TECHNOLOGY STRATEGIC PLAN

2008 - 2012

PREPARED BY:

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Document Key:

CWO = College Wide Strategic Objective
PURPOSE OF THE TECHNOLOGY STRATEGIC PLAN

The purpose of the College-wide technology strategic plan is to provide a unified and inclusive framework for the near and long-term technology related needs of the College. The plan addresses many factors, most prominent of which are the interdependencies of technology areas that have traditionally been distinct but have evolved over time to have convergent dependencies.

Technology has become a ubiquitous part of the teaching, learning and administrative functions of the College and has revolutionized the ways in which information is shared and communicated. While there are many shared benefits offered through the application of technology to the teaching, learning and business processes of the College, its use is not without risks. Concerns related to security, systems access, privacy, competitiveness, and cost, were all key drivers behind the effort to develop this purposeful and inclusive College-wide technology strategic plan.
1 PLANNING PROCESS

An inclusive process was followed in the development of this plan. Stakeholder input was collected from a number of different sources throughout the past year. Initial data collection began in spring of 2007 at the inaugural meeting of the FCC Technology Advisory Council where an anonymous SWOT analysis was conducted. Next, student input was collected through the College’s participation in a state-wide technology survey of community college students regarding their perceptions and usage patterns of technology in learning. Finally, a comprehensive faculty and staff technology survey was conducted in the fall of 2007 by the FCC Office of Assessment. Analysis of this data, along with an examination of the College and divisional strategic initiatives and higher education IT trends and predictions, all helped to shape the goals and objectives of the plan.
2 PLAN SUMMARY, STATUS AND FUNDING

Summary:
This plan provides an overarching view of the short and long-term technology goals, objectives and initiatives of the College. Addressed throughout the plan's objectives and initiatives are shared needs, experiences, and concerns where a single decision impacts multiple areas of the College. The plan aligns to the College’s Strategic Plan and divisional strategic initiatives. The five goals of the plan are:

Goal 1:
Leverage technology to enrich and transform the learning experience of students

Goal 2:
Implement technology systems that enable the College to deliver high-quality useful information and services to its customers and partners, and to conduct College operations effectively and efficiently

Goal 3:
Develop effective technology governance, planning, and management practices that align with College priorities and stakeholders’ needs

Goal 4:
Design and implement secure and reliable technology infrastructure and related processes that support the teaching, learning, and administrative operations of the College

Goal 5:
Design and develop data protection and management policies, processes, and procedures that support the administrative and legal needs of the College

Status:
The timelines indicated in the various plan objectives are tentative. Timelines and priorities for the various plan outcomes and initiatives will be defined by the initiatives owners in collaboration with the TAC Strategic Planning Subcommittee.

Budget:
Determination of costs associated with the plan outcomes and initiatives will be identified at a later date.
3 TECHNOLOGY VISION AND MISSION STATEMENTS

**Technology Vision**: Frederick Community College will be recognized as an innovative and collaborative leader in the application of technology resources, processes, and services in support of the teaching, learning and administrative functions of the College.

**Technology Mission**: Technology is used in a proactive and effective manner to support, enhance and transform the College's teaching and learning practices, business process initiatives, community partnerships, and the delivery of student services.
4 TECHNOLOGY GOALS AND OBJECTIVES

4.1 Goal 1: Leverage technology to enrich and transform the learning experience of students.

*Aligns with FCC Strategic Goals 1-5 and College-wide Objectives 1, 3, 4, 7, 9, 10, 13*

**Outcome 1:** Students, faculty and staff have the skill set needed to use technology effectively *(CWO 1, 7)*

**Division Objectives:**
   a. By February, 2009, develop a plan to provide technology training opportunities and resources for faculty, staff and students based on needs identified in Fall 07 Technology Survey *(CWO 1, 7) (Ramirez, Valko, S. Marshall)*
   b. By December, 2008, develop assistive technology plan to meet needs of growing population of students with disabilities *(CWO 1) (S. Marshall, K. Kramer-Jefferson)*

**Outcome 2:** Technology is leveraged to support the education of a multigenerational student body through the use of multimodal methodologies and materials *(CWO 1, 4, 9, 13)*

**Division Objectives:**
   a. By August 2008, implement an enterprise-level course management system (CMS) to meet the Learning needs of the College. *(CWO 13) (Rounds, Reno, Miles, Hilke, Ramirez, Morrison, Martynenko)*
   b. By spring 2010, web-enhance the majority of credit courses through the implementation of course companion websites in the CMS. *(CWO 13) (J. Hilke, A. Ramirez)*
   c. By May 2009, establish an emerging technology subcommittee to monitor, evaluate, recommend and plan for the implementation of emerging commercial and open source eLearning technologies that complement and support the teaching and learning practices of today’s students. *(CWO 9, 13) (L. Rounds, A. Ramirez)*
   d. By September 2008, pilot the delivery of live online Help Desk support to support the needs of distance learning faculty and students. *(CWO 1) (S. Marshall/K. Fisher/C. Osbon)*
   e. By Fall 2009, explore and acquire digital content collections/learning object repository and investigate interfaces that optimize use of digital library collections *(CWO 13) (M. O’Leary)*
   f. By Fall 2009, identify student technology needs and recommendations through a series of traditional, adult and ILR Student Focus Groups *(CWO 1, 4, 9) (S. Marshall)*
**Outcome 3:** Technology is used to enhance the quality and delivery of student services and to promote student engagement in the college community *(CWO 4,10,13)*

**Division Objectives:**

a. By October 2008, emerging eLearning technologies are considered for implementation in the delivery and/or enhancement of online learning support services and systems. *(CWO 4,13) (A. Ramirez, J. Hilke, B. Valko)*

b. By August 2008, resources for technology related student support services are coordinated and communicated to students *(CWO 10) (S. Marshall)*

4.2 **Goal 2–Implement technology systems that enable the College to deliver high-quality useful information and services to its customers and partners, and to conduct College operations effectively and efficiently**

*Aligns with FCC Strategic Goals 2, 3, 4, 5 and College-wide Strategic Objectives 4, 9, 11, 13*

**Outcome 1: Technology** supports the development and growth of community initiatives *(CWO 4,11,13)*

**a. Division Objectives:**

a. By April 2008, establish and co-facilitate a Mt. Airy center IT planning committee. *(CWO 13) (deferred)*

b. By June 2008, identify Monroe Ave. classroom and office technology specifications and develop a plan to implement. *(CWO 13) (B. Valko)*

c. By August, 2008, develop a scheduled IT support plan for the Monroe Ave. facility *(K. Fisher)*

d. By June 2008, assess the technology needs in support of the FCC Institute for Learning in Retirement initiatives, and develop associated implementation plan. *(CWO 4,11) (Rounds, Adams, Ramirez)*

e. By March 2008, enhance the design and functionality of the FCC website to actively engage and inform the viewer and promote the mission of the College to the greater FCC community. *(CWO 4,13) (Osbon, Pritchard)*

**Outcome 2:** Technology systems improve and simplify the business intelligence, data integration, and reporting needs of the College. *(CWO 11,13)*

**Division Objectives:**

a. By March 2009, conduct a cross-divisional requirements analysis to determine the enterprise data warehousing and analytical reporting requirements of the College. If the need is indicated, then by October 2009, identify, evaluate and recommend a business intelligence solution that delivers real-time PeopleSoft derived reports directly to College decision makers. *(CWO 11, 13)(Rounds, Morrison)*

b. By March 2010, conduct a fit gap analysis for upcoming releases of administrative applications to identify business process improvements that would be available if the College were to migrate to a new application release. *(CWO 13) (Reno, Morrison)*
**Outcome 3:** Identity Management practices are optimized to provide faculty, staff and students with secure, reliable and efficient access to IT systems (CWO 9)

DivisionObjectives:

a. By July, 2012, optimize current account provisioning solutions and investigate new solutions to provide enhanced account, service, and access control provisioning for students, faculty and staff. (CWO 9) (J. Marshall)

b. By January, 2012, determine feasibility of implementing a secure central authentication service (CAS) that enables single sign on to student and employee systems. (CWO 9) (J. Marshall)

**Outcome 4:** Administrative software applications are utilized to their fullest potential and tuned to optimize the business processes in place at all core FCC offices (CWO 11)

DivisionObjectives:

a. By December 2008, review business processes with core offices to see that current business processes map to industry best practice standards. (Reno)

b. By August 2009, conduct core business process review and fit gap analysis for Finance auxiliary software systems. (Reno, Walker, Dickinson)

4.3 **Goal 3—Develop effective technology governance, planning, and management practices that align with College priorities and stakeholders’ needs**

Aligns with FCC Strategic Goals 1, 3, 4, 5 and College-wide Strategic Objectives 3, 6, 7, 9, 11, 13

**Outcome 1:** Collaborative Technology Infrastructure Planning and Management Practices are implemented. (CWO 11)

DivisionObjectives:

a. By March, 2008, establish IT representation on the College’s new Facilities Planning Committee in order to identify and prepare for IT resource and support needs (human and capital) for College expansion projects. (CWO 11) (Rounds)

**Outcome 2:** Technology systems and services are strategically planned, budgeted, deployed, and assessed in integrative ways to support and enable the College’s goals and objectives. (CWO 3, 11)

DivisionObjectives:

a. By October, 2008, develop and implement a plan that provides for the synchronization of all technology related requests with the annual budget request cycle. (CWO 3) (Rounds, Technology Advisory Council)

b. By January, 2009, develop a plan that will enable communication of directional shifts in technologies and major acquisitions that impact teaching, learning and current business processes (CWO 11) (Rounds, Technology Advisory Council)
c. By March, 2009, develop an assessment plan for new technology systems. *(Rounds, IT Planning Group)*

**Outcome 3:** Effective planning and implementation of all IT related projects is provided through the implementation of project management methodologies. *(CWO 7,11)*

Division Objectives:

- By July, 2009, project management plans are created and implemented for all campus technology related projects *(CWO 11) (Rounds, IT Directors)*

**Outcome 4:** Technology support related resources are leveraged to and provide optimum level of support services against justifiable costs. *(CWO 6,9,11)*

Division Objectives:

- By October 2008, evaluate current IT organizational support structure and associated roles and responsibilities against anticipated growth in support needs and make fiscally sound recommendations that will balance the demand for services against available resources with the need to ensure optimum support services. *(CWO 6,9,11) (Rounds)*

### 4.4 Goal 4–Design and implement secure and reliable technology infrastructure and related processes that supports the teaching, learning and administrative operations of the College

Aligns with FCC Strategic Goals 4, 5 and College-wide Objectives 11, 13

**Outcome 1:** Ensure the ongoing functional viability of all College data network, telecommunications systems, and campus security networks. *(CWO 13)*

Division Objectives:

- By September, 2008, formalize lifecycle management for network switches and cabling, telecommunications cabling *(CWO 13) (J. Marshall)*
- By October, 2010, formalize lifecycle management for all campus IT related security systems. *(CWO 13) (J. Marshall w/Risk Management)*

**Outcome 2:** Ensure the security and survivability of the College’s technology infrastructure and digital information assets. *(CWO 11,13)*

Division Objectives:

- By July 2008, identify cooperative support opportunities for disaster recovery with Frederick County IIT. *(CWO 13) (J.Marshall, L.Rounds)*
- By October 2009, formalize and optimize the network security and privacy plan for digitally stored institutional data. *(CWO 13) (J. Marshall, J. Younkins)*
- By October 2010, secure funding for the purchase of a digital assets protection insurance policy. *(CWO 13)*
d. By October 2008, develop a plan to incorporate all off-campus technologies into the replacement and disaster recovery plans. *(CWO 13) (K. Fisher)*

e. By (TBD), develop IT component(s) of the College’s Continuity of Operation Plan (COOP) based on priorities identified by Administration. *(CWO 11) (IT, Risk Management)*

f. By December, 2009, develop a plan to update and test the IT Disaster Recovery Plan *(CWO 13) (Marshall)*

**Outcome 3:** Acceptable Use of Information Technology Resources Policy and Procedures address current and emerging technology trends and practices. *(CWO 10)*

Division Objectives:

a. By July 2009, review and update the Acceptable Use of Information Technology Resources procedures to account for new technologies, legislation, and usage patterns. *(CWO 10) (Rounds)*

4.5 Goal 5—Design and develop data protection and management policies, processes, and procedures that support the administrative and legal needs of the College

*Aligns with FCC Strategic Goals 4, 5 and College-wide Objectives 11, 13*

**Outcome 1:** Minimize the risk of breach of sensitive and confidential FCC data.

Division Objectives:

a. By November, 2011, develop a Personal Information Protection Procedure. *(CWO 13) (Rounds)*

b. By October 2011, develop a technology security awareness campaign for FCC employees and students *(Rounds, S. Marshall)*

**Outcome 2:** Facilitate the development of electronic records retention policy and procedures to comply with eDiscovery legislation *(CWO 11)*

Division Objectives:

a. By February 2012, ensure that management of digitally based records is conducted in compliance with College policy. *(CWO 11) (Data Stewards)*

b. By July 2009, identify and evaluate, if needed, technologies related to the support, management, archival and destruction of digitally stored records. *(IT Planning)*

**Outcome 3:** Leverage enterprise content management software in support of the College’s data management and records retention needs. *(CWO 13)*

Division Objectives:

a. Maximize the use of the College’s enterprise document imaging and management solution by automating, as much as possible, the implementation of the College’s records retention and management policies. *(CWO 13) (Reno/Software Devl.)*
5 ALIGNMENT OF TECHNOLOGY STRATEGIC GOALS TO FCC STRATEGIC GOALS

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<tr>
<th>Institutional Strategic Goals</th>
<th>FCC Technology Strategic Goals</th>
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<td>TSG 1</td>
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<tr>
<td>1. Enhance Student Learning</td>
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<td>2. Foster an inclusive environment that values and promotes diversity</td>
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<td>3. Enhance employee work-life to promote learning</td>
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<td>4. Ensure the College systems and practices support learning</td>
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<tr>
<td>5. Sustain and improve the College’s enrollment, facilities, linkages with the community, technology, and financial viability</td>
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