



Saint Peter's  
UNIVERSITY



# Saint Peter's University

## Strategic Plan for Technology 2017 - 2020

Approved: IT Governance Committee – March 2017

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## Letter from the Vice President and Chief Information Officer

Dear Members of the Saint Peter's University Community:

I am excited and honored to share with you the 2017-2020 Saint Peter's University Strategic Plan for Technology. This strategic plan is the outcome of several months of collaborative work across the University which has included focus groups with students, faculty, staff, and deans of each college and school as well as working sessions with the Cabinet and planning teams of academic and administrative representatives. As part of this collaboration, we have also conducted a review of higher education technology trends and best practices. Our Strategic Plan will provide direction to the institution's investments and priorities in information technology in alignment with its Pathways to Distinction strategic goals.



Our vision for the Strategic Plan for Technology is to distinguish Saint Peter's University as a creative and innovative institution recognized nationally for empowering faculty and staff as they prepare students for ethical leadership and personal and professional success in an ever-changing, complex and technologically demanding world. We are excited to embark on the journey to strategically prioritize our technology investments and initiatives to make this vision a reality.

I invite you to read this plan and, whenever possible, help the University put it into action. We value your involvement and support of the plan, as you are the educators, professionals, and students who live University's mission, transmit its values, and put its strategic goals into practice each and every day. This document represents your input and vision for the use of technology at Saint Peter's University and I invite all of you to take a moment to see what you have helped create. Thank you!

Best,

Milos Topic  
Vice President & Chief Information Officer  
Information Technology and Operations

## Preface

Saint Peter's University engaged in its Strategic Planning for Technology process September 2016 – March 2017 with a series of meetings with the Cabinet, working sessions with the Core Planning Team and the Implementation Planning Teams, and focus groups and open forums with the academic deans, faculty, employees, and students. (See Appendix C for a detailed planning process timeline.)



The institution's goal was to conduct an open and participatory process resulting in the development of a data-informed and visionary strategic plan for technology that will guide decision-making and help the institution effectively set priorities for resource allocations and annual planning.

Milos Topic, Vice President of Information Technology and Operations, served as executive sponsor for this initiative, and Dr. Chrissy Coley, Ellucian Strategic Consultant, served as facilitator for the planning and focus group sessions.



A broad representation of senior academic and administrative leaders, faculty, and employees were involved directly in the Strategic Plan for Technology process. Approximately 20 representatives served on the Core Planning Team, which was charged to provide leadership in designing a comprehensive strategic plan for technology driven by Saint Peter's University's values, mission, vision, and strategic goals. Over 50 faculty and employees served on the Strategic

Plan Goal Implementation Teams, which identified actionable objectives, key performance indicators, and resource dependencies for the plan. (See Appendices A and B for the membership lists of each team.)

## Relevant Institutional Data, Trends, and Initiatives

Dr. Ginny Bender, Special Assistant to the President for Institutional Planning, presented key institutional data, trends, and initiatives relevant for the Strategic Planning for Technology process. The University's strategic plan, *Pathways to Distinction*, approved in May 2015, provides the following set of strategic directions for Saint Peter's University:

- Excellence in Teaching and Learning
- Effective Resources to Support Student Success
- Global Knowledge and Engagement
- Unique University Assets and Experiences
- Prominent Community Partnerships

Dr. Bender noted the following *Pathways to Distinction* goals and objectives to be of particular relevance for the University's technology strategic planning process, especially given the University's vision for enrollment growth (target of 3600 total enrollment), online program expansion (target of 300 fully online students over the next 5 years), and student success (first year retention rate of 85% and 6-year graduation rate of 60%):

### Technology & Pathways to Distinction



#### Excellence in Teaching and Learning

- *utilize technology to improve the management of assessment data*
- *improve IT infrastructure and determine appropriate organizational structure and positions to deliver support for instructional technology*

#### Effective Resources to Support Student Success

- *manage and develop effective human, capital and technology resources to support the mission and strategic goals.*
- *update the Technology Plan to create a comprehensive blueprint for technology improvements that addresses constituents' expectations as well as responds to emerging technologies*
- *expand training in technology*
- *develop a systematic technology replacement plan*

## Relevant Information Technology Services Data, Trends, and Initiatives

Milos Topic (VP Information Technology and Operations), Mike DeVarti (Director of Enterprise Applications), and Bert Vabre (Director of Enterprise Architecture) presented key information technology services data, trends, and initiatives relevant for the Strategic Planning for Technology process.

The Vice President for Information Technology and Operations highlighted the EDUCAUSE Top 10 Issues for 2017 to inform the University's strategic plan for technology goals related to IT staffing, architecture, operations, and services:

EDUCAUSE Top 10 IT Issues for 2017	Definition
<b>Information Security</b>	Developing a holistic, agile approach to reducing institutional exposure to information security threats
<b>Student Success and Completion</b>	Effectively applying data and predictive analytics to improve student success and completion
<b>Data-Informed Decision-Making</b>	Ensuring that business intelligence, reporting, and analytics are relevant, convenient, and used by administrators, faculty, and students
<b>Strategic IT Leadership</b>	Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership
<b>Sustainable Funding</b>	Developing IT funding models that sustain core services, support innovation, and facilitate growth.
<b>Data Management and Governance</b>	Improving the management of institutional data through data standards, integration, protection, and governance
<b>Higher Education Affordability</b>	Prioritizing IT investments and resources in the context of increasing demand and limited resources
<b>Sustainable Staffing</b>	Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows
<b>Next Gen Enterprise IT</b>	Developing and implementing enterprise IT applications, architecture, and sourcing strategies to achieve agility, scalability, cost-effectiveness and effective analytics
<b>Digital Transformation of Learning</b>	Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission.



Key Enterprise Applications priorities reviewed with the Core Planning Team included system security enhancements, cloud services option assessments, mobile applications and accessibility, Colleague self-service enhancements (Student Finance Self-Service went live in July 2016), single sign-on, online program and instructional design support, business process analyses (to complement the previous BPAs for registration/enrollment services, human resources, and accounts payable), PeopleAdmin human resources product to support employee onboarding and position control, evaluation of document imaging solutions, data governance, and policy review and development.

Key Enterprise Architecture priorities reviewed with the Core Planning Team included enhanced network security (Cisco ISE will be SPU's new Network Access Control Solution), improved internet bandwidth and WiFi connectivity, and updated telephone system (SPU's Avaya system has been running for 12 years). There have been significant enhancements made to the internet and WiFi infrastructure the past 3 years, including the connection of 80% of the Jersey City Campus to 10GBPS Single Mode Fiber (at only 1GBPS Multi-Mode fiber in March 2013) and the projection to be at 300 Wireless APs by the start of the Spring of 2017 and 330 Wireless APs by the Fall of 2017 (SPU had only 80 Wireless APs in January 2012).

## **Strategic Plan for Technology Values**

The Core Planning Team developed the following values for the Strategic Plan for Technology:



### ***Student-Centeredness/Cura Personalis***

We ensure students' access to academic technology resources in and out of the classroom to broaden and deepen their educational experiences and prepare them for life post-graduation in their chosen careers and as life-long learners.

### ***Owning Our Technology Investments***

We inspire faculty, employees, and students to eagerly seek opportunities to incorporate innovative methods of using technology, be conscious stewards of the institution's technology resources, and actively leverage the institution's tools to produce good work as teachers, scholars, learners, administrators, managers, and community leaders.

### ***Outcomes-Oriented***

We support a culture where technology initiatives and their associated business processes are measured, reported, and reviewed to drive continuous improvement and accountability.

### ***Collaboration***

We value an interactive decision-making process within a team culture where all parties concerned come together to exchange ideas and develop a meaningful solution which will address the needs of all affected areas.

### ***Exceptional Experience***

We take pride in "high tech/high touch" methods of delivering technology services and tools that provide a seamless, responsive, convenient, pleasant, and effective constituent experience.

## **Strategic Plan for Technology Mission**

The Core Planning Team developed the following mission for the Strategic Plan for Technology:

*Support students, faculty, and employees in achieving excellence in their academic, professional, and personal success through relevant, innovative and quality technology products and services*



## **Strategic Plan for Technology Vision**

The Core Planning Team developed the following vision for the Strategic Plan for Technology:

*Distinguish Saint Peter's University as a creative and innovative institution recognized nationally for empowering faculty and employees as they prepare students for ethical leadership and personal and professional success in an ever-changing, complex and technologically demanding world*

## **Strategic Plan for Technology Goals**

The Core Planning Team developed the following goal statements for the Strategic Plan for Technology:

### **GOAL #1: SECURE AND EFFECTIVE IT INFRASTRUCTURE AND ORGANIZATION**

Based on peer benchmark data and best industry standards, invest in the IT organization and infrastructure (personnel, technologies, and services) essential for the advancement of the University's strategic goals and its information security position

### **GOAL #2: EFFECTIVE TEACHING, LEARNING AND SUPPORT SERVICES TO ENHANCE STUDENTS' SUCCESS**

Invest in and effectively use technologies that enable, standardize, and systematically scale University-wide teaching, learning, and student success initiatives

### **GOAL #3: INSTITUTIONAL EFFICIENCY, EFFECTIVENESS, AND DATA-INFORMED DECISION-MAKING**

Optimize the use of the University's strategic resources through improved business processes, up-to-date technologies, and enhanced accessibility and usability of timely, accurate data

### **GOAL #4: CONSTITUENT EMPOWERMENT**

Deliver exceptional training, resources, and services that empower the University's students, faculty, and employees as they effectively use technology to do their best work

### **GOAL #5: INNOVATIVE USE OF TECHNOLOGY TO ACHIEVE INSTITUTIONAL DISTINCTION**

Develop a modern, proactive, future-looking technology culture, organization, and infrastructure to creatively advance the University's vision and its distinctive position in the higher education market

## Strategic Plan for Technology Strategy Map

**Mission:** Support students, faculty, and employees in achieving excellence in their academic, professional, and personal success through relevant, innovative and quality technology products and services

**Vision:** Distinguish Saint Peter's University as a creative and innovative institution recognized nationally for empowering faculty and employees as they prepare students for ethical leadership and personal and professional success in an ever-changing, complex and technologically demanding world

**Values:** Student-Centeredness/Cura Personalis, Owning Our Technology Investments, Outcomes-Oriented, Collaboration, Exceptional Experience

### Goal 1: Secure and Effective IT Infrastructure and Organization

Based on peer benchmark data and best industry standards, invest in the IT organization and infrastructure (personnel, technologies, and services) essential for the advancement of the University's strategic goals and its information security position

1. Hire, train, develop, and retain top performing IT staff and centralize space for all IT staff
2. Invest in critical infrastructure and develop strategic partnerships with a select group of cloud providers
3. Strengthen network device and application security and improve business continuity and disaster recovery capabilities
4. Review and invest in best practices ensuring tighter control over use access
5. Implement a standard technology acquisition policy

### Goal #2: Effective Teaching, Learning and Support Services to Enhance Students' Success

Invest in and effectively use technologies that enable, standardize, and systematically scale University-wide teaching, learning, and student success initiatives

1. Increase awareness and use of ed technologies
2. Maintain relevant modern technologies in classrooms and learning spaces
3. Enhance online and blended learning initiatives
4. Upgrade library technologies, research support, & online access
5. Incentivize faculty to use innovative technologies
6. Equip with technologies that promote student success and career preparedness

### Goal #3: Institutional Efficiency, Effectiveness, and Data-Informed Decision-Making

Optimize the use of the University's strategic resources through improved business processes, up-to-date technologies, and enhanced accessibility and usability of timely, accurate data

1. Define KPIs to drive service improvement and decisions
2. Develop and deploy a data dictionary and business glossary
3. Define a framework for systems and data integration
4. Continually make our systems and services more convenient, accessible, user-friendly and productive
5. Expand and improve our Business Intelligence and Data Visualization toolsets
6. Implement a functional and extensible Enterprise Content Management (ECM) system

### Goal #4: Constituent Empowerment

Deliver exceptional training, resources, and services that empower the University's students, faculty, and employees as they effectively use technology to do their best work

1. Enhance student, faculty and employee knowledge base by delivering targeted training opportunities
2. Implement a centralized, functional business process documentation protocol
3. Develop onboarding process for new employees and establish seasonal training for current employees

### Goal #5: Innovative Use of Technology to Achieve Institutional Distinction

Develop a modern, proactive, future-looking technology culture, organization, and infrastructure to creatively advance the University's vision and its distinctive position in the higher education market

1. Establish a culture that welcomes and explores innovative use of technology by remaining aware of upcoming trends and necessary upgrades
2. Establish a seamless and unified portal for centralized student information from application through graduation
3. Adopt new technologies that advance coursework, research, global learning, and job placement

## Goal Implementation Grids

The following Strategic Plan for Technology Implementation Grids were developed by the Implementation Planning Teams. Each contains information that will assist the relevant departments in achieving these institutional goals and ultimately realizing this vision. Identified departments will develop tactical work plans that are aligned with this strategic plan and ensure the realization of each goal.

The following elements are included in each Implementation Grid:

- **Goals** include the technology goals set by the Core Planning Team.
- **Key Performance Indicators** define success and identify milestones of progress for each goal.
- **Objectives** associated with each goal specify implementation actions.
- **Dependencies/Resource Requirements** are those events or environments that must take place or be in existence before implementation of an objective can begin or in order for the objective to be accomplished.
- **Responsible Party/Owner** identifies the individual, department, or council that has responsibility for each of the objectives. Typically, it will be the responsibility of these individuals or groups to develop the annual tactical work plans and appropriate budget requests for each of the assigned objectives as well as project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the objective.
- **Fiscal Year** shows the implementation timeline for each objective's associated dependencies by fiscal year. Dependencies placed in any single column indicate completion of a task in that year.

## Goal #1: Secure and Effective IT Infrastructure and Organization

Based on peer benchmark data and best industry standards, invest in the IT organization and infrastructure (personnel, technologies, and services) essential for the advancement of the University's strategic goals and its information security position

### Key Performance Indicators:

- % uptime of Colleague Student (Objectives 1.1 & 1.2)
- % of access points running at current standard - e.g., 802.11ac (Objectives 1.2 & 1.3)
- % of campus indoor areas with wifi coverage (Objectives 1.2 & 1.3)
- Establishment of redundant internet (Objectives 1.2 & 1.3)
- 0 security incidents that impact enterprise data (Objective 1.3)
- Mean Time Between Service Incidents (Objectives 1.2, 1.3, & 1.4)
- Establishment of hosted solution for enterprise applications (Objectives 1.2, 1.3, & 1.4)
- Establishment of secondary site for mission critical systems (Objectives 1.2, 1.3, & 1.4)
- % of faculty and employees completing security awareness training and passing post-test (Objectives 1.3 & 1.4)
- # of days between technology request submission and communication on decision/rationale (Objective 1.5)
- % of non-Division of Information Technology line purchases meeting definition of technology relative to all technology purchases (Objective 1.5)

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<b>1.1 Information Technology:</b> Invest in hiring, training, developing, and retaining of top performing Division of Information Technology staff and in centralizing space for all Division of Information Technology staff	1. Funding 2. Building Space 3. Hiring Committees	1. Division of Information Technology 2. Facilities 3. Human Resources	X	X	X	X
<b>1.2 Infrastructure:</b> Invest in critical infrastructure	1. Funding	1. IT Governance		X	X	



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
(security, network, servers, applications) and develop strategic partnerships with a select group of cloud providers	<ol style="list-style-type: none"> <li>2. Staffing – specific skill set</li> <li>3. New/Updated Policies</li> </ol>	<ol style="list-style-type: none"> <li>Committee (responsibility only)</li> <li>2. Division of Information Technology (accountability and responsibility)</li> </ol>				
<b>1.3 Information Security:</b> Continuously strengthen network device and application security and improve business continuity and disaster recovery capabilities through annual security reviews of Division of Information Technology infrastructure and services and investment in creative training modules and programs	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Appropriate Staffing</li> <li>3. Policies</li> <li>4. Processes – in terms of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. Human Resources</li> </ol>	<b>X</b>	<b>X</b>		
<b>1.4 Policies and Procedures:</b> Continually review and invest in best practices and current trends, for example ensuring tighter control over user access	<ol style="list-style-type: none"> <li>1. Human Capital – potential technology training and implementation team</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> </ol>		<b>X</b>	<b>X</b>	<b>X</b>
<b>1.5 Technology Acquisition Policy and Process:</b> Develop and implement a standard technology acquisition policy and process that consolidates all University spending on technology-related hardware, software, and services under the Division of Information Technology. This shall include measures to ensure	<ol style="list-style-type: none"> <li>1. A long-term partnership is needed between all divisions of the University to achieve this objective to enhance resource use and</li> </ol>	<ol style="list-style-type: none"> <li>1. Purchasing Department</li> <li>2. Division of Information Technology</li> <li>3. Office of the</li> </ol>	<b>X</b>	<b>X</b>		



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>transparency across the University and will likely require consolidated budget line codes for all technology under Division of Information Technology</p>	<p>consolidate technology requests that can meet a broad array of needs</p> <ol style="list-style-type: none"> <li>2. Appoint a body to operate this process and ensure that body has an operating framework that: (a) defines the roles of members, (b) voting procedures, (c) member requirements, (d) request review procedures, (e) review panel performance reporting</li> <li>3. Retrain staff and supervisors University-wide to ensure awareness and compliance</li> </ol>	<p>President</p> <ol style="list-style-type: none"> <li>4. Human Resources</li> </ol>				

## Goal #2: Effective Teaching, Learning and Support Services to Enhance Students' Success

Invest in and effectively use technologies that enable, standardize, and systematically scale University-wide teaching, learning, and student success initiatives

### Key Performance Indicators:

- % of full-time faculty using classroom technology at least once per semester in each course section (Objectives 2.1, 2.2, 2.3, 2.4, & 2.5)
- % of faculty reporting good, very good, or excellent levels of comfort using campus technologies (such as smartboards, Google Drive, Blackboard, Google Apps) for teaching/learning activities on the annual Division of Information Technology Faculty Satisfaction Survey (Objectives 2.1, 2.2, 2.3, 2.4, & 2.5)
- % of classrooms equipped with a minimum standard of educational technology (as determined by the ITGC) (Objectives 2.2 & 2.4)
- # of students enrolling in online programs (aggregate) (Objectives 2.3 & 2.6)
- % of 1<sup>st</sup> to 2<sup>nd</sup> year online student retention (Objectives 2.3 & 2.6)
- # of fully online programs of study (Objectives 2.3 & 2.6)
- % of online faculty utilizing Quality Matters standards in each course (Objective 2.3)
- % of faculty applying for and receiving incentives (yearly and cumulative data) (Objective 2.5)
- % of faculty listing innovative technology in rank and tenure applications (yearly and cumulative data) (Objective 2.5)
- 1<sup>st</sup> to 2<sup>nd</sup> year persistence rates of first-time/full-time cohort entering Fall 20XX (Objectives 2.3 & 2.6)
- 4 and 6 year graduation rates of first-time/full-time cohort entering Fall 20XX (Objectives 2.3 & 2.6)
- % of students graduating in Academic Year 20XX reporting job placement within 6 months of graduation (Objectives 2.3 & 2.6)

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
2.1 Increase and support faculty and student awareness, access to, and use of educational technologies, relevant hardware and online resources on and off campus, including training (such as: e-books, e-journals, streaming videos, instructor resources,	1. Identification of funding for increased staff, relevant resources and technologies, including software and hardware (e.g. NJVID)	1. All Division and Department Leaders 2. Provost's Office	X	X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
databases, web 2.0)	2. Faculty and administrative buy-in 3. Development of training programs, policies and procedures 4. Merger of Division of Information Technology, IDTS, DLC pages, resources and repositories	3. Distance Learning Committee 4. College/School Deans 5. Faculty 6. Director of Library 7. Division of Information Technology 8. Instructional Design Technology Services				
2.2 Make available, improve infrastructure and maintain relevant modern technologies in classrooms and learning spaces where students work independently and collaboratively	1. Develop a robust survey to identify faculty and students' specific in and out of classroom technology needs 2. Create a uniform definition of what constitutes a "smart classroom" 3. Complete a full assessment of the current technologies used in all University classrooms and student learning spaces, including labs 4. Identify a task force to develop	1. Provost's Office 2. Division of Information Technology 3. College/School Deans	X	X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	<p>a detailed implementation plan to improve and equip classrooms and learning spaces with modern technologies</p> <ol style="list-style-type: none"> <li>5. Identify funding sources to purchase hardware and new technologies identified in the proposed plan</li> <li>6. Increase IT staffing to support the implementation plan</li> </ol>					
<p>2.3 Develop strategies to enhance online and blended learning initiatives (e.g., grow the # of fully online programs, grow enrollments and retain students, enhance quality, standardize and adopt best practices)</p>	<ol style="list-style-type: none"> <li>1. Faculty and administrator buy-in</li> <li>2. Development of a comprehensive Distance Learning Policy and Procedure Manual</li> <li>3. Funding for additional distance learning staff, including a Distance Learning Director and more Instructional Design Staff and Blackboard Staff Members</li> <li>4. Training for Distance Learning faculty members, administrators and Online Program Directors, specifically QM training</li> <li>5. Cultivation of improved training, services and support</li> </ol>	<ol style="list-style-type: none"> <li>1. Provost's Office</li> <li>2. Distance Learning Committee</li> <li>3. Instructional Design Technology Services</li> <li>4. Division of Information Technology</li> <li>5. College/School Deans</li> </ol>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	for online programs and students					
2.4 Upgrade library technologies, research support, and online access to archival collections and information resources	<ol style="list-style-type: none"> <li>1. Funding for hardware (e.g. PCs, scanners, printers, laptops)</li> <li>2. Library staffing: librarian focused on digital research, scholarship, and pedagogy to generate interactive online tutorials and learning objects and develop a program to gather faculty scholarship for digital repository.</li> <li>3. Digital repository (for online access to archival collections): cloud hosting or virtual servers, digitization hardware, funds for digital conversion of analog archival materials</li> <li>4. Increase database holdings and learning spaces to meet instructional and research needs (e.g. ScienceDirect, Scopus, GenderWatch, EthnicNewsWatch)</li> <li>5. Additional work study: scanning and metadata input for digital repository</li> <li>6. 1-3 Bloomberg terminals for student use during library</li> </ol>	<ol style="list-style-type: none"> <li>1. Provost's Office</li> <li>2. Director of Library</li> <li>3. Division of Information Technology</li> </ol>	X	X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	hours					
2.5 Incentivize faculty to use innovative technologies and online resources in research, scholarship and pedagogy	<ol style="list-style-type: none"> <li>1. Faculty and administrator buy-in</li> <li>2. Funds for the development of a creative faculty incentive program (see: Google Certified Trainer resources)</li> <li>3. Incorporate technological innovation into the criteria used for assessing tenure and promotion applications</li> </ol>	<ol style="list-style-type: none"> <li>1. Provost's Office</li> <li>2. College/School Deans</li> <li>3. Faculty Development Office</li> <li>4. Committee on Tenure and Promotion</li> <li>5. Grant Writing Task Force</li> <li>6. Instructional Design Technology Services</li> </ol>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
2.6 Equip students and academic support units with appropriate technologies that promote student success and career preparedness, including training (e.g., Ellucian Colleague Student Planning, Retention Alert, etc.)	<ol style="list-style-type: none"> <li>1. Funds for ongoing annual fees</li> <li>2. Cross-divisional implementation teams</li> <li>3. Time and funding for initial and ongoing user training</li> <li>4. University buy-in from students, faculty and staff</li> <li>5. Improved policies and procedures related to academic and career advising</li> </ol>	<ol style="list-style-type: none"> <li>1. Provost's Office</li> <li>2. Registrar</li> <li>3. Dean for Student Engagement &amp; Success</li> <li>4. Executive Director, CEEL</li> <li>5. Persistence &amp;</li> </ol>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
		Graduation Committee 6. College/School Deans 7. Student Life & Development Staff				

**Goal #3: Institutional Efficiency, Effectiveness, and Data-Informed Decision-Making**  
**Optimize the use of the University's strategic resources through improved business processes, up-to-date technologies, and enhanced accessibility and usability of timely, accurate data**

**Key Performance Indicators:**

- % of departments assessing KPI performance on an annual basis (Objective 3.1)
- # of web-enabled reports accessible on the intranet site (Objective 3.1)
- % of departments with a data steward (Objective 3.2)
- % of known needed integration points that are documented (Objective 3.3)
- % of known needed integration points that are automated (Objective 3.3)
- % of employees reporting good, very good, or excellent levels of satisfaction with the automation of integration points on the annual Division of Information Technology Annual Survey (Objective 3.3)
- % of employees reporting good, very good, or excellent levels of satisfaction with the documentation of integration points on the annual Division of Information Technology Annual Survey (Objective 3.3)
- % of transactions that are managed by a self-service module (Objective 3.4)
- User rating of usefulness after each new self-service module is rolled out on a scale ranging from "1 = Very Useful" to "4 = Not Helpful" (Objective 3.4)
- % of employees attending BI Data Visualization toolset training sessions (Objective 3.5)
- # of reports and dashboards developed by users outside of the Division of Information Technology using BI Data Visualization toolsets (Objective 3.5)
- % of paper form based processes that have been moved to electronic workflow (Objective 3.6)
- # of offices using the Enterprise Content Management system for their document archive and retrieval needs (Objective 3.6)

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
3.1 Define Division-level KPIs that are shared with and reviewed by relevant stakeholders to drive service improvement and support data informed decision-making	1. Involvement of assigned group of individuals from each area knowledgeable in objectives of the department or office 2. Assessment of needs and	1. All Division Leaders 2. Division of Information			X	X

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	goals for each department area or designated group (employees, students, etc.) 3. Clear and concise understanding of relevance to goal 4. Easily accessible format/platform for all members of each area 5. Repeated review to measure relevance, necessity and successful outcomes	Technology				
3.2 Develop and internally deploy a university-wide data dictionary and business glossary that also serves to document and educate data consumers on all campus systems, their purpose, the data the systems collect and curate. Implement data access protocols to adhere to university privacy policies and acceptable use policies	1. Funding for ongoing subscription to data governance solution 2. Assignment of data steward and other data governance related roles across all departments that curate data and aim to share that data with other parts of the University 3. Secure University-wide compliance with processes and procedures associated with the desired use of the data governance solution to meet departmental data needs	1. Data Standards Committee 2. All Division and Department Leaders 3. University Cabinet	X	X	X	
3.3 Define and maintain a University-wide framework for	1. Automated interfaces between	1. Division of	X	X	X	

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>systems and data integration in which all software systems and the data they need to exchange with other systems (both SPU systems and external 3rd party systems) are inventoried and documented in a centralized location</p>	<p>systems should use industry standard technologies to increase efficiency and accuracy and to avoid manual data entry and eliminate unnecessary data and process redundancy</p> <ol style="list-style-type: none"> <li>2. Document and re-evaluate all existing integrations and retiring or rebuilding such integrations where needed</li> <li>3. Any new systems being considered for purchase or new vendor agreements that involve exchange of University data go through a separate evaluation to ensure they will fit within this framework</li> <li>4. Any automated processes that are a part of the framework will be reviewed periodically to ensure usefulness and functionality</li> </ol>	<p>Information Technology</p> <ol style="list-style-type: none"> <li>2. IT Governance Committee</li> <li>3. All Division and Department Leaders</li> </ol>				

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>3.4 Continually identify, evaluate and implement appropriate improvements which make our systems and services more convenient, accessible, user-friendly and productive to our community while also improving communication and collaboration (for example, rolling out new Colleague Self-Service modules, adding Self-Service components to other University systems, Zoom online classroom video, implementing a Single Sign-On solution, and adding cross-institution collaboration tools such as EduRoam and In-Common)</p>	<ol style="list-style-type: none"> <li>1. Availability of time for Division of Information Technology staff members to discover and explore possible improvements</li> <li>2. Mechanism to solicit feedback from the community on the usability of current tools and to gather suggestions</li> <li>3. Collaboration between department leaders and the Division of Information Technology in cases where such improvements will require adjustments to a particular department's business processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. All Division and Department Leaders</li> <li>3. IT Governance Committee</li> </ol>	X	X	X	X
<p>3.5 Expand and improve our Business Intelligence and Data Visualization toolsets to help leaders better leverage University data and make it a routine part of the decision-making process</p>	<ol style="list-style-type: none"> <li>1. Inventory and evaluate the effectiveness of existing toolsets</li> <li>2. Research into other toolsets available and industry best practices</li> <li>3. Funding for increased staff, relevant resources and technologies</li> <li>4. Buy-in from University leadership, faculty and administration</li> <li>5. Development of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. IT Governance Committee</li> <li>3. Data Stewards from Each Area</li> <li>4. All Division and Department Leaders</li> </ol>		X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	programs, policies and procedures					
<p>3.6 Implement a functional and extensible Enterprise Content Management (ECM) system for our document imaging and electronic form/workflow needs. This is to move away from paper forms, manual processes, and paper document archives University-wide</p>	<ol style="list-style-type: none"> <li>1. Identify paper based form processes and workflows reliant on moving paper documents between offices that will serve as pilot projects</li> <li>2. Inventory and evaluate the effectiveness of the existing document imaging system</li> <li>3. Write scope of work for the project and evaluate ECM solutions</li> <li>4. Purchase selected ECM solution and do initial implementation and training</li> <li>5. Establish and operate a framework to continually convert paper based processes to the ECM</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. IT Governance Committee</li> <li>3. All Division and Department leaders</li> </ol>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

## Goal #4: Constituent Empowerment

**Deliver exceptional training, resources, and services that empower the University's students, faculty, and employees as they effectively use technology to do their best work**

### Key Performance Indicators:

- % of new faculty and employees who agree that the onboarding training effectively prepared them for their roles 6 months after onboarding (Objectives 4.1 & 4.3)
- 1<sup>st</sup> to 2<sup>nd</sup> year persistence rates of first-time/full-time student cohort entering Fall 20XX (Objectives 4.1)
- % of students reporting good, very good, or excellent levels of satisfaction on the annual Division of Information Technology Satisfaction Survey (Objectives 4.1)
- % of faculty reporting good, very good, or excellent levels of satisfaction on the annual Division of Information Technology Satisfaction Survey (Objectives 4.1, 4.2, & 4.3)
- % of employees participating in 1 or more training activities per academic year (Objective 4.1)
- % of training participants rating training resources as good, very good, or excellent on survey (Objective 4.1)
- # of Service Desk requests for materials available online per academic year (Objective 4.1)
- % of divisions with updated business process documentation posted in Library (Objectives 4.2)
- # of Service Desk requests for training due to staff turnover per academic year (Objective 4.2)
- % of departments with updated business process documentation posted in Library (Objective 4.2)
- # of unique attendees at in-person training sessions each year (Objective 4.1)
- % of new faculty and employees who agree that the onboarding training effectively prepared them for their roles 6 months after onboarding (Objective 4.3)



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>4.1 Enhance student, faculty, and employee knowledge base by delivering targeted training opportunities to empower the community</p>	<ol style="list-style-type: none"> <li>1. Establishment of policy to audit current user access by role and function to generate a comprehensive report of permission access to assess training needs for employees</li> <li>2. Time to develop, assess and implement permission access report</li> <li>3. Establishment of standard rubric of training session learning outcomes and a resulting list of training topics to offer</li> <li>4. Supervisor knowledge of the employee's skill level and if training is needed</li> <li>5. Provision of centralized, convenient onsite and virtual enterprise training opportunities that effectively use of the University's technologies (including 3<sup>rd</sup> party providers such as lynda.com) with option for users to provide feedback</li> <li>6. Inventory and development of</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. All Division and Department Leaders</li> <li>3. Human Resources</li> </ol>	X	X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	training sessions 7. Assessment of best method of delivery (in person, online or 3rd party) 8. Funding					
4.2 Implement a centralized, functional business process documentation protocol for each division with annual assessment	1. Identification of processes that need to be documented by division and establish a timeline for document collection 2. Time to develop and review processes 3. Compilation and analysis of documentation 4. Establishment of best practice/acceptable format for documentation 5. Yearly assessment of documentation review for updates 6. Establishment of central repository of knowledge base of campus wide documentation 7. Decision of where central repository should be (maybe	1. All Division and Department Leaders 2. Employees 3. Division of Information Technology	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	Intranet) 8. Decision of type of storage medium needed					
4.3 Develop onboarding process for new employees and establish seasonal training for current employees	<ol style="list-style-type: none"> <li>1. Determination and establishment of criteria to be included in onboarding and seasonal training process</li> <li>2. Time to develop and implement onboarding training</li> <li>3. Establishment of timeline for onboarding and seasonal training</li> <li>4. Dissemination of new strategy to campus community</li> <li>5. Roll out of onboarding process and seasoning training</li> </ol>	<ol style="list-style-type: none"> <li>1. Human Resources</li> <li>2. All Division and Department Leaders</li> <li>3. Employees</li> </ol>	X	X	X	X

## Goal #5: Innovative Use of Technology to Achieve Institutional Distinction

Develop a modern, proactive, future-looking technology culture, organization, and infrastructure to creatively advance the University's vision and its distinctive position in the higher education market

### Key Performance Indicators:

- % of students using Colleague Student Planning once implemented (Objective #5.1)
- Annual presentation of the *Educause Top 10 Issues Report* to the IT Governance Committee identifying one idea per year to implement (Objective #5.1)
- % of student usage of online library resources for research, annually comparing unique users to entire enrollment (Objective #5.3)
- % of students reporting good, very good, or excellent levels of satisfaction with SPIRIT Online on the annual Division of Information Technology Satisfaction Survey (Objective #5.1)
- % of faculty reporting good, very good, or excellent levels of comfort using campus technologies (such as smartboards, Google Drive, Blackboard, Google Apps) for teaching/learning activities on the annual Division of Information Technology Faculty Satisfaction Survey (Objective #5.3)
- Formulation of a cross-campus task force to evaluate portal solutions and recommend a solution to the IT Governance Council for license (Objective #5.2)

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
5.1 Establish a culture that welcomes and explores innovative use of technology by remaining aware of upcoming trends and necessary upgrades for existing technology and software to maximize usage	<ol style="list-style-type: none"> <li>1. Division of Information Technology sharing of best practices and benchmark data for similar academic institutions and establishing expected practices for Saint Peter's</li> <li>2. Incorporation of Strategic Plan for Technology goals,</li> </ol>	<ol style="list-style-type: none"> <li>1. IT Governance Committee</li> <li>2. Human Resources</li> <li>3. All Division and Department Leaders</li> <li>4. Director of Library</li> </ol>		X	X	X

Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
	<p>objectives, and expectations in all Employee Performance Plans</p> <ol style="list-style-type: none"> <li>3. Offering of training sessions for faculty, staff and administrators to educate them and help to make them comfortable with using technology</li> <li>4. Clearly articulated expectation for technology integration by senior leaders</li> <li>5. Addition of expectation for technology use into New Employee Presentations from Human Resources</li> <li>6. Attendance at industry conferences and events to learn best practices in the industry, network with peers amongst different universities</li> </ol>	5. Division of Information Technology				



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>5.2 Work towards the establishment of a seamless and unified portal for centralized student information from application through graduation and alumni/alumnae connections</p>	<ol style="list-style-type: none"> <li>1. Identification of portal system requirements and costs</li> <li>2. Availability of funding to acquire/build system and for training and ongoing maintenance and enhancements.</li> </ol>	<ol style="list-style-type: none"> <li>1. VP for Enrollment Management and Marketing</li> <li>2. VP for Student Life and Development</li> <li>3. Alumni Engagement</li> <li>4. VP for Technology and Operations, CIO</li> <li>5. Division of Information Technology</li> <li>6. VP for Finance and Business</li> <li>7. President</li> </ol>		X	X	X



Objectives	Dependencies/Resource Requirements	Responsible Party/Owner	FY 17	FY 18	FY 19	FY 20
<p>5.3 Explore and evaluate new technologies that foster university-wide initiatives that advance online and capabilities features for students and faculty in coursework, research, global learning, job placement, and the constituent experience</p>	<ol style="list-style-type: none"> <li>1. Division of Information Technology resources to identify and evaluate new technologies, prepare value proposition for University community, and get buy-in to implement</li> <li>2. Annual presentation of product roadmaps / anticipated upgrades</li> </ol>	<ol style="list-style-type: none"> <li>1. Division of Information Technology</li> <li>2. VP for Technology and Operations, CIO</li> <li>3. Faculty Committee</li> <li>4. Executive Director, CEEL</li> <li>5. Global Learning</li> <li>6. Students</li> <li>7. Staff</li> </ol>		X	X	X

## **Appendix A: Strategic Plan for Technology Core Planning Committee Members**

- Jeff Austin, Director of Advancement Services
- Jennifer Baez, Accounts Payable Specialist
- Mike DeVarti, Director of Enterprise Applications
- Jason Downer, S.J. Campus Minister
- Joe Gilkey, Professor of Business Administration
- Scott Kushner, Systems and Emerging Technologies Librarian
- Liz Long, Payroll Manager
- Nicole Luongo, Professor of Education
- Pete Mandell, Director of Budgeting
- John Matthews, Director of Purchasing
- Mildred Mihlon, Associate VP for Academics
- Ed Moskal, Professor of Info and Computer Science
- Bert Nieves, Director of Institutional Research
- Eileen Poiani, Assistant to the President
- Kyle Rivers, Director of Web Strategies and Communication
- Ben Scholz, Director of Enrollment Research
- Anthony Skevakis, Associate VP for Student Life and Development. Dean of Students
- Kamla Singh, University Registrar
- Milos Topic, VP Information Technology and Operations

## **Appendix B: Strategic Plan for Technology Implementation Planning Team Members**

### **Team #1: Secure and Effective IT Infrastructure and Organization**

- Pete Mandell (Chair) - Director of Budgeting
- Jennifer Baez - Accounts Payable Specialist
- Scott Donovan - Assistant Director of Annual Giving
- Joe Gilkey - Assistant Professor of Business Administration
- Liz Kane - Dean of School of Professional Continuing Studies
- Alberto LaCava - Professor of Info and Computer Science
- Kathryn Morris - Director of Marketing Grad/Adult
- Milos Topic - Vice President & CIO of IT & Operations
- Bert Vabre - Director of Enterprise Architecture

### **Team #2: Effective Teaching, Learning and Support Services to Enhance Students' Success**

- Mildred Mihlon (Chair) - Associate Vice President for Academics
- Rob Adelson - Blackboard Administrator
- Dana Heimlich - Instructional Design Specialist
- Akim John-Lewis - Media Services Head Specialist
- Scott Kushner - Systems & Emerging Technologies Librarian
- Nicole Luongo - Associate Professor of Education
- Dawn Nelson - Assistant Professor of Mathematics
- Laura Pakhmanov - Executive Director of CEEL
- Scott Stoddart - Dean of College of Arts and Sciences
- David Surrey - Professor of Sociology

### **Team #3: Institutional Efficiency, Effectiveness, and Data-Informed Decision- Making**

- Jeff Austin (Chair) - Director of Advancement Services
- Mike DeVarti - Director of Enterprise Applications
- Dan Guillen - Senior Programmer and Analyst
- Sylvain Jaume - Assistant Professor of Data Science
- John Matthews - Director of Purchasing
- Bert Nieves - Director of Institutional Research



- John Ruppert - Lab Coordinator and Instructor
- Ben Scholz - Director of Enrollment Research
- Kacey Tillotson - Director of Admissions

## **Team #4: Constituent Empowerment**

- Kamla Singh-Ramoutar (Chair) - University Registrar
- Rob Adelson - Blackboard Administrator
- Aditi Chopra - Director of Student Accounts
- Taina Cutler - Career Coach
- Mike Doody - Associate Director for Learning Support Services
- Brittany Dotson - Assistant Dean of Advisement & Registration
- Jason Downer - Campus Minister
- Carlo Macaraig - Manager of Client Services
- Jenn Ragsdale - Director Student Financial Aid
- Kyle Rivers - Director of Web Strategies & Communication
- William Rush – Assistant Director for Student Organization Engagement and Leadership
- Elena Serra - Director of Human Resources

## **Team #5: Innovative Use of Technology to Achieve Institutional Distinction**

- Anthony Skevakis (Chair) - Vice President for Student Life and Development
- Mike Cristallo - Systems Administrator
- Sarah Malinowski-Ferrary - Executive Director of University Communications
- Karen Ford - Senior Associate Director of Marketing
- Lauren LaGreca - Manager of Conferencing & Event Services
- Ed Moskal - Assistant Professor of Info & Computer Science
- Eileen Poiani - Special Assistant to President
- Jan Reimer - Director of Engagement Leadership
- Eddie Rodriguez - Helpdesk Technician - User Services
- Lou Ruvolo - Director of Graduate Business Administration

## Appendix C: Strategic Plan for Technology Timeline

Saint Peter's University 2017 – 2020 Strategic Plan for Technology Process Timeline				
	September 2016	October – November 2016	December 2016	January – March 2017
Senior Leadership	Cabinet Kick-Off and Working Sessions			IT Governance Committee Plan Review Cabinet Plan Review and Approval
Core & Implementation Planning	Core Planning Team Working Sessions <ul style="list-style-type: none"> <li>Identified Technology Planning Success Factors</li> <li>Reviewed Higher Education Technology Trends</li> <li>Drafted Values, Mission, and Vision Statements</li> </ul>	Core Planning Team Working Sessions <ul style="list-style-type: none"> <li>Reviewed Institutional and Technology Data, Trends, and Initiatives</li> <li>Conducted SWOT Analysis</li> <li>Drafted Strategic Plan Goal Statements</li> </ul>	Core Planning Team Working Sessions <ul style="list-style-type: none"> <li>Develop Initial Draft Objectives, Initiatives, and Performance Measures</li> <li>Identify Goal Implementation Planning Team Representation</li> </ul>	Implementation Planning Team Working Sessions <ul style="list-style-type: none"> <li>Review Key Trends and Best Practices</li> <li>Finalize Objectives, Initiatives, and Performance Measures</li> <li>Identify Resource Requirements</li> </ul>
Constituent Feedback	Focus Groups with Students, Employees, Faculty, and Academic Deans	Open Forums with Students, Employees, and Student Government Association	Open Forums with Faculty and Academic Deans	Open Forums with Students, Employees, Faculty, and Academic Deans



**September 6 – 8, 2016**

- Working Sessions with Core Planning Team and Cabinet
  - Identified Technology Planning Success Factors
  - Reviewed Higher Education Technology Trends
  - Drafted Values/Mission/Vision Statements
- Focus Groups with Students, Employees, Faculty, and Academic Deans

**October 31 – November 1, 2016**

- Working Sessions with Core Planning Team
  - Reviewed Institutional and Technology Data, Trends, and Initiatives
  - Conducted SWOT Analysis
  - Drafted Strategic Plan Goal Statements
- Open Forums with Students and Employees

**November 30, 2016**

- Open Forum with Student Government Association

**December 6 – 7, 2016**

- Working Sessions with Core Planning Team
  - Develop Initial Draft Objectives, Initiatives, and Performance Measures
  - Identify Goal Implementation Planning Team Representation
- Open Forums with Faculty and Academic Deans

**January – February 2017**

- Working Sessions with Goal Implementation Planning Teams
  - Review Key Trends and Best Practices
  - Finalize Objectives, Initiatives, and Performance Measures
  - Identify Resource Requirements

**March 2017**

- IT Governance Committee Review of Strategic Plan for Technology
- Cabinet Review and Approval of Strategic Plan for Technology

## Appendix D: Focus Group Feedback Themes

Theme	Theme
Wifi/Network	Hardware
Communications	Technical Support
Classroom Technologies	Data & System Integration
Process Efficiencies	User Accounts & Access
Training	

Students	Employees	Faculty	Deans
<p>Wifi/Network</p> <p>Printing</p> <p>Faculty use of Blackboard</p> <p>Classroom technologies</p> <p>Use of current technologies to prepare for career</p> <p>Communications</p> <p>Website/Online resources</p> <p>TV monitors</p> <p>New email domain transition</p>	<p>Wifi/Network</p> <p>System integration</p> <p>Self-Service Portal</p> <p>Process automation and electronic workflow</p> <p>Document imaging</p> <p>Computer Refresh</p> <p>Accessible and trusted data</p> <p>Account creation and deletion</p> <p>Role-based system access</p> <p>Employee training</p>	<p>Wifi/Network</p> <p>Support for specialized hardware and software</p> <p>Computer refresh</p> <p>Reliable classroom technology</p> <p>24x7 tech support</p> <p>Faculty training</p> <p>Adapting and embracing use of teaching technologies</p> <p>Administrative rights to systems</p>	<p>Wifi/Network</p> <p>Reliable classroom technology</p> <p>Process automation and electronic workflow</p> <p>Document imaging</p> <p>Support, infrastructure and training for innovative academic technology</p> <p>Computer lab accessibility, hours, working equipment</p>

As can be seen from the chart above, there were several common themes among the focus groups. The most pressing priorities identified by the constituent groups included:

**Priority #1: Wifi/Network**

All participants perceived a need for more pervasive, reliable Wifi coverage and accessibility throughout the campus to support teaching and learning, student engagement, and prospective student enrollments.

**Priority #2: Academic Technologies**

Participants also recognized the importance of students' access to up-to-date technologies in and out of the classroom to enhance their learning experience and prepare them for their careers in the 21<sup>st</sup> century global workforce. Students also expressed appreciation for classes in which the learning management system is actively used.

**Priority #3: Process Efficiencies and System Integration**

Employees and academic deans also particularly emphasized the importance of administrative efficiencies, such as automating manual processes and eliminating the dependence on paper forms. Enhancing process efficiencies also entails the integration of disparate systems.

**Priority #4: Computer/Equipment Refresh**

Faculty, deans, and employees expressed a desire for a more frequent computer refresh practice in offices and classrooms, as well as in computer labs. Students particularly noted interest in access to color printers.

**Priority #5: Communications**

Several constituents perceived an opportunity to enhance institutional communications whether through a portal, through the TV monitors, through the web, or through online self-service channels.

**Priority #6: Training and Support**

Convenient, role-based training, as well as adequate technology support, were considered by all participants as essential components of the strategic plan to enable faculty, employees, and students to use technology effectively.

## Appendix E: Core Planning Team Identified Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Strong technology leadership, support, and accessibility</li> <li>• Recent technology architecture improvements</li> <li>• Dedicated faculty and staff</li> <li>• Culture of caring</li> <li>• Growth in fully online programs</li> <li>• Understanding of priorities</li> <li>• Alignment with institutional mission and strategic plan</li> <li>• Fresh perspectives and a willingness to experiment</li> <li>• Desire to be ahead of the curve</li> <li>• Awareness of what needs to be done</li> <li>• Institutional size – we are small enough to be nimble</li> <li>• Institutional location (pro and con)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial resources</li> <li>• Division of Information Technology staffing levels (as compared to peer institutions)</li> <li>• Aging infrastructure and facilities</li> <li>• Inadequate facilities for IT Services</li> <li>• Paper-based, manual business processes</li> <li>• Need for prioritization process</li> <li>• Limited participation in training activities</li> <li>• Lack of formalized policies and procedures, or lack of adherence to these</li> <li>• “Old habits” that may resist change or see action as “optional”</li> <li>• Operational, system, communication, and data silos</li> <li>• Data standards</li> <li>• Competing needs</li> <li>• Institutional location (pro and con)</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of opportunities for cloud computing</li> <li>• Security enhancements</li> <li>• Improved business processes</li> <li>• Staffing</li> <li>• Development of technology project prioritization</li> <li>• New and unique internal and external partnerships</li> <li>• Online education</li> <li>• Enhanced experiences for prospective and current students</li> <li>• Demonstrating progress to encourage engagement</li> <li>• Opportunity to advance quickly</li> <li>• Differentiation of the University</li> </ul>	<ul style="list-style-type: none"> <li>• Data or system security incident</li> <li>• Limited resources (funding, staffing)</li> <li>• Intensified competition (for students, IT staff, resources)</li> <li>• Lack of sense of urgency resulting in incremental change</li> <li>• Enrollment dependencies</li> <li>• Faculty, staff, and leadership transitions</li> <li>• Lack of new technology or process adoption</li> </ul>

## Appendix F: Alignment of Strategic Plan for Technology Goals with “Pathways to Distinction” Strategic Directions

“Pathways to Distinction Strategic Directions”					
Strategic Plan for Technology Goal Theme	Excellence in Teaching and Learning	Effective Resources to Support Student Success	Global Knowledge and Engagement	Unique University Assets and Experiences	Prominent Community Partnerships
Secure and Effective IT Infrastructure and Organization	X	X		X	
Effective Teaching, Learning and Support Services to Enhance Students’ Success	X	X		X	
Institutional Efficiency, Effectiveness, and Data-Informed Decision-Making	X	X			
Constituent Empowerment	X	X	X	X	X
Innovative Use of Technology to Achieve Institutional Distinction	X	X	X	X	X