



**The Strategic Plan  
for Information Technology**

**2010 Update**

## **History**

The Department of Information Technology at Baldwin-Wallace College has been doing strategic planning for nearly twenty years. The first official "Strategic Plan for Information Technology" was published in 1994 and was prepared by the I.T.S.P.C. (Information Technology Strategic Planning Committee).

The committee was reenacted in 2001 and charged with additional responsibilities. An updated strategic plan was requested by the President, a task force was created, focus groups were organized, and the campus was surveyed for feedback. Key guiding principles used throughout the process included supporting the College's Strategic Plan, as well as being mindful of financial initiatives and priorities. This comprehensive process culminated in a new Strategic Plan for Information Technology, published in 2003.

Since that time, the I.T.S.P.C. has continued to meet on a bi-weekly basis to maintain the plan, discuss new trends in technology, and implement changes. Each year, as scheduled initiatives were completed, new initiatives were added – reflecting changes in the climate of technology. Changes during 2008-2009 resulted in the decision to once again start from scratch and reformulate a new plan, which is now ready for presentation to the campus and open for discussion. Please review this important document, as we will be requesting input from the campus community on the items it contains. We are all stakeholders of this plan.

## **Overview**

The Strategic Plan for Information Technology is...

- the result of a significant amount of time, effort, and resources, encompassing years of continuous updates, campus-wide input, and constructive discussion.
- a living document which is subject to review and revision on an on-going basis by the Information Technology Strategic Planning Committee, established by the President of Baldwin-Wallace College.
- designed to support the overall mission of the College.
- a framework of goals and action items that assist in planning and budgeting for the future, establishing priorities, and maintaining clear focus.
- flexible to the ever-changing environment of technology.
- never to be considered complete and is always open to suggestions for improvement.

## **I.T.S.P.C.**

Without the hard work and dedication of the members of the I.T.S.P.C., none of this would be possible. I would like to publicly recognize the unselfish commitment they have each devoted to this project: Margaret Brooks-Terry, Phil Bessler, Kris Diaz, Trina Dobberstein, Guy Farish, Robin Gagnow, Donna Gutschmidt, Susan Perry, Marcos Rivera, Tom Ross, Kris Stanley, Amy-Jo Sutterluety, Jodi Tims, Rick Wilhelm, and Kenneth Atchinson.

Regards,  
Robert Agnew, Chief Information Officer

## **Strategy 1: Educational Technology & Training**

To encourage, instruct, and support faculty in the use of educational technology tools, approaches, and learning spaces, as well as plan and provide training and programming opportunities for administrative staff.

### **Initiative 1.1**

Develop a system that will track and evaluate training courses offered, attendees, dates, and demographic information and can generate an annual assessment report of the details for distribution to each employee and manager.

Target Completion Date: May 2011

### **Initiative 1.2**

Identify how faculty are using instructional technology systems (such as Blackboard and Microsoft Office Suite), determine appropriate levels of use, and increase those levels where indicated.

Target Completion Date: September 2010 (for determining current use)  
February 2011 (for identifying use benchmarks)  
May 2013 (70% of faculty meeting benchmarks)

### **Initiative 1.3**

Identify the necessary support structure (faculty/student training, technology tools, software, and hardware) for the creation, teaching, and administration of sustaining and growing distance-learning options, such as online and hybrid courses.

Target Completion Date: May 2010

### **Initiative 1.4**

Investigate the benefits of social networking tools (which enable the creation of online communities) for curricular applications and design a comprehensive set of materials for faculty and staff for the utilization of these social networking tools.

Target Completion Date: September 2010

### **Initiative 1.5**

Audit and rate all current learning spaces (instructional spaces utilizing technology-based teaching aids), project future learning space requirements, identify alternative learning space options for campus instructional settings, and design faculty training programs for utilization of these facilities.

Target Completion Date: May 2011

## **Strategy 2: Network Services**

To maintain a reliable and stable network infrastructure which utilizes optimally-efficient resources and is protected in the event of a disaster.

### **Initiative 2.1**

Institute a comprehensive disaster recovery/business continuity plan for Information Technology systems and data.

Target Completion Date: December 2010

### **Initiative 2.2**

Research and select a method that will allow faculty and staff to backup their personal workstation data directly over the network to a remote location, allowing for data retrieval and restoration in the event of a disaster.

Target Completion Date: September 2012

### **Initiative 2.3**

Improve the data storage network by implementing Information Lifecycle Management (ILM) to maximize data retention and minimize cost.

Target Completion Date: December 2013

### **Initiative 2.4**

Install and execute the next generation wireless infrastructure that will support all mobile computing options, voice, and hand-held devices.

Target Completion Date: December 2013

### **Initiative 2.5**

Investigate the cost and feasibility of moving the campus data center servers to a virtual infrastructure environment in order to minimize downtime, increase server and application availability, and reduce energy and cooling costs.

Target Completion Date: December 2010

### **Strategy 3: Information Security and Assurance**

To continuously analyze and effectuate optimal security measures and practices for the College which protect data and systems from internal and external threats.

#### **Initiative 3.1**

Create an information security policy and audit program that will define and test a framework to encompass best practices and procedures.

Target Completion Date: December 2010

#### **Initiative 3.2**

Establish procedures and systems to secure and protect institutional and personal data stored on College-owned systems and devices and provide for secure FTP and improved database encryption.

Target Completion Date: September 2011

#### **Initiative 3.3**

Develop a campus-wide program that provides various levels of training (as needed per role) to students, faculty, College staff, and I.T. staff, in safe computing practices that aid in protecting the campus infrastructure, intellectual property, and personally-identifiable information.

Target Completion Date: May 2011

#### **Initiative 3.4**

Implement a single monitoring security station in order to most efficiently and effectively oversee all I.T. security measures.

Target Completion Date: September 2012

#### **Strategy 4: User Support Services & Facilities**

Using fiscally responsible and environmentally conscious practices, purchase, install, and provide technical support for hardware, software, and peripherals used in labs, academic departments, and administrative offices.

##### **Initiative 4.1**

Explore the advantages of becoming an authorized repair center for Dell products (similar to our Apple authorized repair center).

Target Completion Date: September 2010

##### **Initiative 4.2**

Develop incentives for students to use personal laptops (such as making additional desk space available for students to use their own laptops) and begin the process of eliminating some lab computers, thereby reducing equipment and maintenance costs.

Target Completion Date: December 2010

##### **Initiative 4.3**

Investigate the cost-savings and other benefits of utilizing Thin Client access terminals (application virtualization) as an alternative to purchasing and maintaining fully-equipped PCs in the labs.

Target Completion Date: December 2010

##### **Initiative 4.4**

Increase “green I.T.” practices, when cost effective, by using more duplex printing on campus to reduce paper consumption and developing methods of reducing electricity consumption of computer equipment when it is not in use.

Target Completion Date: December 2010

## **Strategy 5: Administrative Information Systems & Shared Data**

To facilitate and continuously improve data access and sharing capabilities, consistency in report generation, and efficient functionality between core administrative systems and specialized applications.

### **Initiative 5.1**

Establish an auxiliary SQL database with standard data elements that will provide more consistent data results for reporting purposes and will better interface with other popular reporting tools and desktop software.

Target Completion Date: December 2010

### **Initiative 5.2**

Install a data warehouse system that will integrate with Colleague and other critical databases for reporting and sharing consistent, accurate, historical, and institutional data using standardized data definitions and guidelines.

Target Completion Date: May 2012

### **Initiative 5.3**

Expand the document imaging system to other administrative areas of the College to improve office efficiencies and reduce paper consumption.

Target Completion Date: May 2012

### **Initiative 5.4**

Research the utilization and functionality of web-based budget monitoring and purchase order generation and encourage implementation wherever practical.

Target Completion Date: December 2011

### **Initiative 5.5**

Implement Datatel's administrative web portal for access to all administrative data, applications, and integration with course software, thereby allowing faculty to perform all necessary functions for their students and advisees (including course registration) via the integrated web interface.

Target Completion Date: December 2013

## **Strategy 6: Telephone & Communication Technologies**

To investigate and implement ideas for more effective and efficient communication technologies.

### **Initiative 6.1**

Investigate the feasibility of moving toward a VoIP (Voice over Internet Protocol) solution to add telecommunication to new structures and eventually replace our current campus phone switch system.

Target Completion Date: December 2012

### **Initiative 6.2**

Determine the actual telephone line usage in residence halls to potentially eliminate individual line ports in rooms, and reduce the cost of providing telephone service to the residence halls.

Target Completion Date: May 2010