

TECHNOLOGY MASTER PLAN

2016-2019



LAKE ERIE

COLLEGE





Technology Master Plan 2016-2019

Project Description and Scope

Technology is an essential component of our enterprise, and our information technologies are increasingly at the very center of everything we do. The College must provide each user with the technology resources needed to optimize success. Members of the community are strongly encouraged to embrace the use of information technology in their roles in order to ensure our students have reasonable access and experiences that are contemporary and relevant.

Lake Erie College's Technology Master Plan 2016-2019 has a four-year horizon, and the output of the planning process was a list of prioritized core initiatives that align with six areas of focus as identified by the committee. The final document was the product of nearly six months of effort by a very engaged representative committee. The Technology Master Plan is not intended to provide an exhaustive list of the technology-related projects LEC must undertake; rather, it focuses on those areas where technology might deliver significant additional value to the College.

While it is understood that financial limitations may prevent an investment in each priority and initiative as identified by the committee, there is an expectation that every effort will be made to allocate resources, provide support and guidance for grants that seek to acquire and enhance technologies, and fundraise to support Lake Erie College's vast technology needs. Our investments in technologies are also critical to ensure our competitiveness in the academic marketplace. Many of our students come to Lake Erie College with an expectation of working with industry-standard technologies. Ranging from our science labs and art facilities, to multimedia and WIFI, we owe it to all of our stakeholders, but especially our students, to ensure they have as technologically relevant academic experiences as possible.

While this plan has a defined set of initiatives, and ones that the committee deems critical to the institution, the plan also supports and enables adaptability. In fact, adaptable planning is a critical component for our ability to respond and adapt to the ever-changing technologies in the academic marketplace. The overarching initiatives and goals should not be interpreted as a terminus.

The committee was sensitive to go beyond a document that "plans to plan," it was observed that further processes, advisory groups, or committees would be necessary to ensure a thorough and inclusive process that further develops the priorities as established by the committee. For example, professional development emerged as one of the most significant gaps at the institution, and the committee recommended the formation of a professional development task force for both faculty and staff.

Guiding Principles and Timeline

Prior to the process commencing, the following summary of principles and timeline were shared with the institution and the planning committee in order to lay the groundwork for the Technology Master Plan.

Summary of Principles

The Lake Erie College Technology Master Plan 2016 is utilizing ten key steps in this planning process:

- 1) The committee adoption of **PLANNING PRINCIPLES** are critical to the efforts. Principle-centered planning is the key to effectiveness. It is the artistic or leadership approach. Principle-centered planning recognizes that life in general (and people in particular) can't be graphed on a chart, but sees that planning still remains essential;¹
- 2) The task force will identify clear **GOALS** that we strive to accomplish. We will define, upfront, what a successful outcome will look like;
- 3) We will **SEGMENT** our technology components into a manageable number of categories;
- 4) Based upon the segments, each participant will identify a **SUBCOMMITTEE**. We will invite freely anyone on campus to serve as a resource or member, even if they are not a part of the full committee. The core taskforce will be representative;
- 5) We will maintain momentum by meeting **REGULARLY** and be action oriented in all that we do;
- 6) We will create an **ONLINE SURVEY** to obtain feedback and opinions regarding our needs and goals;
- 7) We will utilize the **FORUM** setting to obtain information in a conversational manner to obtain feedback and listen to ideas and opinions;
- 8) We will **BENCHMARK** our technology status and use benchmarking to help us guide our aspirations;
- 9) We will **PRESENT** our plan and findings in a very public campus setting;
- 10) We will **ADOPT** the plan to help us guide our investments and identify our technology priorities.

Timeline

November/December 2015

- Interim President Gerhart Authorizes a campus-wide Technology Master Plan
- Dr. Bryan DePoy, Vice President for Academic Affairs and Chief Academic Officer and Mr. Brad Luhta, Director of Information Technology appointed as co-chairs of the Technology Master Plan Committee and a campus-wide announcement is issued
- Committee Members Identified

January 2016

- Taskforce members announced
- Initial meeting of taskforce with co-chairs (Group Meeting #1)

¹ http://www.johnmaxwell.com/cms/images/uploads/ads/Principle-Centered_Planning,_Part_1.pdf

- Preliminary development of planning principles
- Begin developing project goals
- Identification of population of subcommittees
- Affirmation of timeline
- Subcommittee meetings #1
- Finalize development of project goals and scope of work with taskforce
- Develop and distribute survey to campus community
- Announce planning principles and project goals to campus community

February 2016

- Group Meeting #2
- Subcommittee meetings #2
- Conduct three forums for major constituencies (faculty, staff, students)
- Analysis of data gathered from survey and forum sessions
- Distribution of results to campus community

March 2016

- Group Meeting #3
- Subcommittee meetings #3
- Benchmark analysis
- Campus-wide Update
- Mid-point update to Cabinet and Executive Committee of the Board (electronic or in person)

April 2016

- Group Meeting #4
- Subcommittee meetings #4
- Draft plan prepared and distributed to committee

May 2016

- Meeting #5 with taskforce
- Subcommittee meetings #5
- Adopted by Cabinet
- Sharing with campus community and board of directors

June 2016

- Master Plan goes into full effect through 2019

Technology Master Plan Committee and Subcommittees

Committee Charge

The Technology Master Plan Committee at Lake Erie College is charged with providing direction for a comprehensive approach to identifying and prioritizing the needs, application, and ongoing assessment of college wide technologies. The Technology Master Plan process is a college-wide attempt to structure an integrated approach to sustain and advance the application and usage of technology on campus. The Technology Master Plan Committee will provide input for prioritizing future investments, replacement cycles for hardware, software (including enterprise resource planning software), maintenance of technologies, and provide guidance regarding ongoing assessment to better manage and support the institution's needs. The Committee will identify primary "cornerstones" that are representative of the technologies on the campus, as well as corresponding subcategories for each cornerstone. [Affirmed January 15, 2016]

Committee Structure

The process evolved into two committees: 1) A larger, core committee, which consisted primarily of volunteers and individuals who were invited due to their roles within the institution; and 2) several subcommittees based upon areas of interest and expertise. Most of the work of the technology master plan took place at the subcommittee level. The full committee met for five times during the spring 2016 semester, and the subcommittees met multiple times each.

Core Committee Members: 14

Douglas Bird (Business)
Katharine Delavan (Education)
Bryan DePoy (Academic Affairs)*
Steven Gutierrez (Art)
Pam Hess (Equestrian Studies)
Carolyn Knox (Physician Assistant)
Brad Luhta (Information Technology)*
Cindy Mako-Robinson (Advising)
Andrea Myers (Human Resources)
Richard West (Chemistry)
Terri Orlando (Academic Affairs)
Steve Yachanin (Psychology)

Subcommittee Members: 8

John Spiesman
Matt Krotzer
Michelle Kolk
Katie Krammer
Barb Arilson
Roger Christianson
Douglas Mates
Jessica Dhami

Mandy Zinni (Enrollment and Financial Aid)
Mitchell Crossan (Information Technology)

*Co-Chairs

Surveys and Focus Groups

While every attempt was made to ensure inclusiveness of the core committee and subcommittees, the need for focus groups and surveys became apparent. As a result, multiple stakeholders were surveyed, and focus groups were conducted at intervals throughout the planning process. The subcommittees were asked to match their goals and objectives with the results from feedback, when possible and appropriate.

Total Surveys: 6

Technology on Campus – Students – Survey Committee

Technology on Campus – Faculty and Staff – Survey Committee

Paper to Digital – Campus Departments – Paper to Digital Subcommittee

Budget and Personnel Benchmark – Similar Institutions – Budget/Personnel Subcommittee

Faculty Use of Instructional Technology – Faculty – Survey Committee

Professional Development Interest – Faculty and Staff – Professional Development Subcommittee

Total Focus Groups: 4

Student Focus Group – Student Government Association – Director of IT

Faculty Focus Group #1 – Faculty – Katharine Delavan

Faculty Focus Group #2 – Faculty – Katharine Delavan

Staff Professional Development Focus Group – Staff – Mandy Zinni and Andrea Myers

Six Key Focus Areas

Goals Allocated to Foundational Categories

1) Instructional Delivery and Academic Technologies

- Ensure our students have access to technologies that reflect what they will see in the real world
- Upgrade and acquisition strategy for multi-media and other types of instructional hardware
- Review capabilities of science labs

- Have a plan to explore and implement different modes of instructional delivery

2) Process, Accessibility, Customer Service, and Policy

- Convert paper forms and processes to electronic processes
- Improve customer service and user convenience
- Accessibility/ADA compliance
- Policy development regarding social media in the classroom and review current tech use guidelines
- Evaluate and improve technology measures in regard to campus safety
- Create professional development opportunities

3) Electronic Platform

- Seek institutional licenses for software and electronic communication/scheduling tools
- Create a strategy in selecting and assessing effectiveness/utilization of Enterprise Resource Planning (ERP), Learning Management System (LMS), and other types of software

4) Proactive Approach for Emerging Technologies and Trends

- Create a strategy to have an institutional awareness of emerging trends and technologies
- Evaluate replacement plans for IT server/network infrastructure

5) Budget and Personnel Analysis, Cost-benefit Analysis of Hardware Purchases, and Benchmarking

- Do a cost-benefit analysis of equipment chosen (e.g., laptops vs. desktops)
- Benchmark our budget and personnel compared to peer institutions
- Review of personnel resources

6) Professional Development for Faculty and Staff

- Explore professional development strategies for the campus
- Utilize surveys and focus groups to assess needs

Technology Master Plan Top Initiatives

Foundational Category: Instructional Delivery and Academic Technologies

Subcommittee #1: Real World Technology

Contributing Members: Brad Luhta, Amanda Zinni, Steve Gutierrez

Primary Goals: Ensure students have access to technologies that reflect what they will see in the real world.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
#1: <i>Form a Technology Advisory Committee</i>	Director of IT	Beginning Summer 2016	Time Investment/Volunteers or Recommendations
#2: <i>Routinely Visit Local Schools to Better Accommodate Incoming Students and Outgoing Education Students</i>	VP Academics/VP Enrollment Management/Dean of Education	Fall 2016	Time Investment
#3: <i>Communicate with Board Members and Consider Program Review Processes to Better Identify Expectations of Students Upon Graduation</i>	Deans of Various Areas	Fall 2016	Time Investment

Subcommittee #2: Instructional Hardware and Instructional Delivery

Contributing Members: Bryan DePoy, Douglas Bird, Richard West

Primary Goals: Create an upgrade and acquisition strategy for multimedia and other types of instructional hardware. Review the capabilities of science labs. Create a plan to explore and implement different modes of instructional delivery.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
#1: <i>LEO as sole online education delivery platform</i>	Coordinator of Online Learning/Director of IT	Begins July 2016 and is Completed December 2016	Upgrade current LMS to Jenzabar eLearning. Initial license costs: \$25,000 - \$35,000 Installation, set up configuration - \$5,700 Annual maintenance - \$13,000 LEO training cost is negligible as suggest using in-house resources including Superusers from LEC.
#1A: <i>Professional Development (this PD specific to LEO and may be combined with the overarching PD initiative)</i>	PD Director/Team	Can start now and run as ongoing initiative	Again, recommend using in-house resources, especially for any LEO training and development to minimize cost.
#2: <i>Laboratory Safety: To Ensure best safety work practices are instilled in instructional laboratories (biology, chemistry, physics, art)</i>	Dean of Natural Sciences and Mathematics, VPAA, Facilities Personnel and Lab Coordinators	By October 2016, collaborate with facilities management and appropriate personnel to establish a written waste-handling protocol, to include regular checking,	

		<p>monitoring, and record-keeping of wash stations.</p> <p>By May 2017, each area will have a student handbook on safety that will be required reading of all students involved with labs and chemicals.</p> <p>The faculty, dean, and facilities personnel will ensure that staffing needs and budgetary requests pertinent to facilities safety will be accounted for in ongoing budget requests beginning in FY 17.</p>	
<p><i>#3: Distance Learning Classroom in Library: Have distance learning classroom in the library sufficiently equipped to deliver instruction and offer presentations to offsite locations in a synchronous fashion</i></p>	<p>VPAA, Coordinator of Online Learning; Director of Library</p>	<p>Within 3 Years to completion. By Sept 2016, have list of technologies researched and vetted. By December 2016 provide recommendations to director of IT, VP for administration and finance, and VPAA by December 1, 2016. Have equipment purchases be considered and in FY 2017 budget cycle.</p>	<p>TBD as set up, equipment and infrastructure needs are evaluated: \$10,000 approximate cost</p>
<p><i>NO COST AND SHOULD BE INCLUDED: Administrative Rights Policy: To Ensure Appropriate Security on Campus Computers while also providing sufficient and efficient customer service</i></p>	<p>IT Area</p>	<p>The IT area will work with campus constituencies to draft an Admin Rights policy and submit to the campus community for feedback due by September 1, 2016.</p>	

<i>regarding the installation of software or hardware</i>		<p>By October 1, 2016, the IT area will assess feedback and post the new policy on the technology page on the LEC website, with clear guidelines.</p> <p>The policy will be in use beginning January 2017.</p>	
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Foundational Category: Process, Accessibility, Customer Service, and Policy

Subcommittee #1: Paper to Digital, ADA, Campus Safety

Contributing Members: Cindy Mako-Robinson, John Spiesman, Matt Krotzer

Primary Goals: Convert paper forms and processes to electronic processes. Improve customer service and user convenience. Maintain accessibility/ADA compliance. Evaluate and improve technology measures in regard to campus safety.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
<i>#1: Transition the current Monthly Time Sheets, email system to an online format.</i>	VP Administration and Finance	January 1, 2017	\$7,500 a year
<i>#2: Evaluate the potential of our current systems to offer a streamlined paperless process. Ensure the campus community is effectively trained and</i>	VP Enrollment Management, VPAA and Director of Information Technology	Ideally, begin transition after the 2016-17 recruiting season to allow for summer planning and implantation	Defer to Platform Planning Committee

<i>using current electronic systems.</i>			
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Subcommittee #2: Professional Development

Contributing Members: Katharine Delavan, Amanda Zinni, Andrea Myers

Primary Goals: Develop priorities for professional development opportunities

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
<i>#1: Create a faculty PD timeline for '16-'17 academic year based on survey and focus group data.</i>	Katharine Delavan	Summer 2016	\$0
<i>#2: Establishes a range of costs for '16-'17 TaskForce.</i>	PD Subcommittee: Katharine Delavan, Mandy Zinni and Andrea Myers	<i>Summer 2016</i>	\$4800 Faculty 8 workshops at \$300 each= \$2400. (2 hours of prep, 1 hour of workshop) Staff 8 Workshops at \$300 each=\$2400.
<i>#3: Develop "job descriptions" and agenda for TaskForce members: expectations, commitments etc</i>	PD Subcommittee Katharine Delavan Mandy Zinni Andrea Myers	<i>Summer 2016</i>	\$0
<i>#4: Establish a PD Taskforce of staff/faculty members to assist in the</i>	Human Resources (Andrea Myers): PD Subcommittee	Summer 2016 Luncheon venue on campus TBD	Luncheon Orientation \$5 box lunch for 10-15 people=\$75.

<i>implementation and planning of PD for the 2016-2017 academic year.</i>	(Katharine Delavan, Andrea Myers and Mandy Zinni		
#5 <i>Establish PD needs for staff.</i>	Mandy Zinni and Andrea Myers	May 16th, 2016	\$0

Subcommittee #3: Social Media Policy

Contributing Members: Andrea Myers, Pam Hess

Primary Goals: Policy development regarding social media and review current tech use guidelines.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
#1: <i>Develop a college policy on Social Media. Will address students, faculty and staff.</i>	Andrea Myers and Pam Hess	In progress. Draft to be developed during fall 2016 with completion by April 2017	Zero outright costs. Access to legal review needed.
#2: <i>Social media page on website, will seek focus group input on content.</i>	Andrea Myers and Pam Hess	In progress. Draft to be developed during fall 2016 with completion by April 2017	Zero outright costs.
#3: <i>Comprehensive listing of social media sites associated with LEC. Survey to be delivered to campus</i>	Andrea Myers and Pam Hess	In progress. Draft to be developed during fall 2016 with	Zero outright costs.

<i>community to develop listing.</i>		completion by April 2017	
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Foundational Category: Proactive Approach for Emerging Technologies and Trends

Subcommittee #1: Proactive Approach for Emerging Technologies and Trends.

Contributing Members: Steve Yachanin, Steve Gutierrez, Michelle Kolk

Primary Goals: Create a strategy to have an institutional awareness of emerging trends and technologies.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
<i>#1: Provide an "electronic suggestion box"/discussion forum on our web site for the purpose of making all constituents aware of new and emerging technologies, not yet available at the college, and their potential use.</i>	Director of IT	<ul style="list-style-type: none"> Meet with IT by June 1 to discuss ease/difficulty in providing on-line forum and timeline for creation of forum. Campus-wide announcement that electronic suggestion box is "ready" at beginning of Fall 2016 semester. 	Time to create forum.
<i>#2: Provide a "Show-and-Tell" discussion forum on our web site for the purpose of allowing faculty to describe how they use currently available technologies and the opportunity to share ideas for use across schools.</i>	Director of IT	<p>Meet with IT by June 1 to discuss ease/difficulty in providing on-line forum and timeline for creation of forum.</p> <p>Campus-wide announcement that Show-and-Tell forum is "ready" at beginning of Fall 2016 semester.</p>	Time to create forum.

<p><i>#3: Have each school, on a rotating basis, provide one or two professional development workshops per semester covering new technology for their area or ways they can imagine its use in other areas.</i></p>	<p>VPAA, and Deans of the schools</p>	<p>Contact Dean of each school during the summer of 2016 to discuss program and request Deans solicit volunteers to hold Fall and Spring workshops. Send announcement to faculty and staff at beginning of Fall 2016 semester.</p>	<p>Time to secure commitment from Deans.</p>
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Foundational Category: Electronic Platform Planning

Subcommittee #1: Electronic Platform Planning

Contributing Members: Brad Luhta, Terri Orlando, Katie Krammer, Barb Arilson, Roger Christianson

Primary Goal(s): Seek institutional licenses for software and electronic communication/scheduling tools. Create a strategy in selecting and assessing the effectiveness and utilization of Enterprise Resource Planning (ERP), Learning Management System(s), and other types of software.

<p>Priority and Description of Initiative</p>	<p>Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i></p>	<p>Timeline for initiative and/or goals</p>	<p>Approximate Cost or Resources Needed</p>
<p><i>#1: Begin Module Manager Meetings to Improve Communication and Increase ERP Effectiveness</i></p>	<p>Director of IT</p>	<p>Quarterly Meetings Beginning Summer 2016 to Identify Module Managers</p>	<p>Time Investment</p>
<p><i>#2: Draft and Publish an IT Software Policy for Purchasing and Implementing</i></p>	<p>Director of IT, CFO for approval</p>	<p>Beginning Summer 2016, Completed Fall 2016</p>	<p>Time Investment</p>

#3: <i>Provide Flexible Software Licensing Options for Faculty/Staff/Student Labs</i>	Director of IT	Fall 2017	Funding for Named User and Lab Software Licensing (10k range), Portal Management Time Investment from IT Team.
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Foundational Category: Budget and Personnel Analysis, Cost-Benefit, Analysis of Hardware Purchases and Benchmarking

Subcommittee #1: Budget and Personnel Analysis, Cost-Benefit, Analysis of Hardware Purchases and Benchmarking

Contributing Members: Douglas Mates, Mitchell Crossan, Jessica Dhami, Brad Luhta

Primary Goal(s): Evaluate replacement plans for IT server/network infrastructure and workstations. Do a cost-benefit analysis of chosen equipment. Benchmark our budget and personnel compared to peer institutions. Review personnel resources.

Priority and Description of Initiative	Responsible Party <i>(in most cases, this will be the VP or a director; leave this blank if need be)</i>	Timeline for initiative and/or goals	Approximate Cost or Resources Needed
#1: <i>Continue PC Refresh Plans and Reach Goal of 5-Year Cycle</i>	Director of IT/CFO	Completion by End of FY 16-17	\$78k in Computer Purchases Between IT Budget and Special Initiative Funding to “Catch Up”. 50k Annually to Maintain Thereafter.
#2: <i>Replace Wireless System with Up-to-Date Wireless Solution</i>	Director of IT/CFO/Technology Advisory Committee	Contingent Upon Available Funding	Wireless System Cost Can Greatly Fluctuate Depending on Selected Implementation Method. 100k-200k
#3: <i>Replace Existing Virtual Server</i>	Director of IT	FY 17-18	\$50-80k Depending on Current Pricing, Method of

<i>Infrastructure with New Equipment</i>			Implementation, Internal/External
<i>#4: Draft a Thorough and Encompassing Disaster Recovery Plan for Lake Erie College Technology</i>	Director of IT/IT Staff	To Begin Summer: 2016 Full Completion: Summer 2017	Primarily a Time Investment, Possibility for Additional Costs Throughout the Process of Discovery