



**Technology Strategic Plan
2020-2023**

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Letter from the Chief Information Officer

Dear Delta College Community,

I am pleased to present the 2020-2023 Technology Strategic Plan for Delta College. The development of this plan was a cross institutional effort with contributors from faculty, staff, and students. This plan will guide our efforts to provide scalable, efficient, cost-effective technology and solutions that enable our community continuous and secure access to data and solutions from any place at any time.

The Technology Strategic Plan is organized around five strategic themes:

1. Student Success
2. Community
3. Sustainability
4. People
5. Communication

As part of our commitment to these themes, the Office of Information Technology (OIT) will publish the Technology Strategic Plan to the Delta College Portal. OIT will also continuously update the Plan to reflect the Key Performance Indicators (KPI) that have been achieved. This effort complements the strategic objectives laid out in the Delta College Strategic Plan and gives the college a roadmap for building an agile technology environment that improves student engagement, community well-being, modernizes and simplifies the overall IT environment, and provides a plan for the Delta community with the skills, training, and tools necessary to execute the institution's strategy and mission.

I am proud and honored to lead a group of talented, smart, and dedicated professionals and students who, in collaboration with Delta College, will deliver on our plan. The Plan guides our efforts, helps us prioritize, and is broad enough to enable us to address new opportunities and challenges as they arise. We are committed to providing products and services that enable Delta College to be more efficient and innovative in carrying out the our mission of serving the Great Lakes Bay Region by educating, enriching and empowering our diverse community of leaders to achieve their personal, professional and academic goals.

Sincerely,

Adam Dickinson, Chief Information Officer

Ellucian at Delta College

Introduction

Delta College engaged in its Strategic Planning for Technology process May 2019-August 2020 with a series of working sessions with the Core Planning Team and the Goal Planning Teams with representation from faculty, staff, and students.

The institution's goal was to conduct a participatory process resulting in the development of a strategic plan for technology that will guide decision-making and help the institution effectively set priorities for resource allocations and annual planning. This Plan aligns with the Delta College Strategic Plan and the College's Strategic Focus Areas.

Adam Dickinson, Chief Information Officer, served as the sponsor for this initiative and Dr. Jennifer Latino, Ellucian Strategic Consultant, served as facilitator for the planning sessions.

A broad representation of senior academic and administrative leaders, faculty, and employees were involved directly in the technology strategic planning process. Over 30 faculty and employees served on the Strategic Plan Goal Implementation Teams, which identified actionable objectives, key performance indicators, and resource dependencies for the plan. The memberships of these working teams are noted here.

Strategic Focus Area: Student Success

Terri Gould	Jason Premo	Nicholas Bovid	Jonathan Foco
Angela Cramer	Daisy McQuiston	Bill Wesolek	Christopher Mallory
Jim Czyewski	Adam Dickinson		

Strategic Focus Area: Community

Jason Premo	Nicholas Bovid	Leanne Govitz	
Jonathan Hoerauf	Anthony Willard	Danielle Petersen	Angela Cramer
Pamela Clark	Dennis Roebuck	Christopher Mallory	Jim Czyewski
Bill Wesolek	Adam Dickinson	Wendy Harness	

Strategic Focus Area: Sustainability

Michelle Raube	Jason Premo	Kristy Nelson	Nicholas Bovid
Wendy Childs	Susan Nowicki	Michael Wood	Robert Moore
Beth Kelch	Bill Wesolek	Christopher Mallory	Jim Czyewski
Adam Dickinson			

Strategic Focus Areas People & Communication:

Jason Premo	Scott Lewless	Jonathan Foco	
Leanne Govitz	Kevin Hobart	Jonathan Hoerauf	Danielle Petersen
Christopher Curtis	Bill Wesolek	Christopher Mallory	Jim Czyewski
Margi Borck	Adam Dickinson		

Guiding Technology Trends

During Phase One of the planning process, Dr. Jennifer Latino, (Strategic Consultant, Ellucian) presented the key trends and initiatives currently influencing technology in higher education. Participants engaged in discussion, identifying the trends that were most relevant for the technology strategic planning process at Delta College (Delta).

Among the trends highlighted were the EDUCAUSE Top 10 Issues for 2019. This annual list is provided to inform higher education leaders of the key issues facing administrators. The Team noted the trends around technologies connections to student success. These issues were key to the development of the College's strategic plan for technology.

EDUCAUSE 2019 Top 10 IT Issues

- 1. Information Security Strategy:** Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
- 2. Student Success:** Serving as a trusted partner with other campus units to drive and achieve student success initiatives
- 3. Privacy:** Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data
- 4. Student-Centered Institution:** Understanding and advancing technology's role in optimizing the student experience (from applicants to alumni)
- 5. Digital Integrations:** Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
- 6. Data-Enabled Institution:** Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making
- 7. Sustainable Funding:** Developing funding models that can maintain quality and accommodate both new needs and the growing use of IT services in an era of increasing budget constraints
- 8. Data Management and Governance:** Implementing effective institutional data-governance practices and organizational structures
- 9. Integrative CIO:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions
- 10. Higher Education Affordability:** Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future

The Core Planning Team also considered current trends in the use of technology in teaching and learning processes, student engagement through technology, and the expectations of today's generation of learners. These trends were influential in the development of the Plan as Delta envisions the desired future state of technology for the college.

Delta College Student Feedback

During the planning process, feedback was solicited from Delta College students. Students were invited to share their feedback via a feedback board posted in a high traffic area near the student dining area on campus. The Consultant and members of the IT staff invited students to share their ideas about how technology could be improved at the College. Their feedback is summarized here.

Improving Technology at Delta

- Charging stations
- Ability to check out or borrow tablets
- Better wi-fi connectivity across campus
- Longer password reset time
- Polling system for TV channels in common areas
- Electronic newspaper access

Improving Technology in the Classroom

- Ability to share my screen with the class or in study rooms
- Smart boards
- More interactive presentation options than PowerPoint
- Subject specific technologies within each discipline
- Access to classwork for people who do not have access to computers in

Technology Needs Away from Campus

- Easy access to all grades (not just final grades)
- Easy access to faculty via technology
- Access to Delta Jobs
- Better, smoother online lab environments
- Access to individual grades in class after the course is finished (longer access to courses via LMS)
- New features on the Delta app

SWOT Analysis

Strategic Planning is strengthened when the process includes an examination of Strengths, Weaknesses, Opportunities, and Threats affecting an institution. The following describes the strengths, weaknesses, opportunities, and threats of technology that the Delta College Core Planning Team identified. These identified issues were referred to throughout the planning process to ensure the TSP reflected the strengths and opportunities for the technology environment at Delta.

Strengths

- Potential
- Four-year preparation
- Time of growth
- Four-year partnerships
- Career programs
- Full-time faculty (65%)
- Good reputation in the region
- Customer service
- Affordability
- Resources/Amenities
- Support services (student resources)
- Small class sizes
- Faculty who care

Weaknesses/Challenges

- Programs are not all two years (62+ credits, course offerings)
- Early communications for students are overwhelming (onboarding/orientation)
- No strategic communication plans: Tailored to specific student populations

Opportunities

- Support/Outreach to low SES students
- Program offerings specific to low SES needs
- Relationships with advisors (beginning to end)
- Educate faculty on College resources, processes
- Articulation with four-years: New opportunities for bachelor's earning
 - 3+1 Relationships *specifically with online opportunities, weekend courses, evening
 - Branding of 3+1 programs
- Outreach to slow completers/near completers
- CAPS: Guided paths for students at various points of completion
- Pathways for full and part time students

- Expanded use of early alert to more faculty
- Delta App for student connections to resources
- Grant funding for students with low/no connectivity

Threats

- Availability of public transportation (no evening offerings)
 - Bus schedules not considerate of term schedule
- Childcare
- Lack of relationship with essential county/regional services (transportation, internet providers, etc.)
- Lack of services for evening learners (food, resources, services)
- Competition of other institutions
- Connectivity at home
- Birth rate
- Lack of preparedness of incoming learners
- Textbook costs
- Complex policies and procedures

Planning Team Highlights

The Core Planning Team was comprised of Delta College staff, faculty and administrators from a cross section of the institution. The Team's goal was to conduct an inclusive planning process resulting in the development of a visionary set of IT strategic plan goals, that closely align with and support the College strategic goals.

During its initial working sessions in May 2019, the Core Planning Team accomplished the following:

- Reviewed the IT Strategic Planning Process
- Identified Key Cultural Factors to Guide the IT Strategic Plan
- Discussed Key Trends in Higher Education Information Technology
- Collected Feedback from Delta College Students

Strategic Focus Areas

During Phase Two in July 2019, the Core Planning Team identified the five Strategic Focus areas for the Technology Strategic Plan. These align with the *Delta College Strategic Plan 2019-2023* focus areas.

Delta College Strategic Focus Areas

1. Student Success: Promoting success for all students, in the classroom, and in life
2. Community Focus: Understanding and responding to our communities' needs
3. Sustainability: Using all resources in an efficient and sustainable way
4. People Focus: Respecting and growing our people personally, professionally, and organizationally

Technology Strategic Plan Strategic Focus Areas

1. Student Success
2. Community
3. Sustainability
4. People
5. Communication

Goals

Following the identification of the five Strategic Focus Areas, the Core Planning Team developed six goals that align with each of the focus areas. The goals of the Plan are intended to describe “What we need to do” to execute the strategy and achieve the technology vision of the college. These goals are supported by objectives that specify actions, supporting strategies or initiatives to achieve the goal.

The goals for the Delta College Technology Strategic Plan are noted here.

Strategic Focus Area	Goal Statements
Student Success	Goal 1: Provide centralized and convenient onsite and virtual services to enhance the student experience using information technology.
Community	Goal 2: Use technology tools to reach new and retain current student populations (ex. online course offerings; transfer articulation agreements)
	Goal 3: Improve community outreach through increased access to campus resources.
Sustainability	Goal 4: Use technology to increase efficiencies of key aspects of college business and operations.
People	Goal 5: Faculty and staff will confidently utilize appropriate technology tools to make informed business decisions using data and analytics that are accessible and available.
Communication	Goal 6: Improve engagement and effective communications to internal and external stakeholders using information technology.

Objectives and Key Performance Indicators

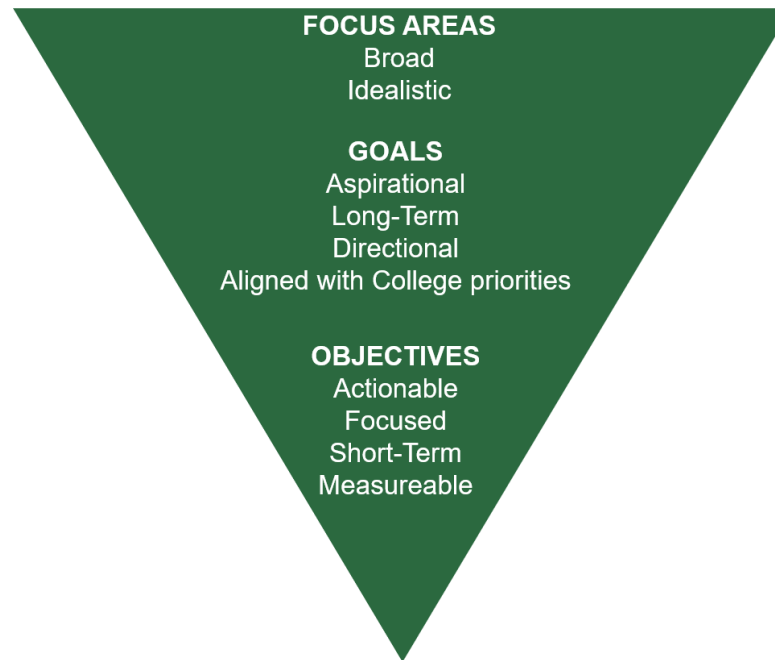
Following the identification of the five Strategic Focus Areas, Goal Planning Teams were assembled from across the College. This allowed for increased input from the Delta College community. These teams worked with the consultant to develop objectives and KPI to support each of the identified goals.

The Objectives and KPI can be seen with each Goal in the [Technology Strategic Plan Road Map](#).

Technology Strategic Plan Road Map

The Delta College Technology Strategic Plan is framed around five Strategic Focus Areas. Each of these areas is supported by broad goals (6) that are intended to describe “What we need to do.” These goals are then supported by objectives and key performance indicators that specify actions, supporting strategies or initiatives to achieve the goal.

The Technology Strategic Plan Road Map is a living document that provides visibility into the Strategic Focus Areas, Goals and Objectives that will guide the College in its technology decisions in an effort to reach a desired future state of technology use.



Strategic Focus: Student Success

Goal 1: Provide centralized and convenient onsite and virtual services to enhance the student experience using information technology.					
Key Performance Indicator(s): <ul style="list-style-type: none"> • Implementation of products and processes: virtual chat; virtual orientation; how to videos • # of inquiries through virtual assistant process • # successfully closed virtual lobby tickets • Student responses to post-use surveys (meeting student expectations) *academic resources, orientation, how to videos 					
Objectives	Responsible Parties/Owners	2019-2020	2020-2021	2021-2022	2022-2023
1.1 Implement virtual assistance (staff during “open” hours, chat bot for “off” hours) to answer students’ frequently asked questions 24/7.	OIT Advising Recruiting	X	X		
1.2 Increase student access to key business functions through the Implementation of a cross-functional “virtual lobby” and distance access to College staff.	OIT Advising Recruiting	X	X		
1.3 Develop and deploy a virtual orientation to increase outreach to distance learners and students who are unable to attend on-site orientation.	Student Engagement Services (SES) OIT		X		
1.4 Offer online support resources (i.e. online tutoring; online academic support) through centralized virtual hub.	Learning Resource Center (LRC) E Learning OIT		X	X	
1.5 Develop resources to support student use of technology tools (i.e. how to videos for online tools: D2L, self-service; strategies for successful online student engagement).	E Learning Recruiting Advising OIT	X	X	X	

Strategic Focus: Community

Goal 2: Use technology tools to reach new and retain current student populations (ex. online course offerings; transfer articulation agreements)					
Key Performance Indicator(s): <ul style="list-style-type: none"> • Migration of CRM Recruit to Cloud • Increase in use of CRM Recruit in recruiting efforts • Updated application processes and use of CRM Recruit • Use of D2L for on-site and online classes • Adoption of co-curricular tool • Use of co-curricular tool • Changes in courses offered in various modalities • Student responses to end of course evaluations re: faculty use of technology • Faculty participation in “Learning Days” activities related to academic technologies 					
Objectives	Responsible Parties/Owners	2019-2020	2020-2021	2021-2022	2022-2023
2.1 Assess the needs of admissions and recruitment and streamline application processes to align with the capabilities of CRM Recruit. <i>*completed: June 2020</i>	Recruiting OIT	X			
2.2 Upgrade to most current CRM Recruit and increase use through staff training. <i>*completed: January-February 2020</i>	Recruiting OIT	X			
2.3 Identify tool for tracking co-curricular learning activities (i.e. career activities; internships; employment; tutoring; structure learning assistance; student engagement).	Career Services OIT		X	X	
2.4 Enhance course offerings in multi-modal formats: (face-to-face, online, weekend, evening, accelerated courses, seminar style “boot camp”)	E Learning Associate Deans		X	X	X
2.5 Develop faculty and staff understanding of and proficiency with academic technology.	E Learning OIT E Learning Committee	X	X	X	X

Strategic Focus: Community

Goal 3: Improve community outreach through increased access to campus resources.					
Key Performance Indicator(s): <ul style="list-style-type: none"> Increased provision and reach of WiFi Number of community members accessing WiFi network 					
Objectives	Responsible Parties/Owners	2019-2020	2020-2021	2021-2022	2022-2023
3.1 Promote community engagement and potential new student enrollment through community use of institutional resources (i.e. extended WiFi access; library tools, career development).	OIT Marketing Departmental staff (library, career, etc.)		X	X	
3.2 Expand outreach to students at the Centers through virtual student services (i.e. Advising, Financial Aid) <i>*completed Summer 2020</i>	SES OIT Center coordinators	X			
3.3 Expanded online offerings to include opportunities to complete full programs at a distance.	E Learning Departmental Deans and Associate Deans Online Curriculum Development Council	X	X	X	X

Strategic Focus: Sustainability

Goal 4: Use technology to increase efficiencies of key aspects of college business and operations.					
Key Performance Indicator(s): <ul style="list-style-type: none"> • Purchase a digital storage tool • # of departments using digital storage tool (SoftDocs) • Increased use of ERP and related tools to aid in efficient workflows • Established data governance body • Evidence of increased use of data in decision-making 					
Objectives	Responsible Parties/ Owners	2019- 2020	2020- 2021	2021- 2022	2022- 2023
4.1 Conduct an institution-wide census of processes to identify areas in need of process improvement and/or streamlining. Use census data, provide process improvement support for key areas and processes, based on need. Solicit from department leads.	IT Council Department Leadership OIT		X		
4.2 Assist users of the Colleague environment in identifying methods to streamline work processes utilizing upgraded ERP capabilities.	OIT Department Leadership	X	X		
4.3 Identify and implement method for secure document imaging, storing and sharing to assist in a desired migration to a fully digital campus (eliminate paper processes).	OIT SES Purchasing	X			
4.4 Promote data informed decision making by implementing methods of secure reporting and data sharing (i.e. data warehouse, analytics dashboard).	Institutional Research OIT		X	X	X
4.5 Establish a culture of data governance to ensure proper custodianship over College data.	President's Cabinet		X	X	

Strategic Focus: People

Goal 5: Faculty and staff will confidently utilize appropriate technology tools to make informed business decisions using data and analytics that are accessible and available.

Key Performance Indicator(s):

- # of training opportunities offered
- # of participants in provided trainings
- Participant responses to post-training evaluations
- Employee reports of satisfaction with existing technology tools
- Employee report of satisfaction with onboarding process
- Increased knowledge of digital security and safe practices

Objectives	Responsible Party/ Owner	2019- 2020	2020- 2021	2021- 2022	2022- 2023
5.1 Provide training opportunities for faculty and staff to utilize the Colleague environment and other technology tools to the fullest extent of the tool to support essential functions. (Colleague, CRM Advise, CRM Recruit, Portal, Microsoft Solutions)	IT Council HR OIT	X	X	X	X
5.2 Provide faculty development opportunities to ensure consistent use of D2L and classroom technologies.	eLearning Team	X	X	X	X
5.3 Assess the onboarding processes for faculty, staff and students to ensure there is sufficient training and knowledge sharing regarding technology tools.	SES HR COS		X		
5.4 Enhance training related to online safety and security, specifically addressing topics such as passwords, social media privacy, and data security.	OIT IT Council DUG		X	X	

Strategic Focus: Communication

Goal 6: Improve engagement and effective communications to internal and external stakeholders using information technology.					
Key Performance Indicator(s):					
<ul style="list-style-type: none"> • Student response to effectiveness and value of outreach efforts • Recommendations for portal improvement • # of messages sent via Twilio • Message engagement rates (i.e. length of time, open rates) 					
Objectives	Responsible Parties/ Owners	2019- 2020	2020- 2021	2021- 2022	2022- 2023
6.1 Implement an alternative digital solution to communicate with students to aid in student engagement and retention (Twilio).	SES OIT	X			
6.2 Utilize data from communication campaigns to continually adapt to students' desired communication methods. (i.e. outreach from CRM Recruit, CRM Advise, ChatBot, Twilio).	OIT SES		X	X	
6.3 Assess the current needs, use and effectiveness of the college Portal.	Marketing OIT Portal Team		X		