

Delgado Community College Technology Strategic Plan 2013 - 2016

May 2013

Delgado
COMMUNITY COLLEGE
New Orleans, Louisiana

STRATEGIC PLANNING TEAM

Technology Strategic Planning Team

2013 - 2016

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CHANCELLOR'S LETTER

May 2013

Letter from the Chancellor



Dear Members of the Delgado Community College Family,

In an effort to streamline processes and identify more efficient and effective ways to meet the needs of our students and industry, the College has recently taken on the task of upgrading our technology efforts. Over the past few months the Office of Information Technology has worked diligently to develop a comprehensive plan which involved a number of collaborative meetings with internal stakeholders.

These meetings were essential to ensure that we were able to address those things that were not only important to our students but also faculty, staff and administrative personnel.

Our students are our greatest assets and being able to understand their expectations is critical to our success as an educational leader in this new and rapidly changing world of technology. It is imperative that Delgado is able to provide our students with a more intuitive and tech savvy environment when it comes to all levels of interaction with the College.

Delgado is committed to providing a strategic focus to the upgrading and implementation of technology factors that will enhance our ability to serve our students, college family and the members of the community at the highest levels possible.

Sincerely,

A handwritten signature in blue ink that reads "Monty Sullivan". The signature is fluid and cursive, with a long horizontal line extending from the end.

Monty Sullivan
Chancellor

Delgado Community College Technology Strategic Plan: 2013 - 2016

1.0 Executive Summary

Technology planning has been an integral element in support of fulfilling the Delgado Community College mission for over a decade. In March, 2001, a Master Plan for Post-Secondary Education completed by the Louisiana Community and Technical College System required member institutions to create strategic plans in order to meet the challenges in coming years. At that time, Delgado developed its first three-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, Delgado 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, and increasing enrollment that now necessitates Delgado to re-assess its

environment and develop updated technology goals and objectives to ensure a progressive and successful future.

The Information Systems Council (ISC) served as the planning team for the development of this technology strategic plan. The ISC provides direction for technology support in all areas of the College including administrative computing, academic computing, instructional technology, networking and communications, and technological infrastructure. Incorporated in its charge is technology planning.

The ISC has cross-functional membership with representatives from each of the campuses and major division areas. In addition, invitations were extended to other key areas of the College to ensure inclusion of as many stakeholders as possible given the impact of technology initiatives and direction across the institution.

In considering the implementation of many of the technology goals and objectives, the Office of Information Technology (OIT) and Distance Learning and Instructional Technology (DLIT) will be charged with operational tactics. Hence, vision and mission statements for these departments were developed and included as part of the plan.

The Delgado Technology Strategic Plan for 2013 – 2016 is comprised of a

Vision which is a description of the ideal state of technology intended to guide Delgado 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 Delgado operating environment was conducted by the planning team identifying those internal and external factors that affect technology at Delgado. Goals and objectives followed from this environmental analysis and concluded with the development of an implementation grid which was designed to be a bridge between strategic thinking and operational endeavors that bring the technology initiatives to reality.

Reflecting on the goals and objectives, the planning team determined that immediate progress could be achieved in three areas: training, automation of identified Banner® processes, and completion of the installation of wireless connectivity across all college locations. These projects continue the momentum of accomplishment that began with the development of this plan.

Since planning is dynamic in nature, yearly updates are required for the Plan to remain current. Progress on existing goals and objectives will need

to be measured and new objectives added as the technology environment at Delgado changes.



2.0 Introduction

2.1 Delgado Community College Technology History

In the mid to late 1960s, Delgado 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 the Michoud facility located in the New Orleans east area of the City, until its move to Building #37. Services primarily remained the same until 1991.

By 1992, Delgado 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, Delgado was devastated by Hurricane Katrina with 60 percent of the City Park Campus lost to flood and wind. The Delgado-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, Delgado 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.

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 provides assistance to faculty with the integration of technology into lesson design (e-learning) and in the use of technology in the classroom.

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.

Organizational Structure:

Thomas Lovince, Assistant Vice Chancellor/Chief Information Officer (CIO), leads the Office of Information Technology and a staff of (25) who support the technology function of the College. Within OIT, there are five main divisions, Information Technology Service Management which focuses on the Delgado technology assets, Network and Communication Services, Client Support Services which comprises the help desk and Information Center, Information Management which addresses daily computer operations and programming, and Administration and Support which includes security, policy, and procurement and contracts.



OIT reports directly to the Chancellor of the College 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:

- (2) IBM Multiprise 3000 Mainframes and IBM AIX Platforms running the following applications:
 - Banner®
 - Web Access for Students and Faculty
 - Payment Gateway/IVP
- Integrated Backend Applications
 - Xerox One Card
 - Barnes & Noble
 - Chase/Bank One card
 - EMAS
 - ImageNow® document management
- (800) Computers connected for Faculty and Staff

Network Infrastructure:

- (2,500) Workstations on a Microsoft Network
- (130) Servers
- (307) Infrastructure Components
- Gigabit Backbone via Fiber Optic
- DS-3, T1, DSL Connectivity Deployment to 34 Buildings at (8) locations via Metro Ethernet

- College-wide Internet (250 MB)
- Email
- Firewall
- Anti-virus
- Wireless Infrastructure

Telephony:

- IBM Avaya 8700 System
- (1700) Analog/Digital/VoIP Phone sets
- Intuity Voicemail Functionality
- iPhone/Sprint Cellular and Direct Connect Devices Technologies Deployed
- Verizon and Sprint Wireless Cards
- 1-800 Teleconferencing

Video and Distance Learning Technology:

- (8) Distance Learning/Video Conference Facilities: Delgado Charity School of Nursing (2), West Bank Campus (1), City Park Campus (3), Delgado-Northshore-Covington (1), Delgado-Jefferson (1)
- (3570) users accessing (276) web sections
- (40) Online Courses offered via Blackboard e-Learning Facility
- DirecTV



Emergency Notification:

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

Disaster Recovery Capability:

- Email, Website, Imaging, Xythos
- Phone System (Voicemail) DR Announcements
- Data Vaulting

Delgado is one of (18) community and technical colleges within the state of Louisiana. The Louisiana Community and Technology College System (LCTCS), 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 (18) colleges and is currently hosted and maintained by Ellucian. Blackboard is also hosted, but locally controlled by Delgado. Other cloud technologies include:

- Data Backups to Cloud (Nirvanix)
- Microsoft Live.edu for Students
- Microsoft Office 365® for Faculty/Staff
- 24 x 7 Technical Support for Passwords/Blackboard/Email (Perceptis)

Virtual technologies include Office 365® (Exchange/Archiving, SharePoint, Lync, and Microsoft Office Lite® which encompasses Word, PowerPoint, Excel, OneNote, and SkyDrive) as well as the Citrix Thin Client Student Computer Lab.

OIT projects that address new technology at Delgado and are part of the current technology agenda include:

- Gig Wireless
- VMware Virtual Server Architecture
- Microsoft Office 365®
- Exchange 2010 / Email Archiving
- SharePoint
- Lync
- Office 365® (Word, PowerPoint, Excel, SkyDrive)
- ServiceNow® - Software-as-a-Service (SaaS) IT Service Management
- Mobile App Development

2.3 The Planning Process

Given the size and complexity of the College, Delgado engaged Strata Information Group, Inc. (SIG) to

facilitate a planning process that was participative, collaborative, and involving stakeholders across the institution. The Information Systems Council, a cross-functional group of leadership and faculty representatives from various divisions and Delgado's nine campus locations (City Park, West Bank, Charity School of Nursing, Northshore, Jefferson, West Jefferson, Sidney Collier, UNO, Maritime, Fire, and Industrial Facility) served as the planning team. Representatives from other key areas of the College were also invited to participate. The ISC provides the direction for information technology support in all areas of Delgado including administrative computing, academic computing, instructional technology, networking and communications, and technological infrastructure. Its directive includes technology planning and oversight for implementation.

The ISC planning team met for seven half-day sessions beginning with a kick-off meeting with opening remarks by Chancellor Monty Sullivan and the Assistant Vice Chancellor/CIO, Thomas Lovince. Comments emphasized the importance of technology planning to the future of Delgado given severe reductions in state funding, the expectations and demands of constituencies, and the deployment by the Louisiana Community and Technical College System (LCTCS) of Banner® ERP (Enterprise Resource Planning) across

all institutions. These challenges are significant and affect every facet of the College.

The charge to the planning team by Chancellor Sullivan was to transition from a maintenance and operations mindset for technology to one of development, where Delgado is to be a leader in the region in providing services to stakeholders. Expectations expressed by Mr. Lovince were for the planning process to result in a technology plan that was relevant, provided added value, and demonstrated optimism by providing opportunities to meet future challenges.



The kick-off meeting of the ISC planning team included an overview of technology trends occurring nationally and the articulation of such trends local to Delgado. This discussion provided a context for the planning environment in which Delgado finds itself and the challenges it faces. The College's core competencies were then identified and measures needed to sustain these in the future.

As part of the first planning session, a Communication Subcommittee was established. Denise Repman, Dean of Library Services, Jennifer Lang, History Faculty and Chair, Instructional Technology Committee, Thomas Lovince, Assistant Vice Chancellor/CIO, Vanessa Williams, Executive Director, Information Technology and Trencece Black, Administrative Assistant 4, were tasked with identifying ways to involve stakeholders in the planning effort.

In subsequent sessions the ISC planning team developed a technology vision, a set of technology guiding principles, planning assumptions that describe the Delgado environment, and technology goals and objectives.

In support of the plan implementation, representatives from OIT and DLIT met separate and apart from the planning sessions to develop vision and mission statements. These are meant to articulate the purpose (mission) and overarching direction (vision) of each organization.

The draft technology plan was presented to the Information Systems Council for member feedback and endorsement and then recommended to the College Council for approval and adoption.

2.4 Stakeholder Involvement

The planning process included seeking input from the major stakeholder groups. Students, faculty, staff, administrators, leadership, and external constituents were interviewed in individual and group settings to ensure institution-wide participation. The planning team reviewed stakeholder comments as the plan was developed.

The Communication Subcommittee developed strategies to seek input and feedback from Delgado stakeholders and keep them informed of the status and progress of the planning process. Multiple methods were employed to communicate with constituencies. Email messages were targeted to various stakeholders groups informing them that planning was in progress and their input was important. The emails included a link to a webpage where stakeholders could respond to survey items soliciting information on how they used technology, how it could better support stakeholders in learning, teaching, and working, and which technologies are working well for them. All responses were kept confidential and reported to the planning team in an aggregate, summary format.

In a similar manner, the website was used to solicit feedback regarding the plan elements. Planning team members also met with individuals

and groups keeping stakeholders informed and involved in the process.

Stakeholders in Technology Planning include:

- Students
- Faculty
- Staff
- Administration
- Community
- Regional and state institutions
- Legislature
- Business and industry partners
- Delgado vendors
- Alumni
- Parents
- Potential students
- Retirees



3.0 Technology Vision, Guiding Principles, and Planning Assumptions

3.1 Technology Vision of Delgado Community College

With the development of a Technology Vision statement, Delgado intends 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 Delgado and make progress toward accomplishment.

While developing the Technology Vision, ISC planning team members kept as a reference point the vision and mission of the College, listed below, and the unique characteristics of the institution that distinguishes it from others in the state and region. Through the purposeful alignment with the institutional vision and mission, the planning team ensured that the entire college community could move forward in a standardized manner and approach.

The Technology Vision is meant to guide Delgado in its technology use and is the

overarching statement upon which all plan elements are based.

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, any time and any place

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 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 defined 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, the ISC planning team sought to develop standards that could 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 Delgado'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.

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, 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

The planning team affirmed that the Technology Guiding Principles that members developed are in alignment with Delgado'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

3.3 Planning Assumptions

Planning assumptions represent what the ISC planning team believes to be true about the current internal and external environments at Delgado. These assumptions are based upon the observations and opinions of planning team members and are intended to describe the current internal and external environmental factors that have a bearing on the development and implementation of the Delgado Technology Strategic Plan.

ISC members reflected on the student population, both existing and

anticipated, the faculty, learning and teaching, the administration, the staff, the institutional culture, the local and regional community in which Delgado provides its services, Delgado's technology and technology support, its resources, and the physical facilities of the College's campus locations. They identified and drafted sets of planning assumptions about current trends as well as new developments they anticipate.

The following is a list of planning assumptions that describe the environment in which Delgado Community College exists. As this plan is reviewed yearly, planning assumptions will change. These changes will then need to be reflected in goals and objectives for moving technology forward throughout the organization.

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 technology
- Some of our students are not motivated to use Delgado institutional technology
- The student population is increasingly bilingual
- A high percentage of our students are developmental

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- Our student population derives from the entire metropolitan region
- Increasing numbers of students want to enroll in online courses
- A sizable percentage of students are not deadline oriented
- Some of our students have a preference for e-books, but many want to use physical texts
- Some of our students do not want to spend the money on either physical or electronic textbooks
- Most students want only what they need, are only at Delgado for a specific reason, and do not want a lot of “fluff” ranging from having to buy textbooks to attending required events or events that do not pertain directly to their course of study, etc.
- Some students are more traditional and want the broader college experience
- Most students are often not prepared for class on the first day
- Most students want flexibility in start and stop dates and ease of use with no returning to campus numerous times to accomplish the same objective
- Delgado students value a smaller more intimate or personalized learning environment
- Some students come from other schools to Delgado 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
- Students want immediate, 24/7 access to resources, answers to questions, viable solutions to problems, and a variety of alternatives to obtaining their goals
- Our students do not get enough information about activities and opportunities beyond the College
- Our students need and want timely processing of Financial Aid to pay for tuition, books, etc., which may increase retention and completion 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
- In the future, students will get a complete roadmap to their Delgado experience (Financial Aid, registration, class audit, bills, and resources) via a college portal that can be accessed 24/7 with all information at their fingertips as well as being in control of their own destiny

- Students will have an e-portfolio that will follow them through life making their connection with Delgado circular



- Delgado has a number of students who are the first to attend college in their families
- Delgado will offer a virtual orientation session that includes all information needed on how to enter the College as a first time student and prepare to exit the College as a graduate
- Students want regular feedback on their performance in class
- Students want to speak with an informed person when contacting or visiting the College
- Our students are not interested in our issues with the Systems Office or staff limitations
- Faculty and staff will continue to improve communication with students by better utilization of technology

Faculty and Staff-Related Assumptions

- Some faculty and staff have a limited use and understanding of technology

- Some faculty and staff lack state-of-the-art technology tools
- Many staff members are deficient in using software applications
- Some faculty members desire more access to current technology, i.e., Apple TV, etc.
- Our faculty and staff care about Delgado and about their colleagues and co-workers
- Most of our faculty and staff care about our students and want to support them
- Some of our faculty and staff are innovative and want to be involved
- The number of faculty and staff members is shrinking and those remaining are burning out from having to do more with less
- In the future, faculty and staff will be enabled by technology to sustain quality service and reduce their level of stress
- In the future, faculty and staff will fully embrace the use and capabilities of technology
- Faculty will embrace state-of-the-art classrooms with designs and technology that promote collaborative learning
- Faculty will receive more professional development concerning the use of technology for instructional purposes
- Our faculty and staff do not go to conferences regularly and thus have limited external contact
- In the future, faculty and staff will travel to other locations and participate in activities that will

- expand their exposure to new ideas
- Our faculty and staff lack a shared vision for the future at this time and some are fearful of the impending cuts and changes
- Our faculty and staff are hindered by outdated procedures and policies some of which prohibit innovation and program expansion
- Our faculty and staff need more training, particularly cross-training, to support each other in lieu of limited resources
- Some faculty do not know enough about using free software and MOOCs (Massive Online Open Course) to enhance learning and growth
- Faculty and staff need to join forces toward accomplishing the Delgado mission
- Some staff members are unable to leave their desk to experience the College or get involved because of their heavy work load
- In the future, faculty and staff will receive portal access and training at the point of employment
- Faculty and staff will become more creative in efforts to secure additional funding via grants to achieve greater or more innovative technologies
- 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
- Currently full-time and adjunct faculty do not receive adequate training on available technologies

Teaching and Learning-Related Assumptions

- A small number of classrooms are equipped with smartboards but there is a demand for more
- A large percentage of faculty use Blackboard as an online learning tool
- Most faculty are committed to the teaching and learning experience
- In the future, videoconference centers will be needed to train and teach faculty and staff
- Some classrooms are not equipped with the appropriate technology
- 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 currently a need for increased use of technology that allows students in different locations to participate in the same class synchronously
- There is a trend toward modular learning through online modules
- Eventually, there will be the elimination of physical learning materials in favor of online tools such as e-books, etc.

- Students appear to want to learn at their own pace
- Faculty will need to facilitate student learning as opposed to 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, Delgado must support innovation to keep relevant, competitive, and maintain our value

- MOOCs should or could enhance Delgado offerings and provide added value for students
- Teaching and learning provides transferable credits and needs to encourage lifelong learning and the pursuit of other degrees
- Curriculum changes take a long time to gain approval and adoption with the committee process being cumbersome and slow
- There is some really “awesome” teaching and learning going on at Delgado and we need to promote it and do more of it
- Teaching and learning at Delgado is outstanding and innovative compared to some four-year institutions
- Delgado needs delivery of skills and content that are flexible and competency-based, help at midterm for those students in danger of being unsuccessful, and an increased number of start times for classes
- In the future, the Course Management System (CMS) will be an integral part of every class and program
- In the future, every student will receive packaged computer-based training on Blackboard and Log on Louisiana (LoLA) upon registration
- Technology advances will offer greater opportunities for teaching and learning

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- Teaching and learning supports student learning outcomes leading to an increased number of completers

Technology Support-Related Assumptions

- Delgado has desktop, security, programming, and network support
- Delgado offers consultation support through our Client Support help desk
- Delgado needs more technology support for faculty and students
- Programming needs will be reduced while there is an increased need for functional support
- As Delgado offers more online education, faculty training needs will increase
- In the future, the College will offer technology support to students onsite, e.g. Geek Squad, and to the community and external partners for a consultation fee
- OIT will offer more innovative automation services
- Delgado 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
- Delgado will embrace the 24/7 ServiceNow® Reporting tool
- In the future, there will be a reduced need for in person technology support and if there is a need for in person technology support it will be a one-time, solved experience
- 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 has been successful with remote assistance
- Technology support is not the responsibility of OIT alone
- Training super users as “helpers” could increase technology support
- It would be helpful to have technology support when looking to be innovative
- Technology support is needed to determine what technology is available to meet a technology challenge
- OIT is responsive and professional
- Delgado needs a strategy to update software and equipment systematically and fairly
- There are equipment standards and ordering specifications outside the model which requires special approval as it is regulated by external forces at the state level

- It is a state policy that to download software, approval is needed by OIT
- ServiceNow® is currently and will be in the future a great tool for automation and online technology support for faculty and staff and the entire LCTCS system
- ServiceNow® will also be a tool for facility management and housekeeping
- In the future, technology support will occur from a remote location – almost total “push-” technology
- There is a need for a secure and reliable online testing system
- Delgado will offer a more robust virtual computer lab that will be accessible to students any place and any time
- Currently, it appears that Delgado does not embrace the technology our students already use – BYOD, applications, etc.

Technology-Related Assumptions

- Delgado is as state-of-the-art in technology as funding will allow to meet needs, be responsive, and to support new projects
- Delgado has a limited number of staff members for technology
- Delgado 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
- Delgado infrastructure needs to be more virtual, flexible, and versatile
- Delgado 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
- The College should use its technology as part of the message to market Delgado, “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
- Delgado 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 Delgado 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

3.0

- Banner® improvements are greatly needed
- Faculty and staff should be 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
- There is a need to move from current faculty and staff hardware to 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 the participatory environment of a traditional classroom
- Delgado should update faculty and staff technology more frequently
- There is a need to acquire technology that allows the College to ensure integrity of off-site online exam taking
- OIT will deploy third party packages that will easily integrate into the Banner® system
- maintain it through a virtual entity via online resources
- There is need to plan for maintenance, upgrades, and replacement resources appropriately
- There is a possibility that our classroom technology will be 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 in a 24/7 environment
- Delgado will adapt information technology to become a virtual call center and to gather funds from business, the community, and other entities for a cost
- Delgado will have less redundancy of efforts as LCTCS colleges share resources
- Delgado 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
- Some “college-wide” resources are not employed as such
- Delgado needs to pursue collaborations with other institutions, partners, employees to share and acquire more resources
- Priorities should be defined to assist short-term and long-term goals

Resources-Related Assumptions

- Delgado has limited funding currently and it is anticipated this situation will continue for the next three years
- There is a need for dedicated technology funding
- Resources are needed to upgrade the Delgado infrastructure and

- Delgado needs to be proactive rather than reactive in the distribution of resources
- Delgado needs to communicate more about new acquisitions and needs stimulating ideas for other/additional uses and opportunities for collaboration
- In the future, funding resources will be available to upgrade Delgado's network infrastructure with redundancy
- OIT will be staffed to handle the technology demands of the College
- In the future, Delgado will have a state-of-the-art technology center for testing new technology
- Currently Delgado does not fully access the resources available such as grants, partnerships with businesses, other institutions or our Foundation Board
- Current resources limit our ability to deliver the best technology experience for students, faculty, and staff
- In the future, Delgado will coordinate available resources to support the technology plan
- There is a need for a plan and standards to upgrade and replace technology for employees, classrooms, and labs that ties together all funding sources and establishes clearly defined priorities
- Resources will be allocated to provide the necessary technology that will promote accelerated learning such as software for tutoring, virtual tutoring, etc.

Facilities-Related Assumptions

- Some Delgado facilities do not accommodate the technology needed
- A classroom technology equipment and design standard needs to be reviewed and updated as appropriate
- 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
- All 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
- The Facilities Plan does not seem to be aligned with workforce demand and program growth

3.0

- Timely and adequate response to requests for housekeeping and maintenance is needed
- Currently, Delgado needs to embrace the use of ServiceNow® for quick turnaround in facilities issues
- In the future, there may be less demand on physical facilities due to online initiatives as Delgado 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
- Environmentally stable Network closet are needed to properly support the college-wide technology structure
- A new state-of-the-art technology building is needed to support cutting-edge technology
- In the future, a Facilities Master Plan will be completed
- Classroom environments need to employ technology that allows for flexibility, collaborative learning, and adaptability to emerging technologies
- Current and new facilities should leverage technology resources by locating similar users in close proximity
- Infrastructure varies among sites and Delgado needs to ensure that adequate and appropriate technology is installed
- Current facilities are not flexible enough to meet changing demands or support innovation

- Delgado needs a standard for what a facility should be or have to support a college brand identity
- Facilities should foster and not impede learning

Community-Related Assumptions

- Community needs and demands are diverse both geographically and demographically
- The literacy level is low and is a challenge for education and training
- Economic development is improving
- The community needs Delgado and our quality product, but does not fully realize this
- Workforce training is an issue impacting economic development and the quality of life
- Culture needs to be honored i.e., the “flavor” of the region
- The community needs something to be proud of in order to unite
- The community needs easy access to College resources and what Delgado offers beyond the traditional classroom
- There is a need for remedial education to accommodate underperforming K-12 schools and therefore, Delgado needs to offer many ways for students to achieve and complete their goals
- The community demands accountability in how Delgado 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 coming Fall 2013
- The new workforce development building will allow community members to further their education and get specific training for the workforce immediately
- In the future, there will be greater community access with an increase of needed workforce programs
- The community needs Delgado to respond quickly to changes in workforce programming, education, etc. both for academic courses and training programs
- In the future, Delgado will have a full-scale conference center which will be available to the community
- Delgado is responding to people without high school diplomas through our adult education programs
- Delgado has open discussions with Greater New Orleans (GNO), Inc., legislators, and other community leaders
- Students who complete adult education will have a seamless transition to a degree or certification programs or industry based certification
- Programs and related technology should be cutting edge to meet industry demands
- In addition to a physical community center with hardware and software there should be a “virtual” community center
- Delgado should provide more industry based video programming for the community



4.0 Information Technology Goals and Objectives 2013 - 2016

From the planning assumptions, technology goals and objectives were developed to meet the current and near future needs of Delgado in this three-year plan. 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 planning team ensured that there is alignment of the Technology Goals not only with the Delgado institutional vision and mission, but also with the SACS (Southern Association of Colleges and Schools) accreditation standards that relate to technology.

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 objective found in the implementation grid that follows 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, workflow, and innovation to better serve the College community

Objectives:

- 1-A Become a leader in Banner® innovations and enhancements technology
- 1-B Implement existing or new software to assist with data analytics and continuous monitoring of various transaction types
- 1-C Develop fully automated workflows maximizing efficiencies within Banner®, e.g., number of touches, manual processes, etc.
- 1-D Utilize innovative software solutions for internal/external interaction with the College community



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

Objectives:

- 2-A Provide dedicated funding for automation, technology, and innovation
- 2-B Explore cost-effective technology innovation
- 2-C Identify the necessary funding to support future technology infrastructure
- 2-D Dedicate funding to train faculty and staff for Banner® ERP and other applications
- 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

Objectives:

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

- 3-B Develop and implement a plan that upgrades the current telephony platform to the latest architecture
- 3-C Implement a plan to refresh the current network platform to provide a more stable and redundant environment
- 3-D Develop and implement a plan to replace aging servers and desktops with virtualization technology where appropriate
- 3-E Complete the existing wireless action plan to upgrade, stabilize, and secure the latest wireless platform college-wide
- 3-F Develop and implement a plan to establish an electronic form and automated workflow environment college-wide
- 3-G Develop and implement a plan that establishes a 24/7 online collaborative environment that encompasses seamless integration to applications

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

Objectives:

- 4-A Offer more cutting edge and varied levels of software application training to faculty and staff on both PC and Mac platforms
- 4-B Use technology to share knowledge and access across departments to provide

- efficient, accurate, and expeditious service to students
- 4-C Develop job-related and technology based curricula that documents internal professional development transcript
- 4-D Incorporate technology training into the current New Employee Orientation program
- 4-E Develop motivational strategies to deliver mandatory and assessable institutional information and training at point of hire and throughout employment, e.g., Convocation workshops, safety training, etc.

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

Objectives:

- 5-A Equip all learning spaces with appropriate state-of-the-art instructional technology
- 5-B Require faculty to incorporate technology as appropriate into classroom instruction
- 5-C Develop an online learning content repository used by and available to all faculty
- 5-D Provide training and support for faculty and students to use eResources effectively
- 5-E Use technology to offer courses across Delgado campuses to efficiently utilize faculty and classroom space

- 5-F Expand offerings to facilitate self-paced learning in both credit and non-credit courses
- 5-G Utilize, assess, and compare current academic technology tools to meet the needs and exceed the expectations of learners and faculty

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

Objectives:

- 6-A Provide timely, accurate information to students and all constituents using a variety of technology resources which are convenient, relevant, and targeted
- 6-B Maintain an ongoing line of communication between OIT and the Delgado community to address all technology concerns and opportunities
- 6-C Celebrate innovation and best practices for and in using technology

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

Objectives:

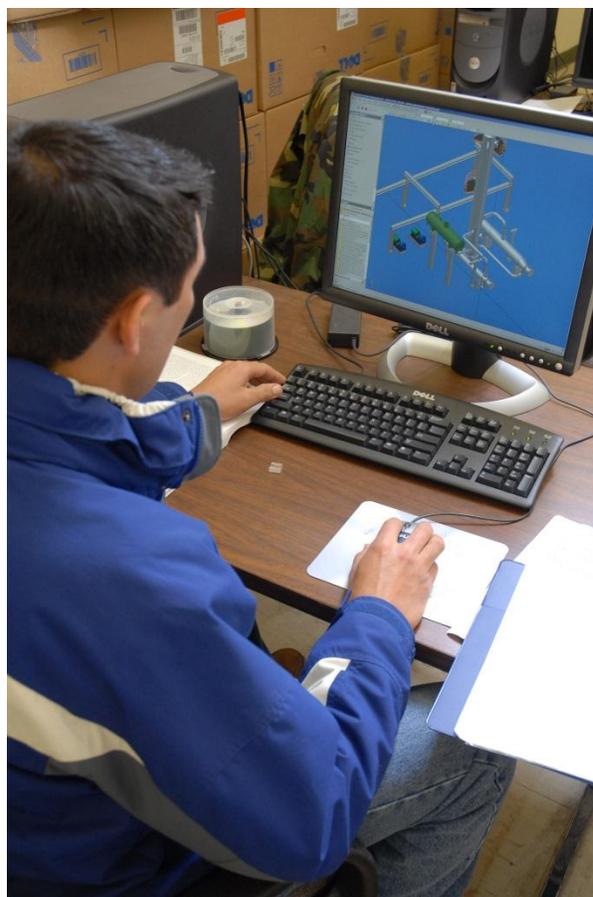
- 7-A Examine, evaluate, and update existing policies relating to technology

- 7-B Communicate updated and new technology-related policies college-wide
- 7-C Review and update technology-related policies yearly

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

Objectives:

- 8-A Develop and implement a BYOD plan that secures all non-Delgado devices that connect to the Delgado network
- 8-B Develop and implement a 3-tiered device support system via ServiceNow® that offers 24/7 reporting and problem resolution for all Delgado connected devices
- 8-C Develop and implement a refresh/recycle program that will provide the most up-to-date desktop technology college-wide
- 8-D Develop and implement a plan for the College to provide after-hours assistance



4.1 Alignment of Technology and Institutional Goals 2011 - 2016

The ISC planning team recognized that the technology goals that were constructed must be in alignment with the Delgado Community College institutional goals. 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. By developing this matrix, the planning team affirmed that the technology goals further the goals and initiatives of the institution.

		Delgado Technology Goals							
		1 Banner® & Applications	2 Funding	3 Infrastructure	4 Training	5 Academic Technology	6 Communication	7 Policy & Assessment	8 Technology Support
Delgado Goals 2011-2016	I. Increase opportunities for student access and success	I-A.2 I-A.3				I-B.1 I-C.2			
	II. Ensure quality and accountability	II-B II-D	II-A.3 II-D.2	II-B	II-D	II-B.3 II-D.2	II	II	II-B
	III. Promote the institution’s competitiveness ensuring relevance on a regional, national, and global scale		III-C.1						

Delgado Community College Strategic Goals 2011 - 2016

STRATEGIC GOAL I: Increase Opportunities for Student Access and Success

Goal I-A Invest in lifelong learning

Objectives:

- I-A.1 Provide innovative opportunities for high school students in dual enrollment/concurrent enrollment programs
- I-A.2 Increase access for underserved students
- I-A.3 Expand advising to focus on student access, success and retention
- I-A.4 Strengthen general education offerings for increased transferability and articulation
- I-A.5 Enhance programs to ensure employability of graduates
- I-A.6 Develop initiatives to expand delivery of lifelong learning/continuing education programs

Goal I-B Explore and implement innovative developmental education models

Objectives:

- I-B.1 Assess and improve internal developmental education models
- I-B.2 Strengthen developmental education relationships with regional partners

I-B.3 Become a statewide leader in innovative developmental education

Goal I-C Develop non-traditional teaching models

Objectives:

- I-C.1 Evaluate and expand the College's Quality Enhancement Program
- I-C.2 Research and develop other non-traditional teaching models

STRATEGIC GOAL II: Ensure Quality and Accountability

Goal II-A Synchronize financial planning

Objectives:

- II-A.1 Align budget planning process to balance budget with strategic priorities
- II-A.2 Efficient and effective use of financial resources
- II-A.3 Create and implement targeted fund development

Goal II-B Become a leading technological institution

Objectives:

- II-B.1 Develop a comprehensive information technology plan involving major internal and

external college stakeholders in prioritization process

- II-B.2 Implement comprehensive information technology plan
- II-B.3 Integrate and strengthen advanced instructional technology in teaching-learning paradigm

Goal II-C Promote efficient and safe learning and working environment

Objectives:

- II-C.1 Develop a comprehensive facilities utilization plan involving major internal and external college stakeholders in prioritization process
- II-C.2 Implement comprehensive facilities utilization plan
- II-C.3 Implement a comprehensive safety program engaging entire college community

Goal II-D Enhance utilization of faculty and staff resources

Objectives:

- II-D.1 Ensure faculty and staff performance measures reflect institutional needs, teaching learning paradigm and accreditation standards
- II-D.2 Align training in technology and professional development opportunities with strategic priorities

STRATEGIC GOAL III: Promote the institution's competitiveness ensuring relevance on a regional, national and global scale

Goal III-A Lead workforce and economic development in the region

Objectives:

- III-A.1 Enhance relationships with regional partners to strengthen workforce initiatives
- III-A.2 Expand training, certification and educational programs in high demand occupations

Goal III-B Define and articulate a clearer identity for the College

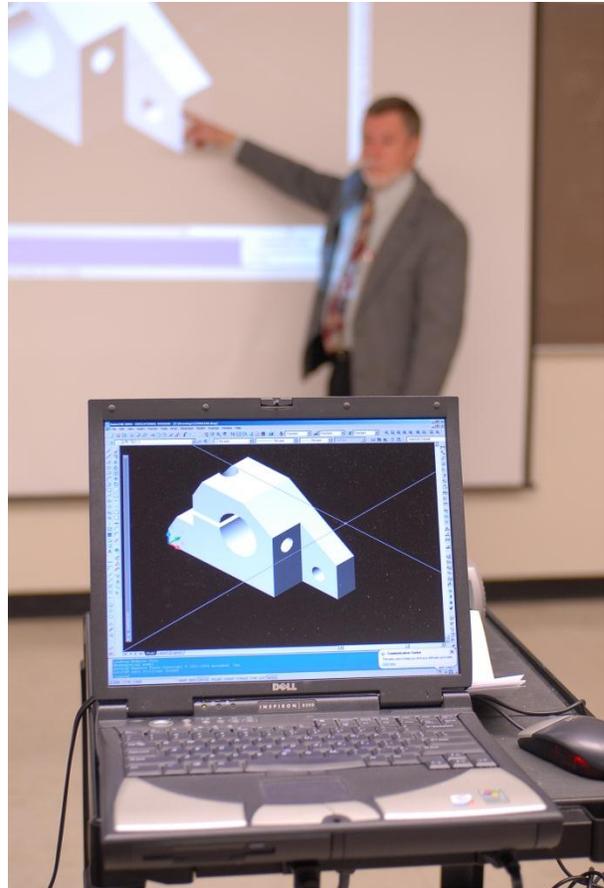
Objectives:

- III-B.1 Create a comprehensive branding strategy for the College that capitalizes on the uniqueness of each campus and site by involving major internal and external stakeholders in the process
- III-B.2 Implement a comprehensive branding strategy

Goal III-C Strengthen and increase resource development efforts

Objectives:

- III-C.1 Secure partnerships for new fund development opportunities
- III-C.2 Develop and implement a capital campaign for the College
- III-C.3 Design and implement a systematic approach to grants development and management



4.2 Alignment of Technology Goals and SACS Standards

The ISC planning team also recognized that the Technology Goals must be in alignment with SACS accreditation standards that relate to technology. The following chart illustrates the alignment of the Technology Goals with the technology focused standards of SACS. Similar to the alignment of the Technology Goals with the institutional goals, all of the Technology Goals support more than one standard.

		Delgado Technology Goals							
		1 Banner® & Applications	2 Funding	3 Infrastructure	4 Training	5 Academic Technology	6 Communication	7 Policy & Assessment	8 Technology Support
SACS Technology Focused Standards	2.10 Student Support Services	√	√		√				
	3.4.12 Technology Use			√	√	√		√	√
	3.8.1 Learning/ Information Resources			√	√	√	√		√
	3.9.2 Student Records			√					
	4.8 Distance and Correspondence Education				√	√			

Delgado Community College Technology Focused SACS Accreditation Standards

- 2.10 The institution provides student support programs, services, and activities consistent with its mission that are intended to promote student learning and enhance the development of its students. (Student Support Services)
- 3.4.12 The institution's use of technology enhances student learning and is appropriate for meeting the objectives of its programs. Students have access to and training in the use of technology. (Technology Use)
- 3.8.1 The institution provides facilities and learning/information resources that are appropriate to support its teaching, research, and service mission. (Learning/Information Resources)
- 3.9.2 The institution protects the security, confidentiality, and integrity of its student records and maintains security measures to protect and back up data. (Student Records)
- 4.8 An institution that offers distance or correspondence education documents each of the following: (Distance and Correspondence Education)

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, Delgado must be able to operationalize the goals and objectives for 2013 – 2016 on an annual basis.

Two key factors in this implementation are the OIT and DLIT organizations to respond to, support, and provide guidance for technology initiatives across the institution. To give focused direction for these functional areas, members of each department engaged in discussions about their role in contributing to the fulfillment of Delgado's mission and institutional goals accomplishment. This resulted in the development of vision and mission statements for both.

The Office of Information Technology Vision

The OIT vision is to become a nationally recognized I.T. organization that provides technology leadership which is customer focused, flexible and responsive through innovative solutions.

Academic Technology (DLIT) Vision

Academic technology at Delgado is innovative in teaching and learning

preparing all students and faculty to meet the challenges of a dynamic, global environment in which they participate, achieve, and flourish

A mission statement indicates an organization's purpose and the reasons for its existence. It describes the end 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 statements for OIT and DLIT are below:

The Office of Information 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.

Distance Learning and Instructional Technology Mission

DLIT provides the leadership, coordination, and necessary resources for state-of-the-art academic technology to expand rigorous and relevant e-learning opportunities and instructional strategies and methodologies

4.4 Development of Operational Plans

Another key factor in the implementation of Delgado's Technology Strategic Plan is the development of tactical plans that are specifically tied to the 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 will be this person(s) or department 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.



4.5 Yearly Review and Update

Annually, the College should review the internal and external environment in which Delgado operates and update the planning assumptions. Progress toward accomplishment of the goals and objectives should also be measured. After the planning assumptions are current and goals and objectives are assessed, modifications that reflect these changes should be made as needed to the Implementation Grid and subsequent operational plans.

5.0 Delgado Community College Technology Action Plan 2013 - 2016

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 Delgado 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. 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.

5.2 Greatest Return on Progress

Once the planning team had completed the goals and objectives implementation grid, members reflected on which strategies could be employed that would deliver the greatest impact for the institution, a minimum of required resources, and could begin immediately. Three areas were identified where “quick wins” could be achieved to continue the momentum begun with the development of this plan. These include training, automation of Banner® processes, and the completion of the installation of wireless connectivity across college locations.

5.3 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, workflow, and innovation to better serve the Delgado community.

Key Performance Indicator 1: *By Spring 2015, data analytics for various transaction types will be operational.*
 Key Performance Indicator 2: *By Fall 2015, workflows will be operational for increased efficiencies.*

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(1-A) Become a leader in Banner® innovations and enhancements technology.	<ul style="list-style-type: none"> • Protocols are established that motivate internal and external stakeholders to work together. • Banner® innovations and implementation strategies are identified. 	CIO	Meeting time	Begin Summer	Ongoing	Ongoing
(1-B) Implement existing or new software to assist with data analytics and continuous monitoring of various transaction types.	<ul style="list-style-type: none"> • Needs for analytics are identified. • Funding to support analytics implementation is allocated. • Implementation plan is developed. • Technical and human capital is organized for project. 	CIO; Institutional Research	Meeting time	Begin Fall	-	Complete Spring
(1-C) Develop fully automated workflows maximizing efficiencies within Banner®, e.g., number of touches, manual processes, etc.	<ul style="list-style-type: none"> • Manual processes that can be re-engineered via workflows are identified. • Streamlined business processes are developed to be supported by Banner® automation and workflows. • The functional Project Management Team (PMT) is re-established. 	Project Management Team (PMT)	Meeting time 4 FTE for 3 months per workflow	Begin Summer	-	Complete Fall
(1-D) Utilize innovative software solutions for internal/external interaction with the College community.	<ul style="list-style-type: none"> • Needs are identified. • An analysis of need vs. cost benefit is conducted. • The PMT is re-established. 	PMT	Meeting time	Begin Fall	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 2: Funding

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 1: By Fall 2013, a funding strategy for next three years to support college-wide technology needs has been determined.

Key Performance Indicator 2: By Spring 2014, Banner® ERP training is being provided to functional users.

Key Performance Indicator 3: By Spring 2015, at least one partnership with a local or regional area business or organization provides funding to support technology at Delgado.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(2-A) Provide dedicated funding for automation, technology, & innovation.	<ul style="list-style-type: none"> • Costs over next three years are identified. • A funding recommendation is proposed. 	OIT; ISC	Funding TBD	Begin Summer	Ongoing	Ongoing
(2-B) Explore cost-effective technology innovation.	<ul style="list-style-type: none"> • Faculty and staff needs are identified. • Innovative technology solutions are explored. • Infrastructure, support, and training are identified for new technology. • A training plan is developed. 	ISC	Meeting and staff time	Begin Summer	Ongoing	Ongoing
(2-C) Identify the necessary funding to support future technology infrastructure (scalability).	<ul style="list-style-type: none"> • Needed infrastructure costs are determined. • A funding recommendation is proposed. 	CIO; ISC	Meeting and staff time; Funding TBD	Begin Summer	Ongoing	Ongoing
(2-D) Dedicate funding to train faculty & staff for Banner® ERP & other applications.	<ul style="list-style-type: none"> • A needs assessment is conducted for initial & ongoing training. • A training plan is developed. • A funding recommendation is proposed. 	CIO; ISC	Meeting & staff time; Funding TBD	Begin Summer	Ongoing	Ongoing
(2-E) Explore partnerships with local & regional businesses and organizations to increase funding opportunities sharing resources & building capacity in a collaborative manner.	<ul style="list-style-type: none"> • Local & regional business/ organizations are identified. • Benefits to businesses/organizations & Delgado are identified. • Strategies for approaching bus/ orgs are determined. 	OIT; ISC	Meeting and staff time	Begin Fall	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure

Provide a technology architecture which is secure, robust, and flexible, 24/7.

Key Performance Indicator 1: By July 2014, a three-tier device support system will be fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(3-A) Develop and implement a plan that encompasses a redundant ISP (Internet Service Provider) for all Delgado locations.	<ul style="list-style-type: none"> The architecture design is completed Needed hardware & software is acquired Funding is available 	OIT	2 FTEs for 8 hours/day for 30 days	Begin Spring 2013; Complete Summer 2013		
(3-B) Develop and implement a plan that upgrades the current telephony platform to the latest architecture.	<ul style="list-style-type: none"> The architecture design is completed Funding is available Needed hardware & software is acquired Professional services contracts completed FTE hired Collaboration strategies with all parties in place 	OIT	<ul style="list-style-type: none"> Professional Services = \$50,000 Software = \$150,000 Hardware = \$150,000 (1) FTE X 1 year = \$50,000 	Begin Spring 2013	Complete Fall 2014	
(3-C) Implement a plan to refresh the current network platform to provide a more stable and redundant environment.	<ul style="list-style-type: none"> The architecture design is completed Funding is available Needed hardware & software is acquired Professional services contracts completed Network inventory & assessment is completed 	OIT	<ul style="list-style-type: none"> Hardware = \$1.8 million Software = \$60,000 Professional Services - \$75,000 	Begin Fall 2013		Complete Spring 2015
(3-D) Develop and implement a plan to replace aging servers and desktops with virtualization technology where appropriate.	<ul style="list-style-type: none"> Needed hardware & software is acquired VDI tactical is completed Desktop assessment completed Professional services contracts completed Training is designed & available FTE hired Funding is available 	OIT	<ul style="list-style-type: none"> Hardware = \$325,000 Software = \$60,000 Professional Services = \$30,000 Training = \$10,000 (1) FTE X 1 year = \$50,000 	Server virtualization – Fall 2013	VDI - Spring 2014	

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure (CONTINUED)

Provide a technology architecture which is secure, robust, and flexible, 24/7.

Key Performance Indicator 1: By July 2014, a three-tier device support system will be fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
(3-E) Complete the existing wireless action plan to upgrade, stabilize, and secure the latest wireless platform college-wide.	<ul style="list-style-type: none"> • The architecture design is completed • Funding is available • Needed hardware & software is acquired • Professional services contracts completed 	OIT	<ul style="list-style-type: none"> • Professional Services - \$15,000 • Hardware - \$90,000 • Software - \$15,000 	Begin Summer 2013	Complete 2014	
(3-F) Develop and implement a plan to establish an electronic form and automated workflow environment college-wide.	<ul style="list-style-type: none"> • Needed hardware & software is acquired • Professional services contracts completed • Bus Process Analysis is completed • Forms inventory & assessment is completed • Training is available • FTE hired • Funding is available 	OIT; Functional team leads	<ul style="list-style-type: none"> • Professional Services - \$50,000 • Hardware - \$15,000 • Software - \$40,000 • Training - \$15,000 • (1) FTE - \$50,000 	Begin Fall 2013	Complete Spring 2014	
(3-G) Develop & implement a plan to establish a 24/7 online collaborative environment that encompasses seamless integration to applications.	<ul style="list-style-type: none"> • Needed hardware & software is acquired • Professional services contracts completed • Architecture is designed • Inventory & assessment completed • Training is available • Policies are updated • Funding is available 	OIT	<ul style="list-style-type: none"> • Hardware - \$150,000 • Software - \$50,000 • Professional Services - \$50,000 • Training - \$10,000 	Begin Fall 2013	Ongoing	Ongoing until Summer 2016

STRATEGIC TECHNOLOGY GOAL 4: Training

Use technology to provide relevant and innovative training to faculty and staff.

Key Performance Indicator 1: By July 2015, Faculty and Staff Development offerings will increase by 10%.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(4-A) Offer more cutting edge & varied levels of software application training to faculty and staff on both PC and Mac platforms.	<ul style="list-style-type: none"> Internal/external technical support resources are identified. Knowledgeable resources are identified to conduct training. PC, Mac, & Apple users are identified & surveyed as to needs. Survey results are assessed & appropriate training strategies/ options are identified to meet needs. Training delivery (tutorials, FAQs, in-person) has been developed. 	Faculty and Staff Development (FSD)	Meeting and staff time; \$6,000	Begin Summer	Complete May	Ongoing
(4-B) Use technology to share knowledge and access across departments to provide efficient, accurate, and expeditious service to students.	<ul style="list-style-type: none"> A central repository of training materials (tutorials, FAQs, PowerPoint® presentations, etc.) & technology tools for all major departments college-wide is created. All VCs and Executive Deans approve & support training for all staff. Technical support & staff knowledgeable to deliver training are identified. Point/contact person for each area to coordinate training is identified. 	FSD	.5 FTE Training Coordinator (\$15,400)	Begin Fall	-	Complete July

STRATEGIC TECHNOLOGY GOAL 4: Training (CONTINUED)

Use technology to provide relevant and innovative training to faculty and staff.

Key Performance Indicator 1: By July 2015, Faculty and Staff Development offerings will increase by 10%.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(4-C) Develop job-related and technology based curricula that documents <u>internal</u> professional development transcript.	<ul style="list-style-type: none"> • Department chairs have outlined what technologies & documentation is needed for their areas. • The appropriate technology tools to create documentation are identified. • All VCs and Executive Deans approve & support training. • Technical support is in place. 	FSD	Meeting and staff time	Begin Summer	Complete July	Ongoing
(4-D) Incorporate technology training into the current New Employee Orientation program.	<ul style="list-style-type: none"> • Cooperation from & collaboration with HR is in place. • Coordination with Banner® onboarding is completed. • A repository of HR, Campus Police, ID Card Center, Fitness Center, etc. information is completed. 	FSD	Meeting and staff time	Begin Fall	-	Complete December
(4-E) Develop motivational strategies to deliver mandatory and assessable institutional information and training at point of hire and throughout employment, e.g., Convocation workshops, safety training, etc.	<ul style="list-style-type: none"> • All Vice Chancellors have approved mandatory training added to New Employee Orientation. • Knowledgeable persons are identified to conduct informative interactive workshops. 	FSD	Meeting and staff time	Begin Summer	-	Implemented July

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 1: By December 24, 2013, appropriate technology for all learning and work spaces is identified.

Key Performance Indicator 2: By Summer 2014, technology training is available for all faculty.

Key Performance Indicator 3: By Fall 2015, appropriate technology is incorporated into all learning and faculty work spaces.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(5-A) Equip all learning spaces with appropriate state-of-the-art instructional technology.	<ul style="list-style-type: none"> • A hardware and software inventory of all classrooms, learning spaces, and faculty work spaces is completed. • An inventory of electric, data, and connectivity resources for all learning and faculty work spaces is completed. • Results of faculty survey are compiled indicating appropriate technology in learning and work spaces. • Resources needed are identified. 	Media Services	Meeting and staff time; \$500,000	Begin Spring	-	Complete Fall
(5-B) Require faculty to incorporate technology as appropriate into classroom instruction.	<ul style="list-style-type: none"> • VC of Academic Affairs gives charge to faculty to incorporate appropriate technology into teaching & learning strategies. • Faculty job description and evaluation reflects technology requirement. • Training is available in use of technology. • Technology available in all learning spaces & offices. 	FSD; VCAA; DLIT	Committee work for faculty over 1 year; Time to develop/ set-up training; OIT/DLIT staff time to install technology	Begin Fall	-	Complete Fall

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 1: By December 24, 2013, appropriate technology for all learning and work spaces is identified.

Key Performance Indicator 2: By Summer 2014, technology training is available for all faculty.

Key Performance Indicator 3: By Fall 2015, appropriate technology is incorporated into all learning and faculty work spaces.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(5-C) Develop an online learning content repository used by and available to all faculty (full time and adjunct).	<ul style="list-style-type: none"> Initial content for the eResources repository is identified and developed. Repository software is acquired & implemented. Faculty are trained in the use of the Repository. 	Library	Faculty task force over 2 years; Funding TBD		Begin Spring	Complete Fall
(5-D) Provide training and support for faculty and students to use eResources effectively.	<ul style="list-style-type: none"> An inventory of current eResources is completed. Faculty training is developed. Faculty training and support is developed and available. 	DLIT; Library	Meeting and staff time		Begin Spring; Complete August	Ongoing
(5-E) Use technology to offer courses across Delgado campuses to efficiently utilize faculty and classroom space.	<ul style="list-style-type: none"> Department chairs provide leadership for initiative. An inventory of current technology capability is completed. Faculty are trained to use technology. Class schedule & use of technology is coordinated. New technology is acquired if appropriate (2015). Training on new technology is available for faculty. 	Media Services	Meeting and staff time	Begin Fall	Complete Spring	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 1: By December 24, 2013, appropriate technology for all learning and work spaces is identified.

Key Performance Indicator 2: By Summer 2014, technology training is available for all faculty.

Key Performance Indicator 3: By Fall 2015, appropriate technology is incorporated into all learning and faculty work spaces.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(5-F) Expand offerings to facilitate self-paced learning in both credit and non-credit courses.	<ul style="list-style-type: none"> Self-paced, modular learning is defined. Current offerings are inventoried. Potential new offerings are identified. New offerings are developed. 	VC of Academic Affairs; Deans; DLIT	Meeting and staff time; Minimal funding for faculty contracts TBD	Begin Fall	Complete Fall	Ongoing
(5-G) Utilize, assess, & compare current academic technology tools to meet the needs & exceed the expectations of learners and faculty.	<ul style="list-style-type: none"> An inventory of the function of current academic technology tools is completed. The results of a learner needs assessment are compiled. A comparison/assessment of current tools functionality is completed to determine redundancy & eliminate as appropriate. 	DLIT; OIT	Meeting and staff time; Funding for new tools TBD	Begin Fall	-	Complete Spring; Ongoing

STRATEGIC TECHNOLOGY GOAL 6: Communication

Improve communication with students, faculty, and staff using technology.

Key Performance Indicator 1: By Fall 2013, three focus groups will have been conducted to measure user satisfaction.

Key Performance Indicator 2: By Spring 2014, a recognition program celebrating innovation and success in using technology has been established.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(6-A) Provide timely, accurate information to students and all constituents using a variety of technology resources which are convenient, relevant, and targeted.	<ul style="list-style-type: none"> The Executive Council has communicated & emphasized to internal users the importance of providing accurate information in a timely manner so that students & others have information needed to be successful. Providers of information recognize the importance of & are motivated to deliver accurate information in a timely manner. 	ISC; Public Relations and Marketing	Meeting & staff time	Begin Summer	Complete Spring	Ongoing
(6-B) Maintain an ongoing line of communication between OIT and the Delgado community to address all technology concerns and opportunities.	<ul style="list-style-type: none"> Feedback information desired concerning delivered technology services is identified. Focus group sessions are scheduled & communicated to identified target groups. A virtual "suggestion box" is implemented & communicated to all Delgado constituencies for 24/7 comments. 	Public Relations and Marketing; OIT	Meeting and staff time	Begin Fall	Complete Spring	Ongoing
(6-C) Celebrate innovation and best practices for and in using technology.	<ul style="list-style-type: none"> A recognition program is developed to acknowledge innovative & successful uses of technology. Strategies for publicizing technology innovation & success are identified. 	Executive Director, Public Relations and Marketing; ISC	Meeting and staff time; Minimal funding for celebration activities	Begin Fall	Complete Spring	Ongoing

STRATEGIC TECHNOLOGY GOAL 7: Policy and Assessment

Align college policies with current and new technologies.

Key Performance Indicator 1: By Fall 2013, all updated and new technology-related policies are approved and in effect.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(7-A) Examine, evaluate, and update existing policies relating to technology.	<ul style="list-style-type: none"> • Policies that are technology related are identified. 	CIO; ISC	Meeting time	Begin Summer	Complete Spring	Ongoing
(7-B) Communicate updated and new technology-related policies college-wide.	<ul style="list-style-type: none"> • Effective strategies are identified to inform Delgado community of updated/new policies. 	ISC	Meeting time		Complete Spring	Ongoing
(7-C) Review and update technology-related policies yearly.	<ul style="list-style-type: none"> • A yearly policy review schedule is in place. 	ISC	Meeting time	Begin Fall	Complete Spring	Ongoing

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 1: By July, 2014, a three-tier device support system is fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2013	FY 2014	FY 2015
(8-A) Develop and implement a BYOD plan that secures all non-Delgado devices that connect to the Delgado network.	<ul style="list-style-type: none"> • A BYOD policy in approved. • Needed hardware & software is in place & implemented. • Funding is available. 	OIT; ISC	4 personnel for 2 hours/day for 60 days for 6 months	Begin Fall	Complete Summer	
(8-B) Develop and implement a 3-tiered device support system via ServiceNow® that offers 24/7 reporting and problem resolution for all Delgado connected devices.	<ul style="list-style-type: none"> • Additional personnel is available 	OIT	2 FTE at \$50,000 = \$100,000 Software = \$18,000 Hardware = \$3,000	Begin Fall	Complete Summer	
(8-C) Develop and implement a refresh/recycle program that will provide the most up-to-date desktop technology college-wide.	<ul style="list-style-type: none"> • Refresh/recycle policy has been approved. • An accurate inventory exists. • Marketing to publicize the program is in effect. • Buy-in & college-wide collaboration process/ procedures are in place. • Sustained, yearly funding is available. 	OIT	Yearly funding Professional services = \$80,000 Hardware = \$30,000 2 halftime FTE - \$50,000 (\$25,000 each)		Begin Spring	Complete Summer 2016
(8-D) Develop and implement a plan for the College to provide after-hours assistance for selected Student Services back-office functions.	<ul style="list-style-type: none"> • Sustained, yearly funding is available. • Personnel is available. • Hardware, software, & licensing is in place. • Policies & procedures are approved. • Organizational changes are in effect. 	OIT; Student Affairs	Professional services = \$15,000 Hardware = \$10,000 Software = \$15,000 6 FTE at \$50,000 each = \$300,000	Begin Summer – Complete Fall		

Delgado Community College

Stakeholder Involvement

CATEGORY	STAKEHOLDER	TYPE OF INTERACTION	CONTACT
Internal	Student Affairs Directors	Focus Group	March 5, 2013
Internal	Ashley Chitwood, Executive Dean, Northshore	Interview	March 5, 2013
Internal	Ronald Rodriguez , Assistant Vice-Chancellor/ Controller	Interview	March 6, 2013
Internal	Council on Distance Learning and Instructional Technology (DLIT)	Focus Group	March 6, 2013
Internal	Academic Affairs Council-Direct Reports including Academic Deans	Focus Group	March 6, 2013
Internal	Dr. Cheryl Myers, Executive Dean, Nursing School	Interview	March 6, 2013
Internal	Dr. Arnel Cosey, Vice-Chancellor, Student Affairs and Executive Dean, City Park Campus	Interview	March 6, 2013
Internal	Student Government Association	Focus Group	March 6, 2013
Internal	College Career and Success Skills Class – Evening Students	Focus Group	March 6, 2013
Internal	Instructional Technology Committee	Focus Group	March 7, 2013
Internal	Aristide ‘Jimmy’ Eagan , Vice-Chancellor, Business Affairs	Interview	March 7, 2013
External	External Constituents <ul style="list-style-type: none"> • Delgado Technology Vendors • LCTCS Vice-President, Enterprise Services and Information Technologies 	Focus Group	March 7, 2013
Internal	Dr. Kristine Strickland, Interim Executive Dean, Westbank Campus	Interview	March 7, 2013
Internal	Deborah Lea, Vice-Chancellor, Academic Affairs	Interview	April 2, 2013
Internal	Dr. Monty Sullivan, Chancellor	Interview	April 3, 2013
Internal	Front Line Staff (Academic Affairs, Student Affairs)	Focus Group	April 4, 2013
Internal	Rhonda King, College-wide Director, Student Financial Assistance	Interview	April 23, 2013
Internal	Dr. Larissa Littleton-Steib, Vice-Chancellor, Workforce Development and Technical Education	Interview	April 23, 2013

Delgado Community College

Potential Operational Tactics

During the discussion and refinement of the technology goals and objectives, planning team members identified tactics that were considered important in the implementation of the objectives. Owners of the various objectives are encouraged to consider these tactics as operational plans are developed.

GOAL 1: Banner® and Applications

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

- Configure software applications for multi-purpose use
- Utilize a virtual environment for meeting attendance to decrease travel time and increase productivity
- Develop a single sign-on solution for the College
- Develop a dashboard solution to assist in decision-making
- Provide collaborative tools for support staff to communicate and promote the technologies being used to accomplish work
- Update Microsoft Office® on a regular basis
- Re-architect Banner® to be more responsive to individual College needs
- Advocate for more Banner® ERP institutional autonomy to better meet constituency needs and expectations
- Lead and implement BDMS (Banner® Document Management Suite)
- Remove historical processes that hinder progress in the delivery of services and education to students
- Correct all data errors to ensure data integrity
- Use technology to automate process as appropriate
- Create a paperless student enrollment experience
- Register more faculty and staff for Ellucian's national conference
- Provide the technology resources that will allow Delgado to "go" to prospective students instead of them "coming" to the College
- Provide software that enhances course scheduling and room utilization
- Upgrade the content management system from LeapFrog®
- Implement WebEx-type technology
- Implement a software wait system to eliminate the need for students to stand in line

GOAL 2: Funding

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

- Encourage collaboration on grant opportunities
- Fully engage college community in the capital campaign
- Purchase color copiers and scanners for divisions for faculty and staff use
- Coordinate all technology funding sources to determine the best strategy for technology acquisition, replacement, and upgrades
- Establish fundraising and grants that provide financial resources for technology

GOAL 3: Infrastructure

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

- Inventory the remaining college locations which require wireless upgrades
- Review all forms college-wide for potential online automation
- Identify business practices in Student Affairs and HR/Payroll that could be streamlined through business process redesign and automation
- Survey the telephony needs of Delgado personnel to ensure student customer satisfaction can be achieved in terms of pick-up groups, wait times, messaging, etc.

GOAL 4: Training

Use technology to provide relevant and innovative training to faculty and staff

- Provide free workshops on institutional technology
- Create a state-of-the-art training lab for testing and simulation of new technology offerings before implementation and deployment
- Publish online training for all Banner® ERP processes including third party software
- Invest time and training in faculty from hire date
- Continue to increase faculty and staff training offerings
- Create online tutorials for all training
- Cross train staff to ensure that students receive accurate and time answers to their questions
- Provide more Adobe software and training for support staff
- Provide training for website design so departments can have well-designed webpages
- Provide funding for faculty members to attend conferences to upgrade their knowledge and skills
- Provide funding to train support staff

APPENDIX B

GOAL 5: Academic Technology

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

- Survey students to determine what technology or capability is needed in the classroom, on campus, and off campus
- Explore technological opportunities to deliver GED courses to more students
- Partner with other schools and the external community to create opportunities to collaborate and grow programs
- Collaborate with K-12 schools to deliver remedial coursework through technology
- Use technology to provide lab experiments to allow more flexible classroom utilization
- Explore ways to revise developmental education courses
- Coordinate the development of modular instructional design among disciplines to facilitate accelerated learning
- Increase non-credit course offerings
- Purchase more “clickers” for student use in the classroom

GOAL 6: Communication

Improve communication with students, faculty, and staff using technology

- Provide regularly scheduled forums for faculty and staff to share best practices
- Create new and innovative ways to use technology to communicate with students on campus
- Create a storehouse of resources available to all constituencies
- Share information about available resources that can assist in teaching and service
- Implement text messaging to communicate with current and prospective students
- Organize activities that invite the community to Delgado campuses and sites
- Share the Delgado vision with faculty and staff regularly

GOAL 7: Policy and Assessment

Align college policies with current and new technologies.

- Annually assess the integration of technology into teaching and service through the use of performance measures for faculty and staff
- Automate and enhance the current staff evaluation process
- Engage students in an annual review or focus group to assess how effectively technology is service their needs
- Evaluate Delgado technology annual to determine effectiveness in meeting constituency needs

GOAL 8: Technology Support

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

- Decrease the “siloes” between OIT and DLIT so that personnel can be used most effectively
- Integrate IT resources college-wide
- Reduce cost by sharing resources/licenses and employing free-ware options wherever possible
- Design a live “chat” online resource for students
- Develop a process whereby faculty/staff computers are updated regularly
- Develop and enhance offerings via the ServiceNow platform