which addresses programming, reporting, and third-party interfaces
- Administration and Support which includes security, policy, and procurement and contracts

OIT reports directly to Delgado's Chancellor and the Assistant Vice Chancellor/CIO is a member of the Chancellor's Executive Council. OIT provides technology oversight and support in the following areas.

Administrative Systems:
- Banner
- Web Access for Students and Faculty
- Payment Gateway options
- Xenegrade
- Integrated Backend Applications
  o Atrium
  o Barnes & Noble
  o CashNet
  o BDMS document management
  o DUBLABS mobile applications
  o Maxient
  o AssetWorks (parking)
  o Pharos (printing)
  o C-Cure door access management
  o E-Print Legacy (document e-repository)
- Approximately 1500 computers connected for Faculty and Staff

Network Infrastructure:
- Approximately 3500 Workstations on a Microsoft Network
- 130 Servers
- 10 Gigabit Backbone via Fiber Optic
- MPLS, T1, DSL Connectivity Deployment to 38 Buildings at (9) locations via Metro Ethernet
- College-wide Internet (250 MB)
- Email
- Firewall
- Anti-virus
- Wireless Infrastructure

Telephony:
- Avaya V-Stack System
- Approximately 1700 Analog/Digital/VoIP Phone sets
- Intuity OfficeLinks Voicemail Functionality
- iPhone/Verizon Cellular and Sprint Direct Connect Devices Technologies Deployed
- Verizon and Sprint Wireless Cards

Video and Distance Learning Technology:
- 8 Distance Learning/Video Conference Facilities (CSN (2), WB (1), CP (3, Jefferson Technical Site (1), City Park (1), Sidney Collier (1)
- 103 webcams added to allow for conferencing
- 3570 users accessing 276 Web Sections
- 387 sections with 9,203 non-unique students
- Online course enrollment is approximately 25% of total enrollment
- 237 online courses and 13 fully online programs are offered via Canvas

Emergency Notification:
- Delgado Alert Text Messaging, Text-to-Voice
- Visix Digital Signage (City Park Student Life Center)
- Approximately 500 Indoor Emergency Callboxes
- Approximately 27 Outdoor Emergency Towers

Disaster Recovery Capability:
- Email, Website, Imaging, Xythos
- Phone System (Voicemail) DR Announcements
- Data Vaulting, Amazon (AWS)
- Microsoft Azure Platform

Cloud Technologies:
DCC is one of 17 community and technical colleges within the state of Louisiana. The State System in the last few years has moved toward centralization of major systems and processes. In 2011, Banner was implemented as one database instance across the 17 colleges and is currently hosted and maintained by Ellucian. Other cloud technologies include:
- Canvas
- Amazon (AWS)

- Microsoft Office 365 for Faculty/Staff/Students
- Azure

Virtual Technologies:
- Office 365 (Exchange/Archiving, SharePoint, and Lync which encompasses Word, PowerPoint, Excel, OneNote, and OneDrive).

OIT projects that address technology at DCC and are part of the current technology agenda include:
- Microsoft Office 365
- SharePoint
- SKYPE
- Office 365 (Word, PowerPoint, Excel, OneDrive)
- ServiceNow - Software-as-a-Service (SaaS) IT Service Management

2.3 The Technology Plan Update Process

Since the ISC (Information Systems Council), a cross-functional group of leadership and faculty representatives updated the 2015 – 2018 plan, the environment has changed dramatically. DCC has continued to experience significant funding cuts, loss of positions, and changes in leadership.

Student enrollment in face-to-face classes has gradually declined rather than the anticipated increases. New buildings have been constructed and remodeling of older buildings is underway.

Given these changes in the internal and external environment in which DCC operates, the planning assumptions are updated when the plan is reviewed and refreshed. After the planning assumptions are current and goals and objectives are assessed, modifications that reflect these changes are made as needed to the Implementation Grid and subsequent operational plans.

Progress made for the 2015-2018 goals and objectives can be found in Appendix B.

2.4   Stakeholder Participation in Planning

Gaining stakeholder feedback is vital in both tracking progress toward goal and objective accomplishment and adding new strategies for the coming five years. Plan elements are reviewed then updated to reflect the current and future environment. Progress made toward goal and objective accomplishment is collected during the focus groups and interviews.

Thus, the 2018-2023 Technology Plan is the result of feedback received from 12 focus group and interview sessions with students, faculty, administrators, and leadership conducted over a 1-week period. A list of the stakeholder groups can be found in Appendix B.

3.0 Technology Vision, Guiding Principles, and Planning Assumptions

3.1 Technology Vision of Delgado Community College

The DCC Technology Vision statement is intended to provide a common picture of the future use of technology within the institution. The vision is a description of an ideal state toward which the institution strives as well as a broad statement that defines the parameters of future technology decision-making. It is a tool that all constituencies can use to map the future of technology at DCC and make progress toward accomplishment.

The Technology Vision is aligned with the vision and mission of the College as listed below. It reflects the unique characteristics of the DCC technology that distinguishes it from other institutions in the state and region.

The Technology Vision is meant to guide DCC in its technology use and is the overarching statement upon which all plan elements are based.

Delgado Community College Mission

Delgado Community College provides a learning-centered environment in which students from diverse backgrounds are prepared to attain their educational, career, and personal goals, to think critically, to

Delgado Community College Technology Vision

Focused on a commitment to student success, Delgado Community College creates and sustains a world-class technology environment that provides secure access to exemplary teaching, learning, and services, anytime and any place

demonstrate leadership, and to be productive and responsible citizens.

Delgado Community College Vision

Delgado Community College is a diverse, dynamic, comprehensive community college committed to student success through innovative leadership, to excellence in teaching and learning, and to the cultural enrichment of the community it serves.

3.2 Guiding Principles

Making progress toward the ideal technology state as described in the Technology Vision requires making numerous difficult decisions and choices. Because future decisions and choices should not take place in isolation of what is being accomplished in other areas or functions of the institution, standards were developed that can be used to assist in the decision-making process.

The purpose of developing Technology Guiding Principles is to reflect on how institutional members should relate to one another, how they should operate, and how they should distribute technology resources throughout the organization. In addition, these Technology Guiding Principles are in alignment with DCC's Core Values and lend support and definition to the mission of the institution.

As decisions are required, the Principles are utilized to help guide actions when choices are not clear. They are meant to provide a context

for consistent decision-making that is focused on doing what needs to be done and in the correct manner. As decisions present themselves, the Principle that speaks to the technology choice will be employed; thus, there is no particular order to the listing below.

These Technology Guiding Principles align with DCC's values and support the institutional mission.

Delgado Community College Core Values

We, at Delgado Community College, value:

- The worth of each individual
- Lifelong learning and the pursuit of knowledge
- Excellence in teaching in an accessible learning centered environment
- Meeting the needs of a changing workforce
- The cultural diversity of our students, faculty, staff, and administration
- Public trust, and personal and professional integrity and accountability
- Our responsibility to community, state, nation, and world

Delgado Community College Technology Guiding Principles

Access – Students, faculty, and staff have a secure, reliable 24/7 access to technologies that are supported, portable, transparent, integrated, convenient, intuitive, consistent, and relevant to their educational goals and/or professional responsibilities

Creativity – Dedicated technology resources are necessary to support innovation

Human Capital – The development and support of students, faculty, and staff is sustained by providing a range of technologies, training, and tools

Culture – Technology promotes a positive, nurturing, diverse environment for the dynamic exchange of ideas to support the Delgado mission

Value-Added – Delgado Community College creates a relevant technological environment in which the college experience exceeds expectations

Security – Technology contributes to a protected environment that promotes human safety, property, and data security

3.3   Planning Assumptions

Planning assumptions are based upon the observations and opinions of, and feedback from the constituencies interviewed. They are intended to describe the current internal and external environmental factors that have a bearing on the development and implementation of the DCC Technology Strategic Plan.

The Planning Assumptions include the student population, both existing and anticipated, the faculty, learning and teaching, the administration, the staff, the local and regional community in which DCC provides its services, technology policies that guide technology use, DCC's technology and technology support, its resources, and the physical facilities of the DCC campus locations.

Planning assumptions are the basis for the goals and objectives which will move technology forward throughout the organization.

Student-Related Assumptions

In the last 3 years, enrollment in online courses has increased 35% and projections indicate that this trend will continue.

- Business and Technology - 46% of total enrollment
- Arts and Humanities - 40% of total enrollment
- Communication - 40% of total enrollment
- Science and Math - 37% of total enrollment

At the same time, enrollment in face-to-face courses is declining. Thus, faculty and staff focus group participants articulated assumptions that apply to students in general, students taking online courses, and students who typically take only face-to-face courses.

General Student -Related Assumptions

- Our students are diverse in age, race, gender, preparation level, support, and financial means
- Our students are diverse in their "tech savviness" and most have access to current mobile technology
- The student population is increasingly bilingual

- A high percentage of our students are developmental
- Our student population derives from the entire metropolitan region
- Some students are not as sensitive to assignment deadlines as could be
- Many of our students prefer purchasing e-books rather than purchasing physical textbooks since e-books are less expensive
- Some of our students do not want to spend money on either physical or electronic textbooks
- Some first-time college students are more traditional and want the broader college experience
- Most students are often not prepared for class on the first day
- Some students come from other schools to DCC for smaller classes and interaction with nurturing faculty focused on teaching rather than research
- Most students want to complete programs close to home
- Our students want and deserve equitable experiences across campus locations
- Many students expect immediate, 24/7 access to resources, answers to questions, and viable solutions to problems regardless of the delivery mode
- Our students need and want timely processing of Financial Aid to pay for tuition, books, etc., which may impact retention rates
- Some students do not seem to always grasp or take an interest in information presented to them
- Our students need stable, consistent access to WIFI and electricity
- DCC has many students who are the first to attend college in their families
- Students want regular feedback on their performance in class

- Students want to speak with an informed person when contacting or visiting the College
- Faculty and staff will continue to improve communication with students by better utilization of technology
- Many students use the DCC mobile app to keep current with activities and information
- The redesigned FA Global for students is used extensively by students
- Degree Works, degree audit system, will be implemented so that students, advisers, and faculty can more accurately identify certificate and degree required courses
- Nursing students should have the same interface for computer labs as other programs at Delgado

Assumptions Relating to Students Taking Online Courses

- Increasing numbers of students want to enroll in online courses
- In the future, online course offerings will increase
- Students desire to have one login to access Canvas and other software applications required for course assignments
- Many students do not know how to study when taking online courses
- Many students focus on getting the grade rather than learning the content
- Many students go first to complete the homework rather than experiencing the lecture or course content
- There are many students who expect a 24/7 response directly from faculty
- Some online students are not interested in collaborating with other students in the class

- Many students consider faculty members to be software administrators and solve technology issues
- Many online students wait until the last minute to turn in assignments
- Many online students believe that online courses are easier than face-to-face courses
- There are many reasons that students take online courses; sections with favorite faculty fill first; divisions open more online sections after face-to-face and hybrid sections fill; some student have scheduling conflicts
- Many students do not have additional equipment needed to complete online assignments, e.g., camera, etc.

Assumptions Relating to Students Taking Face-to-Face Courses

- Many students are not college ready lacking problem-solving and study skills
- For 18 to 30-year-old students, they generally need to be reminded due dates; for students older than 30, they generally submit assignments on-time
- In each class, students vary widely in skills and knowledge levels
- There is a wide variety of student learning levels, e.g., students with disabilities, college graduates, and others, making teaching difficult
- There is limited staff available to address student accommodations; however, staff

that is available cannot always read discipline-specific content correctly

Faculty and Staff-Related Assumptions

- Training will become more important in the future to prepare faculty and staff to support students and efficiently conduct the business of the College
- Face-to-face training is not well-attended by faculty and staff regardless of the time or location offered
- With the implementation of Degree Works more advisors and student support personnel may be needed
- Within the group of instructors teaching the same course, there are uneven levels of instruction and dedication
- Many faculty and staff do not have the resources to physically go to conferences regularly; however, virtual attendance is become more popular
- Many faculty members desire to download grades from Canvas to Banner
- Many faculty are not aware of the life skills classes offered by Library staff to prepare students for writing resumes, interviewing, etc.
- The Answer Center established to assist in supporting faculty and staff is not as effective as anticipated; in addition, not all campuses have Answer Centers
- The Charity campus needs access to the same software applications as other locations
- There is limited support for faculty in classrooms for immediate needs due to a shortage of staff in OIT; however, there is

immediate vendor support for some equipment
- Many of our faculty and staff do not know the process to change and improve outdated procedures and policies some of which prohibit innovation and program expansion
- It takes three to five times longer to develop online courses as to develop face-to-face classes
- Some faculty do not know enough about using open resources and MOOCs (Massive Online Open Course), to enhance learning and growth for students who may not have resources
- DCC is moving toward collaborative decision-making to accomplish the Delgado mission
- Some staff members are unable to leave their desk to experience College events or get involved in college activities because of their heavy work loads
- Due to work loads and silos, duplication of efforts exist
- In the future, faculty and staff will receive portal access and training at the point of employment
- In the future, faculty and staff will participate in open forums to share best practices across divisions and units
- Faculty and staff need a greater awareness of the College's business processes
- Faculty and staff will actively participate in creating and providing relevant content for the website and social media outlets and commit to keeping the content updated and making it ADA compliant

- Currently full-time and adjunct faculty do not receive adequate training on available technologies
- A need exists for increased staff resources for training and keeping DCC technology information current
- A funding source is needed for faculty and staff to explore innovative technology research
- Employee hiring and onboarding processes are manual and time consuming; however, there is a desire to automate as much of the hiring process as possible
- Currently, the software application that is used to process adjunct faculty pay and full-time faculty overload pay is supported by a faculty member; a more systematic solution is needed

Teaching and Learning-Related Assumptions

- Many classrooms are not equipped to meet the teaching and learning needs of faculty and students
- Up-to-date infrastructure, particularly power and WIFI stability, is needed in classrooms across campuses and locations
- A large percentage of faculty use in some manner Canvas as an online learning tool

- Most faculty are committed to the teaching and learning experience; however, some are uncomfortable with using technology in the classroom
- In the future, videoconference centers/remote site will be needed to train and teach faculty and staff
- There is currently a need for increased use of technology that allows students in different locations to participate in the same class synchronously
- There is a need to make a greater use of the technology students use (social media, phone apps, etc.) in teaching and learning
- There is a trend to move to e-books rather than physical learning materials because of the affordability of e-books
- Students want to learn at their own pace
- Faculty will need to balance facilitating student learning with lecturing
- Teaching and learning is moving away from traditional constructs to provide flexibility and to increase access while streamlining the experience to focus on relevance and individual needs and wants
- Teaching and learning is now and will always be in the future the core of what we do; therefore, DCC must support innovation to keep relevant, competitive, and maintain our value
- DCC supports lifelong learning
- Some faculty desire to establish standard sets of skills by program that students can demonstrate when they are ready to graduate
- Curriculum changes take a long time to gain approval and be adopted with the committee process being cumbersome and slow
- There is really "awesome" teaching and learning going on at Delgado and we need to promote it and do more of it
- DCC needs delivery of skills and content that is flexible and competency-based

- Teaching and learning at DCC is outstanding and innovative compared to some four-year institutions
- DCC needs help year-round and especially at midterm for those students in danger of being unsuccessful
- There is a need for an Instructional Designer and LMS Administrator positions to work with faculty
- There is a need for a video orientation to Canvas and other identified DCC technology tools to be successful in class
- Technology will drive pedagogy rather than content delivery
- Technology will facilitate the quality, quantity, and frequency of communication with the learning and teaching environment
- Faculty and staff have the option of subscription services to software
- The DCC website is being updated to be mobile responsive and to receive information as needed for students and employees
- Degree Works degree audit system is being implemented across Delgado
- Classroom technology needs to be consistent across all campuses
- Clickers for classroom presentations are used at select locations
- In the future, faculty will be able to project student work from student workstations in a secure environment to present examples and promote interaction
- Faculty can provide annotated notes after class
- DCC will have closed caption or speech to text capability in the future
- Real-time tutoring would assist students to learn
- There continues to be a need to have recording cameras and microphones in the classroom

- 24x7x365 support exists currently for Canvas
- There is still a need for an open Mac lab
- Mac technical support is available through Lynda.Com training and contacting DLIT

Technology Policies

- Current technology policies need review and updating
- State policies drive many policies at DCC
- The state office of technology has experienced many changes and these changes have affected DCC technology policies
- The LCTCS management board has a set of IT policies that need updating
- Federal (SARA) policy will allow offering courses across multiple states necessitating DCC policies that address multi-state course offerings
- Student Technology Enhancement Program (STEP) allows for a student technology fee to be collected
- There is no policy in place to account for equipment for students who cannot afford to purchase devices
- There is no policy that addresses students purchasing web-based resources after the trial period
- Open source resources may be an option to provide students access to the learning tools they need

- There will be policies that address software compliance
- Not all faculty, employees, and student know how to access or are aware of DCC policies
- There is a need for DLIT policies that address consistency and quality in the design and delivery of courses

Technology Support-Related Assumptions

- DCC has desktop, security, programming, and network support
- DCC offers consultation support through our Client Support help desk
- DCC needs more technology support for faculty and students
- Programming needs will increase as data needs increase
- As DCC offers more online education, faculty training needs will increase
- OIT will offer more innovative automation services
- DCC technology staff members are often not notified of issues and concerns
- Currently, 24/7 technology support is not offered
- Technology staff has been reduced in numbers
- DCC has implemented the 24/7 ServiceNow Reporting tool
- There is a need for software training for faculty and staff and access to tutoring online
- The current ServiceNow software is an improvement and will improve processes
- The current help desk with remote assistance has been successful
- Technology support is not the responsibility of OIT alone
- Technology support when requested is provided as much as possible to meet technology challenges
- OIT is responsive and professional

- DCC has a strategy to update software and equipment systematically and fairly by cycling the most recent replacement software and equipment to those with older versions
- There are equipment standards and ordering specifications
- ServiceNow is currently and will be in the future a great tool for automation and online technology support for faculty and staff
- ServiceNow will also be a tool for housekeeping
- Technology software management will utilize "push-" technology
- In the future, DCC will have a more robust mobile password reset tool and mobile-friendly applications
- DCC has implemented a scanning tool for taking physical inventory
- Voice Mail to email functionality is appreciated by faculty and staff
- Office 365 is working well for faculty and staff

Technology-Related Assumptions

- DCC is as state-of-the-art in technology as funding will allow to meet needs, be responsive, and to support new projects
- DCC has a limited number of staff members for technology
- DCC wants to continue to offer excellent opportunities for student learning and faculty teaching to prepare our community for a global society and compete in a global marketplace
- DCC infrastructure needs to be more virtual, flexible, and versatile
- DCC needs to be aware of cutting edge technologies that will enhance classroom and business environments
- There is a need for more simulation equipment and technology
- All systems need to be more robust

- WIFI is problematic in many on-campus and college-wide locations
- Currently it appears that DCC does embrace the technology our students already use – BYOD, applications, etc.
- DCC should use its technology as part of the message to market DCC, "Go to Delgado because they have... and technology"
- Technology is an opportunity for external support through sponsorships and fundraising
- Technology should be used to connect Delgado to all stakeholders providing increased access and connections/ engagements with the community-at-large
- DCC needs to know about the resources that it already has and promote extended/expanded use of existing tools, increasing cost efficiency and maximizing the use of those resources
- There is a need to know about cutting edge technology and think about how DCC will change and grow, so that it remains relevant and competitive in the future
- Infrastructure improvements are needed such as wireless access, paperless forms, content management systems, and network
- Banner improvements are greatly needed
- Faculty, staff, and students are able to BYOD and easily and securely use "it" at Delgado
- In the future faculty and staff will have state-of-the-art hardware and software
- In the future Banner will be stable and efficiently used
- Technology and software is necessary to allow synchronous delivery of instruction to students at different locations that mimics the participatory environment of a traditional classroom is in progress
- DCC updates faculty and staff technology as part of the refresh plan and as funding is available

- DCC uses Respondus Lockdown browser for all courses and Respondus Monitor for online courses
- Students may pay for ProctorU for Science, Allied Health and Nursing uses High Stakes exams
- OIT will deploy third party packages that can integrate into the Banner® system
- Xenegrade and Canvas are working well for faculty and students
- Banner Recruiter has been implemented as the student CRM
- Student transcripts can be downloaded and the information populated in Banner
- Adjunct hiring is not currently fully automated
- Processes need to be streamlined across LCTCS to resolve challenges
- The Purchase Order process needs to be automated
- The online directory generation is in process to be fully automated
- Single Sign-On (SSO) will be in place at DCC in the future
- More capabilities will be "app-i-fied" in the future
- In the future, all DCC forms will be accessible online and the information posted to Banner
- In the future, processes in the Registrar's Office will be automated
- There is a need to verify the audit State Credit Hours report at the campuses before it is sent to the State
- There is a need to know about cutting edge technology and think about how DCC will change and grow, so that it remains relevant and competitive in the future
- Infrastructure improvements are needed such as wireless access, paperless forms, content management systems, and network
- Banner improvements are greatly needed

- Faculty and staff should be able to BYOD and easily and securely use "it" at Delgado
- In the future Banner will be stable and efficiently used
- Faculty and staff hardware is moving toward newer, smaller technologies
- There is a need to acquire necessary technology and software to allow synchronous delivery of instruction to students at different locations that mimics face-to-face instruction

Resources-Related Assumptions

- DCC has limited funding currently and it is anticipated this situation will continue for the next five years
- There is a need for dedicated technology funding
- Resources are needed to upgrade and maintain DCC infrastructure
- There is a need to plan for maintenance, upgrades, and replacement resources appropriately
- There is some classroom technology in the cloud
- Resources are needed, so that all staff can be trained in the use of technology
- In the future there will be a professional development/training initiative
- DCC has potential human resources because some personnel have skills and abilities that are currently being underutilized
- Resources are not consistent at all locations which impacts the student experience
- Resources need to be reviewed strategically
- Priorities should be defined to assist short-term and long-term goals
- DCC needs to be proactive rather than reactive in the distribution of resources

- DCC needs to communicate more about new acquisitions and needs stimulating ideas for other/additional uses and opportunities for collaboration
- OIT will be staffed to handle the technology demands of the College in the future
- In the future, DCC will have a state-of-the-art technology center for testing new technology
- Current resources limit our ability to deliver the best technology experience for students, faculty, and staff
- In the future, DCC will coordinate available resources to support the technology plan
- A combination of STEP and grant funds provides for upgrades and technology replacements for classrooms and Technology Recycle provides for staff technology
- Resources will be allocated to provide the necessary technology that will promote accelerated learning such as software for tutoring, virtual tutoring, etc.
- There is a need to motivate employees with additional pay to take on extra tasks

Facilities-Related Assumptions

- Some DCC facilities do not accommodate the technology needed
- A classroom technology equipment and design standard has been established
- In the future, all classrooms will be equipped and supported to meet the classroom technology standard
- In the future, classrooms will have all the appropriate infrastructure
- Classrooms, offices, and amenities differ at each location lacking consistency in delivering a quality student experience
- Some facilities need updating with investment in physical appearance and repair to be competitive with other schools
- More modern, state-of-the-art classrooms are needed to address demand and a plan to ensure ongoing maintenance of classroom equipment is in place
- There needs to be continued improvement on the Facilities Plan to be aligned with workforce demand and program growth
- Timely and adequate response to requests for housekeeping and maintenance is needed
- In the future there will be one system that will accommodate housekeeping and maintenance requests
- In the future there may be less demand on physical facilities due to online initiatives as DCC leverages new opportunities that technologies offer
- As new facilities are opened there is a need to ensure state-of-the-art technological infrastructure is present
- Infrastructure environmental closets are needed to support the change in building climate

- The Facilities Master Plan considers the latest power standards for technology for any renovations
- All new construction includes temperature-regulated closets that are designed around the equipment being placed in them
- Existing closets are usually repurposed unused spaces that must be modified; however, these spaces are not usually as efficient as new construction
- Classroom environments including infrastructure need to employ technology that allows for flexibility, collaborative learning, and adaptability to emerging technologies
- Some facilities are not flexible enough to meet changing demands or support innovation
- There is a facilities standard for all new and remodel construction concerning power and technology needs
- Facilities should foster and not impede learning

Community-Related Assumptions

- Community needs and demands are diverse both geographically and demographically
- Economic development is improving
- The community needs DCC and our quality product, but does not fully realize this
- Workforce training is an issue impacting economic development and the quality of life
- The community needs something to be proud of in order to unite
- The community needs easy access to DCC resources and what DCC offers beyond the traditional classroom

- There is a need for remedial education to accommodate underperforming K-12 schools and therefore, DCC needs to offer many ways for students to achieve and complete their goals
- The community demands accountability in how DCC applies our resources to provide education and training
- There is a need for affordable education with more frequent starting points and faster tracks to degree completion
- The community needs training options
- There is a need for all higher education institutions to work together
- The community needs a world-class institution to promote participation in continuous improvement for constituents, business, and society to stimulate growth
- Accelerated learning initiatives are ongoing
- The new workforce development building allows community members to further their education and get specific training for the workforce immediately
- There continues to be greater community access with an increase of needed workforce programs
- Community needs DCC to respond quickly to changes in workforce programming, education, etc. both for academic courses and training programs
- DCC has a small business center which will be available to the community
- DCC is responding to people without high school diplomas through our adult education programs
- DCC has open discussions with Greater New Orleans (GNO), Inc., legislators, and other community leaders
- In the future, students who complete adult education will have a seamless transition to a degree, certification program, or industry-based certification

- Programs and related technology should meet industry demands
- In the future, DCC will use e-marketing and email marketing that is targeted
- There will be more use of video conferencing in meeting the training needs of business, industry, and the community

4.0 Information Technology Goals and Objectives 2018 - 2023

From the planning assumptions, technology goals and objectives have been updated to meet the current and future needs (next 5 years) of DCC. The goals are intended to be a vehicle to help achieve the technology vision with objectives as components of a plan of action designed to accomplish a particular goal.

The alignment of the Technology Goals with the DCC institutional vision and mission, and also with the SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation standards that relate to technology is paramount.

The goals are numbered; however, this is for reference purposes only and not meant to be in any priority order. Dependencies that are attached to each goal and objectives found in the implementation grid will likely determine the order or timeliness of implementation through tactical and operational planning.

Delgado Community College Technology Goals

GOAL 1: Utilize Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community

Objective 1-A   Become a leader in Banner innovations and enhancements technology.

Objective 1-B   Implement existing or new software to assist with data analytics and continuous monitoring of various transaction types.

Objective 1-C   Re-establish the Project Management Team (PMT) to discuss Banner ERP implications and coordinate initiatives; Co-chairs are CIO and Banner Functional Leader.

Objective 1-D   Develop automation maximizing efficiencies within Banner, streamlining the number of touches, manual processes, etc.

Objective 1-E   Establish a LOLA email account for all DCC employees at point of hire.

Objective 1-F   Identify needed reports and prioritize for development.

Objective 1-G   Implement Electronic Personnel Action Form (EPAF) functionality.

Objective 1-H   Implement the Faculty Load and Compensation (FLAC) module.

Objective 1-I   Implement Degree Works (degree audit) to integrate with Banner.

Objective 1-J   Implement a Job Posting and Applicant Tracking System.

Objective 1-K   Complete the transition to Banner 9 and implement enhanced functionality as appropriate.

GOAL 2: Incorporate dedicated funding in the annual College budget and supplement with innovative, value-added funding sources that ensure a world-class technology environment

Objective 2-A   Provide dedicated funding for automation, technology, and innovation.

Objective 2-B   Explore cost-effective technology innovation.

Objective 2-C   Identify the necessary funding to support future technology infrastructure (scalability).

Objective 2-D   Dedicate funding to train faculty and staff for Banner ERP and other applications.

Objective 2-E   Explore partnerships with local and regional businesses and external organizations to increase funding opportunities sharing resources and building capacity in a collaborative manner.

GOAL 3: Provide a technology architecture which is secure, robust, and flexible, 24/7

Objective 3-A   . Upgrade the current telephony platform to the latest architecture.

Objective 3-B   Continue to refresh the current network platform to provide a more stable & redundant environment.

Objective 3-C   Replace aging servers with virtualization technology where appropriate.

Objective 3-D   Implement BDMS (Banner Document Management System) across all functional areas.

Objective 3-E   . Implement SharePoint across functional areas providing an online secure workplace to store, organize, and share documents.

Objective 3-F   Fully implement SKYPE for Business project to facilitate 24/7 real-time online collaboration

GOAL 4: Use technology to provide relevant training to faculty and staff using innovative delivery practices

Objective 4-A   Provide appropriate technology training to faculty and staff, and document to create an internal professional development transcript.

Objective 4-B   Incorporate technology training into a virtual New Employee Orientation modeled after the New Student Orientation using Canvas.

Objective 4-C   Identify ADA compliant delivery strategies that will motivate employees to participate in mandatory and informational training from hire and throughout employment.

GOAL 5: Provide state-of-the-art technology to effectively facilitate learning at Delgado, any time, any place

Objective 5-A   Continue to equip all learning spaces with appropriate instructional technology.

Objective 5-B   Expand online course offerings and fully online programs.

Objective 5-C   Market HyFlex as a course format option as part of hybrid Business courses.

Objective 5-D   Require faculty and students to use Canvas as a preventative measure against any college closures.

Objective 5-E   Use technology (Online HyFlex and Canvas) to offer courses across DCC campuses to efficiently utilize faculty and classroom space

GOAL 6: Improve communication with students, faculty, and staff using technology

Objective 6-A   Continue timely, accurate information to students and all constituents using a variety of technology resources which are convenient, relevant, and targeted.

Objective 6-B   Continue to celebrate technology innovation and best practices.

GOAL 7: Align college policies and current and new technologies

Objective 7-A   Review and update technology-related policies yearly

Objective 7-B   Communicate regularly updated and new technology-related policies college-wide

GOAL 8: Provide technology support for all hardware and software resources using an innovative 24/7 management support system

Objective 8-A   . Continue to implement a 2-tiered device support system via ServiceNow that offers 24/7 reporting and problem resolution for all DCC-connected devices.

Objective 8-B   Continue to update DCC technology through the Learning and Teaching Spaces refresh plan and the Recycle program for staff to keep technology as current as possible.

4.1 *Alignment of Technology with Institutional Goals 2017 - 2021*

The following chart illustrates the relationship between and alignment of the technology goals with those of the overall institution. All of the technology goals support more than one institutional goal and thus, there is no one-to-one relationship, but rather alignment with the overall direction of the College. The matrix illustrates and affirms that the technology goals further the goals and initiatives of DCC.

		DCC Technology Goals							
		1 Banner Applications	2 Funding	3 Infrastructure	4 Training	5 Academic Technology	6 Communication	7 Technology Policies	8 Technology Support
DCC Goals 2017-2021	I. STUDENT SUCCESS A. Create a Culture of Completion B. Embrace Excellence in Teaching and Learning C. Ensure Student Success	I-A.4 I-A.5 I-C.1	I-A.1 I-A.5 I-C.2	I-A.1 I-A.5 I-A.6 I-C.1	I-A.1 I-A.5 I-B.6 I-C.1	I-B.1 I-B.6 I-C.1 I-C.2	I-B.6 I-C.1	I-A.1 I-A.5	I-A.1 I-A.5 I-B.6
	II. COMMUNITY ENGAGEMENT A. Develop the Emerging Workforce B. Create a Unified Vision	II-A.3 II-B.2 II-B.3 II-B.4	II-A.3 II-B.2	II-A.3 II-A.6 II-A.5 II-B.4	II-A.3 II-B.4	II-A.3 II-B.4	II-A.3 II-B.1	II-A.3 II-B.2	II-A.3 II-B.2
	III. ORGANIZATIONAL EFFECTIVENESS A. Embrace Cultural Transformation B. Ensure Transparency, Efficiency, and Accountability C. Ensure a Sustainable College	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.1	III-A.1 III-B.2 III-B.3 III-B.4 III-B.5 III-C.1 III-C.6	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.6 III-C.1	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.1	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.1	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.1	III-A.1 III-A.2 III-A.3 III-A.4 III-B.3 III-C.1

Delgado Community College Institutional Goals 2017 - 2021

STRATEGIC GOAL I: STUDENT SUCCESS

- **Goal I-A   Create a Culture of Completion**
  Objectives:
  I-A.1   Reduce barriers to student access to lifelong learnings
  I-A.2   Increase opportunities for concurrent and dual enrollment
  I-A.3   Utilize articulation agreements as recruiting tools
  I-A.4   Promote lifelong learning and provide career advancement strategies for students
  I-A.5   Identify and address barriers to student completion

- **Goal I-B   Embrace Excellence in Teaching and Learning**
  Objectives:
  I-B.1   Become a statewide leader in innovative developmental education
  I-B.2   Enhance programs to ensure employability of graduates
  I-B.3   Enhance programs to ensure meaningful transferability to four-year institutions
  I-B.4   Embrace innovative, data-driven instructional design in all educational programs
  I-B.5   Ensure professional development opportunities align with strategic priorities
  I-B.6   Expand professional development opportunities for faculty and staff
  I-B.7   Continue to strengthen access to instructional technology in all learning

- **Goal I-C   Ensure Student Success**
  Objectives:
  I-C.1   Ensure that all members of the College community provide effective, quality services to our students
  I-C.2   Expand advising resources to improve student access, persistence, and completion
  I-C.3   Support the College's *RIGHT Path* Initiative

STRATEGIC GOAL II: COMMUNITY ENGAGEMENT

- **Goal II-A   Develop the Emerging Workforce**
  Objectives:
  II-A.1   Be a driving force for economic and workforce development
  II-A.2   Because the College is an integral part of the community, recognize and encourage employee involvement and participation in the region
  II-A.3   Strengthen existing and develop new relationships between industry partners, academic programs, and workforce initiatives
  II-A.4   Develop innovative ways to deliver training, certification, and educational programs in high demand occupations
  II-A.5   Expand capacity in programs that lead to high demand occupations

- **Goal II-B   Create a Unified Vision**

  Objectives:

  II-B.1   Craft a clear identity for the College and embed it within a comprehensive branding strategy

  II-B.2   Highlight our institution's successes to showcase progress and improvements

  II-B.3   Develop a marketing and recruitment plan that includes a diverse group of both faculty and staff and develops rich relationships

  II-B.4   Ensure facilities are safe and a good reflection of the College

STRATEGIC GOAL III: ORGANIZATIONAL EFFECTIVENESS

- **Goal III-A   Embrace Cultural Transformation**

  Objectives:

  III-A.1   Optimize employee engagement

  III-A.2   Develop and institute communication channels to internal stakeholders, ensuring that all are aware of activities and update

  III-A.3   Create a positive, supportive work environment for all

  III-A.4   Promote a culture of collaboration among all members of the Delgado family

- **Goal III-B   Ensure Transparency, Efficiency, and Accountability**

  Objectives:

  III-B.1   Review programs and curricula to ensure relevancy and viability

  III-B.2   Acquire and utilize a student advising tracking system and degree audit program

  III-B.3   Engage in strategic budget planning to align activities with strategic priorities

  III-B.4   Build an internal communications structure

  III-B.5   Create a communications system that allows for deeper and more meaningful relationships with external partners

- **Goal III-C   Ensure a Sustainable Colleges**

  Objectives:

  III-C.1   Allocate financial resources to align activities with strategic priorities

  III-C.2   Design and implement a systematic approach to grants development and management

  III-C.3   Cultivate a financial aid process that reduces barriers to federal, state, and private student funding

  III-C.4   Create and implement a targeted fund development plan

  III-C.5   Develop and implement a capital campaign for the College

  III-C.6   Building on the comprehensive facilities utilization plan, develop a proactive facilities maintenance schedule

4.2   Alignment of Technology Goals with SACSCOC Standards

The Technology Goals must be also in alignment with SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation standards. The standard that most closely aligns with this year's standards is 11.20, Learning and Information Resources; however, alignment is recognized with the other standards as well. The following chart shows the alignment of the Technology Goals with the 2018 SACSCOC standards. Similar to the alignment of the Technology Goals with the institutional goals, all of the Technology Goals support more than one standard.

			DCC Technology Goals							
			1 Banner & Applications	2 Funding	3 Infrastructure	4 Training	5 Academic Technology	6 Communication	7 Technology Policies	8 Technology Support
SACSCOC Technology-Focused Standards for 2018	10.60	Distance and Correspondence Education	√	√	√	√	√	√	√	√
	11.20	Learning/ Information Resources			√	√	√		√	√
	12.10	Student Support Services	√		√	√	√	√		√
	12.50	Student Records	√		√	√			√	√

Delgado Community College Technology-focused SACSCOC Accreditation Standards 2018

10.60   An institution that offers distance or correspondence education: (a) ensures that the student who registers in a distance or correspondence education course or program is the same student who participates in and completes the course or program and receives the credit. (b) has a written procedure for protecting the privacy of students enrolled in distance and correspondence education courses or programs. (c) ensures that students are notified, in writing at the time of registration or enrollment, of any projected additional student charges associated with verification of student identity. (Distance and Correspondence Education)

11.20   The institution provides adequate and appropriate library and learning/information resources, services, and support for its mission. (Learning/Information Resources)

12.10   The institution provides student support programs, services, and activities consistent with its mission (Student Support Services)

12.50   The institution protects the security, confidentiality, and integrity of its student records and maintains security measures to protect and back up data. (Student Records)

4.3 The Role of Administrative and Academic Technology

This strategic plan focuses attention on how technology can and should be used to further the College's mission and long-range goals. For implementation to be successful, DCC must be able to operationalize the goals and objectives for 2018 – 2023.

Two key implementation factors are the OIT and DLIT organizations to respond to, support, and provide guidance for technology initiatives across the institution. To continue giving focused direction for these functional areas mission statements assist in articulating an organization's purpose and the reasons for its existence. It describes the result that is to be accomplished and how the department will work toward making the technology vision a reality. It is tactical in nature describing the responsibilities of the organization to the institution. The mission statement for OIT follows:

Delgado Community College Technology Mission
OIT provides a broad scope of exceptional technological support and services and innovative technology development through operational excellence while seeking revenue opportunities that leverage the technical capabilities which fulfill the vision and mission of the College

DLIT refined its vision and mission as part of this Technology Plan update:

Distance Learning and Instructional Technology Vision
Delgado Online, distance education at Delgado Community College, is student-ready committed to the success of every online student through relevant and innovative course design, excellence in teaching, support services, and college and community partners

Distance Learning and Instructional Technology Vision
In response to the evolving educational, career, and personal goals of students DLIT provides faculty with the leadership, coordination, and support necessary to create an accessible, flexible, online learning-centered environment in which students learn to think critically, demonstrate digital literacy, and develop workplace skills

4.4 Development of Operational Plans

Another key factor in the implementation of DCC's Technology Strategic Plan is the development of tactical plans that are specifically tied to its technology goals and objectives. In the Implementation Grid that follows a column indicates the individual(s) or department who has major responsibility for implementation of each of the technology objectives. Typically, it is this person(s) or department or committee who is responsible and accountable for the development of annual operating plans including appropriate budget requests for each of the assigned objectives and for ensuring that progress is being made toward the implementation and completion of objectives.

5.0 Delgado Community College Technology Action Plan 2018 - 2023

The Implementation Grid that follows is intended to be a "bridge" between the technology goals and objectives (what needs to be accomplished) and the tactical plans (how the objectives are to be implemented) that will need to be developed. The Implementation Grid provides direction and a starting point for implementing the DCC technology goals and objectives.

5.1 Goals and Objectives Implementation Grid Legend

The following definitions are provided for clarity and explanation as to the information contained in the Grid.

- Goals are strategic level targets.
- Key performance indicators (KPI) answer the question, "How will we know when we have achieved the goal?" KPIs are used as benchmarks for progress.
- Objectives associated with each goal identify actionable components of the goal.
- Dependencies are those events that must take place or environments that need to be in existence before implementation of a strategy can begin
- Responsible Party identifies the individual, department, or council that has major responsibility for accomplishment of each of the objectives. 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 objectives 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 objective.
- Anticipated Resources may include personnel (FTE) and/or dollars.
- Target Completion Timeline identifies the optimum window for work to occur to accomplish the objective. Operational work should begin upon plan approval. The end of the last year of the plan assumes December 31.

5.2 Greatest Return on Progress

Upon review of Chancellor Davis' technology vision and the comments from constituency focus groups and interviews, OIT determined that the greatest Return on Progress in the next 5 years will be to:
- Fully implement the SKYPE project to facilitate efficient meeting time
- Provide consistent and reliable WIFI across all campuses
- Be as current as possible in technology supporting the Delgado mission
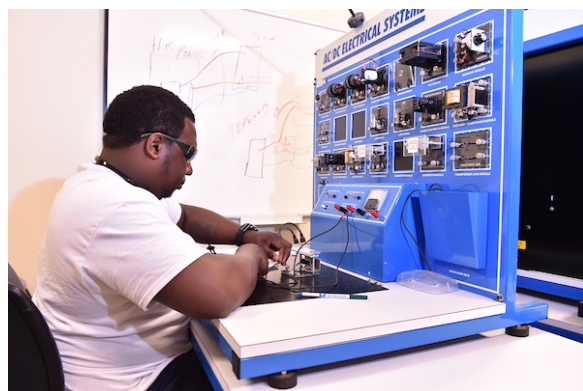
5.3   Technology Goals and Objectives Implementation Grid

STRATEGIC TECHNOLOGY GOAL 1: *Banner and Applications*
Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- *Key Performance Indicator: By the end of 2018, Atrium will be fully implemented*
- *Key Performance Indicator: By Summer 2018 PMT will be meeting regularly*
- *Key Performance Indicator: By the end of 2019, ACH capability will be implemented*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-A. Become a leader in Banner innovations & enhancements technology	• Protocols are established that motivate internal & external stakeholders to better communicate & work together • Banner innovations & implementation strategies are identified • LCTCS has buy-in for innovations & enhancement technologies • Multi-discipline team members are identified • Time to work on project is available	CIO; Banner Core Team; Identified dept leaders as needed	• Meeting time • External expertise to assist the team • Financial resources for solutions • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Develop the organizational hierarchy specific to DCC to substitute for the org hierarchy in the LCTCS centralized Banner structure					Dec 31			
Implement ACH capability					Dec 31			
Complete implementation & migration to BDMS					Dec 31			
Expand Atrium (ID card, bookstore, etc. technology) in stages by functionality (Stage 1 was the implementation of Atrium)				Dec 31 Stage 2	Dec 31 Stage 3			
Implement Chrome River travel functionality								Dec 31
Pre-populate Banner forms & collect additional info as appropriate						Dec 31		

STRATEGIC TECHNOLOGY GOAL 1: *Banner and Applications continued*

Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- *Key Performance Indicator:*   *By the end of 2018, Atrium will be fully implemented*
- *Key Performance Indicator:*   *By Summer 2018 PMT will be meeting regularly*
- *Key Performance Indicator:*   *By the end of 2019, ACH capability will be implemented*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-B. Implement existing or new software to assist with data analytics & continuous monitoring of various transaction types	• Needs for analytics identified e.g., Leadership Dashboard; Director-level data; Daily operational reports, etc. • Funding for analytics implementation is allocated • Implementation plan is developed • Technical & human capital is organized for project • Training funding is available & training is developed	CIO; Institutional Research; Specified users across DCC	• Meeting time • External expertise to assist the team • Financial resources for solutions • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Upgrade Class Climate (survey tool) for Safety				Summer				

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-C. Re-establish the Project Management Team (PMT) to discuss Banner ERP implications & coordinate initiatives; Co-chairs are CIO & Banner Functional Leader	• PMT co-chairs are identified • Monthly meeting schedule & charter are developed • Charter is developed with: ○ Purpose ○ Membership ○ Responsibilities ○ Reporting structure	OIT & functional users from all Banner systems	• Meeting time • External expertise to assist the team • Financial resources for solutions • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
First PMT meeting				Summer				

STRATEGIC TECHNOLOGY GOAL 1: _Banner and Applications continued_
Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- _Key Performance Indicator:_   _By the end of 2018, Atrium will be fully implemented_
- _Key Performance Indicator:_   _By Summer 2018, PMT will be meeting regularly_
- _Key Performance Indicator:_   _By the end of 2019, ACH capability will be implemented_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-D. Develop automation maximizing efficiencies within Banner, streamlining the number of touches, manual processes, etc.	• Manual processes targeted for workflows are identified • Pain points that can be resolved through analysis, process redesign, & e-tool baseline functionality are determined	PMT	• Meeting time • External expertise to assist the team • Financial resources • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
E-collect information through online forms & post directly to Banner				Dec 31				
Review & update as needed data standards; communicate to DCC community that these are to be followed to ensure accurate data					Dec 31			
Identify needed error-exception reports to aid in accurate information; develop reports; communicate availability				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Prioritize processes for targeted for automation with the greatest positive impact for DCC; develop automation timeline				TBD	TBD	TBD	TBD	TBD
Conduct BPA/R workshops according to timeline to streamline processes with automation				TBD	TBD	TBD	TBD	TBD
Begin automation project(s)				TBD	TBD	TBD	TBD	TBD
OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-E. Establish a LOLA email account for all DCC employees at point of hire	• Candidate has accepted employment • HR has created an employee record in Banner	OIT	• Time to create email account	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Identify all employees who do not have a LOLA email account; create account & notify employee; provide training & support as needed				Sept 30				

STRATEGIC TECHNOLOGY GOAL 1: Banner and Applications continued
Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- *Key Performance Indicator:*   *By the end of 2018, Atrium will be fully implemented*
- *Key Performance Indicator:*   *By Summer 2018, PMT will be meeting regularly*
- *Key Performance Indicator:*   *By the end of 2019, ACH capability will be implemented*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-F. Identify needed reports & prioritize for development	• Users have identified needs	OIT	• Time to develop report	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Work with functional users to develop reports as needed				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-G. Implement Electronic Personnel Action Form (EPAF) functionality	• BPA/R completed for hiring, onboarding, & termination processes • An EPAFs implementation schedule is developed coordinating LCTCS & DCC resources • Email address creation is setup for all employees • Existing HR supplemental fields are resolved	HR; OIT; & LCTCS	• Meeting time • External expertise to assist the team • Financial resources • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Determine the process to be developed as an EPAF; develop EPAF, test, & roll-out to DCC				July 1				

STRATEGIC TECHNOLOGY GOAL 1: _Banner and Applications continued_
Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- _Key Performance Indicator:_ _By the end of 2018, Atrium will be fully implemented_
- _Key Performance Indicator:_ _By Summer 2018, PMT will be meeting regularly_
- _Key Performance Indicator:_ _By the end of 2019, ACH capability will be implemented_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-H. Implement the Faculty Load & Compensation (FLAC) module	• Project champion is identified • Data clean-up is completed • A BPA/R has redesigned PT & FT overload pay process is completed • A FLAC implementation schedule is developed coordinating LCTCS & DCC resources	HR; Academic Affairs; OIT; LCTCS	• Meeting time • External expertise to assist the team • Financial resources • Support from LCTCS	TBD	TBD	TBD	TBD	TBD
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete a BPA/R to streamline process in preparation for FLAC				July 1				

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-I. Implement Degree Works (degree audit) to integrate with Banner	• Data clean-up is completed by functional users • Required data is loaded (2018-19 catalog) • A roll-out schedule is developed coordinating LCTCS & DCC resources • Training & documentation are provided	Academic Affairs; OIT; LCTCS	• Meeting time • External expertise to assist the team • Financial resources • Support from LCTCS	TBD	TBD	TBD	TBD	TBD
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete data clean-up & loading of data into Degree Works				TBD	TBD	TBD	TBD	TBD

STRATEGIC TECHNOLOGY GOAL 1: <u>Banner and Applications continued</u>
Utilize the Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, efficient workflow, and innovation to better serve the DCC community.

- *Key Performance Indicator:*   *By the end of 2018, Atrium will be fully implemented*
- *Key Performance Indicator:*   *By Summer 2018, PMT will be meeting regularly*
- *Key Performance Indicator:*   *By the end of 2019, ACH capability will be implemented*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-J. Implement a Job Posting & Applicant Tracking System	• An ATS is selected • A plan to implement is developed by LCTCS • Training & documentation are provided	LCTCS; HR; OIT	• Meeting time • External expertise to assist the team • Financial resources • Support from LCTCS	TBD	TBD	TBD	TBD	TBD
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Participate as needed in the ATS selection project				TBD	TBD	TBD	TBD	TBD
Participate in the testing of the new system				TBD	TBD	TBD	TBD	TBD
Implement the new ATS system				TBD	TBD	TBD	TBD	TBD

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1-K. Complete the transition to Banner 9 & implement enhanced functionality as appropriate	• Data clean-up is completed by functional users • A roll-out schedule is developed coordinating LCTCS & DCC resources • Training & documentation are provided	LCTCS; OIT	• Meeting time • External expertise to assist the team • Financial resources		TBD			
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete data clean-up & determine how modifications made to Banner 8 are to be resolved or managed					TBD			
Provide training for users					TBD			
Cut-over to Banner 9					TBD			

STRATEGIC TECHNOLOGY GOAL 2: _Funding_
Incorporate dedicated funding in the annual College budget and supplement with innovative, value-added funding sources that ensure a world-class technology environment.

- _Key Performance Indicator:_   _LCTCS identifies discount costs for technology district-wide_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
2-A. Provide dedicated funding for automation, technology, & innovation	• Costs over next 5 years identified. • A subcommittee of ISC is established to determine funding priorities • Policies are reviewed • Minimum technology standards are defined • A funding recommendation is proposed.	OIT; ISC	• Meeting time • External expertise to assist the team • Financial resources for solutions • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Use current STEP funds for academic technology labs & faculty computer refresh, lab infrastructure, & technology-related maintenance in facilities				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Document processes for STEP-funds based on the number of students and campus					June 31			
OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
2-B. Explore cost-effective technology innovation	• Faculty & staff needs are identified • Technology solutions are explored • Infrastructure, support, & training are identified • Extra Service Agreements are available • Training plan is developed.	ISC; depts STEP process	• Meeting time • Support from LCTCS	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Identify cost-effective technology that will deliver substantial benefits				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 2: _Funding continued_
Incorporate dedicated funding in the annual College budget and supplement with innovative, value-added funding sources that ensures a world-class technology environment.

- _Key Performance Indicator:_   _LCTCS identifies discount costs for technology district-wide_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
2-C. Identify the necessary funding to support future technology infrastructure (scalability).	• Needed infrastructure costs are determined • A funding recommendation is proposed	CIO; ISC	• Meeting time • Support from LCTCS • Funding	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
As needed determine costs of technology infrastructure to ensure scalability				TBD	TBD	TBD	TBD	TBD

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
2-D. Dedicate funding to train faculty & staff for Banner ERP & other applications	• Initial & ongoing training is identified • A training plan is developed • Funding if not conducted using Train-the-Trainer model	CIO; ISC; DLIT; LCTCS	• Meeting time • Support from LCTCS • LCTCS system-wide contracts	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Identify the content & scope of training needed				TBD	TBD	TBD	TBD	TBD

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
2-E. Explore partnerships with local and regional businesses & organizations to increase funding sharing resources & building capacity in a collaborative manner	• Local & regional business/ organizations are identified • Benefits to businesses/ organizations & DCC are identified • Strategies for approaching business/ orgs are determined	Workforce Dev, Inst Adv; Grants; Dev Office	• Meeting time • Staff to pursue opportunities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Follow-up on opportunities to approach businesses & organizations				TBD	TBD	TBD	TBD	TBD

STRATEGIC TECHNOLOGY GOAL 3: _Infrastructure_
Provide a 24/7 technology architecture which is secure, robust, and flexible

- _Key Performance Indicator:_ _By the beginning of 2020, the upgrade to the telephony platform will be complete_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-A. Upgrade the current telephony platform to the latest architecture	• Architecture design is completed • Upgraded hardware & software are acquired • Professional services contracts completed • Collaboration with all parties	OIT	• Continued funding	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete Stage 1, the upgrading of services, OIS version, & V Stack				June 1				
Complete Stage 2, the initial gateway replacement				June 2				
Stage 3, the remaining gateway replacement					June 30			
Stage 4, move to cloud telephony								June 30

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-B. Continue to refresh the current network platform to provide a more stable & redundant environment	• Architecture design is completed • Updated hardware & software is acquired • Professional services contracts completed • Network inventory & assessment is completed	OIT	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Replace the core networking elements to provide a consistent & stable environment								

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure continued
Provide a 24/7 technology architecture which is secure, robust, and flexible

- *Key Performance Indicator*   *By June 30, 2018, the replacement of servers will be complete*
- *Key Performance Indicator:*   *By the beginning of 2020, the upgrade to the telephony platform will be complete*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-C. Replace aging servers with virtualization technology where appropriate	• Needed hardware & software are acquired • Desktop assessment completed • Professional services contracts completed • Training is designed & available	OIT	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete the replacement of aging servers with virtualization technology as appropriate				June 30				

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-D. Develop & implement a plan to automate as many processes as possible college-wide	• Processes are identified for automation • Professional services contracts completed • BPA & process redesign is completed • Forms inventory & assessment is completed • Training is available • FTE hired • Funding is available	OIT; functional team leads	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Prioritize processes for greatest positive impact for DCC; develop timeline automation timeline				TBD	TBD	TBD	TBD	TBD
Conduct BPA/R workshops according to timeline				TBD	TBD	TBD	TBD	TBD
Begin automation project				TBD	TBD	TBD	TBD	TBD

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure continued
Provide a 24/7 technology architecture which is secure, robust, and flexible

- *Key Performance Indicator*   *By June 30, 2018, the replacement of servers will be complete*
- *Key Performance Indicator:*   *By the beginning of 2020, the upgrade to the telephony platform will be complete*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-E. Implement BDMS (Banner Document Management System) across all functional areas	• Needed hardware is acquired • Professional services contracts completed • Architecture is designed • Inventory & assessment completed • Training is available • Policies are updated • Funding is available	OIT; functional offices	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete the migration project from ImageNow to BDMS							June 30	

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-F. Implement SharePoint across functional areas providing an online secure workplace to store, organize, & share documents	• Professional services contracts completed • Funding is available	OIT	• Funding TBD • Staff time	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Allocate the resources, funding & staff time, to implement SharePoint across DCC				TBD	TBD	TBD	TBD	TBD

STRATEGIC TECHNOLOGY GOAL 3: <u>*Infrastructure continued*</u>
Provide a 24/7 technology architecture which is secure, robust, and flexible

- *Key Performance Indicator*   *By June 30, 2018, the replacement of servers will be complete*
- *Key Performance Indicator:*   *By the beginning of 2020, the upgrade to the telephony platform will be complete*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3-G. Fully implement SKYPE for Business project to facilitate 24/7 real-time online collaboration	• Professional services contracts completed • Funding is available	OIT	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Implement SKYPE for Business across DCC campuses & locations				TBD	TBD	TBD	TBD	TBD

STRATEGIC TECHNOLOGY GOAL 4: _Training_

Consider training in technology a College-wide initiative to further teaching, learning, student retention, and process efficiency

- _Key Performance Indicator: DCC endorses technology training as a priority for faculty and staff_
- _Key Performance Indicator: The number of new employees trained in minimum critical appropriate technology increases yearly_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
4-A. Provide appropriate technology training to faculty & staff, & document to create an internal professional development transcript	• VCs & Exec Deans approve & support training for all employees to meet needs & identified standards • Training topics & outcomes are identified; standards are approved • Training is developed or purchased • All training materials and e-tools are in Canvas • Technical support is identified • Knowledgeable resources are identified to conduct training • Point person in each area to coordinate & track training	LCTCS; HR; Faculty & Staff Development, DLIT	• Meeting & staff time • Funding as needed	Begin Fall				Ongoing

Projects - Technology training is organized in stages		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Stage 1	• Skills & knowledge needed are determined; standards are developed & approved • Employees are surveyed for needs; results are assessed • Xenegrade for tracking is configured	Begin Fall	June 30			
Stage 2	• Staffing & dollar resources are identified; timeline is set • Training is developed if needed or purchased				June 30	
Stage 3	• Training is organized, marketed internally, & endorsed by leadership • Training made available; tracked in Xenegrade					June 30
Stage 4	• Needs are assessed; training is identified; training is delivered					Ongoing

STRATEGIC TECHNOLOGY GOAL 4: Training continued
Consider training in technology a College-wide initiative to further teaching, learning, student retention, and process efficiency

- *Key Performance Indicator:* DCC endorses technology training as a priority for faculty and staff
- *Key Performance Indicator:* The number of new employees trained in minimum critical appropriate technology increases yearly

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
4-B. Incorporate technology training into a virtual New Employee Orientation modeled after the New Student Orientation using Canvas	• Collaboration with HR is in place • Banner onboarding is included as appropriate • HR, Campus Police, ID Card Center, Fitness Center, etc. information as appropriate is in Canvas	LCTCS; HR; Faculty & Staff Dev; DLIT	• Meeting & staff time • Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Determine how New Student Orientation using Canvas can be adapted for technology training for new employees				TBD	TBD	TBD	TBD	TBD

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
4-C. Identify ADA compliant delivery strategies that will motivate employees to participate in mandatory & informational training from hire & throughout employment	• All VCs approved mandatory training added to New Employee Orientation • Persons are identified to deliver training • Classrooms & delivery modes required for positions that require appropriate technology skills meet minimum technology standards	Faculty & Staff Dev; LCTCS, DLIT, OIT	• Meeting & staff time • Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Ensure that all classrooms & delivery modes used for instruction & learning meet minimum technology standards				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 5: _Academic Technology_
Provide state-of-the-art technology to effectively facilitate learning at Delgado, any time, any place.

- _Key Performance Indicator:_   _Increase online and hybrid course offerings by 5% each year_
- _Key Performance Indicator:_   _Increase the number of faculty who teach online and/or hybrid courses by 5% each year_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
5-A. Continue to equip all learning spaces with appropriate instructional technology	• Electric, data, connectivity, technology, & equipment inventories for all learning & faculty work spaces are completed • Results of faculty survey indicate appropriate technology in learning & work spaces • Resources needed are identified	DLIT; Media Services	• Meeting & staff time • Adequate funding • Adequate staffing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Equip all learning & faculty work spaces to meet minimum technology standards				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
5-B. Expand online course offerings & fully online programs	• Leadership & Deans support expansion of online course & program offerings •	VC of Academic Affairs; DLIT	• Meeting & staff time • Adequate funding • Adequate staffing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Expand online and/or hybrid course offerings that lead to high demand occupations				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop online courses and/or programs not offered in the state and/or region				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Reduce the number of barriers to taking online courses that students may encounter				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Create partnerships with Workforce (PLA) & Adult Education (eLearn for State) to provide pathways to online certificates & degrees				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Assist faculty to develop online courses & programs				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 5: Academic Technology continued
Provide state-of-the-art technology to effectively facilitate learning at Delgado, any time, any place.

- *Key Performance Indicator:*   Increase online and hybrid course offerings by 5% each year
- *Key Performance Indicator:*   Increase the number of faculty who teach online and/or hybrid courses by 5% each year
- *Key Performance Indicator:*   By Fall 2020, online course enrollment will increase to 40% of total enrollment

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
5-C. Market HyFlex as a course format option as part of hybrid Business courses	• Department chairs provide leadership for initiative • An inventory of current technology capability is completed • Faculty members are trained to use technology • Class schedule & use of technology is coordinated	VC of Academic Affairs; Divisions	• Meeting & staff & faculty time • Adequate funding	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Coordinate class scheduling, faculty schedules, & classrooms to offer HyFlex hybrid Business courses					Spring	Ongoing	Ongoing	Ongoing

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
5-D. Require faculty & students to use Canvas as a preventative measure against any college closures	• Learning & class requirements materials are posted in Canvas	DLIT; VC of Academic Affairs	• Faculty time	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Review & update as needed all learning & class requirements materials in Canvas				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 6: Communication
Improve communication with students, faculty, and staff using technology.

- *Key Performance Indicator:* All critical information is communicated to constituencies as appropriate
- *Key Performance Indicator:* Recognize as least one technology innovation or best practice each year

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
6-A. Continue timely, accurate information to students & all constituents using a variety of technology resources which are convenient, relevant, & targeted	• Learning & class requirements materials are posted in Canvas in case of DCC closure	ISC; Inst Adv; OIT: Academic Affairs: DLIT	• Meeting time • Adequate funding • Adequate staffing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Continue to broadcast needed information to constituencies				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Ensure that all teaching & learning materials are posted to Canvas				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
6-B. Continue to celebrate technology innovation & best practices	• Strategies for publicizing technology innovation & success are identified	Inst Adv; College Leadership	• Time • Minimal funding	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Continue recognizing accomplishments in technology				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 7: <u>Technology Policies</u>
Align college policies and current and new technologies

- *Key Performance Indicator:*   *As policy changes are identified, they are reviewed, updated, approved, and communicated to constituencies*

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
7-A. Review & update technology-related policies college-wide	• Effective strategies are identified to inform DCC community of updated/new policies	Policy owner; Policy Office	• Meeting time • Adequate staffing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Yearly review all technology-related policies & update as needed				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
7-B. Communicate regularly updated & new technology-related policies college-wide	• Effective strategies are identified to inform DCC community of updated/new policies	Policy owner; Policy Office	• Meeting time • Adequate staffing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Continue to communicate policy changes to constituencies				Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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STRATEGIC TECHNOLOGY GOAL 8: _Technology Support_

Provide technology support for all hardware and software resources using an innovative 24/7 management support system.

- _Key Performance Indicator:_   _By end of calendar year 2020, a three-tier device support system is fully implemented_

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
8-A. Continue to implement a 3-tiered device support system via ServiceNow that offers 24/7 reporting & problem resolution for all DCC-connected devices	• Additional staff position filled	OIT	• Funding TBD	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete the 3-tiered device support system using ServiceNow						Dec 31	Ongoing	Ongoing

OBJECTIVE	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline				
				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
8-B. Continue to update DCC technology through the Learning & Teaching Spaces refresh plan & the Recycle program for staff to keep technology as current as possible	• An accurate inventory exists • Buy-in & college-wide collaboration procedures are in place • Sustained, yearly funding is available (STEP & Perkins)	OIT	• STEP • Perkins • Other sources of funding identified	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Projects				FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Complete the tiered device support system using ServiceNow						Dec 31	Ongoing	Ongoing

Delgado Community College

Stakeholder Involvement

Stakeholders from departments and offices across the campuses were invited to participate in focus groups to review Planning Assumptions, Goals, and Objectives and to describe technology accomplishments and progress made since 2015. Focus group participants spanned a wide range of DCC stakeholders including students and employees.

STAKEHOLDERS	TYPE OF INTERACTION	DATE
Chancellor Joan Davis	Interview	April 16, 2018
Students – VISC (Visual Communication) class	Focus Group	April 16, 2018
Dean, Distance Learning and Instructional Technology	Interview	April 16, 2018
Interim Vice Chancellor, Academic Affairs, and Provost	Interview	April 16, 2018
Vice Chancellor, Student Affairs and Executive Dean, City Park	Interview	April 16, 2018
Registrar, City Park Campus, Assistant to Vice Chancellor, OIT Reporting	Focus Group	April 16, 2018
Instructional Technology Committee	Focus Group	April 17, 2018
Students – CCSS (College Career & Success Skills) - 107	Focus Group	April 17, 2018
Faculty, Student Affairs, Policy Office, OIT	Focus Group	April 17, 2018
Faculty and Staff	Focus Group	April 18, 2018
OIT leadership and staff	Focus Group	April 19, 2018
Banner systems' analysts & OIT leadership	Focus Group	April 19, 2018

Delgado Community College

Progress and Accomplishments for 2015 – 2018 Goals and Objectives

During the Technology Plan update process, key stakeholders shared accomplishments made in the past 3 years. Evidence of progress is available from the various participants if desired. Below is a list of progress that DCC has achieved since 2015 for its 2015 to 2018 goals and objectives.

BANNER AND APPLICATIONS

GOAL 1: Utilize Banner ERP and other applications in partnership with the LCTCS to achieve greater automation, workflow, and innovation to better serve the DCC community

Objective 1-A   Become a leader in Banner innovations and enhancements technology
Progress:
- Students can auto-request transcripts through the National Student Clearinghouse
- Students can apply for graduation through SSB; Atrium displays what is needed to graduate
- Time ticketing in Banner has been extended to military personnel, spouses, and dependents, as well as regular students

Objective 1-B   Implement existing or new software to assist with data analytics and continuous monitoring of various transaction types
Progress:
- Reports that identify errors have been developed in the Registrar's Office
- Missing grades reports for deans have been developed so that deans can more easily work with faculty reduce the number of missing grades

Objective 1-C   Develop fully automated workflows maximizing efficiencies within Banner, e.g., number of touches, manual processes, etc.
Progress:
- LCTCS developed Banner workflows for the following:
  - Canceled class notifying students or notify students that they have been moved to another section
  - Graduation instructions to students who have applied
  - Notification to students that they have been dropped for not meeting pre-requisites

Objective 1-D   Utilize innovative software solutions for internal/external interaction within the College community
Progress:
- Continually expanding the use of Canvas beyond content presentation to include communication, collaboration, and increased interaction to improve persistence

Objective 1-E   Identify the most appropriate vehicle for Banner systems' owners to meet regularly and discuss ERP implications

Progress:
- Functional groups across System meet every semester
- Ad hoc meetings are scheduled as needed

Objective 1-F   Inventory and review existing reports that are available across functional areas; identify those that are needed; and prioritize for development

Progress:
- Inventory completed for existing reports
- Working with functional users to determine needs

Objective 1-G   Implement fully Electronic Personnel Action Form (EPAF) for DCC

Progress:
- Modifications to Banner have been identified by LCTCS
- Options for returning to baseline functionality are being discussed before EPAFs can be designed

Objective 1-H   Implement fully the Faculty Load and Compensation (FLAC) module for DCC.

Progress:
- Discussions with LCTCS, HR, Student functional users, and Student leadership have occurred

Objective 1-I   Implement the Curriculum, Advising, and Program Planning (CAPP) degree audit module for DCC

Progress:
- CAPP will not be used
- Degree Works is being implemented across the District
- Reports are developed
- Advisors have been auto-assigned
- Overrides are automated

Objective 1-J   Implement NEOGOV HR Job Posting and Applicant Tracking system

Progress:
- Selection of an Applicant Tracking System (ATS) is underway

Objective 1-K   Implement EMAS Recruiter Student Recruitment software

Progress:
- The District is now using Banner Recruiter in Admissions

FUNDING

GOAL 2: Incorporate dedicated funding in the annual College budget and supplement with innovative, value-added funding sources that ensures a world-class technology environment

Objective 2-A   Provide dedicated funding for automation, technology, and innovation
<u>Progress:</u>
- STEP, Perkins & FEMA funds—in the past 3 years—has upgraded classrooms and labs with technology and communications, desktops and laptops for Faculty/Staff, and Wi-Fi college wide
  - STEP
    - 2017-18 - $659,686
    - 2016-17 - $526,993
    - 2015-16 - $454,881
  - Carl Perkins
    - 2017-18 - $45,140
    - 2016-17 - $86,964
    - 2015-16 - $460,913
  - FEMA
    - 2017-18 - $0
    - 2016-17 - $3,627,486
    - 2015-16 - $360,994
- Perkins funding is dedicated to 3 programs: health science, EMT, and skilled crafts

Objective 2-B   Explore cost-effective technology innovation
<u>Progress:</u>
- LCTCS pursues discount costs for the district as a whole

Objective 2-C   Identify the necessary funding to support future technology infrastructure (scalability)
<u>Progress:</u>
- STEP funds are also used for technology-related maintenance in buildings

Objective 2-D   Dedicate funding to train faculty and staff for Banner ERP and other applications
<u>Progress:</u>
- LCTCS developed admissions training and formalized training plans using a Train-the-Trainer model

Objective 2-E   Explore partnerships with local and regional businesses and external organizations to increase funding opportunities sharing resources and building capacity in a collaborative manner
<u>Progress:</u>
- The Small Business Center in Building 1 Annex is being used for Business and Industry endeavors
- Chevron is supporting DCC's fabrication lab
- Program internships are available with biotechnology companies throughout Louisiana

- A California company is providing portable microscopes for K-12 science teachers taking classes at DCC to align with Louisiana Student Science Standards (LSSS)
- Entergy (New Orleans electric and natural gas provider) is providing tools for alignment training for Line workers

INFRASTRUCTURE

GOAL 3: Provide a 24/7 technology architecture which is secure, robust, and flexible

Objective 3-A Develop and implement a plan that encompasses a redundant ISP (Internet Service Provider) for all DCC locations

Progress:
- Stage 1, the upgrade of servers, IOS version, and V-Stack, is 75% completed

Objective 3-B Develop and implement a plan that upgrades the current telephony platform to the latest architecture

Progress:
- 75% of the project has been completed

Objective 3-C Implement a plan to refresh the current network platform to provide a more stable and redundant environment

Progress:
- 90% of the project has been completed
- Content management and Class Climate applications have been implemented
- The migration of Azure for building, testing, deploying, and managing applications and services is complete

Objective 3-D Develop and implement a plan to replace aging servers and desktops with virtualization technology where appropriate

Progress:
- Completed

Objective 3-E Complete the existing wireless action plan to upgrade, stabilize, and secure the latest wireless platform college-wide

Progress:
- In progress and dependent on LCTCS timeline and resources

Objective 3-F Develop and implement a plan to establish an electronic form and automated workflow environment college-wide

Progress:
- JOT for forms is implemented

Objective 3-G. Implement BDMS (Banner Document Management System) across all functional areas

Progress:
- Beginning migration from ImageNow to BDMS

Objective 3-H   Implement a college portal that can provide access to DCC information and applications for constituencies

Progress:
- Not applicable currently

Objective 3-I   Implement an OIT website to inform the DCC community on current technology-

Progress:
- Completed

Objective 3-J   Implement SharePoint across functional areas providing an online secure workplace to store, organize, and share documents

Progress:
- Implementation is in progress

Objective 3-K   Implement Skype instant messaging to improve communication and sharing of information

Progress:
- Skype instant messaging has been implemented and in use

TRAINING

GOAL 4: Use technology to provide relevant training to faculty and staff using innovative delivery practices

Objective 4-A   Offer more appropriate software application training to faculty and staff

Progress:
- Surveyed faculty for Microsoft training and conducted training based on survey results during Fall and Spring semesters
- Offered LMS (Canvas) and other teaching e-tools training during the Summer session
- Convocation workshops for faculty in Canvas, Tegrity Proctor, Turning Point clicker, MyITLab, DCC Alert, and Adobe Captivate
- Respondus LockDown Browser and Monitor training has been conducted
- Subscription services for Lynda.com have been offered to faculty through DLIT
- Faculty and Staff Newsletters are distributed on pertinent technology issues

Objective 4-B   Use technology to share knowledge and access across departments

Progress:
- Xenegrade has been purchased to track training
- State required training is tracked

Objective 4-C   Develop job-related and technology based curricula that documents internal professional development transcript

<u>Progress:</u>

- Training videos are being designed

Objective 4-D   Incorporate technology training into the current New Employee Orientation program

<u>Progress:</u>

- Canvas self-paced training is available
- Website navigation training is conducted
- Timesheet training is conducted
- The New Employee information packet is emailed to new employees for completion

Objective 4-E   Develop motivational strategies to deliver mandatory and accessible (ADA Compliant) information and training at the point of hire and throughout employment

<u>Progress:</u>

- Workshops are offered at Convocation
- Safety training is offered
- State-mandated training is offered

ACADEMIC TECHNOLOGY

GOAL 5: Provide state-of-the-art technology to effectively facilitate learning at Delgado, any time, any place

Objective 5-A   Continue to equip all learning spaces with state-of-the-art instructional technology

<u>Progress:</u>

- Using one-time FEMA funding upgraded 103 classrooms to meet minimum technology standards
- Completed inventory of learning and work spaces equipment using Fusion
- An inventory of electric, data, and connectivity resources for all learning and faculty work spaces is in progress
- STEP and Perkins funding is used to improve classrooms and learning spaces across campuses
- NSF funding was obtained to purchase classroom equipment
- A classroom technology equipment design standard of four models has been established:
    - Projector and screen at front of room, instructor podium with touch screen, speakers, webcam
    - Large monitor at front of room, multiple monitors mounted on peripheral walls, speakers, webcam (conducive to collaborative learning)
    - Projector and screen at front of room, 80" monitor at back of room, instructor podium, speakers, webcam (Math just-in-time small section remediation)
    - Large monitor at front of room, multiple monitors peripheral walls, speakers, upgraded camera, microphone array (Synchronous lecture and conference)

Objective 5-B   Require faculty to incorporate technology as appropriate into classroom instruction
Progress:
- DLIT continues to offer classroom technology training for faculty
- Recorded faculty lectures and posted to U-Tube to demonstrate teaching techniques using technology

Objective 5-C   Develop an online learning content repository (Canvas) used by and available to all faculty (full-time and adjunct)
Progress:
- Completed

Objective 5-D   Encourage faculty and students to use DCC's LMS (Canvas) effectively through training and provided support
Progress:
- Canvas is used as the teaching and learning repository for classroom and is being used by increasing numbers of faculty

Objective 5-E   Use technology (Online HyFlex and Canvas) to offer courses across DCC campuses to efficiently utilize faculty and classroom space
Progress:
- HyFlex pilot program is completed and proven successful

Objective 5-F   Expand offerings to facilitate self-paced learning in both credit and non-credit courses
Progress:
- Online course offerings increased by 30% in the past 3 years
- 22% of total enrollment is online courses ranging usually from 25%-33% and as high as 40%
- 9888 non-unique students in 437 sections (Spring 2017, 484 sections) enrolled in online courses
- 4997 unique students enrolled in online courses in 2017
- Summer 2017, 37.6% of total enrollment was in online courses
- 237 online courses were offered Fall 2017
- 13 fully online programs using Canvas (Certificate and Degree Programs) are offered

Objective 5-G   Utilize, assess, and compare current academic technology tools to meet the needs and exceed the expectations of learners and faculty
Progress:
- HyFlex (math) has been successfully implemented and integrated into online courses

COMMUNICATION

GOAL 6: Improve communication with students, faculty, and staff using technology

Objective 6-A   Provide timely, accurate information to students and all constituents using a variety of technology resources which are convenient, relevant, and targeted

Progress:

- As part of the One Voice Philosophy of DCC, the Executive Council has communicated and emphasized to internal users the importance of providing accurate information in a timely manner so that students and others have information needed to be successful
- Inceptia verification for Financial Aid is implemented
- JOT for online forms is implemented
- Appointment technology for advisement is implemented
- Social Media and chat on the DCC website is used by various offices and departments
- Texting is being used in the enrollment process

Objective 6-B   Maintain an ongoing line of communication between OIT and the DCC community to address all technology concerns and opportunities
Progress:

- Dashboard information is available
- Alerts using the phone system are sent out

Objective 6-C   Celebrate innovation and best practices for and in using technology
Progress:

- Online programs have been recognized nationally
- A recognition program acknowledges innovative and successful uses of technology
- Congratulatory emails are sent by Leadership

TECHNOLOGY POLICIES

GOAL 7: Align college policies with current and new technologies.

Objective 7-A   Examine, evaluate, and update existing policies relating to technology
Progress:

- DLIT and Faculty and Staff Development have webpages to communicate policies and other information
- The Policy Office disseminates information as appropriate
- Completed and ongoing

Objective 7-B   Communicate regularly updated and new technology-related policies college-wide
Progress:

- Updated policies are posted to IT Policies webpage
- Workshops on policies are offered at Convocation and throughout the year
- Targeted emails on policies are sent as changes are made

Objective 7-C   Review and update technology-related policies yearly
COMPLETED:

- Ongoing

TECHNOLOGY SUPPORT

GOAL 8: Provide technology support for all hardware and software resources using an innovative 24/7 management support system

Objective 8-A   Develop and implement a BYOD plan that secures all non-DCC devices that connect to the DCC network
Progress:
- Completed
- WIFI network is completed and secure

Objective 8-B   Continue to implement a 3-tiered device support system via ServiceNow that offers 24/7 reporting and problem resolution for all DCC connected devices
Progress:
- Tier 1 completed
- 50% of Tier 2 completed with training and a new OIT position added

Objective 8-C   Develop and implement a refresh/recycle program that will provide the most up-to-date desktop technology college-wide
Progress:
- STEP and Perkins funding is used for classroom and faculty work space refresh
- The Recycle program is used to refresh older computing equipment for staff

Objective 8-D   Continue to implement a plan for the College to provide after-hours assistance for selected Student Services back-office functions
Progress:
- Call Center continues to assist students with financial aid questions during workday hours
- LOLA Help Desk provided by LCTCS continues to support student services

ADDITIONAL SOFTWARE

- Qnomy (D Flow), in the Answer Center, is a 'virtual line' allowing students to select the type of assistance needed then provides personalized ticket detailing next steps
- Student Life implemented EMS room reservation system
- Facilities and Planning is using RFID to tag and track equipment
- Atrium Attendance Tracking for graduation and other college events is in progress by OIT