

Strategic Action Plan 2019-2029

Focus Area 4: Information Technology

Mission Statement: The University of Holy Cross, a Catholic institution of higher learning, is an inclusive student-centered learning community focused on academic excellence and innovative teaching. Rooted in the traditions of the Marianites of Holy Cross, the University is committed to educating the minds and hearts of its students through freedom of inquiry, the pursuit of truth, and compassionate care for all.

Committee Members: Chester, Nalani (Graduate Representative), Chester, Rosalind (IT Director and Chair), Fonseca, Dr. Thomas (Faculty Representative), Heine, Adam (Staff Representative), Rodrigue, Elizabeth (Student Representative), Tabony, Dennise (Trustee)

Resource Utilization

Goal 1: Strengthen the use of educational technology resources that support instructional delivery.

Objective 1: To enhance the capacity of faculty to effectively use educational technology resources by 10% each year

ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Provide training and support to instructors (pre/post assessment for instructor technology skill level).
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes the Institution's ability to educate the hearts and minds of its students. It also promotes the ability to ensure that academic and administrative departments are able to fulfill their goals and objectives. A technical infrastructure that aligns with the educational goals and objectives promotes success. Departmental collaboration ensures successful use of LMS to advance teaching and learning. Departmental collaboration also ensures successful use of classroom technology to advance teaching and learning. It actively supports innovative, new programs, strengthens established programs, and increases the number of online and hybrid course offerings.		
ASSESSMENTS & BENCHMARKS (include time frame)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual course observations, surveys, and course evaluations		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual cour		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$130,000		
STATUS	Began Fall 2018 -- In Progress		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update all classrooms with new projector systems and sound system.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2017 to Fall 2023		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes the Institution's ability to educate the hearts and minds of its students. It also promotes the ability to ensure that academic and administrative departments are able to fulfill their goals and objectives. A technical infrastructure that aligns with the educational goals and objectives promotes success. Departmental collaboration ensures successful use of LMS to advance teaching and learning. Departmental collaboration also ensures successful use of classroom technology to advance teaching and learning. It actively supports innovative, new programs, strengthens established programs, and increases the number of online and hybrid course offerings.		
ASSESSMENTS & BENCHMARKS (include time frame)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual course observations, surveys, and course evaluations		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual course observations, surveys, and course evaluations		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$130,000		
STATUS	Began Fall 2018 -- In progress		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update all classrooms with interactive projectors where possible.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2017 - Fall 2023		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes the Institution's ability to educate the hearts and minds of its students. It also promotes the ability to ensure that academic and administrative departments are able to fulfill their goals and objectives. A technical infrastructure that aligns with the educational goals and objectives promotes success. Departmental collaboration ensures successful use of LMS to advance teaching and learning. Departmental collaboration also ensures successful use of classroom technology to advance teaching and learning. It actively supports innovative, new programs, strengthens established programs, and increases the number of online and hybrid course offerings.		
ASSESSMENTS & BENCHMARKS (include time frame)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual course observations, surveys, and course evaluations		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Inventory reports, system configuration and image setups, completed replacement schedules, purchase orders and receipts, annual student and faculty surveys, completed online course observation evaluations, completed student evaluation surveys		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$130,000		
STATUS	Began Fall 2018 -- In progress		

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ACTION STEP 4 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Hire training manager (\$55,000 + 30% benefits = \$71,500).
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	To begin Fall 2019		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes the Institution's ability to educate the hearts and minds of its students. It also promotes the ability to ensure that academic and administrative departments are able to fulfill their goals and objectives. A technical infrastructure that aligns with the educational goals and objectives promotes success. Departmental collaboration ensures successful use of LMS to advance teaching and learning. Departmental collaboration also ensures successful use of classroom technology to advance teaching and learning. It actively supports innovative, new programs, strengthens established programs, and increases the number of online and hybrid course offerings.		
ASSESSMENTS & BENCHMARKS (include time frame)	Annual review of device inventories, minimum system configuration checklist, replacement schedules and invoices; annual course observations, surveys, and course evaluations		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Inventory reports, system configuration and image setups, completed replacement schedules, purchase orders and receipts, annual student and faculty surveys, completed online course observation evaluations, completed student evaluation surveys		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$130,000		
STATUS	Began Fall 2018 -- In progress		

Objective 2: To increase professional development services to faculty and staff by 5% annually			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Provide professional development to faculty and staff on learning management system and educational technology resources.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing.		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes the Institution's ability to educate the hearts and minds of its students. It also promotes the ability to ensure that academic and administrative departments are able to fulfill their goals and objectives. A technical infrastructure that aligns with the educational goals and objectives promotes success. Departmental collaboration ensures successful use of LMS to advance teaching and learning. Departmental collaboration also ensures successful use of classroom technology to advance teaching and learning. It actively supports innovative, new programs, strengthens established programs, and increases the number of online and hybrid course offerings.		
ASSESSMENTS & BENCHMARKS (include time frame)	5% increase in the number of faculty that use the learning management system; 5% decrease in help desk tickets related to the learning management system or the ERP		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Collect data from helpdesk reports to determine if faculty and students have difficulty using the equipment. Data collection would occur before, during, and after the implementation of the strategy and include a review of training course development, with supporting documentation.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & LMS Administrator		
ESTIMATED COSTS	\$120,000		
STATUS	Awaiting implementation		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Provide professional development to administrative staff on ERP and administrative software.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step provides support for end-user services to effectively and efficiently use the technical resources available to improve student efficiency and retention and the software resources needed to enhance learning and improve business practices. The development and maintenance of data governance for all data imputed into the student information system supports teaching and learning.		
ASSESSMENTS & BENCHMARKS (include time frame)	5% increase in the number of faculty that use the learning management system and a 5% decrease in help desk tickets related to the learning management system or the ERP		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Collect data from helpdesk reports to determine if faculty and students have difficulty using the equipment. Data collection would occur before, during, and after the implementation of the strategy and include a review of training course development with supporting documentation.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & LMS Administrator		
ESTIMATED COSTS	\$120,000		
STATUS	Awaiting implementation		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Hire a training manager and administrative assistant for Information Technology.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step provides support for end-user services to effectively and efficiently use the technical resources available to improve student efficiency and retention and the software resources needed to enhance learning and improve business practices. The development and maintenance of data governance for all data imputed into the student information system supports teaching and learning.		
ASSESSMENTS & BENCHMARKS (include time frame)	5% increase in the number of faculty that use the learning management system and a 5% decrease in help desk tickets related to the learning management system or the ERP		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Collect data from helpdesk reports to determine if faculty and students have difficulty using the equipment. Data collection would occur before, during, and after the implementation of the strategy and include a review of training course development with supporting documentation.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & LMS Administrator		
ESTIMATED COSTS	\$120,000		
STATUS	Awaiting implementation		

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ACTION STEP 4 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Collaborate with academic departments to provide adequate training and resources to faculty.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step provides support for end-user services to effectively and efficiently use the technical resources available to improve student efficiency and retention and the software resources needed to enhance learning and improve business practices. The development and maintenance of data governance for all data imputed into the student information system supports teaching and learning.		
ASSESSMENTS & BENCHMARKS (include time frame)	5% increase in the number of faculty that use the learning management system and a 5% decrease in help desk tickets related to the learning management system or the ERP		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Collect data from helpdesk reports to determine if faculty and students have difficulty using the equipment. Data collection would occur before, during, and after the implementation of the strategy and include a review of training course development with supporting documentation.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & LMS Administrator		
ESTIMATED COSTS	\$120,000		
STATUS	Awaiting implementation		

Enrollment Support

Goal 2: Utilize technological resources to manage new and returning student applicants.

Objective: To decrease the amount of time by 5% that Enrollment Management needs to process new and returning student applicants

ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Assess the current admissions process to identify areas of improvement.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Increase enrollment of qualified students; assessing where IT can assist the admissions process is critical for increasing enrollment numbers.		
ASSESSMENTS & BENCHMARKS (include time frame)	2019 and ongoing; Enrollment Management will report that the time on task to complete an application decrease by 5%.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Acceptance report with the time needed from intake to completion		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Technology & VP of Enrollment Management		
ESTIMATED COSTS	\$50,000		
STATUS	Awaiting implementation		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Hire an Application Program Specialist to support Enrollment management applications and services.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Increase enrollment of qualified students; assessing where IT can assist the admissions process is critical for increasing enrollment numbers.		
ASSESSMENTS & BENCHMARKS (include time frame)	2019 and ongoing; Enrollment Management will report that the time on task to complete an application decrease by 5%.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Acceptance report with the time needed from intake to completion		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Technology		
ESTIMATED COSTS	\$150,000		
STATUS	Awaiting implementation		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Purchase additional software to support application processing
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Increase enrollment of qualified students; assessing where IT can assist the admissions process is critical for increasing enrollment numbers.		
ASSESSMENTS & BENCHMARKS (include time frame)	2019 and ongoing; Enrollment Management will report that the time on task to complete an application decrease by 5%.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Acceptance report with the time needed from intake to completion		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Technology & VP of Enrollment Services		
ESTIMATED COSTS	\$50,000		
STATUS	Awaiting implementation		

Technological Resources

Goal 3: Utilize technological resources to support fiscal operations.

Objective: To optimize the use of technological resources by 20% each year

ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Assess the current business processes in finance to identify areas of improvement.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and going		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes effective management and allocation of the funding necessary to support enrollment and address the Institution's fiscal requirements. It also promotes the ability to ensure Finance is able to fulfill their goals and objectives in support of enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Provide a technical infrastructure that ensures connectivity with a 95% uptime, purchase needed or updated software systems, and ensure that 100% of fiscal projects clearly identify technical requirements and implications.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Meeting notes, training schedules, annual surveys, a communication plan, purchase orders, assessment results		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Technology & VP of Finance		
ESTIMATED COSTS	\$50,000		
STATUS	Awaiting implementation		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Purchase additional software to support financial applications.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step promotes effective management and allocation of the funding necessary to support enrollment and address the Institution's fiscal requirements. It also promotes the ability to ensure Finance is able to fulfill their goals and objectives in support of enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Provide a technical infrastructure that ensures connectivity with a 95% uptime, purchase needed or updated software systems, and ensure that 100% of fiscal projects clearly identify technical requirements and implications.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Meeting notes, training schedules, annual surveys, a communication plan, purchase orders, assessment results		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Technology & VP of Finance		
ESTIMATED COSTS	\$50,000		
STATUS	Awaiting implementation		

Data-Driven Decision Making

Goal 4: Facilitate data-driven decision making through the use of technological tools by administrative units.

Objective: To continuously improve autonomous access by Academics, Enrollment Management, Finance, Institutional Advancement, Student Affairs, and Mission Integration to existing databases

ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Conduct needs based assessment and set baseline.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the use of data-driven decisions in order to ensure that decisions are made based on the needs of the University and in support of quality programs.		
ASSESSMENTS & BENCHMARKS (include time frame)	In Spring 2020, implement a 20% increase in the number of departments modifying and running reports.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Reports developed and maintained by each department		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & Department Heads		
ESTIMATED COSTS	\$10,000		
STATUS	Awaiting implementation		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Develop plan of action based on needs assessment.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the use of data-driven decisions in order to ensure that decisions are made based on the needs of the University and in support of quality programs.		
ASSESSMENTS & BENCHMARKS (include time frame)	In Spring 2020, implement a 20% increase in the number of departments modifying and running reports.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Reports developed and maintained by each department		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & Department Heads		
ESTIMATED COSTS	\$10,000		
STATUS	Awaiting implementation		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Implement and assess action plan.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the use of data-driven decisions in order to ensure that decisions are made based on the needs of the University and in support of quality programs.		
ASSESSMENTS & BENCHMARKS (include time frame)	In Spring 2020, implement a 20% increase in the number of departments modifying and running reports.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Reports developed and maintained by each department		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology & Department Heads		
ESTIMATED COSTS	\$10,000		
STATUS	Awaiting implementation.		

Replace ERP			
Goal 5: Replace current Enterprise Resource Planning (ERP) software with new system.			
Objective: To take incremental steps toward full implementation of a new ERP			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Purchase a new ERP system that supports all academic and administrative functions of the University.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2020 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the purchase an integrated ERP system that decreases manual processes and allows for interdepartmental collaboration. It will help maintain the integrity of data governance in support of enrollment and seeks to provide 100% anytime access to resources to aid in goal achievement by academic and administrative programs. The maintenance of upgraded equipment and the monitoring of network activity provides the confidence that it will work.		
ASSESSMENTS & BENCHMARKS (include time frame)	A new ERP system purchased with a planned implementation, annual review of 100% of current contracts, annual review of new software contracts		
DOCUMENTATION (deliverables; proof that benchmark achieved)	ERP assessment report to aid in choosing an appropriate solution, renewal and/or upgrade of contracts, data from helpdesk reports, and network monitoring to determine if uptime meets or exceeds the established 95% uptime required (Data collection would occur before, during, and after the implementation of the action step.)		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$2,000,000		
STATUS	ERP evaluation started Fall 2016 - not funded; cloud migration started Summer 2017; contracts started - ongoing		

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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input type="checkbox"/>	H	Migrate current business services to the cloud.
	<input checked="" type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2020 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the purchase an integrated ERP system that decreases manual processes and allows for interdepartmental collaboration. It will help maintain the integrity of data governance in support of enrollment and seeks to provide 100% anytime access to resources to aid in goal achievement by academic and administrative programs. The maintenance of upgraded equipment and the monitoring of network activity provides the confidence that it will work.		
ASSESSMENTS & BENCHMARKS (include time frame)	A new ERP system purchased with a planned implementation, annual review of 100% of current contracts, annual review of new software contracts		
DOCUMENTATION (deliverables; proof that benchmark achieved)	ERP assessment report to aid in choosing an appropriate solution, renewal and/or upgrade of contracts, data from helpdesk reports, and network monitoring to determine if uptime meets or exceeds the established 95% uptime required (Data collection would occur before, during, and after the implementation of the action step.)		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$2,000,000		
STATUS	ERP evaluation started Fall 2016 - not funded; cloud migration started Summer 2017; contracts started - ongoing		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input type="checkbox"/>	H	Maintain and upgrade existing software contracts
	<input checked="" type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Summer 2020 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	This action step supports the purchase an integrated ERP system that decreases manual processes and allows for interdepartmental collaboration. It will help maintain the integrity of data governance in support of enrollment and seeks to provide 100% anytime access to resources to aid in goal achievement by academic and administrative programs. The maintenance of upgraded equipment and the monitoring of network activity provides the confidence that it will work.		
ASSESSMENTS & BENCHMARKS (include time frame)	A new ERP system purchased with a planned implementation, annual review of 100% of current contracts, annual review of new software contracts		
DOCUMENTATION (deliverables; proof that benchmark achieved)	ERP assessment report to aid in choosing an appropriate solution, renewal and/or upgrade of contracts, data from helpdesk reports, and network monitoring to determine if uptime meets or exceeds the established 95% uptime required (Data collection would occur before, during, and after the implementation of the action step.)		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	\$2,000,000		
STATUS	ERP evaluation started Fall 2016 - not funded; cloud migration started Summer 2017; contracts started - ongoing		

Hardware			
Goal 6: Improve the efficiency of system hardware performance and reliability.			
Objective: To upgrade 25% of network and system hardware			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update the racks and backup power in the data center
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Spring 2018 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	ERP assessment report to aid in choosing an appropriate solution, renewal and/or upgrade of contracts, data from helpdesk reports, and network monitoring to determine if uptime meets or exceeds the established 95% uptime required, 100% replacement of computers every five years (Data collection would occur before, during, and after the implementation of the action step.)		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network Reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; upgrade cost TBA		

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STATUS	Started Fall 2017
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ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update all servers every five years
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2020 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	Collect data from helpdesk reports and network monitoring to determine if uptime meets or exceeds the established 95% uptime required. Data collection would occur before, during, and after the implementation of the strategy. 100% of the computers are refreshed every five years.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; upgrade cost TBA		
STATUS	Started Fall 2017		

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ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update storage and backup devices every three to five years.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Spring 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	Collect data from helpdesk reports and network monitoring to determine if uptime meets or exceeds the established 95% uptime required. Data collection would occur before, during, and after the implementation of the strategy. 100% of the computers are refreshed every five years.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; upgrade cost TBA		
STATUS	Started Fall 2017		

Focus Area 4: Information Technology

ACTION STEP 4 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Upgrade Counseling Center video recording system.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Anticipated start in Fall 2019; estimated completion AY 20/21		
RATIONALE (relationship to enrollment, quality programs)	The video recording system in the Thomas S. Chambers Counseling and Training Center must be upgraded. This is needed in order to support the community services provided by the Counseling Center as a training facility for students who are pursuing degrees in counseling. The current system is very old and, for example, does not provide adequate training audios in some locations.		
ASSESSMENTS & BENCHMARKS (include time frame)	Review of vendor proposals, invoices, and timely completion		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Vendor proposals, invoices, observed completion, user satisfaction reports		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	TBA		
STATUS	In process		

Focus Area 4: Information Technology

ACTION STEP 5 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update all classroom and employee computers every five years according to replacement schedules.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2017 - Fall 2019		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need up to date computer hardware to access the Internet and network resource to complete day-to-day operations. Adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment and quality programs.		
ASSESSMENTS & BENCHMARKS (include time frame)	Continuous review of replacement schedules and timeliness of implementation		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Review of device inventories, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Currently budgeted hardware replacement funds; hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hires		
STATUS	Started Fall 2017		

Focus Area 4: Information Technology

ACTION STEP 6 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Update all network switches every ten years, wireless every four years, firewall every five years.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Anticipated start in Fall 2025		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	Collect data from helpdesk reports and network monitoring to determine if uptime meets or exceeds the established 95% uptime required. Data collection would occur before, during, and after the implementation of the strategy.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; upgrade cost TBA		
STATUS	Started Fall 2017		

Focus Area 4: Information Technology

ACTION STEP 7 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Increase Internet speed if bandwidth needs are exceeded.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	Collect data from helpdesk reports and network monitoring to determine if uptime meets or exceeds the established 95% uptime required. Data collection would occur before, during, and after the implementation of the strategy.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; upgrade cost TBA		
STATUS	Started Fall 2017		

Focus Area 4: Information Technology

ACTION STEP 8 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Maintain an IT staff of professionals with the expertise and knowledge to fulfill the requirements of all divisions of Information Technology.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Fall 2020 and ongoing		
RATIONALE (relationship to enrollment, quality programs)	Stakeholders need a stable and consistent network to access the Internet and network resource to complete day-to-day operations. Network services are operational on demand of teachers, students, and staff. Therefore, adequate personnel is needed to meet the specialized needs of hardware and software divisions of IT. A technical infrastructure that aligns with the institutional goals and objectives promotes academic success and supports enrollment, as does consideration for backup power and cloud redundancy supports assets. Updating the racks in the data center also allows for room for growth. The data center has space available for the expansion of the network infrastructure.		
ASSESSMENTS & BENCHMARKS (include time frame)	Collect data from helpdesk reports and network monitoring to determine if uptime meets or exceeds the established 95% uptime required. Data collection would occur before, during, and after the implementation of the strategy.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Network reports indicating uptime, review of device inventories, minimum system configuration checklist, replacement schedules, and invoices		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Information Technology		
ESTIMATED COSTS	Hire of full-time Network Administrator at \$70,000 + 30% benefits = \$91,000 annually; hire of new full-time help desk staff member at \$40,000 + 30% benefits = \$52,000 annually; \$750,00 overall for new hire; cost of hiring additional personnel, as needed, TBA		
STATUS	Not yet begun.		