Technology Strategic Plan
April 2012

Presented by:
The Technology Strategic
Plan Steering Committee

Facilitated By:
Dr. Tom Maier
Director Special Projects in IT
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Executive Summary

From the outside:
“Information technology is essential, and it can be strategic, and how colleges and universities harmonize these attributes of the IT landscape will make all the difference to their future.” Jerrold M. Grochow former CIO at MIT in *EDUCAUSE Review*, vol. 45, no. 1 (January/February 2010): 58-59

From the inside:
“The time is right for Georgia College to engage in a Technology strategic planning process. Technology is a key component for supporting Georgia College and for enabling new and innovative ways to achieve future growth and development. Therefore, it is essential that this critical component be grounded in a well-developed and extensible planning process that will lead to a technology strategic plan (the Plan) and subsequent actions that best support the strategic directions of the institution.” Dr. Sandra Jordan, Provost, Georgia College.

The way forward:
This planning process was divided into two phases:
1. Develop a Technology Strategic Plan for Georgia College
2. Operationalize the strategic plan by recommending actions

Phase 1
A Technology Strategic Plan Steering Committee was formed (TSPSC) in the fall of 2011 and charged by Provost Sandra Jordan with developing both the Plan and recommendations for actions. In order to more broadly represent the many campus constituencies in the planning process a second group, the Critical Resources Committee (CRC), was organized and consulted on a regular basis during the planning process.

Dr. Tom Maier, Director of Special Projects in Information Technology, facilitated the planning process with the considerable assistance of Ms. Cindy Bowen, Operations Manager, Information Technology.

The Plan was developed as follows:
- Dr. Maier initiated the process with an internal assessment of the status of technology at Georgia College involving an extensive interview process.
- The TSPSC
  - reviewed the findings from the internal process and revised them as appropriate to establish the baseline information about the current state of Technology at Georgia College
o completed a Strength, Weaknesses, Opportunities, Threats analysis (SWOT) for Technology
o developed a series of proposed statements consistent with the university’s strategic directions:
  ▪ Vision
  ▪ Guiding Principles
  ▪ Strategic Goals
o Completed a Gap Analysis
o Facilitated broad sharing of proposed statements with the entire campus community
o Made revisions based on campus community input
o Prioritized the Gaps
o Developed Objectives, Strategies, and Actions to close the higher priority gaps
o Submitted the following plan to the Provost for approval

The six strategic technology goals for the university are:

<table>
<thead>
<tr>
<th>Strategic Goals for Technology</th>
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<tbody>
<tr>
<td>1. Provide for innovative technologies that measurably enable, enhance, and transform teaching, learning, and research.</td>
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<tr>
<td>2. Employ technology as a tool to enable continuous improvement in communications, in collaborations, in efficiencies, and in services that enhance the quality of campus life.</td>
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<tr>
<td>3. Facilitate the development and analysis of high quality data repositories and other digital resources that are secure, accessible, reliable, and recoverable.</td>
</tr>
<tr>
<td>4. Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while managing costs and lowering environmental impact.</td>
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<tr>
<td>5. Provide for high quality constituent-centric support and services that are continuously improved based on measures of output and performance.</td>
</tr>
<tr>
<td>6. Enable transparent, collaborative, and data-informed planning and decision-making that address current needs and are positioned to meet the challenges of the future.</td>
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The document that follows outlines the background for the plan, the committee structure, and the planning process. It contains the final versions of the Vision, Guiding Principles, Strategic Goals, and Strategic Objectives for Technology at Georgia College. More detailed information on the data acquired and process steps can be found in the series of appendices located online (hot link provided in appendix section).
Phase 2
Following approval the Committee will finalize a set of specific recommendations for actions to operationalize the Plan. These recommendations will include comparisons of organization models for Technology and suggestions for a structure for Georgia College. Included in the comparisons will be staffing and funding levels found at comparable institutions and recommendations for Georgia College in these two areas. The recommendations for actions along with performance indicators are found in the Actions and Success Measures by Objective section at the end of this document.
A Technology Strategic Plan for Georgia College & State University

Background

“Recognizing that IT is an essential means to reaching the goals outlined in the USG Strategic Plan but not an end in itself, the committees focused on the strategic IT goals and objectives that can be accomplished in the next three years. The following strategic priorities help our customers achieve their goals, sustain those vital systems that we already support, and maintain our potential to take advantage of opportunities that evolve: IT Governance, Collaborative Learning, Knowledge Management, Infrastructure, Security and Electronic Privacy, and Services.” USG Information Technology Strategic Plan 2010

Technology’s role at Georgia College & State University is to support and enhance, “academically engaging, student-centered programs, “that, ‘enable graduates to thrive in an information-intensive and diverse global society”. GCSU’s Mission Statement, 2011

Recognizing the importance of Technology, the institution underwent an external IT review in 2006 and subsequently developed a Strategic Plan for Technology in 2008 to guide future directions. In 2011, Provost Sandra Jordan recognized a need to replace the 2008 plan with a new updated version and included this effort as a major goal for the Office of the Provost for AY 2011-2012. She initiated a technology strategic planning process Fall Semester 2011 by charging a committee of select students, faculty, and staff, the Technology Strategic Plan Steering Committee, with the development of a new plan (see Appendix A for the committee charter that includes the membership). In addition, she retained the services of Dr. Tom Maier, Director Special Projects in IT to assist with the process. The document that follows details the effort and involvement of the Committee and the campus community in creating a guide for technology directions and decisions for the next 3-5 years, Georgia College’s Technology Strategic Plan 2012.

Charge to the Technology Strategic Plan Steering Committee (TSPSC) (see Project Charter in Appendix A)
1. To develop:
   - a clear understanding of the Project and its outcomes
   - an extensible planning process
   - a Strategic Plan for Technology for the institution
   - recommendations that address critical success factors such as
     - a financial plan
     - an appropriate leadership and management structure
• adequate staffing
• effective collaborations
• risk management
• recommendations for action to operationalize the strategic plan
• employing the following steps:
• Develop an understanding of the current state of technology
• Review documentation on past technology reviews
• Interview and synthesize responses from key campus leaders – administrators, faculty, staff, and students
• Organize a Technology Planning Committee and facilitate a planning process that:
  o Reviews findings on the current status of technology at GCSU
  o Assesses the institution’s strengths, weaknesses, opportunities, and threats (SWOT analysis)
  o Develops a vision and goals for what technology should be – its desired state
  o Identifies the gaps between the current state and desired state of technology to include identification of business continuity and risk management issues.
  o Develops a Technology Strategic Plan that provides goals and strategies for closing the gap and moving the institution forward
  o Informs this plan by comparisons with peers and/or aspirant institutions
  o Provides a mechanism for future reviews and updates to the plan

2. Operationalize the strategic plan by recommending
• a structure for the leadership and management of technology
• appropriate staffing and funding levels
• models for effective collaboration
• appropriate risk management activities
• metrics to be collected to determine effectiveness of action
Time for a Strategic Technology Plan

During the past three years, multiple entities conducted audits and external assessments on the state of information technology at GCSU. These studies as well as external research have indicated the need for a new comprehensive strategic technology plan and planning process.

Georgia College Resources
Mission
Strategic Directions
2008 Strategic Technology Plan
IT Audit Report
Report on Library/IT consolidation

Other Resources
USG Information Technology Strategic Plan 2010
Excerpts from SACS Resource Manual germane to Technology
The Horizon Report 2011 Edition
California University of Pennsylvania - University Technology Services
2009-2012 Strategic Plan
Central Washington University - Strategic Plan of the Information Technology Services Department
East Tennessee State University - eLearning & Information Technology Strategic Plan Fall 2009
Elon University - Positioning Instructional & Campus Technologies for the Future - Technology Plan 2008-2012
Georgia Perimeter College - Information Technology Strategic Plan
Illinois Springfield - ITS Strategic Plan
Miami University - IT Strategic Plan Renewal Report March 2009
Southern Oregon - Information Technology Strategic Plan, 2009-2011
Transforming American Education - Learning by Technology
University of West Georgia - 2010-2015 Information Technology Strategic Plan
The first step in the extensible planning process involved a comprehensive current state analysis, guidance from the TSPSC, and considerable institution-wide input during the development, revision, and alignment of the Plan.

During subsequent years, the TSPSC will review and update the current state of technology, evaluate the previous year’s accomplishments, and adjust the plan accordingly to develop recommendations for annual tactics and measures.

Due to the rapid pace of change of technology, the TSPSC will evaluate the plan each semester and report annually, and it will institute a comprehensive environmental analysis at a minimum of every three years.
Strategic Plan Development
Beginning with Fall Semester 2011, the Technology Strategic Plan Steering Committee engaged in the following steps to develop the Plan.

Internal Review

Interview Process
Dr. Tom Maier, Director Special Projects in IT, initiated the planning process with an internal review of the current state of technology at Georgia College involving an extensive interview process. Over 60 individuals were interviewed (see Appendix B for list) and asked three questions:
1. What are your most pressing needs/highest priority issues (non-IT specific)?
2. What is your current view of institutional technology – what’s working and what could be improved?
3. What recommendations do you have for the future directions for institutional technology?

The results of these interviews were consolidated and synthesized to produce an initial draft report that was presented to and revised by the TSPSC. A summary report that includes those revisions is available in Appendix B.

Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)
The Committee engaged in a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). Appendix C contains more detail findings from the exercise.

Table 1: A brief summary of the top SWOT findings.

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<tbody>
<tr>
<td>Good access</td>
<td>Alignment/leadership</td>
<td>Higher Ed - change the clunky model to flexible</td>
<td>Attract &amp; retain the brightest &amp; best faculty, staff &amp; student</td>
</tr>
<tr>
<td>ITC/Student Serve</td>
<td>Communications</td>
<td>Online programs - Done well and done right</td>
<td>Enhance brand</td>
</tr>
<tr>
<td>Wireless</td>
<td>Financial model/data driven стратегического планирования</td>
<td>Crisis creates conditions for change (outsource when possible email example)</td>
<td>Competition schools</td>
</tr>
<tr>
<td>Dedicated staff</td>
<td>New CIO</td>
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</table>
Vision Statement
The Committee engaged in a discussion of a vision statement that:
- Sets a standard of excellence
- Clarifies direction and purpose
- Inspires enthusiasm and commitment
- Bridges the present and future
- Is clear and easy to understand
- Is ambitious (not limited by current circumstances or what is perceived possible)

Proposed Vision Statements were circulated throughout the campus community and yielded the following version: (See Appendix F for a Summary of campus feedback)

Vision

**Enabling and enhancing the 21st century innovative student-centered learning environment of Georgia College, our high-quality and collaborative technology resources and services will yield exceptional results while building a stronger foundation to protect and facilitate university resources.**

Guiding Principles
The Committee was asked to reflect on the values that should be included as the Plan is developed and that can serve to guide subsequent decision-making. A set of Guiding Principles was developed that:
- embody institutional values
- define “good practices” for information technology
- facilitate the planning process
- ultimately, guide ongoing information technology decision making.
A proposed version of the Guiding Principles was circulated throughout the campus community and yielded the following version: (See Appendix F for a Summary of campus feedback)

Guiding Principles

**Technology at Georgia College:**
1. **Enhances excellence and innovations in teaching, learning, and research.**
2. **Enables meaningful communications and active collaborations.**
3. **Embraces professional, constituent-focused support and services.**
4. **Engages in regular assessments for continuing improvement.**
5. **Engages the campus in regular collaborative transparent planning and decision-making based on data and results.**
6. **Embraces management of assets, projects, and services based on life-cycle standards common to higher education.**
7. **Values the strategic nature of institutional data by enabling its collection, storage, appropriate access, and analysis.**
8. **Ensures that resources and services are implemented ethically, legally with risks managed responsibly, and with appropriate training for the campus community.**
9. **Pursues enhancement of an infrastructure that is reliable, expandable, flexible, secure, and robust.**
10. Optimizes committed resources by maximizing efficiencies, minimizing their environmental impact through the use of “greener” technologies, fostering process modifications, and retiring lower value services and solutions.
11. Continually assesses emerging technologies for potential impact on institutional performance and priorities.
12. Enhances the quality of campus life by providing necessary support for innovative and efficient campus services.

Strategic Goals

The Committee developed a set of Strategic Goals focused broadly on what is needed to achieve the Vision. These goals:
- are the primary high-level areas of focus to pursue.
- support progress toward implementing a vision
- do not identify the specific objectives that will be sought, nor do they identify any individual strategies that will be undertaken.

A proposed version of these Strategic Goals was circulated throughout the campus community and yielded the following version: (See Appendix F for a Summary of campus feedback)

Strategic Goals

1. Provide for innovative technologies that measurably enable, enhance, and transform teaching, learning, and research.
2. Employ technology as a tool to enable continuous improvement in communications, in collaborations, in efficiencies, and in services that enhance the quality of campus life.
3. Facilitate the development and analysis of high quality data repositories and other digital resources that are secure, accessible, and reliable.
4. Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.
5. Provide for high quality constituent-centric support and services that are continuously improved based on measures of output and performance.
6. Enable transparent, collaborative, and data-informed planning and decision-making that address current needs and is positioned to meet the challenges of the future.

Gap Analysis

In the next phase of the planning process, the Committee was asked to determine gaps that exist between the current state of technology at Georgia College, the results of the SWOT analysis and a future state needed to attain the desired Strategic Goals and Vision. The results of this analysis can be found in Appendix D. The campus was asked to review the gaps and provided feedback as summarized in Appendix F.

The Committee reviewed the listing of gaps first separating out ones that are being addressed by active plans (underway) and then prioritized the remaining ones that are not currently being
addressed (open). Here are listings of all of the priority gaps where those that are being addressed are identified as underway and those that are currently being addressed are labeled as open. This list of gaps served as the basis for the generation of the Plan’s Objectives and Strategies that follows this section.

**Prioritized List of Gaps Identified arranged by Goals**

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>1. Preparation for Desire 2 Learn (D2L) transition. (underway)</th>
<th>1.2 Ensure support for extended locations and centers. (open)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 2</td>
<td>2.1 Improve communications among and between students, faculty, and staff – too much noise, lots of options but processes/strategies and the website could be improved. (open)</td>
<td>2.2 Address the lack of structures and support to encourage and facilitate collaborations. (open)</td>
</tr>
<tr>
<td>Goal 3</td>
<td>3.1 Clarify and enhance status of disaster recovery/business continuity preparation. (underway)</td>
<td>3.2 Assess and address level of data security vulnerabilities/risk. (underway)</td>
</tr>
<tr>
<td>Goal 4</td>
<td>4.1 Reduce the many separate logins with separate IDs and passwords required. (underway)</td>
<td>4.2 Effective technology training needs to be included for both academic and administrative areas. Training is critical to the efficient and effective use of technology by GC. (open)</td>
</tr>
<tr>
<td>Goal 5</td>
<td>5.1 The current structure of technology support is unclear and confusing. (open)</td>
<td>5.2 Address difficulty obtaining and maintaining adequate numbers of technology staff and appropriate levels of expertise to provide desired service levels. (underway)</td>
</tr>
</tbody>
</table>
Goal 6

6.1 An effective technology strategic plan and planning processes needs to be in place. (underway)

6.2 An effective decision-making structure for technology is needed (governance). (open)

6.3 Improve comprehensive financial planning for technology that aligns funding with desired outcomes. (open)

6.4 Employ life-cycle approach for technology funding. (open)

Strategic Objectives, Accompanying Strategies, Recommended Actions

From the priority Gaps identified, a series of Objectives were developed that:

- are more detailed actionable elements
- identify examples of specific areas and achievements that will be pursued
- help to clarify “what” sort of initiatives will be executed
- identify the relationship between objectives and the specific goals that they support.

For those priority gaps identified by the planning process and underway, the Committee wishes to endorse and support their successful completion. Each stated Objective is followed by a “Supporting Action” that the Committee believes will add value.

For those priority Gaps that are not yet being addressed (open), the Committee developed a recommended a set of Strategies that:

- specify elements that help to identify the types of actions and tasks that may be undertaken to assure that objectives and goals are met.
- are the basis for the projects and tasks assigned to personnel and groups
- help to define “how” objectives and goals will be accomplished.

Following each Strategy is a suggested Action built on that Strategy to accomplish the desired Strategic Goal. These actions are collected and described in more detail as shown in the section on Actions and Success Measures by Objectives.
Strategic Goal 1

Objective 1.1:
Be prepared for a successful transition of the USG-supplied Learning Management System (LMS) from Blackboard (GaView) to Desire2Learn (D2L).

Supporting Action 1.1
Ensure adequate preparation for the transition scheduled for January 2013. Endorse actions to not only migrate existing data and services, but also to implement new capabilities and flexibility that come with the D2L solution such as mobile access.

Objective 1.2:
Ensure support for extended locations and centers.

Strategy 1.2:
Technology services supplied to off-campus locations should be made comparable to those services and support found on campus. Technology services and support levels must be included in the early planning stages for the future development of off-campus locations and centers.

Action 1.2:
Assess technology service and support levels at Georgia College’s existing off-campus locations and centers. Develop a plan to enhance those services and support those that are deficient. Assign responsibility for this effort to an individual who can coordinate assistance needed to ensure comparable services.

Strategic Goal 2

Objective 2.1:
Improve communications among and between students, faculty, and staff – too much noise, lots of options but processes/strategies and the website could be improved.

Strategy 2.1:
Focus initially on Faculty and Staff communications with students.

Action 2.1:
Create a virtual team and charge this group with the development of a plan and associated recommendations for actions to enhance effective communications with students. Potentially leverage the reduced sign-on process in this effort.
**Objective 2.2:**
Address the lack of structures and support to encourage and facilitate collaborations.

**Strategy 2.2:**
Enhance interactions and relationship building between the campus Technology service providers and other parts of the campus community

**Action 2.2:**
Charge the CIO to enhance collaborative relationships with other campus constituencies in a manner that includes consideration of Technology opportunities and issues in local decisions and that can be utilized by other Technology support team members.

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**Strategic Goal 3**

**Objective 3.1:**
Clarify and enhance status of disaster recovery/business continuity preparation.

**Supporting Action 3.1:**
Support the continuing development of a “Continuity of Operations” plan that is being developed to address a key risk (#8) identified in the Enterprise Risk Management Project.

**Objective 3.2:**
Assess and address level of data security vulnerabilities/risk.

**Supporting Action 3.2:**
Complete a vulnerability assessment of Technology at Georgia College and develop risk mitigation strategies to address a key risk (#3) identified in the Enterprise Risk Management Project.

**Objective 3.3:**
Develop a comprehensive and coherent strategy for collection, storage, retrieval, and analysis of institutional data.

**Strategy 3.3:**
Create a standing committee representative of groups that are responsible for data systems on campus and have them create a data management framework

**Action 3.3:**
Charge the CIO with the development of data management model that clearly defines the roles and responsibilities of each participant. Develop a data dictionary for those systems most frequently used. Make suggestions for both growth and long-term storage needs.
Strategic Goal 4

Objective 4.1:
Reduce the many separate logins with separate IDs and passwords required.

Supporting Action 4.1:
Endorse completion of a project authorized by Interim President Preczweski and Provost Jordan to reduce sign-on requirements to secure campus resources. Require the development and implementation of standards that will maintain a reduced sign-on environment over time. Include discussion of and possible participation in a federated identity management solution that will allow the use of local sign-on credentials with external resources.

Objective 4.2:
Include effective technology training needs for both academic and administrative areas.

Strategy 4.2:
Have a person who can focus on technology training. Coordinate this function with the Office of Human Resources. In addition, training needs should be included as a part of any process to implement new technologies.

Action 4.2:
Hire a training coordinator to focus on the delivery and facilitation of technology training. Have that person develop a technology training program that can leverage existing expertise. Include a requirement that implementation of existing campus technology assets and the acquisition of new ones must include an effective training component.

Objective 4.3:
Georgia College needs a permanent CIO.

Supporting Action 4.3:
Support the current search process that is nearing completion. Five of the TSPSC members are members of the CIO Search Committee.

Objective 4.4:
Re-establish leading-edge attitudes and actions in the use of Technology for both academic and administrative functions.

Supporting Action 4.4:
Support the planned activities of IT, LITC/IDEAS and the DI Group and facilitate their collaborations. Include support for CETL and for undergraduate scholarship initiatives. Provide for support for the development and use of innovative technology solutions for administrative functions. Establish and provide support via collaborations of these organizations for an “innovation incubator” where new solutions using technology can be developed and tested.
Objective 4.5:
Overcome portal confusion.

Supporting Action 4.5:
Clarify the various aspects of the Georgia College web presence in the process of retiring the myCATS portal. Define ownership and develop a collaborative approach that segments functions and identifies ownership of those functions. Support the development of a new improved campus web site under development (Drupal) by University Communications.

Strategic Goal 5

Objective 5.1:
Clarify the structure for technology support.

Strategy 5.1:
Review the Technology organizational structure at GC and compare to other models.

Action 5.1:
Make recommendations to the Provost and the CIO on how the current structure can be clarified and improved in ways that enhance collaboration and innovation.

Objective 5.2:
Address difficulty obtaining and maintaining adequate numbers of technology staff and appropriate levels of expertise to provide desired service levels.

Supporting Action 5.2:
Endorse completion and timely implementation of the staff compensation study to address inequities to retain existing technology staff and reset compensation for open positions so that they can be filled with qualified individuals. Complete an assessment of the overall Technology staffing level and compare that data with similar institutions to determine if and how adjustments may need to be made to ensure success.

Objective 5.3:
Provide for a more consistent level of customer service – this is often complicated by a wide variety of constituents and their different cultures - that has led to frustrations and “roll your own” solutions.

Strategy 5.3:
Develop a culture of service excellence within the technology organizations.
**Actions 5.3:**
Charge the CIO with developing a service excellence plan for technology support that establishes benchmarks and regularly reports on performance measures. Include a review of technologies that support this effort such as Constituent Relationship Management, Project/Portfolio Management solutions, and Help Desk/work order systems and make recommendations.

**Strategic Goal 6**

**Objective 6.1:**
An effective technology strategic plan and planning processes needs to be in place.

**Supporting Action 6.1:**
Complete an extensible planning process that results in a Technology Strategic Plan by then end of March 2012 and continue a structure and components of the planning process that will address updates on a periodic basis.

**Objective 6.2:**
Develop an effective shared decision-making structure for Technology.

**Strategy 6.2:**
Use the existing Technology Strategic Plan Steering Committee to facilitate the development of an IT governance structure.

**Action 6.2:**
Charge the TSPSC to assist the CIO with establishing a Technology governance structure and process that will engage with existing governance structures such as the Student Technology Fee Advisory Committee and the Sustainability Council.

**Objective 6.3:**
Improve comprehensive financial planning for technology that aligns funding with desired outcomes.

**Strategy 6.3:**
A financial model for the support of technology is needed that aligns the desired goals and objectives with a concomitant level of investment. Both short-term and continuing costs must be addressed.
Action 6.3:
Employ an “operating plan” model in the development of technology project plans that includes short-term and long-term budget implications. To be comprehensive, this model must include but is not limited to the acquisition of hardware, software, connectivity, and personnel effort (both Technology and functional users). Also, compare GC’s Technology budget data with similar institutions to rationalize the efficacy of current Technology spending and from that data propose Technology budget strategies that drive actions that enable the institution’s strategic directions.

Phase 2
The Committee developed a set of specific recommendation for actions to operationalize the Plan. These recommendations along with performance indicators are listed in the following section, Actions and Success Measures by Objective.
# Actions and Success Measures by Objective

**Objective 1.1**

Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

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<thead>
<tr>
<th>GOAL 1: Provide for innovative technologies that measurably enable, enhance, and transform teaching, learning, and research.</th>
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<td><strong>OBJECTIVE 1.1</strong>: Be prepared for a successful transition of the USG-hosted Learning Management System (LMS) from Blackboard (GaVIEW) to Desire2Learn (D2L).</td>
</tr>
<tr>
<td><strong>ACTION 1.1</strong>: Ensure adequate preparation for the transition scheduled for January 2013. Endorse actions to not only migrate existing data and services, but also to implement new capabilities and flexibility that come with the D2L solution such as mobile access.</td>
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</tbody>
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<tr>
<th>RESPONSIBLE PARTIES</th>
<th>SUCCESS MEASURES</th>
<th>TACTICS</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Director IDEAS</td>
<td>1. Increased number of Faculty actively using the D2L</td>
<td>1. Establish utilization statistics for GaVIEW (AY11-12)</td>
<td>January 1, 2013</td>
</tr>
<tr>
<td>2. CIO</td>
<td>2. Preservation of critical requirements</td>
<td>2. Engage with USG Project</td>
<td></td>
</tr>
<tr>
<td>3. LITC staff</td>
<td>3. # of new capabilities added</td>
<td>3. Establish access to “sandbox” for testing</td>
<td></td>
</tr>
<tr>
<td>4. IT staff</td>
<td>4. Increased use of capabilities</td>
<td>4. Hold local training sessions.</td>
<td></td>
</tr>
<tr>
<td>5. CETL</td>
<td>5. Faculty satisfaction</td>
<td>5. Plan and facilitate migration process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Assess how D2L is being used</td>
<td>7. Assess product’s effectiveness with faculty and students</td>
<td></td>
</tr>
</tbody>
</table>
**Actions and Success Measures by Objective**

**Objective 1.2**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 1:** *Provide for innovative technologies that measurably enable, enhance, and transform teaching, learning, and research.*

**OBJECTIVE 1.2:** Ensure support for extended locations and centers.

**ACTION 1.2:** Assess technology service and support levels at Georgia College’s existing remote campus locations and centers. Develop a plan to enhance those services and support those that are deficient. Assign responsibility for this effort to an individual who can coordinate assistance needed to ensure comparable services.

<table>
<thead>
<tr>
<th>RESPONSIBLE PARTIES</th>
<th>SUCCESS MEASURES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. CIO Designee</td>
<td>1. Indicate progress in the closing of each service gap.</td>
<td>1. Determine current gaps between local technology services and those found at each remote campus location. 2. Develop an operational plan to close each gap. 3. Gain approval for proceeding with plans. 4. Improve Video conferencing in classrooms suggest strategic locations to be outfitted with fixed Polycom Video Conferencing. 5. Pursue grants to increase bandwidth and supporting equipment for Lake Laurel (East Campus) and Macon Center. 6. Evaluate telemedicine solutions to be used in classroom clinical settings on campus. 7. Evaluate Apple TV technology in classrooms for wireless presentation usage of iPads. 8. Evaluate classroom capturing solutions for use in graduate programs and recommend a standard solution.</td>
<td>AY12-13</td>
</tr>
</tbody>
</table>
Actions and Success Measures by Objective

**Objective 2.1**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 2:** *Employ technology as a tool to enable continuous improvement in communications, in collaborations, in efficiencies, and in services that enhance the quality of campus life.*

**OBJECTIVE 2.1:** Improve communications among and between students, faculty, and staff – too much noise, lots of options but processes/strategies and the website could be improved.

**ACTION 2.1:** Create a virtual team and charge this group with the development of a plan and associated recommendations for actions to enhance effective communications with students. Potentially leverage the reduced sign-on process in this effort.

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</thead>
<tbody>
<tr>
<td>1. CIO 2. Virtual Team</td>
<td>1. Assessments of communications from faculty and staff to students indicate improvement.</td>
<td>1. Create a virtual team composed of students, faculty, and staff. 2. Charge this team to develop strategies to improve communications. 3. Include calendaring communications (Faculty-Student) 4. Have CIO or designee facilitate the development process 5. Test strategies and assess their success. 6. Put in production those strategies that are most successful. 7. Periodically assess the effectiveness of strategies and update them as appropriate.</td>
<td>AY12-13</td>
</tr>
</tbody>
</table>
Actions and Success Measures by Objective

**Objective 2.2**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

| GOAL 2: Employ technology as a tool to enable continuous improvement in communications, in collaborations, in efficiencies, and in services that enhance the quality of campus life. |
|---|---|---|---|
| OBJECTIVE 2.2: Address the lack of structures and support to encourage and facilitate collaborations. |
| ACTION 2.2: Charge the CIO to enhance collaborative relationships with other campus constituencies in a manner that includes consideration of Technology opportunities and issues in local decisions and that can be utilized by other Technology support team members. |

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<tbody>
<tr>
<td>1. CIO</td>
<td>1. CIO establishes good working relationships with other campus constituencies. 2. Number and frequency of how technology adds value to local technology decisions is increased while the number of local technology decisions that are not coordinated with IT is significantly reduced.</td>
<td>1. CIO meets with leadership and managers in each area and shares an outline of a collaborative model to get feedback. 2. CIO revises model per feedback. 3. CIO reviews and proposed policy changes that will improve the model’s effectiveness. 4. Phase 1 - CIO provides model and instructions to IT managers. 5. Phase 2 - An assessment of the effectiveness of the adopted model is conducted at the end of Phase 1 and used to make improvements.</td>
<td>Phase 1 – AY12-13  Phase 2 – AY13-14</td>
</tr>
</tbody>
</table>
Actions and Success Measures by Objective

**Objective 3.1**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 3:** Facilitate the development and analysis of high quality data repositories and other digital resources that are secure, accessible, and reliable.

**OBJECTIVE 3.1:** Clarify and enhance status of disaster recovery/business continuity preparation.

**SUPPORTING ACTION 3.1:** Support the continuing development of a "Continuity of Operations" plan that is being developed to address a key risk (#8) identified in the Enterprise Risk Management Project.

<table>
<thead>
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<th>RESPONSIBLE PARTIES</th>
<th>SUCCESS MEASURES</th>
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</tr>
</thead>
</table>
| 1. Associate Director Emergency Preparedness  
2. IT Security & Project Manager  
3. Director for Internal Audit | 1. A comprehensive Continuity of Operations plan is in place and tested. | 1. Development of an Operational Plan to construct a comprehensive Continuity of Operations Plan (COP) for GC.  
2. Submit the Operational Plan for support  
3. Develop and implement COP  
4. Test the Plan’s effectiveness and make adjustments for improvements. | July 1, 2012 |
Actions and Success Measures by Objective

**Objective 3.2**

Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

<table>
<thead>
<tr>
<th>GOAL 3: Facilitate the development and analysis of high quality data repositories and other digital resources that are secure, accessible, and reliable.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OBJECTIVE 3.2:</strong> Assess and address level of data security vulnerabilities/risk.</td>
</tr>
<tr>
<td><strong>SUPPORTING ACTION 3.2:</strong> Complete a vulnerability assessment of Technology at Georgia College and develop risk mitigation strategies to address a key risk (#3) identified in the Enterprise Risk Management Project.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESPONSIBLE PARTIES</th>
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</thead>
</table>
| 1. IT Security & Project Manager  
2. Provost  
3. Director for Internal Audit | 1. Technology risk levels will be reduced.  
2. Technology mitigation strategies will be routinely adjusted to maintain reduced risks. | 1. Conduct a vulnerability assessment for Technology at GC.  
2. Use the [EDUCAUSE Risk Management Framework model](http://www.educause.edu/risk-management)  
3. Seek assistance from the USG  
4. Develop a prioritized list of vulnerabilities to be addressed  
5. Receive approval and implement mitigation strategies focusing on policies, education and training, as well as physical, process, and technology solutions.  
6. Include relevant examples in education and training component  
7. Routinely re-evaluate vulnerabilities and make adjustments | July 1, 2012 |
## Actions and Success Measures by Objective

**Objective 3.3**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 3:** Facilitate the development and analysis of high quality data repositories and other digital resources that are secure, accessible, and reliable.

**OBJECTIVE 3.3:** Develop a comprehensive and coherent strategy for collection, storage, retrieval, and analysis of institutional data.

**ACTION 3.3:** Charge the CIO with the development of data management model that clearly defines the roles and responsibilities of each participant. Develop a data dictionary for those systems most frequently used. Make suggestions for both growth and long-term storage needs.

<table>
<thead>
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</thead>
</table>
| 1. Dir. Institutional Research  
2. CIO  
3. Data Management Team  
4. LITC | 1. A data management model with be developed.  
2. A data dictionary for the most important data repositories will be developed  
3. Long-term storage options that are accessible, secure, and affordable will be available. | 1. Form a team of representatives (data owners) from most important data repositories and charge the team with the development of a comprehensive data management model for GC.  
2. Have the Director of Institutional Research and the CIO or designee facilitate the development process.  
3. Enlist the support of other leading data specialists in the USG to assist with the development process (GT, BOR, …)  
4. As a subset of the model, charge individual data owners with the development of data dictionary for their highest priority data elements.  
5. Charge the CIO with the development of long-term data storage strategies to include the potential use of above campus services (e.g., cloud services). | AY12-14 |
Actions and Success Measures by Objective

Objective 4.1
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

GOAL 4: Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.

OBJECTIVE 4.1: Reduce the many separate logins with separate IDs and passwords required.

SUPPORTING ACTION 4.1: Endorse completion of a project authorized by Interim President Preczweski and Provost Jordan to reduce sign-on requirements to secure campus resources. Require the development and implementation of standards that will maintain a reduced sign-on environment over time. Include discussion of and possible participation in a federated identity management solution that will allow the use of local sign-on credentials with external resources.

<table>
<thead>
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<tbody>
<tr>
<td>1. CIO</td>
<td>1. A single ID and password will allow access to most all of current and future GC services and functions. 2. GC will be positioned to support use of the single ID and password (whenever possible) for access to external resources (e.g., can participate in federated access management environments)</td>
<td>1. Complete the technology implementation to support a reduced sign-on environment. 2. Build this environment so that it is configurable with federated access management systems such as InCommon. 3. Automate access permission and removal processes via integration with the appropriate system(s) of record. 4. Develop a project plan for rollout to include a communication plan. 5. Effectively market this plan and rollout through the Office of the Provost. 6. Develop and implement policies and/or processes to ensure new applications and services adhere to standards that permit continued use of the single ID and password.</td>
<td>AY12-13</td>
</tr>
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</table>
Actions and Success Measures by Objective

Objective 4.2
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 4:** Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.

**OBJECTIVE 4.2:** Include effective technology training needs for both academic and administrative areas.

**ACTION 4.2:** Hire a training coordinator to focus on the delivery and facilitation of technology training. Have that person develop a technology training program that can leverage existing expertise. Include a requirement that implementation of existing campus technology assets and the acquisition of new ones must include an effective training component.

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<tbody>
<tr>
<td>1. LITC 2. CIO 3. HR</td>
<td>1. Increased numbers of training sessions are offered for students, and GC employees with increased attendance. 2. Positive assessments of training events 3. Implementation of new applications and services includes and budgets for (time and money) sufficient training. 4. Refresher and new hire courses are accessible online.</td>
<td>1. Define the position and hire a Technology Training Coordinator. 2. Charge the coordinator with the development and implementation of a comprehensive training model. 3. Make training accessible for remote locations 4. Include assessments in the design of the model. 5. Have as much of the training as feasible available online.</td>
<td>Hiring Coordinator September 1, 2012 Develop and Implement model AY12-13</td>
</tr>
</tbody>
</table>
Actions and Success Measures by Objective

Objective 4.3
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 4: Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.**

**OBJECTIVE 4.3:** Georgia College needs a permanent CIO.

**SUPPORTING ACTION 4.3:** Support the current search process that is nearing completion. Five of the TSPSC members are members of the CIO Search Committee.

<table>
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</thead>
<tbody>
<tr>
<td>1. CIO Search Committee</td>
<td>1. A new CIO is hired that will help move GC forward</td>
<td>1. Complete search process</td>
<td>July 1, 2012</td>
</tr>
<tr>
<td>2. Provost</td>
<td>2. The new CIO embraces the Technology Strategic Plan and actively supports the associated actions to operationalize the Plan.</td>
<td>2. Rely on TSPSC members who also serve on the search committee to recommend candidates that they feel can best address the needs defined in the Technology Strategic Plan.</td>
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<tr>
<td></td>
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<td>3. Information on the CIO reporting structure at other institutions is furnished</td>
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<td></td>
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<td>4. The Provost makes the final selection and is able to bring her selection on board in a timely manner.</td>
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</table>
Actions and Success Measures by Objective

**Objective 4.4**
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 4: Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.**

**OBJECTIVE 4.4:** Re-establish leading-edge attitudes and actions in the use of Technology for both academic and administrative functions.

**SUPPORTING ACTION 4.4:** Support the planned activities of IT, LITC, IDEAS, CETL and the DI Group and facilitate their collaborations. Include support for the Center for Engaged Learning initiatives. Provide for support for the development and use of innovative technology solutions for administrative functions. Establish and provide support via collaborations of these organizations for an “innovation incubator” where new solutions using technology can be developed and tested.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1. CIO/IT</td>
<td>1. A collaborative team is established whose recommendations improve the impact and adoption of Technology at GC.</td>
<td>1. Organize academic and administrative teams with the appropriate membership including cross representation.</td>
<td>AY12-14</td>
</tr>
<tr>
<td>2. LITC</td>
<td>2. An “Innovation Incubator” is established and produces results and effectively communicates them to the rest of campus.</td>
<td>2. These teams could be subsets in the overall technology governance structure.</td>
<td></td>
</tr>
<tr>
<td>3. IDEAS</td>
<td>3. Charge each team with developing recommendation for improvement.</td>
<td>3. Charge each team with developing recommendation for improvement.</td>
<td></td>
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<tr>
<td>4. CETL</td>
<td>4. Use the technology organizations to catalyze the development effort.</td>
<td>4. Use the technology organizations to catalyze the development effort.</td>
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<tr>
<td>5. DI Group</td>
<td>5. Create a “space” and resources for an Innovation Incubator. Model this after other existing technology incubators where it could be used to both develop products and for students to learn.</td>
<td>5. Create a “space” and resources for an Innovation Incubator. Model this after other existing technology incubators where it could be used to both develop products and for students to learn.</td>
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<tr>
<td>7. Faculty</td>
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<tr>
<td>8. Students</td>
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<tr>
<td>9. Staff</td>
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</table>
Actions and Success Measures by Objective

Objective 4.5
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

GOAL 4: Select, implement, and manage technology resources and services maximizing efficiency and effectiveness while lowering costs and environmental impact.

OBJECTIVE 4.5: Overcome portal confusion.

SUPPORTING ACTION 4.5: Clarify the various aspects of the Georgia College web presence in the process of retiring the myCATS portal. Define ownership and develop a collaborative approach that segments functions and identifies ownership of those functions. Support the development of a new improved campus web site under development by University Communications.

<table>
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<tbody>
<tr>
<td>1. University Communications</td>
<td>1. Achieve a clear understanding of Georgia College’s web strategies and resources.</td>
<td>1. Collaborate with UC on the development of the new GC web presence.</td>
<td>AY12-13</td>
</tr>
<tr>
<td>2. CIO/IT</td>
<td>2. Improved effectiveness and satisfaction with web resources and services.</td>
<td>2. Investigate the web portal aspects of D2L</td>
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</tr>
<tr>
<td>3. LITC</td>
<td>3. GC is cited as a model for web management.</td>
<td>3. Include in that process, definitions of owners and functions.</td>
<td></td>
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<tr>
<td>4. Students</td>
<td></td>
<td>Could this be integrated into the structures proposed in 4.4 as opposed to a separate effort?</td>
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<tr>
<td>5. Faculty</td>
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<tr>
<td>6. Staff</td>
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Actions and Success Measures by Objective

Objective 5.1
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 5:** Provide for high quality constituent-centric support and services that are continuously improved based on measures of output and performance.

**OBJECTIVE 5.1:** Clarify the structure for technology support.

**ACTION 5.1:** Make recommendations to the Provost and the CIO on how the current structure can be clarified and improved in ways that enhance collaboration and innovation.

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</thead>
<tbody>
<tr>
<td>1. TSPSC</td>
<td>1. Roles and responsibilities for overall technology management and support for GC will be clearly defined and communicated to the campus community.</td>
<td>1. With the assistance of the Director of Special Projects in IT, review the current structure of technology support at GC clarifying who does what and what is unclear.</td>
<td>AY12-13</td>
</tr>
<tr>
<td>2. Director of Special Projects in IT</td>
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<td>2. Review how other institutions address technology support.</td>
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<td>3. Review options and make recommendation to the Provost and CIO on changes that will improve technology support, collaborations, and innovations.</td>
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<td></td>
<td></td>
<td>4. Develop an online knowledge base (FAQ, ...) where someone can go to find information - one place for “Things You Need To Know”</td>
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</table>
Actions and Success Measures by Objective

Objective 5.2
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

GOAL 5: Provide for high quality constituent-centric support and services that are continuously improved based on measures of output and performance.

OBJECTIVE 5.2: Address difficulty obtaining and maintaining adequate numbers of technology staff and appropriate levels of expertise to provide desired service levels.

SUPPORTING ACTION 5.2: Endorse completion and timely implementation of the staff compensation study to address inequities to retain existing technology staff and reset compensation for open positions so that they can be filled with qualified individuals. Complete an assessment of the overall Technology staffing level and compare that data with similar institutions to determine if and how adjustments may need to be made to ensure success.

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</thead>
<tbody>
<tr>
<td>1. Provost</td>
<td>1. A new compensation model is implemented that will improve attracting and retaining key technology personnel.</td>
<td>1. Analyze the results of the staff compensation study.</td>
<td>AY12-15</td>
</tr>
<tr>
<td>2. CIO</td>
<td>2. High-level technical positions will be filled.</td>
<td>2. Use this study along with other compensation information to devise a structure that will make technology positions more attractive to high-value incumbent personnel as well as for new or vacant positions.</td>
<td></td>
</tr>
<tr>
<td>3. HR</td>
<td></td>
<td>3. Review overall technology staffing levels and compare with other institutions.</td>
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<td>4. Develop an implementation plan for making adjustments.</td>
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</table>
## Actions and Success Measures by Objective

### Objective 5.3
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

### GOAL 5: Provide for high quality constituent-centric support and services that are continuously improved based on measures of output and performance.

### OBJECTIVE 5.3: Provide for a more consistent level of customer service – this is often complicated by a wide variety of constituents and their different cultures - that has led to frustrations and “roll your own” solutions.

### ACTION 5.3: Charge the CIO with developing a service excellence plan for technology support that establishes benchmarks and regularly reports on performance measures. Include a review of technologies that support this effort such as Constituent Relationship Management, Project/Portfolio Management solutions, and Help Desk/work order systems and make recommendations.

<table>
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</thead>
</table>
| 1. CIO  
2. LITC  
3. IDEAS  
4. CETL  
5. New Media | 1. Periodic assessments will show continuous improvement in technology constituent services. 
2. Improvements will be celebrated and deficiencies will be used to take corrective actions | 1. CIO along with IT, LITC, IDEAS, CETL and New Media (web services) team members will develop a service excellence plan (SEP) for technology support. 
2. This group will review and recommend practices and technology(ies) that will be useful in implementing the SEP. 
3. The plan will be implemented with regular assessments against performance measures and adjusted to achieve continuous improvement. 
4. A reward strategy will be included for those individuals or teams that excel. | AY12-14 |
Actions and Success Measures by Objective

Objective 6.1
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

GOAL 6: Enable transparent, collaborative, and data-informed planning and decision-making that address current needs and is positioned to meet the challenges of the future.

OBJECTIVE 6.1: An effective technology strategic plan and planning processes needs to be in place.

SUPPORTING ACTION 6.1: Complete an extensible planning process that results in a Technology Strategic Plan by then end of March 2012 and continue a structure and components of the planning process that will address updates on a periodic basis.

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</thead>
<tbody>
<tr>
<td>1. TSPSC</td>
<td>1. A new Technology Strategic Plan will be available to guide efforts for improved institutional performance.</td>
<td>1. Complete the plan and have it approved by the Provost.</td>
<td>April 30, 2012 Update every 6 months Major review and revisions - AY15-16</td>
</tr>
<tr>
<td>2. Director Special Projects in IT</td>
<td>2. The Technology Plan will align with the institutional strategic plan.</td>
<td>2. Develop actions to operationalize the plan.</td>
<td></td>
</tr>
<tr>
<td>3. Provost</td>
<td>3. The Plan including periodic updates will remain relevant for a minimum of three years.</td>
<td>3. Gain approval for actions and turn them over to the CIO for implementation.</td>
<td></td>
</tr>
<tr>
<td>4. CIO</td>
<td>4. CIO provides a periodically review of the Plan and associated actions and provides updates.</td>
<td>4. CIO provides a periodically review of the Plan and associated actions and provides updates.</td>
<td></td>
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</table>
Actions and Success Measures by Objective

Objective 6.2
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

<table>
<thead>
<tr>
<th>GOAL 6: Enable transparent, collaborative, and data-informed planning and decision-making that address current needs and is positioned to meet the challenges of the future.</th>
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</thead>
<tbody>
<tr>
<td>OBJECTIVE 6.2: Develop an effective shared decision-making structure for Technology.</td>
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<td>ACTION 6.2: Charge the TSPSC to assist the CIO with establishing a Technology governance structure and process that will engage with existing governance structures such as the Student Technology Fee Advisory Committee and the Sustainability Council. For request, employ an &quot;operating plan&quot; model in the development of technology project plans that includes short-term and long-term budget implications. To be comprehensive, this model must include but is not limited to the acquisition of hardware, software, connectivity, and personnel effort (both Technology and functional users).</td>
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<tr>
<th>RESPONSIBLE PARTIES</th>
<th>SUCCESS MEASURES</th>
<th>TACTICS</th>
<th>TIMELINE</th>
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</thead>
</table>
| 1. CIO  
2. TSPSC  
3. Provost | 1. Technology governance structure is in place and it is understood.  
2. Structure is used to make data-informed decisions  
3. Structure interfaces successfully with other structures such as the STFAC | 1. Setup and employ a shared Technology Governance structure that has executive sponsorship and authority to make some levels of decisions.  
2. Setup a corresponding set of processes for the governance structure to use (require operating plans for submissions as indicated in Objective 6.3)  
3. Define what’s in and what’s out of scope  
4. Hold periodic meetings of the governance committee.  
5. Be sure to include cross-representation with other governance groups such as the STFAC, the University Senate. Suggestion this might need to include a subcommittee of RPIPC or to the Executive Committee via the Provost; Suggested to discuss with past, present and future chair of University Senate | AY 12-13 |
Actions and Success Measures by Objective

Objective 6.3
Following are more specific plans of action for each of the priority objectives outlined in the Technology Strategic Plan 2012. The plans include actions planned to accomplish each of the objectives, responsible parties (owners), success measures (KPIs), specific tactics, and estimated timelines.

**GOAL 6:** Enable transparent, collaborative, and data-informed planning and decision-making that address current needs and is positioned to meet the challenges of the future.

**OBJECTIVE 6.3:** Improve comprehensive financial planning for technology that aligns funding with desired outcomes.

**ACTION 6.3:** Compare GC’s Technology budget data with similar institutions to rationalize the efficacy of current Technology spending and from that data propose Technology budget strategies that drive actions that enable the institution’s strategic directions.

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</tr>
</thead>
</table>
| 1. CIO  
2. Provost  
3. Budget | 1. GC’s funding for Technology will be rationalized with respect to the amount invested versus the results desired.  
2. GC will adjust funding to align desired outcomes with investments  
3. Life cycle funding will be applied in consistent manner reducing the reliance on year-end funding especially for critical replacement services. | 1. Determine information on the overall GC technology spend.  
2. Determine where that money goes (may require a priori development of a technology services catalog)  
3. Make spend data transparent to the campus.  
4. Compare that information with data from other institutions.  
5. Develop a financial model that aligns services with expectations.  
6. Use a life-cycle funding approach to development of the model (added here instead of having separate action item 6.4)  
7. Indicate the financial implications of support for the College’s new strategic directions as they emerge. | AY12-15 |
Summary and Acknowledgements

That Technology is a critical component in addressing the future of Georgia College is a given. This Technology Strategic Plan 2012, a product of the Georgia College community, articulates in both lofty ambitions and real activities how the University can best position technology resources to ensure continued success as it seeks to address institutional strategic goals. However, the true measure of any plan is the degree to which it impacts those real activities both for the present and into the future. In many ways this plan signifies a task well begun.

Development of this plan would not have been possible without the strong support of Provost Dr. Sandra Jordan. Most of the work in making sure that all the steps were taken, logistics arranged, and that information was collected, synthesized, and shared is due to the efforts of the project’s administrator, Ms. Cindy Bowen, IT Operations Manager. In addition, this planning project could not have been accomplished without the considerable effort of the TSPSC members:

Technology Strategic Plan Steering Committee

Mrs. Susan Allen, Chief Budget Officer & Director of Payroll Services
Mr. James Carlisle, Director of Technology Support Services, Interim Assistant CIO
Dr. Larry Christenson, Executive Director of University Housing
Mrs. Nancy Davis-Bray, Interim Director of Libraries & Associate Director for Special Collections
Mr. Bill Fisher, Chair of Art
Dr. Lee Gillis, Chair of Psychology
Dr. Chris Greer, Assistant Professor of Educational Technology
Dr. Julia Metzker, Associate Professor
Dr. Tom Ormond, Associate Provost for Academic Affairs
Mr. Maxwell Pichan, Student and Vice President, SGA
Ms. Suzanne Pittman, Assistant Vice President for Enrollment Management
Dr. Stephen Price, Assistant Professor of Mass Communication & Chair of Student Technology Fee Advisory Committee
Mrs. Jeanne Sewell, Assistant Professor

In particular, Mr. Maxwell Pichan, Vice President for the Student Government Association was instrumental in developing and executing strategies to enlist input for the student community.

Also, it is important to acknowledge the special input from the Critical Resources Group. Their involvement was not as continuous as the TSPSC, but their special input was very useful in crafting this plan.
Critical Resources Committee

Ms. Kay Anderson, Registrar
Mrs. Jan Beall, Financial Operations Manager
Mr. Scott Beckner, Chief of Police/ Director of Public Safety
Mr. Greg Brown, Director of Operations for Auxiliary Services
Mr. Kyle Cullars, Assistant Vice President Auxiliary Services
Mr. James Culpepper, Student and Senior Physics Major
Mrs. Wanda Ennis, Student Accounts Manager
Mr. Justin Gaines, Associate Director Emergency Preparedness
Mrs. Julia Hann, Director for Internal Audit and Advisory Services
Mr. Tom Miles, Director of Campus Life
Mrs. Barbara Monnett, Manager of New Media and Webmaster
Mr. Rick Ruark, Assoc Dir. Planning & Construction
Mr. Wesley Smith, Director of IDEAS
Mr. Charles Taylor, Director of Network Administration & Systems Administration
Mr. Joe Windish, Lead Technical Specialist for Instructional Support
Appendicies

Appendix A.  Project Charter
Appendix B.  Summary Report on Findings from Interviews
Appendix C.  SWOT Analysis
Appendix D.  Gap Analysis
Appendix E.  Communications Matrix
Appendix F.  Campus Feedback