Information Technology Department
2009-2012
Strategic and Operational Plan

Updated: May 21, 2009
Mission Statement:
The mission of the Information Technology department at Landmark College is to provide leadership in the planning and management of technology-related services and resources in order to facilitate the effective use of assistive, instructional, and administrative technologies and to manage and grow the technology infrastructure in support of the College’s mission.

Objective 3, Enhancing the teaching and learning environment through technology:
Improve integration of technology in the curriculum to effectively support teaching and learning.

Action 1. Increase utilization of on-line course management systems to 80% of faculty over the next two years.

Responsibility: Vice President of Academic Affairs
Collaborators: Technology Learning Services Manager; Chief Technology Officer; Dean of Faculty Development and Program Management; Assistive Technology Coordinator; Department Chairs; faculty
Timeline: By fall 2010
Resources: $0
Priority: Critical
Status: Implementation; approximately 60% faculty use as of spring 2009

Action 2. Continue installation of advanced smart technologies in one classroom or learning space per year on average and in auditoriums in Administration and FAB Buildings.

Responsibility: Technology Support Services Manager
Collaborators: Network Manager; Technology Learning Services Manager; Chief Technology Officer; Vice President of Academic Affairs
Timeline: 2009-12
Resources: $50,000 annually beginning in Fiscal Year 2010 [funded by new endowment]
Priority: Important
Status: Implementation

Action 3. Collaborate on the development of student technology learning outcomes and integrated support services.

Responsibility: Technology Learning Services Manager
Collaborators: Assistive Technology Coordinator; Vice President of Academic Affairs; Drake Center for Academic Support
Timeline: 2009-12
Resources: $0
Priority: Important
Status: Planning
Action 4. Enhance the functionality of the ISIS and visits database academic systems based upon well defined needs to support student intervention and retention efforts.

**Responsibility:** Database Specialist

**Collaborators:** Database Manager; Chief Technology Officer; Dean of Faculty Development and Program Management

**Timeline:** 2009-10

**Resources:** $0

**Priority:** Important

**Status:** Completed

Action 5. Evaluate and deploy faculty and student e-portfolio solutions as an informational depository for academic and professional achievements.

**Responsibility:** Vice President of Academic Affairs (faculty e-portfolio)

**Collaborators:** Technology Learning Services Manager; Chief Technology Officer; Assistive Technology Coordinator; Manager of Web Services; Dean of Faculty Development and Program Management

**Timeline:** Implementation by Fiscal Year 2011 (faculty)

**Resources:** $5,000 in Fiscal Year 2011

**Priority:** Contributive

**Status:** Assessment (faculty e-portfolio); To be Scheduled (student e-portfolio)

Action 6. Establish a collaborative approach to planning and supporting technology integration in new curricula.

**Responsibility:** Chief Technology Officer

**Collaborators:** Vice President for Academic Affairs; Dean of Faculty Development and Program Management; Technology Learning Services Manager; Technology Support Services Manager; Assistive Technology Coordinator

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Critical

**Status:** Implementation through Educational Technology Steering Committee

**Objective 4, Supporting technology literacy and competency:** Assess and enhance support and training services that effectively support student, faculty, and staff use of assistive, instructional, and productivity technologies.
Action 1. Increase student awareness and effective use of assistive technologies through a robust and needs-based training program, new student orientation, classroom visitations, AT course, and integration with other support services.

Responsibility: Technology Learning Services Manager
Collaborators: Assistive Technology Coordinator; Technology Support Services Manager; Drake Center for Academic Support
Timeline: 2009-12
Resources: $0
Priority: Important
Status: Implementation; including AT course planned for fall 2009

Action 2. Assess and establish more integrated support services for student use of assistive technologies, including enhanced support for digital text.

Responsibility: Assistive Technology Coordinator
Collaborators: Technology Learning Services Manager; Digital Text Coordinator
Timeline: 2009-12
Resources: $0
Priority: Important
Status: Implementation

Action 3. Assess assistive technology software options and policies and deploy strategies that most effectively support student needs.

Responsibility: Technology Support Services Manager; Technology Learning Services Manager
Collaborators: Chief Technology Officer; Assistive Technology Coordinator; Vice President of Academic Affairs; Dean of Faculty Development and Program Management
Timeline: 2009-12
Resources: $0
Priority: Contributive
Status: Assessment and implementation; including migration from Kurzweil to Read & Write Gold starting in fall 2009

Action 4. Collaborate with the library to provide more integrated technology support services.

Responsibility: Chief Technology Officer
Collaborators: Technology Support Services Manager; Technology Learning Services Manager; Library Director; Library staff
Timeline: 2009-12
Resources: $0
Priority: Contributive
Status: Implementation
Action 5. Develop comprehensive training programs, support services, and guidelines for faculty to effectively use classroom, instructional, and assistive technologies in teaching.

Responsibility: Technology Learning Services Manager
Collaborators: Assistive Technology Coordinator; Dean of Faculty Development and Program Management; Vice President for Academic Affairs; Chief Technology Officer; faculty
Timeline: 2009-12
Resources: $0
Priority: Critical
Status: Implementation

Objective 5, Integrating emerging technologies: Evaluate and pursue emerging technologies that have potential application for teaching and learning and administrative operations.

Action 1. Identify and pursue new assistive technologies and provide opportunities for broad student and faculty evaluation.

Responsibility: Technology Learning Services Manager
Collaborators: Chief Technology Officer; Technology Support Services Manager; Assistive Technology Coordinator; Student and Academic Affairs administrators.
Timeline: 2009-12
Resources: $20,000 annually, beginning in Fiscal Year 2010
Priority: Important
Status: Implementation

Action 2. Evaluate and pursue mobile client technologies that have academic benefit and that are compatible with the College’s technology environment.

Responsibility: Technology Support Services Manager
Collaborators: Chief Technology Officer; Technology Learning Services Manager; Network Manager; Assistive Technology Coordinator
Timeline: 2009-12
Resources: $5,000 annually beginning in FY 2010
Priority: Contributive
Status: Assessment and implementation; including mobile devices and Groupwise integration in fall 2009

Action 3. Collaborate with Institutional Advancement, Grants Office, and LCIRT to pursue grant and funding opportunities for new technology resources and initiatives.

Responsibility: Chief Technology Officer
Collaborators: Vice President of Institutional Advancement; Director of Grants and Sponsored Projects; Vice President for Research and Institute Operations; Information Technology Services Managers
Timeline: 2009-12
Resources: $0
Objective 6, Leveraging our web-based resources: Design and support a web-based architecture and resources on the Intranet and public web site to effectively support marketing, academic, enrollment, residential, Institute, and administrative initiatives.

Action 1. Complete deployment of the decentralized content management system and assignment of responsibilities for the public and portal web sites, to ensure web content is dynamic and current.

Responsibility: Manager of Web Services
Collaborators: Content owners; department managers; Director of Marketing and Public Relations
Timeline: 2010
Resources: $3,500
Priority: Critical
Status: Completed

Action 2. Redesign the College’s public web site to effectively convey marketing messages and improve accessibility and navigation.

Responsibility: Chief Technology Officer; Vice President of Institutional Advancement
Collaborators: Manager of Web Services; Director of Marketing and Public Relations
Timeline: 2009-10
Resources: $200,000 in Fiscal Year 2010
Priority: Critical
Status: Planned; search engine optimization in implementation

Action 3. Expand interactive on-line applications, including financial aid and application tracking, event registration, bookstore purchasing, purchase requisitions, and other applications.

Responsibility: Manager of Web Services; Database Manager
Collaborators: Database Specialist; Chief Technology Officer; Enrollment Office; Business Office
Timeline: 2010-12
Resources: $25,000 annually, beginning in Fiscal Year 2010
Priority: Important
Status: Assessment
Action 4. Collaborate with Institutional Advancement to further develop on-line resources to engage and support alumni.

Responsibility: Manager of Web Services
Collaborators: Chief Technology Officer; Vice President of Institutional Advancement; Technology Support Services Manager; Technology Learning Services Manager; Assistive Technology Coordinator
Timeline: 2009-12
Resources: $0
Priority: Important
Status: Assessment

Action 5. Re-design or enhance the College’s Intranet site to improve design standardization, accessibility, and navigation.

Responsibility: Manager of Web Services
Collaborators: Chief Technology Officer; academic and department management
Timeline: 2009-10
Resources: $0
Priority: Important
Status: Implementation

Action 6. Assess and develop resources on the Intranet to support academic, administrative, and student programs and activities.

Responsibility: Manager of Web Services
Collaborators: Chief Technology Officer; Academic and department management
Timeline: 2009-12
Resources: $0
Priority: Important
Status: Implementation

Objective 7, Enhance network reliability and capability: Manage and support a reliable and secure technology environment, including network and server infrastructures, that optimizes current capacities and enables flexibility for growth.

Action 1. Deploy Internet bandwidth upgrade and management strategies to support increasing and appropriate utilization.

Responsibility: Network Manager
Collaborators: Network Specialist
Timeline: 2009-12
Resources: $5,000 in FY11 and $5,000 in FY12
Priority: Critical
Status: Implementation
Action 2. Expand wireless network infrastructure on campus to include residence halls and upgrades to lower campus.

Responsibility: Network Manager  
Collaborators: Network Specialist; Facilities staff  
Timeline: 2009-10  
Resources: $30,000 in Fiscal Year 2010  
Priority: Important  
Status: Implementation; residence halls completed

Action 3. Deploy server virtualization and SAN storage architecture to support server reliability, management, and growth needs.

Responsibility: Network Manager  
Collaborators: Network Specialist; Database Manager; Database Specialist; Web Developer  
Timeline: 2009  
Resources: $120,000  
Priority: Important  
Status: Implementation

Action 4. Upgrade network backbone and peripheral cable infrastructure on campus to support greater capacities.

Responsibility: Network Manager  
Collaborators: Network Specialist  
Timeline: 2010-12  
Resources: $110,000  
Priority: Important  
Status: To be Scheduled

Action 5. Deploy single sign-on (LDAP) solution for Intranet portal and network and e-mail resources to support accessibility and security needs.

Responsibility: Network Manager; Manager of Web Services  
Collaborators: Database Manager; Technology Support Services Manager; Database Specialist; Network Specialist  
Timeline: 2010  
Resources: $0  
Priority: Important  
Status: Implementation
Action 6. Provide customized portal and network resources to new students prior to their arrival on campus to support student enrollment and engagement.

**Responsibility:** Technology Support Services Manager  
**Collaborators:** Chief Technology Officer; Manager of Web Services; Database Manager; Network Manager  
**Timeline:** 2010  
**Resources:** $3,000 in Fiscal Year 2010  
**Priority:** Important  
**Status:** Implementation

Action 7. Collaborate with Human Resources to deploy a comprehensive and responsive employee hire and exit system for technology accounts, resources, and services.

**Responsibility:** Technology Support Services Manager  
**Collaborators:** Manager of Web Services; Database Manager; Network Manager; Human Resources staff  
**Timeline:** 2010  
**Resources:** $0  
**Priority:** Important  
**Status:** Implementation

Action 8. Complete development of technology disaster prevention, preparedness, and recovery planning.

**Responsibility:** Chief Technology Officer  
**Collaborators:** Information Technology managers  
**Timeline:** 2010-12  
**Resources:** $0  
**Priority:** Important  
**Status:** Implementation


**Responsibility:** Network Manager  
**Collaborators:** Technology Support Services Manager; Network Specialist  
**Timeline:** 2010-12  
**Resources:** $0  
**Priority:** Contributive  
**Status:** Implementation
Action 10. Evaluate and pursue solutions to expand remote access to network drives and other resources.

**Responsibility:** Network Manager

**Collaborators:** Network Specialist; Technology Support Services Manager; Academic and Divisional management

**Timeline:** 2011

**Resources:** $3,000

**Priority:** Contributive

**Status:** Assessment

**Objective 8, Supporting workflow efficiencies through technology:** Design and support a more comprehensive and integrated enterprise database system architecture and workflow process.

Action 1. Improve integration and accuracy of data capture, management, and retrieval in PowerCampus and other enterprise database systems.

**Responsibility:** Database Manager

**Collaborators:** Database Specialist; Enrollment Office

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Critical

**Status:** Implementation

Action 2. Improve timely information sharing and workflow processing using enterprise database systems.

**Responsibility:** Database Manager

**Collaborators:** Database Specialist; Enrollment, Academic Affairs; Business Office

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Critical

**Status:** Implementation

Action 3. Deploy new and enhanced database resources, including on-line student housing, requisition management, and other applications to improve operational efficiencies.

**Responsibility:** Database Manager

**Collaborators:** Manager of Web Services; Database Specialist; dept. managers

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Important

**Status:** Assessment
Action 4. Implement a discrete test environment for database and web programming, software evaluation, and testing.

**Responsibility:** Database Manager

**Collaborators:** Manager of Web Services; Network Manager; Database Specialist

**Timeline:** 2010

**Resources:** $0

**Priority:** Important

**Status:** Implementation

**Objective 9, Improving our technology assessment and planning capabilities:** Conduct initiative and interval-based assessment of technology resources and services to inform planning and decision making.

Action 1. Coordinate and conduct periodic assessment of use and satisfaction with technology resources and services particularly by students and faculty.

**Responsibility:** Chief Technology Officer

**Collaborators:** Network Manager; Technology Support Services Manager; Technology Learning Services Manager; Database Manager; Manager of Web Services

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Important

**Status:** Implementation

Action 2. Deploy a comprehensive user assessment process to evaluate new technologies.

**Responsibility:** Chief Technology Officer

**Collaborators:** Information Technology managers

**Timeline:** 2009-12

**Resources:** $0

**Priority:** Important

**Status:** Implementation

**Objective 10, Sustaining a highly skilled Information Technology Services operation:** Sustain a highly skilled IT organization that effectively anticipates and responds to the technology service and resource needs of constituents.

Action 1. Establish professional development goals in annual staff performance reviews that support job function and new initiatives.

**Responsibility:** Chief Technology Officer

**Collaborators:** Information Technology managers

**Timeline:** 2009-12

**Resources:** Included in operating budget; no additional funds

**Priority:** Important

**Status:** Implementation
Action 2. Develop backup and succession staff planning to ensure continuity of critical IT Services.

**Responsibility:** Chief Technology Officer  
**Collaborators:** Information Technology managers  
**Timeline:** 2009-12  
**Resources:** $0  
**Priority:** Important  
**Status:** Implementation