

Delgado Community College Technology Strategic Plan 2015 - 2018

June 2015

Delgado
COMMUNITY COLLEGE
New Orleans, Louisiana

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CHANCELLOR'S MESSAGE



Dear Members of the Delgado Community College Family,

In 2012, Delgado Community College embarked upon a systematic study of our technology capabilities, focusing on identifying goals and objectives. The study was necessary in order to streamline processes and identify more efficient and effective ways to meet the needs of our students and those we serve in our extended community.

The Office of Information Technology worked diligently to arrange and conduct numerous collaborative meetings with stakeholders in an effort to assess their expectations and develop processes for achieving them. Based on information gathered from students, faculty, staff, and administrative personnel, a new

Technology Strategic Plan has been created for the college.

Progress toward making the educational environment at Delgado more technologically sophisticated is now well underway. Not only has access to technology been improved since the beginning of the process, but improved consistency in service has been achieved. Highly anticipated improvements in Wi-Fi access are underway as well.

Delgado is committed to providing technology resources that enhance the experiences of students, faculty, the college family, and external constituencies. We strive to be among the best, and the new Technology Strategic Plan is designed to take us to that level in the near future.

Sincerely,

A handwritten signature in blue ink, which appears to read "Joan Y. Davis". The signature is fluid and cursive, written on a light-colored background.

Joan Y. Davis
Chancellor

Delgado Community College Technology Strategic Plan: 2015 - 2018

1.0 Executive Summary

Technology planning has been an integral element in fulfilling the Delgado Community College mission for nearly two decades. 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, increasing enrollment, and leadership that necessitate Delgado to re-assess its environment and develop updated technology goals and objectives to ensure a progressive and successful future.

Since a technology plan is dynamic and a living document that reflects the changing environment and needs of

constituencies, the Delgado technology plan has been updated based on information gathered from student, faculty, administrator, and leadership focus groups and interviews.

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

The plan includes a Vision which is a description of the ideal state of technology intended to guide 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 identified those internal and external factors that affect technology at Delgado.

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

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, information management, telecommunications, information center, security, client 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.

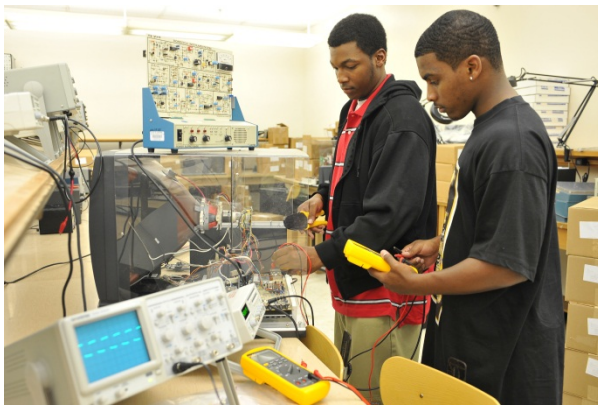
*Delgado acknowledges that all software applications and hardware belong to their respective vendor owners and thus, Registered Trademark symbols are not included.

Organizational Structure:

Thomas Lovince, Assistant Vice Chancellor/Chief Information Officer (CIO), leads the Office of Information Technology and a staff of (26) 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 programming, reporting, and third-party interfaces
- Administration and Support which includes security, policy, and procurement and contracts



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

Administrative Systems:

- Banner®
- Web Access for Students and Faculty
- Payment Gateway options
- Xenegrade
- Integrated Backend Applications
 - Xerox One Card
 - Barnes & Noble
 - Higher One
 - EMAS – Retention Pro
 - ImageNow® and BDMS document management

- DUBLABS mobile applications
- Maxient

- Approximately (1000) Computers connected for Faculty and Staff

Network Infrastructure:

- Approximately (3,000) Workstations on a Microsoft Network
- (130) Servers
- 10 Gigabit Backbone via Fiber Optic
- MPLS, T1, DSL Connectivity Deployment to 37 Buildings at (9) locations via Metro Ethernet
- College-wide Internet (250 MB)
- Email
- Firewall
- Anti-virus
- Wireless Infrastructure

Telephony:

- Avaya 8700 System
- Approximately (1700) Analog/Digital/VoIP Phone sets
- ESNA Voicemail Functionality
- iPhone/Verizon Cellular and Sprint Direct Connect Devices Technologies Deployed
- Verizon and Sprint Wireless Cards

Video and Distance Learning Technology:

- (8) Distance Learning/Video Conference Facilities: Delgado Charity School of Nursing (2), West Bank Campus (1), City Park Campus (4), Delgado-Jefferson (1)
- (3570) users accessing (276) web sections
- (387) sections with 9,203 non-unique students

- Online course enrollment is approximately 25% of all enrollments
- (40) online courses and 20 fully online programs are offered via the LMS



Emergency Notification:

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

Disaster Recovery Capability:

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

Cloud Technologies:

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. Other cloud technologies include:

- Blackboard (Canvas Fall 2015)
- Amazon (AWS)
- Microsoft Office 365® for Faculty/Staff/Students

Virtual Technologies:

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

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

- SharePoint
- Lync
- Office 365® (Word, PowerPoint, Excel, OneDrive)
- ServiceNow® - Software-as-a-Service (SaaS) IT Service Management

2.3 *The Technology Plan Update Process*

Since the Information Systems Council (ISC), a cross-functional group of leadership and faculty representatives developed the 2013-2015 plan, the environment has changed dramatically. Delgado has continued to experience significant funding cuts, loss of positions, and changes in leadership. In addition, Assistant Vice-Chancellor/CIO, Thomas Lovince, has assumed additional duties as Executive Dean of the Collier site. Student enrollment has remained stable rather than the anticipated increases.

2.0

New buildings have been constructed and remodeling of older buildings is underway.

Given these changes in the internal and external environment in which Delgado operates the planning assumptions need to be updated. After the planning assumptions are current and goals and objectives are assessed, modifications that reflect these changes have been made as needed to the Implementation Grid and subsequent operational plans.

2.4 Stakeholder Participation in Planning

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

Thus, the 2015-2018 Technology Plan is the result of feedback received from (12) focus group and interview sessions with students, faculty, administrators, and leadership conducted over a one week period. A list of stakeholders can be found on page 45. See Appendix B for evidence of progress listed by goal and objective.



3.0 Technology Vision, Guiding Principles, and Planning Assumptions

3.1 Technology Vision of Delgado Community College

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

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

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 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 described in the Technology Vision requires making numerous difficult decisions and choices. Because future decisions and choices should not take place in isolation of what is being accomplished in other areas or functions of the institution, standards were developed that can be

used to assist in the decision-making process.

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

Delgado Community College Technology Vision

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

As decisions are required, the Principles are utilized to help guide actions when choices are not clear. They are meant to provide a context for consistent decision-making that is focused on doing what needs to be done and in the correct manner. As decisions present themselves, the principle that speaks to the technology choice will be employed; thus, there is no particular order to the listing below.

These Technology Guiding Principles align with 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

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

3.3 Planning Assumptions

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

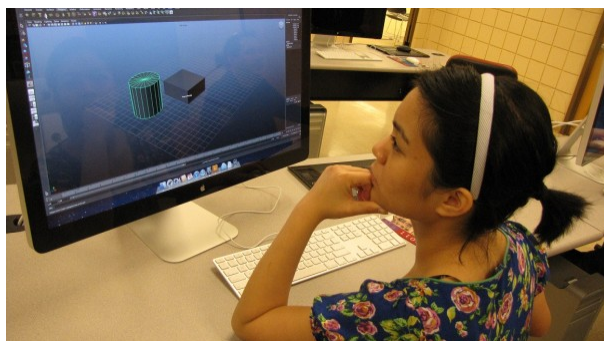
The Planning Assumptions include the student population, both existing and

anticipated, the faculty, learning and teaching, the administration, the staff, the local and regional community in which Delgado provides its services, technology policies that guide technology use, Delgado's technology and technology support, its resources, and the physical facilities of the College's campus locations.

Planning assumptions are the basis for the goals and objectives which will move 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
- 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 student population derives from the entire metropolitan region
- Increasing numbers of students want to enroll in online courses



- 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
- Many students use the Delgado mobile app to keep current with activities and information
- The redesigned FA Global for students is used extensively by students
- Students are requesting that there be more open lab access
- There is a need to implement an automated degree audit system so that students, advisers, and faculty can more accurately fulfill certificate and degree required courses

Faculty and Staff-Related Assumptions

- Many staff members are deficient in using software applications
- Some faculty members desire more access to current technology, i.e., Apple TV, etc. and some do not
- 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
- Many faculty and staff do not have the resources to 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
- Some faculty and staff lack a shared vision for the future at this time and some are fearful of the impending cuts and changes
- Many of our faculty and staff do not know the process to change and improve outdated procedures and policies some of which prohibit innovation and program expansion
- 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 open resources and MOOCs (Massive Online Open Course) to enhance learning and growth for students who may not have resources
- Delgado is moving toward collaborative decision-making 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
- Due to work loads and silos, duplication of efforts can exist
- 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
- A need exists for increased staff resources for training and keeping Delgado technology information current
- A funding source is needed for faculty and staff to explore innovative technology research
- The employee hiring and onboarding process is manual and time consuming
- There is a desire to automate as much of the hiring process as possible
- Currently, the software application that is used to process adjunct faculty pay and full-time faculty overload pay requires the HR office one week to process limiting services to the College

Teaching and Learning-Related Assumptions

- A growing number of classrooms are equipped with smartboards but there is a demand for more
 - In the future the Learning Management System (LMS) will be an integral part of every class and program as appropriate
 - A large percentage of faculty use in some manner Delgado's LMS (Blackboard currently but Canvas in fall 2015) as an online learning tool
 - Most faculty are committed to the teaching and learning experience
 - In the future, videoconference centers/remote site 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 using 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 (Hy-Flex)
 - 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/MOCs (Massive Online Course) should or could enhance Delgado offerings and provide added value for students
 - Delgado supports lifelong learning
 - 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
 - Delgado needs delivery of skills and content that are flexible and competency-based

- Teaching and learning at Delgado is outstanding and innovative compared to some four-year institutions
- Delgado needs to provide help at midterm for those students in danger of being unsuccessful
- Delgado needs an increased number of start times for classes
- There is a need for an Instructional Designer/LMS Administrator position to work with faculty
- In the future, every student will receive orientation on Delgado technology upon registration
- Technology advances will offer greater opportunities for teaching and learning
- Technology will drive pedagogy rather than content delivery
- Technology will facilitate the quality, quantity, and frequency of communication with the learning and teaching environment
- Faculty and staff have the option of subscription services to software
- DLIT should consider enhancing the Delgado mobile app for employees and faculty
- Delgado needs an automated degree audit system that integrates with Banner®
- Classroom technology needs to be consistent across all campuses
- Science and math faculty use clickers for classroom presentations
- In the future, faculty will be able to project student work from student workstations
- In the future, faculty will be able to provide annotated notes after class
- Delgado will have closed caption or speech to text capability in the future
- Real-time tutoring would assist students to learn
- There is a desire by some faculty to have recording cameras and microphones in the classroom
- In the future there will be an “Ask” capability for our faculty and staff for 24x7x365 support
- There is still a need for an open Mac lab

Technology Policies

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

- Not all faculty, employees, and students know how to access or are aware of Delgado policies
- There is a need for DLIT policies that address consistency and quality in the design and delivery of courses

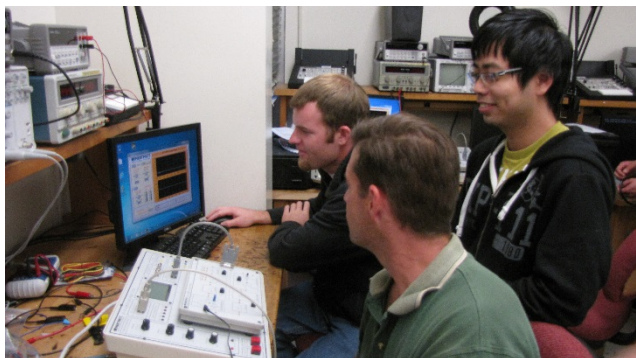
Technology Support-Related Assumptions

- 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 increase as data needs increase
- 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
- There is a need for software training for faculty and staff and access to tutoring online
- The current ServiceNow® software is an improvement and will improve processes
- The current help desk with remote assistance has been successful
- Technology support is not the responsibility of OIT alone
- 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
- ServiceNow® will also be a tool for facility management and housekeeping
- Technology software management will utilize “push-” technology
- There is a need to better coordinate networking efforts
- In the future, Delgado will have a more robust mobile password reset tool and mobile-friendly applications
- In the future, Delgado will implement a scanning tool for taking physical inventory, electronic forms integrated with Banner® that uses Banner® tables to create forms
- The telephony system is working well even though it is near end-of-life
- Voice Mail to email functionality is appreciated by faculty and staff

- Office 365® is working well for faculty and staff

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
- 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.



- 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
- 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
- Delgado uses Respondus Lockdown browser for all courses, and Tegrity for Nursing and Allied Health to ensure integrity of exam taking
- OIT will deploy third party packages that will easily integrate into the Banner® system
- XenDirect and Delgado's LMS (Blackboard) is working well for faculty and students
- Banner Recruiter functionality needs to be improved
- In the future, technology will be such that student transcripts will be downloaded and the information populated into Banner
- Adjunct hiring is currently a manual process and needs to be automated
- Processes need to be streamlined across LCTCS to solve problems
- The Purchase Order process needs to be automated
- The online directory generation needs to be automated
- Single Sign-On (SSO) will be in place at Delgado in the future
- More capabilities will be "app-i-fied" in the future
- In the future, all Delgado forms will be accessible online
- Currently Registrar's Office processes are manual
- There is a need to verify the audit State Credit Hours report.
- There is a need for dedicated technology funding
- Resources are needed to upgrade and maintain the Delgado infrastructure
- There is need to plan for maintenance, upgrades, and replacement resources appropriately
- There is a possibility that some of 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
- Delgado needs to be proactive rather than reactive in the distribution of resources

Resources-Related Assumptions

- Delgado has limited funding currently and it is anticipated this situation will continue for the next three years

- Delgado needs to communicate more about new acquisitions and needs stimulating ideas for other/additional uses and opportunities for collaboration
 - OIT will be staffed to handle the technology demands of the College
 - In the future, 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.
 - There is a need to motivate employees with additional pay to take on extra tasks
 - A cross-functional committee is needed to determine funding priorities for the College
- 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
 - More modern, state-of-the-art classrooms are needed to address demand and a plan to ensure ongoing maintenance of classroom equipment is in place
 - There needs to be continued improvement on the Facilities Plan to better align with workforce demand and program growth
 - Timely and adequate response to requests for housekeeping and maintenance is needed
 - In the future there will be one system that will accommodate housekeeping and maintenance
 - 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
 - Infrastructure environmental closets are needed to support the change in building climate
 - 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
 - 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
- 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 ongoing
- The new workforce development building will allow community members to further their education and get specific training for the workforce immediately
- There continues to be greater community access with an increase of needed workforce programs
- 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
- In the future, students who complete adult education will have a seamless transition to a degree, certification program or industry based certification
- Programs and related technology should meet industry demands
- In the future, Delgado will use e-marketing and email marketing that is targeted
- In the future, a database system will be developed for business contacts college-wide

4.0 Information Technology Goals and Objectives 2015 - 2018

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

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

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

Delgado Community College Technology Goals

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



- 1-E Identify the most appropriate vehicle for Banner systems' owners to meet regularly and discuss ERP implications
- 1-F Inventory and review existing reports that are available across functional areas; identify those that are needed; and prioritize for development
- 1-G Implement fully Electronic Personnel Action Form (EPAF) for Delgado

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

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

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 (scalability)
- 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 Implement BDMS (Banner Document Management System) across all functional areas

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

3-I Implement an OIT website to keep the Delgado community informed and current on technology-related information

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

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

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

Objectives:

- 4-A Offer more appropriate software application training to faculty and staff
- 4-B Use technology to share knowledge and access across departments
- 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 modeled after the New Student Orientation
- 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 Continue to 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 (Canvas) used by and available to all faculty

- 5-D Encourage faculty and students to use Delgado's LMS (Canvas) effectively through training and provided support
- 5-E Use technology (Online HyFlex and Canvas) 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.

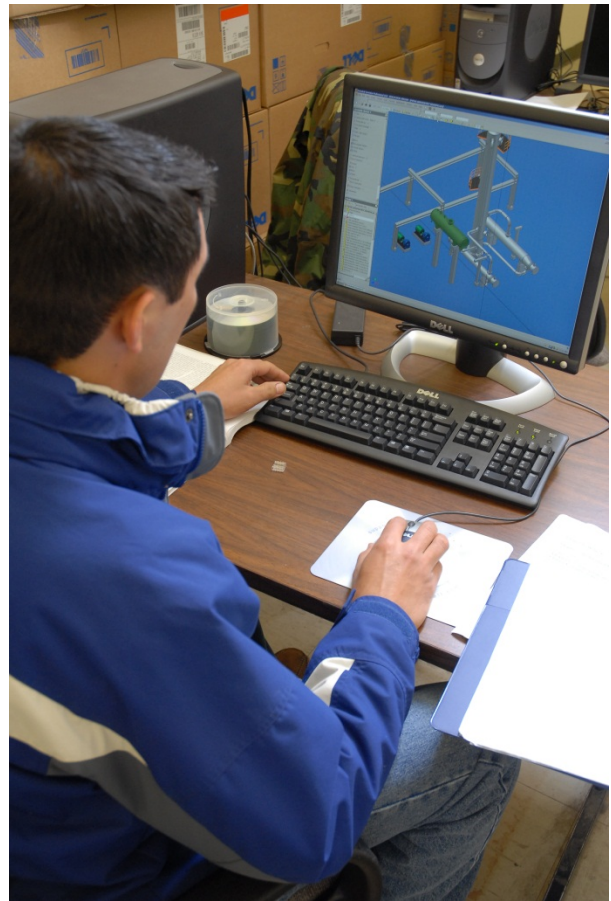
Objectives:

- 7-A Examine, evaluate, and update existing policies relating to technology
- 7-B Communicate regularly updated and new technology-related policies college-wide
- 7-C Review and update technology-related policies

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 Continue to 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 Continue to implement a plan for the College to provide after-hours assistance



4.1 Alignment of Technology and Institutional Goals 2011 - 2016

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

		Delgado Technology Goals							
		1 Banner® & Applications	2 Funding	3 Infrastructure	4 Training	5 Academic Technology	6 Communication	7 Technology Policies	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 SACSCOC Standards

The Technology Goals must also be in alignment with SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation standards that relate to technology. The following chart shows the alignment of the Technology Goals with the technology focused standards of SACSCOC. 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 Technology Policies	8 Technology Support
SACSCOC 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 SACSCOC 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 2015 – 2018.

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 continue giving focused direction for these functional areas, members of each department reviewed their vision and mission statements and affirmed that these were valid.

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 use at Delgado is innovative for teaching, learning, and 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 is this person(s) or department or committee who is responsible and accountable for the development of annual operating

plans including appropriate budget requests for each of the assigned objectives and for ensuring that progress is being made toward the implementation and completion of objectives.



5.0 Delgado Community College Technology Action Plan 2015 - 2018

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. Typically, it would be the

responsibility of these individuals or groups to develop the annual operating plans and appropriate budget requests for each of the assigned objectives as well as more detailed project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the objective.

- Anticipated Resources may include personnel (FTE) and/or dollars.
- Target Completion Timeline identifies the optimum window for work to occur to accomplish the objective. Operational work should begin upon plan approval. The end of the last year of the plan assumes December 31.

5.2 Greatest Return on Progress

Upon review of the feedback and comments from constituency focus groups and interviews, OIT determined that the greatest Return on Progress which will have the most significant impact on DCC was to address the inconsistency of WIFI across all campuses.

The installation of wireless connectivity across college locations has begun in the last two years but has not been completed. Resources of funding, time, and person power will need to be identified and a plan will need to be executed.

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

Key Performance Indicator 1: By Spring 2016, data analytics for various transaction types will be identified and planning for implementation will be completed.

Key Performance Indicator 2: By Fall 2017, at least one business workflow analysis will have been finished with more efficient process identified and a project implementation plan finalized.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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 better communicate & work together. • Banner® innovations and implementation strategies are identified. • LCTCS buy-in for innovations and enhancement technologies 	CIO; Banner Core Team	Meeting time	Ongoing	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. Dashboard for Executives; Data for Director-level; Reports for daily operation • Funding to support analytics implementation is allocated. • Implementation plan is developed. • Technical and human capital is organized for project. 	CIO; Institutional Research	Meeting time	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 1: Banner® and Applications (CONTINUED)

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

Key Performance Indicator 1: By Spring 2016, data analytics for various transaction types will be identified and planning for implementation will be completed.

Key Performance Indicator 2: By Fall 2017, at least one business workflow analysis will have been finished with more efficient process identified and a project implementation plan finalized.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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 or an appropriate committee is identified. 	(PMT) or appropriate committee	Meeting time Funding TBD	Ongoing	Ongoing	Ongoing
(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 or an appropriate committee. 	(PMT) or appropriate committee	Meeting time	Ongoing	Ongoing	Ongoing
(1-E) Identify the most appropriate vehicle for Banner systems' owners to meet regularly and discuss ERP implications.	<ul style="list-style-type: none"> The functional Project Management Team (PMT) is re-established or appropriate vehicle is identified. 	(PMT) or appropriate committee	Meeting time	Begin Summer	Ongoing	Ongoing
(1-F) Inventory & review existing reports that are available across functional areas; identify those that are needed; and prioritize for development	<ul style="list-style-type: none"> A timeline is developed for review of reports, needed reports are identified, a report generation schedule is approved. OIT staff are assigned reports development as needed. 	(PMT) or appropriate committee	Meeting time	Begin Fall	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 1: Banner® and Applications (CONTINUED)

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

Key Performance Indicator 1: By Spring 2016, data analytics for various transaction types will be identified and planning for implementation will be completed.

Key Performance Indicator 2: By Fall 2017, at least one business workflow analysis will have been finished with more efficient process identified and a project implementation plan finalized.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(1-G) Implement fully Electronic Personnel Action Form (EPAF) for Delgado.	<ul style="list-style-type: none"> • A Business Process Analysis is conducted redesigning the hiring, onboarding, and determination processes using EPAFs. • An EPAFs implementation schedule is developed coordinating LCTCS & Delgado resources. 	HR; OIT; LCTCS	Meeting time Funding TBD	TBD	Ongoing	Ongoing
(1-H) Implement fully the Faculty Load and Compensation (FLAC) module for Delgado.	<ul style="list-style-type: none"> • Data clean-up is completed. • A Business Process Analysis is conducted redesigning the P-T & F-T overload pay process to automate as many tasks as possible. • A (FLAC) implementation schedule is developed coordinating LCTCS and Delgado resources. 	HR; Academic Affairs; OIT; LCTCS	Meeting time Funding TBD	TBD	Ongoing	Ongoing
(1-I) Implement the Curriculum, Advising, and Program Planning (CAPP) degree audit module for Delgado.	<ul style="list-style-type: none"> • Data clean-up is completed. • A CAPP implementation schedule is developed coordinating LCTCS & Delgado resources. 	Academic Affairs; OIT; LCTCS	Meeting time Funding TBD	TBD	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 2017, there will be improvement in the coordination and utilization of the current funding model.

Key Performance Indicator 2: By Spring 2017, a formal, ongoing training model for Banner® ERP training is developed for functional users.

Key Performance Indicator 3: By Spring 2017, 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 2015	FY 2016	FY 2017
(2-A) Provide dedicated funding for automation, technology, & innovation.	<ul style="list-style-type: none"> • Costs over next three years are identified. • A subcommittee of the ISC is established to determine funding priorities • Policies are reviewed • Minimum technology standards are defined • A funding recommendation is proposed. 	OIT; ISC	Funding TBD; Carl Perkins & STEP purchases may fund maintenance	Ongoing	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 way to pay employees to take on additional tasks is established. • A training plan is developed. 	HR; Faculty & Staff Ad Hoc Subcommittee	Meeting and staff time	Ongoing	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	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 2: Funding (CONTINUED)

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

Key Performance Indicator 1: By Fall 2017, there will be improvement in the coordination and utilization of the current funding model.

Key Performance Indicator 2: By Spring 2017, a formal, ongoing training model for Banner® ERP training is developed for functional users.

Key Performance Indicator 3: By Spring 2017, 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 2015	FY 2016	FY 2017
(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; DLIT	Meeting & staff time; Funding TBD; LCTCS	Ongoing	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 businesses/organizations are identified. • Benefits to businesses/organizations & Delgado are identified. • Strategies for approaching businesses/organizations are determined. 	OIT; ISC	Meeting and staff time	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure

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

Key Performance Indicator 1: By the beginning of 2018, a three-tier device support system will be fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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	Funding TBD	Ongoing	Ongoing	Ongoing
(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 Collaboration strategies with all parties in place 	OIT	Funding TBD	Ongoing	Ongoing Fall 2014	Ongoing
(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	Funding TBD	Ongoing	Ongoing	Ongoing
(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 Funding is available 	OIT	Funding TBD	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure (CONTINUED)

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

Key Performance Indicator 1: By the beginning of 2018, a three-tier device support system will be fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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	Funding TBD	--	Begin	Complete at end of year
(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	Funding TBD	Ongoing	Ongoing	Ongoing
(3-G) Implement BDMS (Banner Document Management System) across all functional areas.	<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; Functional offices	Funding TBD	Ongoing	Ongoing	Ongoing
(3-H) Implement a college portal that can provide access to Delgado information and applications for constituencies.	<ul style="list-style-type: none"> Needed hardware & software is acquired Professional services contracts completed Funding is available 	OIT; LCTCS	Funding TBD	Ongoing	Ongoing	End of year

STRATEGIC TECHNOLOGY GOAL 3: Infrastructure (CONTINUED)

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

Key Performance Indicator 1: By the beginning of 2018, a three-tier device support system will be fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(3-I) Implement an OIT website to inform the Delgado community on current technology related information.	<ul style="list-style-type: none"> • Needed hardware & software is acquired • Professional services contracts completed • Funding is available 	OIT	Funding TBD	Begin	Ongoing	Done
(3-J) Implement SharePoint across functional areas providing an online secure workplace to store, organize, and share documents.	<ul style="list-style-type: none"> • Professional services contracts completed • Funding is available 	OIT	Funding TBD	Ongoing	Ongoing	End of year
(3-K) Implement LYNC instant messaging to improve communication and sharing of information.	<ul style="list-style-type: none"> • Professional services contracts completed • Funding is available 	OIT	Funding TBD	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 4: Training

Use technology to provide relevant training to faculty and staff using innovative delivery practices.

Key Performance Indicator 1: The number of employees trained in minimum critical appropriate technology skills increases yearly.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(4-A) Offer more appropriate software application training to faculty and staff.	<ul style="list-style-type: none"> Internal/external technical support resources are identified. Knowledgeable resources are identified to conduct training. 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); LCTCS	Meeting and staff time; Funding for staff & subscription services	Ongoing	Ongoing	Ongoing
(4-B) Use technology to share knowledge and access across departments.	<ul style="list-style-type: none"> The LMS is organized to accommodate access to training materials & technology tools for all departments/offices college-wide. All VCs and Executive Deans approve & support training for all staff to meet identified standards & needs. Technical support to deliver training is identified. Staff is identified to deliver training. Point/contact person within each area to coordinate training as identified. Community space is identified for faculty. 	Faculty and Staff Development coordinating with HR; LCTCS	Funding TBD	Begin Fall	Ongoing	Complete 2018

STRATEGIC TECHNOLOGY GOAL 4: Training (CONTINUED)

Use technology to provide relevant training to faculty and staff using innovative delivery practices.

Key Performance Indicator 1: The number of employees trained in minimum critical appropriate technology skills increases yearly.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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. 	Faculty and Staff Development ; LCTCS; HR	Meeting and staff time; Funding TBD	Ongoing	Ongoing	Ongoing
(4-D) Incorporate technology training into the virtual New Employee Orientation modeled after the New Student Orientation.	<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. 	LCTCS; HR; Faculty and Staff Development	Meeting and staff time; Funding TBD	Ongoing	Ongoing	Ongoing
(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. Persons are identified to conduct informative interactive workshops. Technology minimum standards are applied to classrooms & all delivery modes for positions that require appropriate technology skills. 	Faculty & Staff Development ; LCTCS	Meeting and staff time; Funding TBD	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 5: Academic Technology

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

Key Performance Indicator 1: By Fall 2017, online enrollment will increase to 30%.

Key Performance Indicator 2: By Fall 2018, online course enrollment will increase to 33%.

Key Performance Indicator 3: By Fall 2018, appropriate technology is incorporated into all learning and faculty work spaces.

Key Performance Indicator 4: By Fall 2018, faculty will have minimal technology setup prior to start of class

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(5-A) Continue to equip all learning spaces with appropriate 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; Funding TBD; Adequate staffing	Ongoing	Ongoing	Ongoing
(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. • Technology available in all learning spaces & offices. • Updated policies • Adequate testing of the environment 	FSD; VCAA; DLIT	Physical space & staffing for Center for Teaching & Learning; Time to develop/ set-up training; OIT/DLIT staff time to install technology	Begin Fall	Ongoing	Policy in place; 2017 for implementation

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 Fall 2017, online enrollment will increase to 30%.

Key Performance Indicator 2: By Fall 2018, online course enrollment will increase to 33%.

Key Performance Indicator 3: By Fall 2018, appropriate technology is incorporated into all learning and faculty work spaces.

Key Performance Indicator 4: By Fall 2018, faculty will have minimal technology setup prior to start of class

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(5-C) Develop an online learning content repository (Canvas) 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 (Canvas LMS) is acquired & implemented. Faculty are trained in the use of Canvas. Faculty populate Canvas. 	Library	Faculty task force over 2 years; Funding TBD	Ongoing	Ongoing	Ongoing
(5-D) Encourage faculty & students to use Delgado's LMS (Canvas) through training and provided support.	<ul style="list-style-type: none"> Data is entered into Canvas by faculty. 	DLIT; Library	Meeting and staff time	Ongoing	Ongoing	Ongoing
(5-E) Use technology (Online HyFlex & Canvas) 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. Rooms are described on Delgado website. 	DLIT; Divisions for allocation of space	Meeting and staff time	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 5: Academic Technology (CONTINUED)

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

Key Performance Indicator 1: By Fall 2017, online enrollment will increase to 30%.

Key Performance Indicator 2: By Fall 2018, online course enrollment will increase to 33%.

Key Performance Indicator 3: By Fall 2018, appropriate technology is incorporated into all learning and faculty work spaces.

Key Performance Indicator 4: By Fall 2018, faculty will have minimal technology setup prior to start of class

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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; Funding TBD for faculty contracts & Center for Teaching & Learning	Ongoing	Ongoing	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 current academic technology tools is completed. The results of a learner needs assessment are compiled. A comparison/assessment of current tools is completed to determine redundancy & eliminate as appropriate. 	DLIT; OIT	Meeting and staff time; Funding for new tools TBD	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 6: Communication

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

Key Performance Indicator 1: By Fall 2017, online survey to measure user satisfaction will be distributed and results analyzed.

Key Performance Indicator 2: By Spring 2018, a recognition program celebrating innovation and success in using technology has been established.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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; Delgado Administration	Meeting & staff time	Ongoing	Ongoing	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"> The OIT website is operational and kept current with information 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. The survey component of ServiceNow is utilized to gain feedback. 	Public Relations and Marketing; OIT	Meeting and staff time; Funding TBD	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 6: Communication (CONTINUED)*Improve communication with students, faculty, and staff using technology.**Key Performance Indicator 1: By Fall 2017, online survey to measure user satisfaction will be distributed and results analyzed.**Key Performance Indicator 2: By Spring 2018, a recognition program celebrating innovation and success in using technology has been established.*

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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. 	Institutional Advancement; ISC	Meeting and staff time; Minimal funding for celebration activities	Ongoing	Ongoing	Ongoing

STRATEGIC TECHNOLOGY GOAL 7: Technology Policies

Align college policies with current and new technologies.

Key Performance Indicator 1: As priority policy changes are identified, they are reviewed, updated, approved, and disseminated.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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; DLIT	Research & Meeting time	Ongoing	Ongoing	Ongoing
(7-B) Communicate regularly 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	Ongoing	Ongoing	Ongoing
(7-C) Review and update technology-related policies yearly.	<ul style="list-style-type: none"> • A yearly review process is in place based on institutional or external changes. 	ISC	Meeting time	Ongoing	Ongoing	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 2018, a three-tier device support system is fully implemented.

OBJECTIVES	Dependencies	Objective Owner	Anticipated Resources	Target Completion Timeline		
				FY 2015	FY 2016	FY 2017
(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 is approved. • Needed hardware & software is in place & implemented. • Funding is available. 	OIT; ISC	Funding TBD	--	TBD	--
(8-B) Continue to 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	Funding TBD	Ongoing	Ongoing	Ongoing
(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	Funding TBD	TBD	TBD	TBD
(8-D) Continue to 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	Funding TBD	Ongoing	Ongoing	Ongoing

APPENDIX A

Delgado Community College

Stakeholder Involvement

Stakeholders from departments and offices across the City Park campus were invited to participate in focus groups to review Planning Assumptions, Goals, and Objectives and to describe technology accomplishments and progress made since 2013. Focus group participants spanned a wide range in employment with Delgado. Stakeholders included both employees new to Delgado (5 months) and seasoned employees (36 years).

The Chancellor, Joan Davis, J.D. was interviewed to discuss her vision and expectations for technology given that she assumed her duties in February, 2015. She commented that she held a student-centered philosophy for teaching and learning and expected Delgado technology to support students through consistency and access to learning tools including labs.

CATEGORY	STAKEHOLDER	TYPE OF INTERACTION	CONTACT
Internal	Students – Computer Information Technology Class – Day Students	Focus Group	May 4, 2015
Internal	Students – College Career and Success Skills Class – Evening Students	Focus Group	May 4, 2015
Internal	Faculty & Members of Distance Learning and Instructional Technology	Focus Group	May 4, 2015
Internal	Banner Systems’ Analysts/Owners (Human Resources, Accounts Payable, Admissions and Enrollment Services, Financial Aid) & Office of Information Technology Leadership and Personnel	Focus Group	May 4, 2015
Internal	Finance & Office of Information Technology Personnel	Focus Group	May 5, 2015
Internal	Chancellor Joan Davis	Interview	May 5, 2015
Internal	Office of Information Technology Personnel	Focus Group	May 5, 2015
Internal	Facilities, Resources & Community Relations	Focus Group	May 6, 2015
Internal	Faculty, Student Affairs, Policy Office, Office of Information Technology	Focus Group	May 6, 2015
Internal	Faculty, Student Affairs, Distance Learning and Instructional Technology, Human Resources	Focus Group	May 7, 2015
Internal	Institutional Advancement, Admissions and Enrollment Services	Focus Group	May 7, 2015
Internal	Office of Information Technology Leadership and Personnel	Focus Group	May 8, 2015

Delgado Community College

Progress and Accomplishments for 2013-2015 Goals and Objectives

Prior to in-person focus groups and interviews, key stakeholders were asked to provide confirmation of progress toward accomplishment of the 2013 – 2015 technology goals and objectives. Evidence was collected and stored online. Below is a list of technology progress that Delgado has achieved since 2013.

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

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

Progress:

- Implementation of the Delgado mobile application to quickly access College information
- Positive discussions are in progress to establish protocols
- Implementation of Cloud technologies
- Development of a Disaster Recovery plan
- Implementation of VPN for off-campus access to ERP systems

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

Progress:

- Implementation of ACL Analytics for audit, financial control, and compliance
- Implementation of BDMS in Accounts Payable as pilot
- Target X implemented to communicate with specific groups of students

Objective 1-C Develop fully automated workflows maximizing efficiencies within Banner, e.g., number of touches, manual processes, etc.

Progress:

- LCTCS set-up for Banner processes in the following functional areas:
 - Admissions – GED/HiSet Load and 90% of processes automated
 - Registrar’s Office - SHAMDEG, SFAMREG, SZPRMEL, SZPNOSH, SZPENRL, SZPWDRL, SHRTPOP
 - Financial Aid – R2T4 calculations and processing, RJASEAR, automated processing of student courses for Grants

APPENDIX B

Objective 1-D Utilize innovative software solutions for internal/external interaction within the College community

Progress:

- OmniUpdate - Web content management system implemented
- Xenegrade's XenDirect - Online student communication and management system implemented

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

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

Progress:

- Provided funding from Carl Perkins of over \$42,000 in technology classroom equipment in 2013-2014
- 2013-2014 STEP funding provided over \$500,000 for technology across all campuses
- Spring 2015 STEP funding of approximately \$1.1 MM to be allocated for technology across all campuses

Objective 2-B Explore cost-effective technology innovation

Progress:

- Received a discounted cost for purchase of Canvas
- Purchased energy savings technology replacement equipment
- Implementation of XenDirect

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

Progress:

- Needed infrastructure costs in equipment at remote campuses has been determined

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

Progress:

- Banner ERP training is being provided to functional users
- LCTCS has hired statewide support for XenDirect

GOAL 2: Funding (CONTINUED)

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

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

Progress:

- The Small Business Center in Building 1 Annex is now ready to be utilized
- Matching funds from regional organizations have been received
- Delgado has acquired equipment donations from community entities

GOAL 3: Infrastructure

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

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

Progress:

- Implementation of redundant ISP completed

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

Progress:

- The telephony platform was upgraded
- Voice mail functionality is updated

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

Progress:

- Action Plan for (Enterasys Equipment Refresh Phase II) network upgrade was completed
- Cable and core network was installed
- Network equipment was installed
- 50% complete for City Park campus

APPENDIX B

GOAL 3: Infrastructure (CONTINUED)

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

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

Progress:

- The server virtualization was completed by Delgado staff at the Baton Rouge co-location facility
- Servers were replaced and upgraded at City Park campus and Baton Rouge. Outdated servers were replaced and upgraded at City Park campus and Baton Rouge.

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

Progress:

- LCTCS donated 100 wireless access points that were distributed and installed by Delgado staff at the remote sites

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

Progress:

- ServiceNow has been implemented
- Student Email was migrated to an updated Microsoft platform with communication to students through TargetX

Objective 3-G Develop and implement a plan to establish a 24/7 online collaborative environment that encompasses seamless integration to applications

COMPLETED:

- Students, faculty, and staff can reset their own passwords 24/7

GOAL 4: Training

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

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

Progress:

- Convocation workshops for faculty in Blackboard, Tegrity Proctor, Turning Point clicker, MyITLab, Delgado Alert, and Adobe Captivate
- Identified some external training resources
- Vendor training has been provided

GOAL 4: Training (CONTINUED)

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

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

Progress:

- LCTCS has provided training at LCTCS conferences
- Canvas training is available
- Respondus LockDown Browser and Monitor training has been conducted
- Faculty and Staff Newsletters are distributed on pertinent technology issues
- Faculty and staff development offerings have increased by at least 10% in last two years

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

Progress:

- OmniUpdate (Content Management) implementation
- Canvas is the repository for content

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

Progress:

- XenDirect (internal professional development registration and transcript) implementation
- Partnered with LCTCS for system-wide solution

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

Progress:

- Blackboard self-paced training
- Website navigation training
- Timesheet training

GOAL 5: Academic Technology

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

Objective 5-A Equip all learning spaces with state-of-the-art instructional technology

Progress:

- Classroom technology purchased through Carl Perkins grant
- All learning spaces have been identified

APPENDIX B

GOAL 5: Academic Technology (CONTINUED)

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

Objective 5-A Equip all learning spaces with state-of-the-art instructional technology

Progress:

- Nursing and West Bank Campuses - 100% rooms equipped with basic AV standard; City Park campus - 85% of classrooms have AV standard; Jefferson Site - 75% of classrooms have some technology
- 4 more classrooms are being completed 2015 Spring semester at City Park
- More than 25 classrooms has been upgraded
- Training on classroom technology is available for faculty

Objective 5-B Require faculty to incorporate technology as appropriate into classroom instruction

Progress:

- SoftChalk and Respondus Monitor show increased faculty usage
- A physical Center for Teaching and Learning (CTL) is in the planning stage

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

Progress:

- Implementation of Canvas with infrastructure completed
- Some departments have used Canvas on a course-basis by creating “master” courses where learning objects are shared

Objective 5-D Provide training and support for faculty and students to use eResources effectively

Progress:

- Ask a Librarian website implemented
- Free Computer Basics class offered by Library for students and employees
- The new Delgado LMS, Canvas, is available for faculty and students to use
- Canvas training is available for all faculty
- Publishers provide training for faculty during each convocation session

Objective 5-E Use technology to offer courses across Delgado campuses to efficiently utilize faculty and classroom space

Progress:

- HyFlex and Canvas have been implemented for online and hybrid courses
- Library learning spaces have been identified
- Classroom equipment and functionality descriptions are online

GOAL 5: Academic Technology (CONTINUED)

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

Objective 5-F Expand offerings to facilitate self-paced learning in both credit and non-credit courses

Progress:

- Identification of potential self-paced learning (credit and non-credit course) is in progress.
- STAR grant funded development in Math, English, and Reading self-paced non-credit work for gap remediation between high school and college. Although the target audience is Delgado applicants, it may be used by Delgado students.

Objective 5-G Utilize, assess, and compare current academic technology tools to meet the needs and exceed the expectations of learners and faculty

Progress:

- Research of technology tools that will meet needs and exceed expectations is continuous

GOAL 6: Communication

Improve communication with students, faculty, and staff using technology

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

Progress:

- OmniUpdate is implemented and training provided
- TargetX is implemented to specifically communicate with identified audiences
- Social media is used successfully to communicate with students
- Lync is used for student communication
- Student email migration to updated platform is completed
- DCC website was upgraded to be more user-friendly

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

Progress:

- Communication from OIT to the Delgado community occurred through emails and postings on the College website for all technology upgrades, implementations, and alerts
- Student focus groups were held to gain feedback and comments on Delgado technology and OIT support

APPENDIX B

GOAL 6: Communication (CONTINUED)

Improve communication with students, faculty, and staff using technology

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

Progress:

- Discussions are in progress on how this can be achieved

GOAL 7: Policy and Assessment

Align college policies with current and new technologies.

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

Progress:

- The following technology policies have been updated:
 - IT Security Policy (Cyber Security)
 - Information Systems Council membership and procedures
- DLIT has become actively involved in technology policies
- Use of Canvas is more policy-oriented than Blackboard was
- DLIT and Faculty and Staff Development have webpages to communicate policies and other information

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

Progress:

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

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

COMPLETED:

- Ongoing

GOAL 8: Technology Support

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

Objective 8-A Develop and implement a BYOD plan that secures all non-Delgado devices that connect to the DCC network

Progress:

- Discussions are in progress

GOAL 8: Technology Support (CONTINUED)

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

Objective 8-B Implement a 3-tiered device support system via ServiceNow that offers 24/7 reporting and problem resolution for all Delgado connected devices

Progress:

- Tier 1 completed
- Bomgar remote services portal implemented
- Help Desk FAQs developed

Objective 8-C Develop and implement a refresh/recycle program that will provide the most up-to-date desktop technology college-wide

Progress:

- Discussions are in progress

Objective 8-D Implement a plan for the College to provide after-hours assistance for selected Student Services back-office functions

Progress:

- Password reset tool and functionality implemented
- Call Center established to assist students with financial aid questions during workday hours
- LoLA Help Desk support provided by LCTCS for student services
- Blackboard access and support functionality
- OIT Help Desk