FranklinPierce
UNIVERSITY

Technology Strategic Plan
FY 2015-2018
August 2014
Revised: March 2016

Planning Process

The FY 2015-18 Technology Strategic Plan was developed in the spring 2014 by the Chief Information Officer in collaboration with the University Technology Advisory Committee and the Information Services Division. The plan was reviewed by senior staff in the summer 2014 and was made available to the community at large in the fall 2014.

The plan was developed to align with and support the goals of the Franklin Pierce University Strategic Plan FY 2012-2017. The plan draws from the NEASC Interim Report 2013 and other task force and consulting assessments over the past several years as well as from meetings with stakeholders during FY 2013-14. The University was without a formal technology strategic plan previously.

The plan provides a framework for strategic direction and is dynamic in nature. Specific technology priorities and timeframes are subject to change based upon new or changing priorities and other internal and external factors including funding. As such, this plan will be reviewed and updated on at least an annual basis.

SWOT Analysis

Strengths:	Opportunities:
• Flexibility to "get by" with limited resources • Broad technical expertise on existing resources • Responsive IT support services for critical issues • Ability to keep most resources operational • Online /hybrid course delivery	• Technology for online/hybrid course growth • System integration and process automation • Cloud services and partnerships • Virtual Desktop technology • Mobile technology integration • Web and online presence • Learning Commons • Technology benchmarking against competitors
Weaknesses:	**Threats:**
• Technology underfunding • Inadequate IT staffing levels and org. structure • Poor IT "visibility" (help desk, web presence) • Aged/failing client computing resources • Aged/inadequate network/server infrastructure • Inadequate instructional/classroom technology • Faculty use of disparate personal technology • Limited training, orientation, prof. development • Complexity of using two LMS platforms • Partial system integration/process automation • Partial account authentication/password mgmt. • Limited formal policies, procedures, SLAs • Limited support services for satellite campuses • Limited support for Macintosh/other platforms • Limited collaboration technology • Inconsistent IT communications/collaboration • No disaster prevention/recovery plan • Limited/no backup support for critical services • Lack of performance metrics	• Student expectations/needs unrealized • Faculty/staff constrained by aged technology • Lag behind competing peer institutions • Limited external support for outdated tech. • Data security and cyber risks • Inability to or delayed recovery from disaster

Information Services Division Mission Statement
The mission of the Information Services Division at Franklin Pierce University is to collaboratively plan for and deploy academic and administrative technology resources and services; facilitate and support the effective use of data and technology; and manage and grow the technology infrastructure and software systems in support of the University's goals.

Guiding Principles

We value:
- Proactive technology strategic, operational, and budget planning
- Responsive and needs-based customer support services
- Inclusive and comprehensive project management methodology
- Effective and timely communication with constituents
- On-going assessment and data-informed decision-making
- Operational efficiency with continuous improvement
- Professional development and training
- Transparency, integrity, and professionalism

Technology Strategic Goals

Goal 1: Deploy and integrate educational technology to effectively support teaching and learning for both online and classroom delivery across the University.

Alignment with FPU Strategic Plan:
Goal 1, Strategy 1: Create educational opportunities that connect academic programs to career options and exploration and provide experiential and applied learning.
Goal 1, Strategy 3: Determine opportunities for pathway programs, programs with shorter time to completion plus new and expanded articulation agreements.
Goal 1, Strategy 4: Create opportunities for increased hybrid and online learning for all students.
Goal 1, Strategy 5: Determine how the use of technology can best assist learning and support operations at the University.

Technology Strategies:
1.1 Implement and support functional and need-based state-of-the-art academic software systems.
    1.1.1 Migrate to a single elearning (learning management) system to support both undergraduate and graduate programs.
        Timeframe: FY 2014/15-2016/17; completed
    1.1.2 Implement an institution-wide online course evaluation system.
        Timeframe: FY 2014/15-2016/17; completed
    1.1.3 Deploy a lecture capture system to record and playback lectures.
        Timeframe: FY 2015/16; completed

        1.1.4   Deploy assessment software to support student outcome tracking and accreditation requirements.
Timeframe: FY 2016/17; in-progress

        1.1.5   Collaborate on developing standards and guidelines for faculty and student use of academic software systems.
Timeframe: FY 2016/17-2017/18; in-progress

1.2   Modernize and expand classroom technology, audio/visual resources, video conferencing, and other collaboration technologies to support classroom and online education and administrative functions.

        1.2.1   Upgrade presentation technology in Manchester amphitheater and in Portsmouth.
Timeframe: FY 2016/17; not initiated

        1.2.2   Upgrade classroom technology in Marcucella Hall, Petrocelli Hall, and other learning spaces in Rindge.
Timeframe: FY 2015/16-2018/19; in-progress

        1.2.3   Deploy video conferencing solution to foster inter-campus communications and collaboration.
Timeframe: FY 2014/15; completed

        1.2.4   Deploy classroom based video conferencing solution to support remote teaching offered at Goodyear campus.
Timeframe: FY 2016/17; in-progress

1.3   Assess and integrate viable mobile technologies to support course delivery and communication.

1.4   Facilitate opportunities to explore and evaluate new and emerging instructional and classroom technologies.

Goal 2: Facilitate the effective use, automation, and integration of enterprise database systems to support academic and administrative operations.

Alignment with FPU Strategic Plan:
Goal 1, Strategy 5: Determine how the use of technology can best assist learning and support operations at the University.
Goal 2, Strategy 1: Strengthen and coordinate University retention efforts.
Goal 3, Strategy 1: Develop a comprehensive institutional effectiveness program that links planning, research and assessment.
Goal 3, Strategy 2: Review the structure and effectiveness of all operations at Rindge and within CGPS and determine opportunities for increased integration and synergy.

Technology Strategies:
2.1   Automate critical processes and deploy new functionality and upgrades to improve operational efficiency.

2.1.1   Assess and enhance automation and integration of enrollment management processes.
Timeframe: FY 2014/15-2017/18; in-progress

2.1.2   Support the implementation of NuView human resources and payroll upgrades.
Timeframe: FY 2014/15-2015/16; completed

2.1.3   Support the implementation of electronic transcript and degree verify services.
Timeframe: FY 2014/15; completed

2.1.4   Develop automated and secure process to provide new students with account credentials and to reset password.
Timeframe: FY 2016/17; in progress

2.1.5   Support the implementation of a comprehensive event and resource management system for internal and external clients.
Timeframe: FY 2016/17-2017/18; in-progress

2.1.6   Assess and pursue systems or modules to support budget, retention, and other functional needs.
Timeframe: FY 2015/16-2017-18; in-progress

2.1.7   Assess and implement a document management strategy for the efficient and secure electronic storage of educational and administrative documents.
Timeframe: FY 2016/17-2017/18; not initiated

2.2   Develop more unified and accessible business reporting capabilities with improved data governance.

2.2.1   Implement Izenda report writer to support user report generation.
Timeframe: FY 2016/17; in progress

2.3   Improve capabilities and methodology to collect and utilize relevant data for meaningful assessment and analytics.

2.3.1   Conduct periodic and initiative-based assessment of the use and satisfaction with technology resources and services.
Timeframe: FY 2016/17; in progress

2.4   Facilitate security audits of enterprise database systems and network resources at regular intervals.
Timeframe: FY 2015/16-2017/18; completed (annually)

Goal 3:   Collaborate on the development of a comprehensive and coherent web and online presence to support recruitment, marketing, and academic and administrative operations.

Alignment with FPU Strategic Plan:
Goal 2, Strategy 1: Strengthen and coordinate University retention efforts.
Goal 4, Strategy 1: Develop a comprehensive Strategic Enrollment Management and Marketing Plan for the University.
Goal 4, Strategy 2: Ensure that all marketing, recruiting and public relations efforts are carefully coordinated and conducted in a manner that promotes our brand, our vision, and the one university concept.

Goal 5, Strategy 2: Work to significantly improve alumni relations, expand our donor base, and increase contributions.

Technology Strategies:
3.1   Support the re-design of a more user-centric and updated public web site.
Timeframe: FY 2016/17; in-progress
3.2   Collaborate on the re-design and re-organization of the University's Intranet site, Campus Web portal, and other online resources to improve organization, consistency, and content management.
Timeframe: FY 2016/17; not initiated
3.3   Support the deployment of a decentralized content management model for the public and Intranet web sites.
Timeframe: FY 2016/17; in-progress
3.4   Deploy and integrate enhanced online user interfaces and interactive components to facilitate access to resources and services.
3.5   Design a more user-friendly and content-rich IT web site to facilitate access to technology services and resources.
Timeframe: FY 2015/16; completed

Goal 4:   Manage and grow reliable, secure, and sustainable client computing and network/server environments to effectively support academic and administrative needs.

Alignment with FPU Strategic Plan:
Goal 1, Strategy 4: Create opportunities for increased hybrid and online learning for all students.
Goal 1, Strategy 5: Determine how the use of technology can best assist learning and support operations at the University.
Goal 3, Strategy 2: Review the structure and effectiveness of all operations at Rindge and within CGPS and determine opportunities for increased integration and synergy.

Technology Strategies:
4.1   Develop formal methodologies for ongoing assessment of technology resources and services to address student, faculty, and staff needs.
4.2   Upgrade client computing resources for faculty, staff, labs, and other public spaces to ensure necessary functionality, performance, and reliability.
    4.2.1   Develop and deploy a five year client computer replacement plan with an effective asset management system.
Timeframe: FY 2015/16; in progress
4.3   Plan for and upgrade the University's local and wide area network and server infrastructure to facilitate accessibility, performance, reliability, and security.
    4.3.1   Develop and deploy a sustainable replacement/upgrade plan for servers and network technologies including switches and wireless.
Timeframe: FY 2014/15-2017/18; in-progress
    4.3.2   Develop and deploy a network storage plan, including on-premise and cloud-based options, to accommodate current and anticipated storage requirements.

Timeframe: FY 2014/15; in-progress

    4.3.3   Deploy a comprehensive and more functional network data backup strategy.
Timeframe: FY 2014/15; completed

    4.3.4   Develop and implement upgrade plan to expand wireless capacity in residential housing and other locations across all campuses.
Timeframe: FY 2014/15-2017/18; in-progress

    4.3.5   Assess and upgrade Internet bandwidth capacities and management capabilities at all campuses to accommodate growth.
Timeframe: FY 2015/16; in-progress

    4.3.6   Plan for and pursue cost effective technology upgrades to the physical plant and cabling infrastructure to facilitate functionality, reliability and redundancy.
Timeframe: FY 2014/15-2017/18; in-progress

    4.3.7   Modernize the University's telephone and voice mail systems in Rindge.
Timeframe: FY 2016/17; in progress

    4.3.8   Upgrade capability and tools to more effectively track and manage network and server utilization, performance, security, and prevention health.
Timeframe: FY 2015/16-2016/17; in-progress

    4.3.9   Conduct periodic formal and informal network health assessment.
Timeframe: FY 2015/16; completed Dec. 2015

    4.3.10 Develop a technology disaster prevention and recovery plan.
Timeframe: FY 2016/17; not initiated

4.4   Evaluate and deploy viable and cost effective cloud-based software-as-a-service (SaaS) solutions on a case-by-case basis.

    4.4.1   Migrate Jenzabar EX, Campus Web, and PowerFAIDs to a cloud hosted platform to improve reliability and platform management.
Timeframe: FY 2015/16; completed

Goal 5: Develop and enhance support and training services and resources to foster the proficient use of instructional, administrative, and productivity technologies.

Alignment with FPU Strategic Plan:
Goal 1, Strategy 4: Create opportunities for increased hybrid and online learning for all students.
Goal 1, Strategy 5: Determine how the use of technology can best assist learning and support operations at the University.
Goal 2, Strategy 1: Strengthen and coordinate University retention efforts.
Goal 3, Strategy 2: Review the structure and effectiveness of all operations at Rindge and within CGPS and determine opportunities for increased integration and synergy.
Goal 4, Strategy 2: Ensure that all marketing, recruiting and public relations efforts are carefully coordinated and conducted in a manner that promotes our brand, our vision, and the one university concept.

Technology Strategies:

5.1   Develop more formal technology orientation resources and services for new students and new employees.

Timeframe: FY 2014/15-2015/16; in-progress

5.2   Develop greater opportunities and modes of delivery for technology training including more extensive online resources.

5.3   Implement a more decentralized support strategy for satellite campuses.

Timeframe: 2016/17; in-progress

5.4   Develop and update technology policies, standards, instructions, and best practices to support efficient use of technology and data management.

Timeframe: 2014/15-2017/18; in-progress

5.5   Collaborate on development of standards for technology literacy and skills.

Goal 6: Organize and grow the Information Services Division to optimize planning, services, and operational efficiency.

Alignment with FPU Strategic Plan:

Goal 3, Strategy 1: Develop a comprehensive institutional effectiveness program that links planning, research and assessment.

Goal 3, Strategy 2: Review the structure and effectiveness of all operations at Rindge and within CGPS and determine opportunities for increased integration and synergy.

Goal 3, Strategy3: Develop an effective, comprehensive system of University shared governance.

Goal 4, Strategy 4: Implement a Comprehensive Employee Evaluation, Development, and Wellness program.

Goal 5, Strategy3: Identify and analyze alternative resource and expenditure models.

Goal 5, Strategy 6: Investigate opportunities for additional revenues and/or cost savings through internal and external partnerships.

Technology Strategies:

6.1   Develop an Information Division Services staffing plan and organizational structure to meet the University's current and future technology needs.

Timeframe: FY 2014/15; completed

6.2   Develop staff retention strategies to facilitate critical continuity of services.

6.3   Assess and revitalize the technology governance structure, including the University Technology Advisory Committee and enterprise database system users group (EX group), to inform and set priorities for strategic and operational planning and to coordinate and support technology initiatives.

Timeframe: FY 2014/15; completed - UTAC

6.4   Improve practices and processes to facilitate effective communications and collaboration within and from the Information Services Division.

6.5   Promote effective synergies and collaboration of services with other departments.

6.6   Conceptualize and plan for a virtual and physical Learning Commons to support student services.

6.6.1   Relocate the Help Desk to a more accessible location and more integrated with Library services.

Timeframe: FY 2015/16; not initiated

6.7   Establish cross-training and backup support for critical technology resources and services.

6.8   Plan for and fund relevant professional development opportunities for staff.

6.9   Pursue appropriate internal and external partnerships to optimize IT resources and services.

6.10   Pursue opportunities to confer with industry leaders and other institutions on common technologies and best practices.