Southern
West Virginia Community and Technical College

Technology Strategic Plan
2013 - 2016

Southern West Virginia Community and Technical College

February 2013

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Executive Summary

Technology plays a vital role in higher education. It can transform teaching and learning, enable efficiencies, improve communication, and foster student engagement. Planning for the effective use of technology throughout the institution helps prioritize resources and promote organizational focus. Only with a comprehensive plan can the institution ensure that current decisions and efforts are moving the institution toward its longer term view of technology use.

Southern West Virginia Community and Technical College (Southern) values the importance of strategic planning as evidenced by their institutional strategic goals as well as the Master Plan and the Enrollment Management Plan. All of these plans guide the institution to its vision. The Technology Strategic Plan is designed to specifically address the technology needs of the College while aligning with its overall strategic planning and budget processes.

As Southern's technology partner, Ellucian was engaged to lead the technology strategic planning. A Strategic Planning Team, comprised of members of the Technology Committee and others representing key areas served by technology, provided the content for the plan. The meetings were conducted on the Logan campus in January and February of 2013.

This Technology Strategic Plan 2013 – 2016 will guide the Office of Information Technology, as well as the rest of the College's, efforts over the next three years. The focus areas for this planning cycle are:

- People and Process
- Academics and Students Services
- Funding
- Marketing and Recruiting
- Infrastructure

Objectives and Planning Methodology

Objectives

During the opening session the participants were asked what they would like to see as an outcome of their technology strategic planning efforts. Some of the responses centered on the benefit of having a solid plan:

"A roadmap to inform the IT budget"
"Clear vision of where we want to go and to facilitate where the institution wants to go"
"Like to see us have a good plan … get follow through ...get implemented"

Other comments were focused on how the plan will outline how technology can help the institution be more effective:

"Data to inform decisions"
"Make my job easier"
"Want technology to help us, office staff is killing themselves keeping up with everything"
"Bring technology up to date for employees"

A third category was how the plan can help the institution better serve students:

"Improve student learning and their education"

"Everything on the web"

"Get technology to best service students – we're using it instead of it using us"

It was stated that the institution has made great strides in the last few years and this plan would be a way to continue to improve. With these desired outcomes the participants worked diligently to craft a plan that would enable the College to reach its institutional goals and provide for better service to faculty, students and staff through improved services and efficiencies. The Technology Strategic Plan reflects all of these desired outcomes.

Strategic Planning Methodology

Strategic planning is a process which seeks to clarify what an organization is, what it wants to be, and how, specifically, the organization can successfully make the transition. A strategic technology plan provides direction and a management strategy within the context of changing internal and external environmental conditions while it sets the philosophy and direction for the use of technology within the institution.

Ellucian's planning approach includes the following steps:

1. Establish a Technology Mission Statement and Governing Values which identifies why we exist and what governs our actions.

2. Develop a "future state" vision of how the use of technology, in its broadest definition, should add value in support of the institution's vision, mission, and goals.

3. Analyze the environment and context in which the Technology Strategic Plan is being developed. The examination includes the development of planning assumptions and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

4. Develop goals and objectives, aligned with the College's vision, mission, and goals, to enable the College to move toward its desired "future state" in accordance with the governing values.

5. Establish an Implementation Grid that will facilitate the execution of the Technology Strategic Plan.

6. Communicate the adoption of the Technology Strategic Plan to the entire college community and begin the implementation.

7. Recommend a review of the Technology Strategic Plan on an annual basis and adjust the plan elements as needed.

The planning cycle, as described above, is depicted in Appendix B and highlights the iterative nature of planning.

Institutional Alignment

About Southern

Southern West Virginia Community College was established as an independently accredited, comprehensive community college in 1971. Since then, the College has continued to expand its academic, workforce development, and community service offerings. The geographic areas served by Southern have also increased and its district now includes the counties of Mingo, Logan, Wyoming, Boone, Lincoln, McDowell and Raleigh as well as the counties of Martin and Pike in Kentucky through an interstate agreement.

In 1995, with a renewed emphasis on workforce development and technical training, the state legislature changed the names of all community colleges in the state to emphasize their technical components, and Southern's name became Southern West Virginia Community and Technical College. Along with increasing enrollment, expansion of the geographic area served, and growth in the number and types of programs offered, the College's physical facilities have also grown through the years.

This history of growth and expansion has positioned Southern as a higher education leader. The College continues to serve its district with quality education and programs while looking for new ways to positively impact the community into the future.

Mission

It is the mission of Southern West Virginia Community and Technical College to provide accessible, affordable, quality education and training while promoting lifelong learning for those we serve.

Vision

Southern West Virginia Community and Technical College will be the higher education leader in West Virginia and the region. Southern will provide the leadership necessary to help West Virginia grow and prosper into the twenty-first century. Southern will be the hub around which all education and training/retraining efforts will turn. The College will act as the catalyst for economic development and change in the region. Southern will establish proactive partnerships which include education, business, industry, labor, government, community and cultural organizations, as well as other leaders to achieve regional goals. Southern will become a model of academic excellence, scholarship, creativity, innovation, and cooperation impacting the educational opportunities and economic growth of the region.

Institutional Strategic Goals

Southern West Virginia Community and Technical College strategic goals for 2010 – 2015:

1. **Produce more graduates**

2. **Promote strong employer partnerships**

3. **Serve more adults**

4. **Build and maintain facilities**

Southern's mission, vision and goals were of paramount importance and laid the foundation during the technology planning as the team crafted the technology goals. The Technology Strategic Plan should continue to align with institutional priorities so resources are applied to those activities that best move Southern towards its vision.

Technology Strategic Plan Elements

The Strategic Planning Team crafted the mission, values and vision of technology. The goals were developed to move the institution forward to its desired state for technology use.

Technology Mission

The technology mission describes to the community why technology exists and how it serves the institution. The technology mission is:

Technology at Southern enables the institution to fulfill its mission by enhancing learning, supporting student success and improving efficiency.

Technology Vision

The vision is an expression of the institution's technology aspiration. It is a guiding star to help the institution navigate toward the future. By accomplishing the goals set forth in this plan the vision will be achieved in three years. The technology vision is:

Southern integrates and supports robust, innovative technologies that empower our entire community for effective learning and service.

Technology Values

Values help determine how an organization operates. The identified values reflect intentions and help guide actions when choices are not clear. They also provide a context for consistency and accountability in decision-making. The guiding principles for technology at Southern are:

Accessibility	**Adaptability**
Integration	**Affordability**
Reliability	**Innovation**
Security	**Usability**
Compliance	**Pervasiveness**
Standardization	**Scalability**
Effectiveness	**Fun**
Sustainability	**Being green**

Planning Context

One of the first activities in the planning process was a presentation of higher education and technology trends. The planning team was given a glimpse into the future direction of

technologies so they could better plan where Southern needs to be in three years to best serve its students, faculty, staff and the local community.

To give the plan greater context, the current landscape was framed by planning assumptions. The purpose of the assumptions is to understand those factors that might impact or affect Southern's Technology Strategic Plan. The five categories explored were:

- Environment, including physical, policies, culture and vendors
- Faculty, Staff and Administration
- Students
- Community and External
- Financial

The SWOT analysis brought forward strengths and weakness as well as opportunities and threats or challenges that need to be considered for this planning cycle. This additional context helped the planning team identify the themes of the five technology goals.

Technology Goals

Overarching goals were identified that state what we need to do to move from the current state to the future state. Reaching the vision is possible by the achievement of the following:

Goal 1 – People and Process – Create a culture that invests in our human capital by developing a knowledgeable and effective community that embraces technology, improves efficiency, and increases satisfaction.

Goal 2 – Academics and Student Services – Leverage technology in academics and student services to improve access, educational outcomes and satisfaction.

Goal 3 – Funding – Provide adequate funding in support of the technology vision.

Goal 4 – Marketing and Recruiting – Use information technology effectively for marketing the institution and increasing enrollment.

Goal 5 – Infrastructure - Implement a robust and sustainable infrastructure of integrated systems to support learning and service.

Implementation Grids

The following Technology Strategic Plan Implementation Grids contain information that will assist the impacted departments/functions in achieving their goals and ultimately realizing their vision. Institutional departments and functions 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 the Implementation Grid

- **Goals** include the five technology goals set by this plan for 2013-2016.

- **Key Performance Indicators** identify completion characteristics or milestones of progress for each goal.

- **Objectives** associated with each goal identify implementation actions.

- **Dependencies** are those events or environments that must take place or be in existence before implementation of an objective can begin.

- **Responsible Party** 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.

- **FY** (Fiscal Year) shows the implementation timeline for each strategy. An "X" placed in any single FY column indicates completion of a task in that year. The appearance of X's in multiple FY columns indicates multi-year efforts.

- **Progress** is to be documented as implementation of the strategies occurs.

Strategic Goal 1: Create a culture that invests in our human capital by developing a knowledgeable and effective community that embraces technology, improves efficiency, and increases satisfaction						
Key Performance Indicator(s): Number of process improved and their reductions in processing time, employee satisfaction with training, employee proficiency with technology tools						
OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 13 - 14	FY 14 - 15	FY 15 - 16	PROGRESS
1.1. Identify available technology and tools and gaps in consistency among campus locations and maintain the repository		OIT	X			
1.2. Assess employee knowledge, familiarity and needs for currently available technology and tools	1.1	HR	X			
1.3. Develop a training plan to remediate knowledge gaps for employees by tool and delivery methods	1.2	Professional Development Committee	X			
1.4. Provide Blackboard training for employees to improve online learning		Professional Development Center staff	X	X	X	
1.5. Develop training modules within Blackboard to enhance user effectiveness with technology tools (Blackboard, instructional software and office productivity)	1.3, 1.4	Professional Development Center	X	X	X	
1.6. Identify and prioritize targets for process improvement		Technology Committee (TC)	X			
1.7. Conduct business process analysis and implement recommendations	1.6, Funding (potential)	TC	X	X	X	
1.8. Develop a reward and recognition program for involvement in training and mentorships	1.3 (to finish)	HR	X			

1.9. Develop a repository for institutional data		Director of Media	**X**			
1.10. Improve data quality through establishment and enforcement of standards		Banner Users Group (BUG)	**X**			
1.11. Develop a plan to communicate technology changes, improvements and availability		TC	**X**			

![Southern West Virginia Community and Technical College logo]

Strategic Goal 2: Leverage technology in academics and student services to improve access, educational outcomes and satisfaction						
Key Performance Indicator(s): Percentage of faculty trained in Quality Matters, Number of student processes online, Percent of classrooms meeting technology standards						
OBJECTIVES	**DEPENDENCIES**	**RESPONSIBLE PARTY OWNER(s)**	**FY 13 - 14**	**FY 14 - 15**	**FY 15 - 16**	**PROGRESS**
2.1 Develop and implement training on effective pedagogy using technology to enhance learning		Professional Development Center	X			
2.2 Expand orientation to enable the effective use of Southern resources for all students		Dean of Student Services and Enrollment Management	X			
2.3 Create a plan to sustain technology and functions that have been supported by Title III		CIO	X			
2.4 Conduct a strategic reporting assessment and develop plan to address gaps	**1.10 (codependent)**	CIO	X			
2.5 Define classroom technology levels and standards		CIO	X			
2.6 Complete Blackboard and Banner integration		CIO	X			
2.7 Identify gaps in online student services to support fully online students		Dean of Student Services and Enrollment Management	X			
2.8 Develop a plan to prioritize and address online services gaps		Dean of Student Services and Enrollment Management	X	X	X	
2.9 Improve academic scheduling		VP of AA	X			
2.10 Complete implementation of DegreeWorks		Dean of Student Services	X			

	and fully incorporate it into advising process		and Enrollment Management			
2.11	Evaluate the feasibility of providing students technology		CIO	X		
2.12	Complete current plans for science lab upgrades		VP of AA	X	X	
2.13	Increase faculty and students participation in library orientations		Director of Library	X		
2.14	Adopt an institution-wide e-book/e-textbook strategy		VP of Finance	X		
2.15	Evaluate Southern's position as a technological leader		CIO	X		

Strategic Goal 3: Provide adequate funding in support of the technology vision						
Key Performance Indicator(s): Grant trainings offered, Grant applications submitted, Grants dollars awarded, Partnerships/Consortia established,						
OBJECTIVES	**DEPENDENCIES**	**RESPONSIBLE PARTY OWNER(s)**	**FY 13 - 14**	**FY 14 - 15**	**FY 15 - 16**	**PROGRESS**
3.1 Research options and develop a plan for pursuing grants opportunities and building grant writing capacity		VP for Finance	X			
3.2 Identify underutilized equipment for training, reallocation or disposal		CIO	X			
3.3 Funnel significant technology purchases through the Technology Committee to insure oversight, sustainability and relevance		VP for Finance	X			
3.4 Establish and communicate project portfolio management process for better prioritization and allocation of resources		CIO	X	X		
3.5 Identify mutually beneficial partnerships and consortia		VP for Development	X	X	X	
3.6 Develop and prioritize annual technology budget based on the Technology Strategic Plan		CIO	X	X	X	

Strategic Goal 4: Use information technology effectively for marketing the institution and increasing enrollment						
Key Performance Indicator(s): Number of online applications received						
OBJECTIVES	**DEPENDENCIES**	**RESPONSIBLE PARTY OWNER(s)**	**FY 13 - 14**	**FY 14 - 15**	**FY 15 - 16**	**PROGRESS**
4.1 Research CRM options and costs to improve communication with prospective students		CIO	X			
4.2 Implement CRM solution	4.1, Funding	Director of Recruiting		X	X	
4.3 Research online application options		Senior Banner User Liaison	X			
4.4 Automate the application import process into Banner	4.3	Senior Banner User Liaison		X		
4.5 Investigate and utilize Banner communication functionality		Senior Banner User Liaison	X			
4.6 Complete implementation of Office 365 to enable email distribution list functionality		Technical Director	X			
4.7 Develop mass communication policy for potential internal marketing		Director of Media	X			
4.8 Conduct web content review		Director of Media	X			
4.9 Revise web structure based on content review	4.8	Director of Media	X	X		

![Southern West Virginia Community and Technical College logo]

Strategic Goal 5: - Implement a robust and sustainable infrastructure of integrated systems to support learning and service

Key Performance Indicator(s): Wireless coverage percentage, refresh rate, peak utilization of bandwidth, helpdesk satisfaction ratings

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 13 - 14	FY 14 - 15	FY 15 - 16	PROGRESS
5.1 Develop and maintain refresh cycle and funding for all technology		CIO	X	X	X	
5.2 Research feasibility and options for a college-wide portal and remote accessibility		CIO		X		
5.3 Implement feasibility committee recommendations	5.2, Funding	CIO		X	X	
5.4 Review and refine user support and remote desktop management procedures		User Services Manager	X			
5.5 Expand wireless coverage for all campuses		Technical Director	X			
5.6 Proactively manage internet bandwidth		Technical Director	X			
5.7 Create and implement disaster recovery plan		Technical Director	X			
5.8 Investigate options for MDM (Mobile Device Management)		Technical Director	X			
5.9 Draft and adopt an Identity Access Management strategy		Technical Director		X		
5.10 Identify and develop technology standards and policies		TC	X			
5.11 Purchase and deploy classroom/library technology based on unmet demand identified in technology survey	1.1, 1.2, 2.5, Funding	Title III Coordinator			X	

5.12 Upgrade Mining Academy network to meet institutional quality standards	Funding	CIO	X			

Next Steps

Action Plans

The success of the plan hinges on execution. Southern's next step will be to begin working on the action plans that will achieve each goal and its objectives set forth in the implementation grids. Each of the objectives has an owner who will be responsible for moving the individual objective forward. The objective owner will plan and coordinate the efforts needed from across the College to complete the specific objective.

Furthermore, it is imperative that the plan be considered holistically. A review of all objectives, regardless of the goals they are intended to support, reveals patterns and identifies common activities that can be leveraged in support of these goals. This higher level coordination falls on the Technology Committee.

By using a three year planning cycle, the OIT leadership can have a realistic view of technological and human resources needed for the near and longer term horizon. This plan shall serve as a base for the annual technology planning. Additionally, as some goals are dependent on funding, the Technology Strategic Plan will feed into the budgeting process for technology for the coming three years as well.

Assessment

The Technology Strategic Plan incorporates measurements to provide evidence of progress and achievement of the five goals set forth in the plan. The Implementation Grids contain suggested Key Performance Indicators (KPIs). Baseline and target measurements of the selected KPIs should be established to insure progress can be properly monitored during the life of the plan. External benchmarks should be considered where applicable.

Communication

An important culmination of this process is communicating the development and adoption of the plan to the College community. This will ensure the vision for technology use is shared among all of the constituencies served.

Communication of the plan is intended to promote widespread acceptance and support for the defined technology strategic goals and objectives. As awareness of the Technology Strategic Plan increases, understanding, acceptance, and support of the tactical activities prescribed in the plan will result.

Communication on OIT's progress in executing against the plan should be conveyed on a continual and timely basis. Publish plan changes or updates to the community to maintain their awareness of evolving technology goals and objectives.

Plan Updates

Radical shifts in the environment that invalidate some of the planning assumptions should trigger a review of the plan for continued relevance. Without this examination new opportunities could be missed. The Technology Strategic Plan should be updated annually to maintain alignment with the institution's strategic plan and the planning environment.

Appendix A – Technology Planning Team

The Technology Strategic Plan is based on the input of participants from across the institution. In recognition of their time and contributions, the members of the Strategic and Tactical Teams are listed below.

Strategic Team Members

Carl Baisden	Allyn Sue Barker
Pete Browning	Bruce Curry
Marcus Gibbs	Chris Gray
Gary Holeman	Carol Howerton
Perry Jobe	Harry Langley
Ron Lemon	Sam Litteral
Guy Lowes	Michael Martin
Alyce Patterson-Diaz	Chad Scott
Darrell Taylor	Dianna Toler
Tracy Wolford	

Tactical Team Members

Pam Alderman	Susan Baisden
Melody Bevino	Roger Bias
Elishia Bledsoe	Trish Clay
Carol Cole	Melissa Creakman
Bruce Curry	Paul Davis
Marcus Gibbs	Chris Gray
Cheryl Hicks	Gary Holeman
Carol Howerton	Lola Lackey
Harry Langley	Ron Lemon
Sam Litteral	Michael Martin
Kim Maynard	Pat Miller
Tim Owens	Alyce Patterson-Diaz
Sandy Podunavac	Cindy Powers
Russell Saunders	Chad Scott
Will Smith	Dianna Toler
Mary Trent	Jackie Whitley

Appendix B – Dynamic Planning Cycle

Technology Strategic Planning aligns technology goals and objectives with those of the institution. It is intended to be long-term yet reviewed annually reflecting the current environment and allowing the institution to be prepared for approaching challenges. Through the planning process, the institution describes the educational and operating environment, articulates future directions and initiatives, and identifies objectives for achieving desired goals.

Review yearly
(Annual plan update)

7

Determine "Why we exist"
(Mission Statement and Governing Values)

1

Distribute & implement
(Communicate the plan to the college community

6

Determine "What we want to be"
(Vision Statement)

2

Develop completion criteria
(Implementation Grid)

5

Analyze the environment
(Planning Assumptions and SWOT Analysis)

3

4

Identify "what we must do to be successful"
(Goals and Objectives)