Our mission is to provide: Education for Employment…Education for Life.
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Executive Summary

The Technology Master Plan 2012-2017 provides an updated mission, a new vision of the future, an analysis of the barriers to that vision, and a series of strategic directions, goals, and action objectives to support Information Technology Services (ITS) as it works to expand and enhance the use of technology in support of the teaching, learning and associated Mission of Saint Paul College (SPC).

Plan Development

The Technology Master Plan was developed by the Technology Planning Committee during the period January through March 2012 under the leadership of Najam Saeed, CIO of ITS. The Committee was comprised of volunteers recruited from among SPC faculty, administration, staff and students. The CIO co-designed and oversaw the Plan development process in collaboration with Harley Consulting & Coaching, which facilitated the Committee meetings.

The process began with a College-wide Technology Survey conducted by ITS in December 2011 and the data resulting from that survey was merged into data generated by the Technology Planning Committee when it executed its own Scan of the Current Situation in relation to technology at SPC. The data generated by the Scan supported the Committee in its creation of an updated Mission Statement for Information Technology Services based on the core desired outcomes of its key customers.

Next, the Committee created a 5-Year Practical Vision of the Future for ITS by agreeing on the specific, recognizable conditions that needed to be in place in relation to technology at the College by 2017. Based on that 5-Year Vision, the Committee then reached consensus on the existing Barriers that could prevent ITS from achieving the Vision of the Future. Then, focusing down on the first two years of the five year process, the Committee agreed upon the five major vectors of action—or Strategic Directions—that needed to be pursued in the first two years on the way to the 5-Year Vision of the Future. The five Strategic Directions for the first two years of the Plan are as follows:

1. Advocating Effectively for College Technology Needs
2. Developing Human Capital to Meet Technology Needs in All Areas of the College
3. Procuring & Managing IT Assets & Funds to Support Teaching & Learning
4. Facilitating Change Through Communication & Training for Faculty, Staff & Students
5. Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

The five Strategic Directions are supported by ten related Arenas of Action formulated by the Committee. The Committee then crafted thirty-one high level SMART Goals
within these Arenas of Action in order to fulfill the five 1-2 Year Strategic Directions. Next, the Committee members worked in sub-groups to craft SMART Objective Action Plans in order to accomplish the SMART Goals. Each SMART Objective Action Plan includes the steps, milestones, completion dates, position(s) responsible for the action plan, estimated funding requirements, and suggestions for additional team members, should they be required.

**Progress Reviews & Updates to the Plan**

This Technology Master Plan is intended to be a living and evolutionary document. Arena of Action J includes SMART Goals and SMART Objective Action Plans to ensure that the College Technology Committee and the CIO keep the Plan alive by monitoring, measuring and reporting implementation progress on the Plan. In terms of the Plan’s evolution, the intention is to reconvene the Technology Planning Committee near the beginning of 2014 to consider the circumstances at that time and create new 1-2 Year Strategic Directions, SMART Goals and SMART Objective Action Plans for years 3-4 (2014-2015) of the 5-Year Plan. One additional cycle of planning could occur prior to the last year of the Plan. In this way the Plan will continue to evolve, respond to unforeseen changes, and address to current circumstances.
Technology Planning Committee Members

Saint Paul College wishes to thank the following members of the Technology Planning Committee for generously giving of their time, knowledge, creativity and efforts.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>Tom Arneson</td>
<td>Faculty</td>
</tr>
<tr>
<td>Shelley Bibeau</td>
<td>Associate Dean-Instructional Technology &amp; Professional Development</td>
</tr>
<tr>
<td>Lorie Costello</td>
<td>Faculty</td>
</tr>
<tr>
<td>Shaan Hamilton</td>
<td>Vice President-Finance &amp; Operations</td>
</tr>
<tr>
<td>Julie Iverson</td>
<td>Student Representative</td>
</tr>
<tr>
<td>Chad Johnson</td>
<td>Director, Technical Services</td>
</tr>
<tr>
<td>Linda Kingston</td>
<td>Dean, STEM &amp; Liberal Arts</td>
</tr>
<tr>
<td>Kurt Kortenhof</td>
<td>Faculty</td>
</tr>
<tr>
<td>Amanda Miklik</td>
<td>Academic Success Coordinator</td>
</tr>
<tr>
<td>Lisa Nguyen</td>
<td>ITS Staff</td>
</tr>
<tr>
<td>Najam Saeed</td>
<td>Chief Information Officer (CIO)</td>
</tr>
<tr>
<td>Nathan Sartain</td>
<td>Faculty</td>
</tr>
</tbody>
</table>

Temporary Committee Members

The College also wishes to thank the following temporary members who generously volunteered to augment the Committee for its last two sessions to help craft the SMART Objective Action Plans.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>Sarah Carrico</td>
<td>Director, Enrollment Services</td>
</tr>
<tr>
<td>Rob Reiter</td>
<td>ITS Staff</td>
</tr>
<tr>
<td>Caidin Riley</td>
<td>Director, Disability Services</td>
</tr>
<tr>
<td>Nina Wickeham</td>
<td>ITS Staff</td>
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</tbody>
</table>
Scan of the Current Situation

To create a clear context at the beginning of the mission development and strategic planning process, the Committee completed a Scan of the Current Situation to clarify the environment in which the technology organization exists as of January 19, 2012. **Note:** Numbers in parentheses after bulleted items below represent the total number of votes the item received after Planning Committee members indicated the five (or fewer) most important items in each category. The top 3-6 vote-getting items in each category are in bold type for emphasis.

Present Situation Assessment

**ITS’s Chief Products, Services & Programs**
- Tech support to faculty, staff and students (6)
- Maintain network, classroom computers, software (6)
- Security (6)
- Help desk support (4)
- Recommend IT purchases (3)
- Vendor contract support (3)
- Provide support for AV and Web (2)
- Voice mail, printing support, email, wireless, Intranet, D2L, remote access, PBX (1)

**ITS Track Record**
- Good leadership (8)
- Updates sometimes done for IT staff’s convenience more than customer’s (5)
- Continually improving (4)
- Overall, excellent track record (4)
- Ahead of the curve (3)
- Fast response time, professional (3)

**What are the Distinctive Competencies of ITS?**
- Provide feedback mechanism (7)
- Smart technology in classrooms is superior (6)
- Could provide better night and weekend IT support (6)
- Could benefit from customer service training for techs (6)
- Could provide more assistance to computer illiterate customers (5)
- Registration interfaces could be more intuitive/easy to use (4)
- Attractive and friendly IT center (4)
- IT support and help desk is superior (2)
- Superior at procuring quality hardware and software (2)
Current State of the ITS Organization

- Some challenges remain: communication between IT staff and customers; hardware/software problems; limited assistance with software applications (6)
- ITS has improved over the last couple of years. Service is prompt, efficient, and professional. Examples: wireless, data center, help desk, inventory control (5)

ITS’s Plans for the Future

- Continue to provide excellent support to customers (faculty, staff, students) (9)
- Wireless technology support (e.g. IPAD, Smart Phones, etc.) (9)
- Rotation plan for purchasing and maintaining hardware/software (8)
- Mobile website support (6)
- Wireless classroom support (5)
- Centralized printing services (5)
- Stay ahead of the curve in technology (3)
- Solid infrastructure (3)
- Virtual desktop support (student laptops) (1)
- Developing strategic tech plan (0)
Scan of the Current Situation – Continued

Environmental Scan

**Demographic Shifts**
- Student enrollment is up (8)
- Large diverse population at SPC (8)
- New wireless (hand-held) technology (6)
- Many students not computer literate (5)
- Dislocated workers increasing, impacts student population/program offerings (4)
- Change from technical college to comprehensive mission (3)
- Aging Baby Boomers (2)
- New populations/immigration (1)

**Social and Cultural Trends**
- Growing societal reliance on mobile technology (9)
- Ability of students to purchase technology (7)
- Digital divide (6)
- Changing definition of privacy/social networking (6)
- Movement toward open source and electronic resources (5)
- Expectation of 24-hour support and infrastructure (4)
- Cultural implications of photo IDs (2)
- Language support (2)
- Need to maintain support for older technology (2)
- Changing status and perception of 2-year colleges (2)
- More users are technologically literate (0)

**Changes or Trends in Institutional Leadership That Could Affect ITS**
- New President (9)
- Expand programmatic offerings such as weekend and online college, etc. (8)
- Filling and replacement of administrative positions (6)
- Legislative changes (5)
- New Chancellor (4)
- Organizational restructuring (4)
- Revitalized mission statements (3)
- Student Senate’s impact at local, system, and state levels (3)

**Legislation That Could Affect ITS**
- SOPA and PIPA/Privacy Issues (8)
- Financial Aid regulation and processes (8)
- State funding (7)
- Strict rules regarding collaboration (5)
- Federal regulations for students from other states (4)
- Payment card industry rules (4)
• Perkins and Title IV funding (4)
• Immigration policy and legislation (3)

**Global Patterns/Shifts**
• Impact on program offerings (7)
• Emerging economies impacts on local economy & IT funding, resources, pricing (6)
• Global shift to cloud computing (5)
• International standards ([Link to the InterNational Committee for Information Technology Standards Website](#)) (3)
• Environmental awareness impacting cost of facilities and student tastes (2)

**Technological Innovations That Could Affect ITS**
• SMART devices decrease the need for desktop computing (9)
• Antiquation of hardware and software (8)
• Keeping up with what standards can be supported (7)
• Cloud computing (6)
• Security (5)
• Wireless-- changes in standards (3)
• Open source and electronic resources (2)
• Smarter computing ([Smarter Computing Website](#)) (2)
• Media changes in format (1)

**Economic/Financial Pressures That Could Affect ITS**
• Increase in student debt (9)
• Continued reduction in state funding (8)
• Ability of students to pay for tech. upgrades (2)
• Grant writing and implementation (2)
• Pell grant funding changes (0)
Scan of the Current Situation – Continued

Strengths & Weaknesses

**ITS’s Strengths (Internal)**
- Excellent leadership (8)
- ITS Website and front page redesign (8)
- Excellent support at IT Help Desk (7)
- Excellent network infrastructure (5)
- New ITS office space (4)
- Quick response to change (e.g. update to 2010 office) (4)
- Smart rooms (4)
- Online student services (2)
- Easy access to support (2)
- Consolidated Tech. Center/state of the art (2)
- Student e-mail (live @edu) (2)
- Intranet Document Center/ Portals, Share Point, remote access (2)
- Network security (1)
- Document imaging (no paper) (1)
- Co-location of services (1)
- Laptop carts (0)
- Administrative support (0)
- Quality of current equipment (0)

**ITS’s Weaknesses (Internal)**
- MnSCU (7)
- ISRS (7)
- Hardwiring of SMART room/design inconsistencies (6)
- No centralized, easy lecture capture technology (4)
- Lack of computers during peak times (student use) (4)
- Cost of updates and maintenance of soft/hardware/mobile technology (4)
- PBX (3)
- Web search is messy (3)
- Inefficient feedback mechanisms (D2L effectiveness) (3)
- Increased security risks (2)
- Inventory for outdated under-utilized technology (2)
- Tech. Ed. for faculty and staff (2)
- Wireless coverage (2)
- Staff shorthanded/ financial issues (2)
- SharePoint isn’t shared (2)
- Union weakness specific to IT (1)
- Participation in Tuesday with Technology (1)
- Lack of secretarial support (1)
- Customer service training for IT staff (0)
• Help Desk hours (p.m. and weekends) (0)
• Tech. equipment for adjunct faculty (0)
• Directory issues (0)
• Timeliness of updates (0)
• Old phone system (0)
Scan of the Current Situation – Continued

Opportunities & Threats

**ITS’s Opportunities (External)**
- Investigate e-Book options (9)
- Use of hand-held technologies (8)
- Laptop program for students with a fee (Laptop Campus) (7)
- Online orientation and tutorials/tutoring (5)
- System-wide software purchase (4)
- New College website (3)
- Work flow and document management to improve efficiencies using Share Point (3)
- Departmental web pages (2)
- Kiosk for students (2)
- Open Source learning expansion (2)
- Improve multimedia classrooms (1)
- Star-id for faculty, staff and students (1)
- More money from online learning fee (1)
- More support from government for e-learning (1)
- Improve D2L or online learning system (1)
- Growth in online resources (0)
- Expand use of student laptop carts (0)
- More clicker technology in classrooms (0)
- 2+2 offerings (degrees) (0)

**ITS’s Threats (External)**
- Lack of state funding to support technology/budget cuts (8)
- Rate/speed of change (8)
- Cost of technology upgrades (7)
- Rising technology fee and other fees (5)
- Control from outside the College (MnSCU, State, etc.) (4)
- No systematic process to upgrade and replace obsolete and discontinued hardware and software (4)
- Lack of student knowledge and skills in technology (4)
- Lack of creativity (3)
- Lack of student access to technology resources (3)
- Competition from other institutions (2)
- MnSCU IT support services (2)
- Lack of personnel support in ITS (1)
Scan of the Current Situation – Continued

Critical Issues of the Future

**Critical Issues of the Future for ITS**

- How can we best embrace emerging technology to better serve our students, faculty and staff? (e.g. Cloud, VDI, mobile, etc.) (9)
- How do we provide security for our technology assets? (8)
- How can we help reduce the gap between our stakeholders who understand and embrace technology and those who do not? (7)
- How do we ensure student & institutional preparedness for online learning? (7)
- How do we manage new LMSs and other technology changes? (6)
- How do we excel on a limited budget? (5)
- PBX versus Voice-Over IP (3)
- How do we ensure quality online delivery (classes, programs, points in between)? (3)
- How do we meet the diverse needs of customer segments? (2)
- How do we provide access to technology to students outside of normal hours? (2)
- What is ITS’s role in maintaining the College’s and system’s mission and vision? (2)
- How do we centralize and provide support for printing services? (2)
- Expansion of personnel in event of 2+2, etc.: hire more staff? (2)
- How do we better design smart classrooms? (2)
- How do we overhaul the public website to attract new populations of students? (1)
- How do we recruit the appropriate online students and make transfer work? (1)
The ITS Updated Internal Mission Statement

The Mission Statement needs to answer the question, “Who are we and why are we here?” In the aftermath of the Scan process, the Technology Planning Committee reviewed the current Information Technology Services Mission Statement and then analyzed the core desired outcomes of the key customers of ITS. As a result, the Mission Statement for internal use to foster unity of purpose and guide decision-making by ITS Staff was updated as follows:

**Information Technology Services (ITS) Internal Mission Statement**

We provide IT support services to enhance teaching and learning in support of the Mission and Vision of the College.

We leverage our strengths in responsiveness and adaptability to deliver:

- Collaborative & Respectful Interactions Within The College Community
- Fast, Effective & Accessible Issue Resolution
- A Robust, Reliable & Secure IT Infrastructure
- A Friendly & Supportive Technology Environment
- A Technology Environment That Facilitates Learning, Teaching & Student Success
- A Campus Community That Is Informed & Confident In Effective Use Of Technology
- A Technology Environment That Supports Continuous Quality & Productivity Improvement
- A Campus Community That Explores, Uses, & Adapts To The Best Technology Solutions

Through our commitment to supporting a diverse campus and community, we contribute to the development of a skilled, educated and technologically literate workforce.
The 5-Year Practical Vision of the Future

A vision of the future is a longer-term, future-oriented answer to the question, “Where are we going?” The Vision of the Future represents the preferred future that the Technology Planning Committee chooses to create for ITS. In creating the Practical Vision of the Future, the Technology Planning Committee reached consensus on the specific, recognizable conditions it envisioned being in place by the end of five years.

Consensus 5-Year Practical Vision of the Future

(Note: Bulleted items represent consensus agreement by the Technology Planning Committee on 1/27/12 regarding the recognizable conditions to be in place for ITS by April of 2017)

- Saint Paul College Is Recognized as a Premier Provider Of IT Services & Educational Technologies
- We Provide Access & Support To e-Books, Electronic Publications & Online Resources for Teaching, Learning, Research & Management
- An Established Cyclical Process Is in Place to Maintain & Improve IT Infrastructure Throughout the College
- We Provide Prompt & Effective Support for Mobile & All Other Electronic Devices
- ITS Provides Efficient, Cost-Effective & Centrally Managed Printing & Duplicating Services
- A Simplified & Effective User Authentication Process Is in Place
- Adaptations of all Technologies Are Made Thoughtfully, Swiftly & Seamlessly to Maintain Persistent & Reliable Technology Access From Anywhere
- ITS Is Involved Collaboratively in the Design Of Classrooms & Common Areas To Facilitate Quality Learning & Teaching
- The College Website Is a Robust, Accessible Tool For Information & Interaction Between the College & Its Stakeholders
- College Web Services Are Designed to Promote Personalized Interaction & Collaboration Between Program Faculty & Their Students
- ITS Has the Resources & Trained Staff To Effectively Support the College’s Technology Environment
- ITS Collaborates With the Campus Community to Provide Cost-Effective IT Equipment, Software & Services
The Barrier Analysis

In the Barrier Analysis, the Technology Planning Committee reached consensus on the present Barriers that could prevent ITS from achieving the 5-Year Practical Vision of the Future. Barriers are to be found in our images and attitudes, in historical and societal trends, and in the structures and patterns we create and out of which we operate. A barrier is not something that is missing; it is something that is present.

Consensus Barrier Analysis
In Relation to the 5-Year Practical Vision of the Future

*Note:* Bulleted items represent consensus Barriers agreed upon by the Technology Planning Committee on 2-2-12.

- Undefined Vision & Uncoordinated Plans Across College Departments
- Shrinking & Unbalanced Funding
- Restricted Availability of Staff & Resources
- Some Forces External to IT Adversely Impact IT Operations
- Campus Users & Groups Are Resistant To Change
- Speed & Unpredictability of Technological Changes
- Incomplete Measurement of IT Utilization On Campus
- Uncoordinated & Ill-Defined Communication Processes Across College Departments
The 1-2 Year Strategic Directions & Arenas of Action

Keeping one eye on the consensus 5-Year Practical Vision of the Future and one eye on the consensus Barriers blocking the path to the Vision, the Committee next reached consensus on the five major vectors of action (Strategic Directions) and the supporting Arenas of Action that ITS needed to focus on for the first two years of the 5-Year Plan. The Committee agreed on the following:

**Strategic Direction #1:** Advocating Effectively for College Technology Needs  
*ARENA OF ACTION A:* Effectively Advocate for College Needs

**Strategic Direction #2:** Developing Human Capital to Meet Technology Needs in All Areas of the College  
*ARENA OF ACTION B:* Develop Human Capital to Meet the Needs

**Strategic Direction #3:** Procuring and Managing IT Assets & Funds to Support Teaching & Learning  
*ARENA OF ACTION C:* Get New Money to Support the Educational Functions of the College  
*ARENA OF ACTION D:* Make More Productive Use of Existing Financial Resources through Systematic & Thoughtful Planning

**Strategic Direction #4:** Facilitating Change through Communication & Training for Faculty, Staff & Students  
*ARENA OF ACTION E:* Use Effective Communication Tools  
*ARENA OF ACTION F:* Teach Everyone How to Use Technology to Improve Teaching, Learning, & Organizational Effectiveness  
*ARENA OF ACTION G:* Facilitate Change to Improve Teaching, Learning & Organizational Effectiveness

**Strategic Direction #5:** Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively  
*ARENA OF ACTION H:* Plan Together Collaboratively Across the College  
*ARENA OF ACTION I:* Define, Select, & Act on Metrics  
*ARENA OF ACTION J:* Demonstrate Accountability to the Stakeholders Through Implementation of the Technology Master Plan
1-2 Year SMART Goals & Supporting SMART Objective Action Plans

In order to complete the Plan, the Committee then crafted one or more SMART Goals for each Arena of Action under each of the five Strategic Directions. Lastly, the Team members, augmented by four additional temporary Team members, broke into subgroups and crafted SMART Objective Action Plans which represent the steps and milestones to achieve the 1-2 Year SMART Goals, fulfill the Strategic Directions, deal with the Barriers and accelerate ITS down the path toward the 5-Year Vision of the Future.

[Note: Specified Goal & Objective Owners may implement goals themselves or recruit others]

**Action Plan #1A1**

**Strategic Direction #1:** Advocating Effectively for College Technology Needs

**ARENA OF ACTION A:** Effectively Advocate for College Needs

**SMART Goal & Supporting Objectives:**

1. **Goal:** Collaborate with Anoka Ramsey Community College to develop, customize and implement the web-based course scheduling tool by 12/31/12.

   **Goal Owner:** SVP-Academic Affairs.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Set-up meeting between Saint Paul College and Anoka Ramsey Community College.</td>
<td>Dean-Student Development &amp; Services, Dean-STEM &amp; Liberal Arts, SVP-Academic Affairs</td>
<td>5/15/12</td>
</tr>
<tr>
<td>B. Establish a timeline for and implement the tool beta testing, implementation and pilot (with STEM, Liberal Arts).</td>
<td>Dean-Student Development &amp; Services, Dean-STEM &amp; Liberal Arts, SVP-Academic Affairs</td>
<td>9/1/12</td>
</tr>
<tr>
<td>C. Evaluate the effectiveness of the tool, make changes to pilot as needed and share with College community.</td>
<td>Dean-Student Development &amp; Services, Dean-STEM &amp; Liberal Arts, SVP-Academic Affairs</td>
<td>9/30/12</td>
</tr>
<tr>
<td>D. Roll out tool to Saint Paul College and other MNSCU institutions.</td>
<td>Dean-Student Development &amp; Services, Dean-STEM &amp; Liberal Arts, SVP-Academic Affairs</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** Dean-Student Development & Services, AASC, Dean-STEM & Liberal Arts

**Proposed Team Members:** CIO, Registrar, Director-Enrollment Services

**Non-Financial Resources Needed:** Use of network, staff time

**Financial Resources Needed:** General Fund; TBD
Action Plan #1A2

Strategic Direction #1: Advocating Effectively for College Technology Needs

Arena of Action A: Effectively Advocate for College Needs

SMART Goal & Supporting Objectives:

1. Goal: Collaborate with other metro area campuses to fund and develop cost saving IT-centered enterprise solutions by 12/31/12.

   Goal Owners: CFO, CIO.

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<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
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<tbody>
<tr>
<td>A. Identify and agree on the best four colleges that are both amenable to collaboration and offer quality products to share (through IT conference).</td>
<td>CFO, CIO, Director-Technical Services</td>
<td>4/15/12</td>
</tr>
<tr>
<td>B. Schedule and hold a meeting with the selected institutional representatives to identify and agree on the targeted IT-centered enterprise solutions, prioritize the solutions and create an implementation schedule.</td>
<td>CFO, CIO, Director-Technical Services</td>
<td>5/15/12</td>
</tr>
<tr>
<td>C. Establish a timeline for and implement the first solution beta testing, implementation and pilot (with STEM, Liberal Arts).</td>
<td>CFO, CIO, Director-Technical Services</td>
<td>9/1/12</td>
</tr>
<tr>
<td>D. Evaluate the effectiveness of the solution, make changes to pilot as needed and share with College community.</td>
<td>CFO, CIO, Director-Technical Services</td>
<td>9/30/12</td>
</tr>
<tr>
<td>E. Roll out solution to Saint Paul College and other MnSCU institutions.</td>
<td>CFO, CIO, Director-Technical Services</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO
Proposed Team Members: CFO, CIO
Non-Financial Resources Needed: Staff time
Financial Resources Needed: TBD
Action Plan #1A3

Strategic Direction #1: Advocating Effectively for College Technology Needs

ARENA OF ACTION A: Effectively Advocate for College Needs

SMART Goal & Supporting Objectives:

2. Goal: Explore the possibility of implementing a Cisco VOIP System in collaboration with Inver Hills Community College & North Hennepin Community College with the intent of implementing by 12/31/12.

Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
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<tbody>
<tr>
<td>A. Meet with VOIP Stakeholders, contact vendors and submit project proposals to business office and CFO; get bids.</td>
<td>CIO</td>
<td>5/31/12</td>
</tr>
<tr>
<td>B. Develop strategy for development; get approval from cabinet.</td>
<td>CIO</td>
<td>7/31/12</td>
</tr>
<tr>
<td>C. Prepare facility and infrastructure; purchase equipment and install; inform College community, and train staff.</td>
<td>CIO</td>
<td>9/30/12</td>
</tr>
<tr>
<td>D. Implementation: Roll out to College community.</td>
<td>CIO</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO
Proposed Team Members: CIO, Director-Technical Services
Non-Financial Resources Needed: Staff time
Financial Resources Needed: $400,000
### Action Plan #1A4

**Strategic Direction #1:** Advocating Effectively for College Technology Needs  
**ARENA OF ACTION A:** Effectively Advocate for College Needs

#### SMART Goal & Supporting Objectives:

3. **Goal:** Once the SMART Goals are defined, identify the outside forces that are inhibiting the implementation of those goals and develop strategies to address those forces by 9/15/12.  
   **Goal Owners:** Technology Committee in collaboration with each Goal Owner(s).

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Identify the unique barriers to the most urgently scheduled 25% of the SMART Goals and continuously thereafter for the other goals.</td>
<td>Technology Committee and each Goal Owner</td>
<td>5/15/12</td>
</tr>
<tr>
<td>B. Address those forces to remove part or all of the barriers to the first 25% of the goals and continuously thereafter for the other goals.</td>
<td>Technology Committee and each Goal Owner</td>
<td>7/15/12</td>
</tr>
<tr>
<td>C. Revisit the first 25% of the SMART Goals in the event of an insurmountable barrier and attempt to salvage, adjust or alter the SMART Goal; do continuously thereafter for the other 75% of the goals.</td>
<td>Technology Committee and each Goal Owner</td>
<td>9/15/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** Technology Committee and each Goal Owner
**Proposed Team Members:** Staff time  
**Non-Financial Resources Needed:** Staff time  
**Financial Resources Needed:** None
Action Plan #2B1

Strategic Direction #2: Developing Human Capital to Meet Technology Needs in All Areas of the College

Arena of Action B: Develop Human Capital to Meet the Needs

SMART Goal & Supporting Objectives:
1. Goal: Create an ITS and Computer Careers Work Group to develop a pilot internship program that could be expanded to other curricular areas in the future by 1/30/14.
   Goal Owners: CIO & Director of Technical Services.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Identify and recruit the members of the work group; set the first meeting date.</td>
<td>CIO, Director-Technical Services</td>
<td>5/31/12</td>
</tr>
<tr>
<td>B. Determine and document levels of needs, types of internships (paid, credit based), and job descriptions.</td>
<td>CIO, Director-Technical Services</td>
<td>6/30/12</td>
</tr>
<tr>
<td>C. Establish guidelines or manual for internships and a process for selection, employment and evaluation, expectations, and termination (HR procedures).</td>
<td>CIO, Director-Technical Services</td>
<td>12/31/12</td>
</tr>
<tr>
<td>D. Launch pilot internship program.</td>
<td>CIO, Director-Technical Services</td>
<td>1/30/13</td>
</tr>
<tr>
<td>E. Evaluate the pilot process, make necessary revisions and determine and schedule roll-out to broader areas of the College.</td>
<td>CIO, Director-Technical Services</td>
<td>1/30/14</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, Director-Technical Services
Proposed Team Members: CIO, Director-Technical Services, Faculty Representative, Director-Career & Placement Center
Non-Financial Resources Needed: Staff time
Financial Resources Needed: $30,000
Action Plan #2B2

Strategic Direction #2: Developing Human Capital to Meet Technology Needs in All Areas of the College

ARENA OF ACTION B: Develop Human Capital to Meet the Needs

SMART Goal & Supporting Objectives:

2. **Goal**: Establish a cross-training program to create a more versatile and higher functioning IT team by 9/30/13.
   
   **Goal Owners**: CIO & Director of Technical Services.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
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</thead>
<tbody>
<tr>
<td>A. Do environmental scan of tasks in ITS via a workgroup that is cross-functional; identify and prioritize tasks from critical to non-essential and include wish list tasks.</td>
<td>CIO, Director-Technical Services</td>
<td>8/30/12</td>
</tr>
<tr>
<td>B. Identify strengths of individuals and where skill deficits may exist.</td>
<td>CIO, Director-Technical Services</td>
<td>12/31/12</td>
</tr>
<tr>
<td>C. Identify, create and schedule delivery of necessary training or instructional guides to address deficits.</td>
<td>CIO, Director-Technical Services</td>
<td>3/31/13</td>
</tr>
<tr>
<td>D. Assign individuals to participate in required training.</td>
<td>CIO, Director-Technical Services</td>
<td>6/30/13</td>
</tr>
<tr>
<td>E. Establish process for continued and ongoing cross-training.</td>
<td>CIO, Director-Technical Services</td>
<td>9/30/13</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Director-Technical Services

**Proposed Team Members:** Cross-functional representatives from ITS Staff

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** TBD/ General Fund/ Professional Development Funds
Action Plan #3C1

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

AREN OF ACTION C: Get New Money to Support the Educational Functions of the College

SMART Goal & Supporting Objectives:
1. Goal: Pursue and apply for alternative grant options for IT funding by 12/31/12 and continuously thereafter.
   Goal Owners: Grant Writer & CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Schedule and hold kick-off meeting with Grant Writer to discuss ITS needs.</td>
<td>CIO, Grant Writer</td>
<td>5/15/12</td>
</tr>
<tr>
<td>B. Explore and identify IT grants and funding sources.</td>
<td>Grant Writer</td>
<td>7/31/12</td>
</tr>
<tr>
<td>C. Schedule and hold meeting between Grant Writer and CIO to present grant opportunities and short list best grant priorities.</td>
<td>Grant Writer, CIO</td>
<td>8/31/12</td>
</tr>
<tr>
<td>D. Put needed information together, complete applications and apply for grants.</td>
<td>Grant Writer, CIO, others as needed</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO & Grant Writer
Proposed Team Members: CIO, Grant Writer, others as needed
Non-Financial Resources Needed: Staff time
Financial Resources Needed: None
Action Plan #3C2

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

AREN A OF ACTION C: Get New Money to Support the Educational Functions of the College

SMART Goal & Supporting Objectives:

2. Goal: Establish a process to upgrade and replace campus technology (to include re-use and purchase of new equipment) on a cyclical basis by 7/1/12.
   Goal Owners: CIO, Cabinet.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Prepare and present the plan to upgrade and replace computers, laptops, AV equipment, and IT infrastructure to the Cabinet.</td>
<td>CIO</td>
<td>4/2/12</td>
</tr>
<tr>
<td>B. Upon Cabinet’s approval, present the plan to the Technology Fee Committee for its funding and approval.</td>
<td>CIO</td>
<td>4/6/12</td>
</tr>
<tr>
<td>C. Apply for and receive Student Senate General Assembly approval.</td>
<td>CIO</td>
<td>4/20/12</td>
</tr>
<tr>
<td>D. Implement plan upon final approval by the College President.</td>
<td>CIO</td>
<td>7/1/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, Cabinet
Proposed Team Members: CIO, IT Staff
Non-Financial Resources Needed: Staff time
Financial Resources Needed: Technology Fee: $700,000
Action Plan #3C3

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

AREN A OF ACTION C: Get New Money to Support the Educational Functions of the College

SMART Goal & Supporting Objectives:

3. Goal: Solicit funding from "Friends of St. Paul College" for IT purposes by 12/31/12 and continuously thereafter.

   Goal Owners: Executive Director-Foundation & CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Schedule and hold kick-off meeting with the Foundation Director to discuss IT needs.</td>
<td>CIO, Executive Director-Foundation</td>
<td>4/30/12</td>
</tr>
<tr>
<td>B. Explore and identify funding opportunities and resources.</td>
<td>Executive Director-Foundation</td>
<td>7/31/12</td>
</tr>
<tr>
<td>C. Schedule and hold a meeting between the Foundation Director and CIO to review and select the best funding opportunities.</td>
<td>CIO, Executive Director-Foundation</td>
<td>8/31/12</td>
</tr>
<tr>
<td>D. Assemble needed information and complete applications to get the selected Foundation funding. Repeat process continuously thereafter.</td>
<td>CIO, Executive Director-Foundation</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, Executive Director-Foundation
Proposed Team Members: CIO, Executive Director-Foundation, others as needed
Non-Financial Resources Needed: Staff time
Financial Resources Needed: None
Action Plan #3C4

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

AREN A OF ACTION C: Get New Money to Support the Educational Functions of the College

SMART Goal & Supporting Objectives:

4. **Goal**: Establish and implement a process for soliciting funding and in-kind donations from business and industry for IT purposes by 6/30/13 and continuously thereafter.

*Goal Owners*: CIO, Management Team.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Prepare, announce and implement a plan to engage faculty and staff in the solicitation of funds and in-kind donations from business and industry for IT equipment, software and training.</td>
<td>CIO</td>
<td>8/31/12</td>
</tr>
<tr>
<td>B. Using reviewers made up of the recipient and ITS, establish and implement a process for reviewing the usefulness of proposed in-kind donations and their compatibility with the IT systems.</td>
<td>CIO, recipient of in-kind donation</td>
<td>12/31/12</td>
</tr>
<tr>
<td>C. Install accepted in-kind donations for their intended use.</td>
<td>CIO, IT Staff</td>
<td>3/31/13</td>
</tr>
<tr>
<td>D. Document all the donations.</td>
<td>CIO</td>
<td>3/31/13</td>
</tr>
<tr>
<td>E. Add this process to the College’s Policies and Procedures Manual.</td>
<td>CIO</td>
<td>6/30/13</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners**: CIO

**Proposed Team Members**: CIO, the recipient, IT staff

**Non-Financial Resources Needed**: Staff time

**Financial Resources Needed**: None
Action Plan #3C5

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

ARENA OF ACTION C: Get New Money to Support the Educational Functions of the College

SMART Goal & Supporting Objectives:

5. Goal: Solicit and implement fund-raising event ideas (e.g. old tech. drive for cash) to generate revenues for IT purposes by 2/15/13.
   Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Brainstorm event ideas and options for fund-raising.</td>
<td>CIO, Technology Committee</td>
<td>10/30/12</td>
</tr>
<tr>
<td>B. Review, discuss and prioritize fund-raising event ideas based on how well the anticipated results will justify the effort involved.</td>
<td>CIO, Technology Committee</td>
<td>8/31/12</td>
</tr>
<tr>
<td>C. Short list the selected ideas and develop a timeline to implement the fund-raising ideas.</td>
<td>CIO, Technology Committee</td>
<td>11/30/12</td>
</tr>
<tr>
<td>D. Hold the event(s).</td>
<td>CIO, Technology Committee</td>
<td>2/15/13</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO and Technology Committee
Proposed Team Members: Technology Committee, Volunteers
Non-Financial Resources Needed: Staff and volunteer time
Financial Resources Needed: TBD
Action Plan #3D1

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

ARENA OF ACTION D: Make More Productive Use of Existing Financial Resources through Systematic, Thoughtful Planning

SMART Goal & Supporting Objectives:
1. Goal: Establish a documented process for thoroughly researching, testing and evaluating any implementation of new technology to support Teaching, Learning, and Organizational Effectiveness by 5/31/13.
   Goal Owners: CIO & Technology Committee.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Create and implement a request form, accessed via the Intranet, which college community members must complete and submit for approval to purchase any and all new technology.</td>
<td>Technology Committee</td>
<td>12/31/12</td>
</tr>
<tr>
<td>B. Review request forms and recommend action steps (which could include further research required) to the CIO.</td>
<td>Technology Committee</td>
<td>5/31/13</td>
</tr>
<tr>
<td>C. Review the process, make any necessary revisions based on practice to date and communicate the new established process to faculty and staff.</td>
<td>CIO</td>
<td>5/31/13</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, Technology Committee
Proposed Team Members:
Non-Financial Resources Needed: Staff time
Financial Resources Needed: None
**Action Plan #3D2**

**Strategic Direction #3:** Procuring and Managing IT Assets & Funds to Support Teaching & Learning  

**ARENA OF ACTION D:** Make More Productive Use of Existing Financial Resources through Systematic, Thoughtful Planning

**SMART Goal & Supporting Objectives:**

2. **Goal:** Establish a documented process to set funding priorities for instructional and non-instructional areas and communicate them to the stakeholders by 5/31/12.  
   **Goal Owners:** CIO, Technology Committee.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Continue to establish funding priorities in the Deans’ meetings and get approval from the College Cabinet.</td>
<td>Deans, College Cabinet</td>
<td>Process already underway and ongoing</td>
</tr>
<tr>
<td>B. Communicate all major ITS initiatives and their priority via the ITS website.</td>
<td>CIO, Webmasters</td>
<td>5/31/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO  
**Proposed Team Members:** Deans, Cabinet, Webmasters  
**Non-Financial Resources Needed:** Staff time  
**Financial Resources Needed:** None
Action Plan #3D3

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

ARENA OF ACTION D: Make More Productive Use of Existing Financial Resources through Systematic, Thoughtful Planning

SMART Goal & Supporting Objectives:

3. **Goal**: Establish a documented process to collaborate on and manage campus software resources and acquisitions within MnSCU and the College by 12/31/12.
   
   **Goal Owners**: CIO, Technology Committee.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Continue to encourage formal and informal collaboration between Saint Paul College, MnSCU, and other institutions to collaborate on and manage campus software resources and acquisitions within MnSCU and the College.</td>
<td>CIO, CFO</td>
<td>Process already underway and ongoing</td>
</tr>
<tr>
<td>B. Inventory all software currently in use, note vendor sources and add to “library” (see Objective C below).</td>
<td>CIO, CFO</td>
<td>12/31/12</td>
</tr>
<tr>
<td>C. Create and implement a process and procedure for documenting a “library” of software and vendors.</td>
<td>CIO, CFO</td>
<td>12/31/12</td>
</tr>
<tr>
<td>D. Create a review process for new software requests to be evaluated based on: a) availability through MnSCU; and b) site licenses currently existing within College.</td>
<td>CIO, CFO</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners**: CIO, CFO

**Proposed Team Members**: Technology Committee, ITS Staff, outside collaborators, Business Office Staff

**Non-Financial Resources Needed**: Staff time

**Financial Resources Needed**: TBD
### Action Plan #3D4

**Strategic Direction #3:** Procuring and Managing IT Assets & Funds to Support Teaching & Learning  

**Arena of Action D:** Make More Productive Use of Existing Financial Resources through Systematic, Thoughtful Planning

**SMART Goal & Supporting Objectives:**

4. **Goal:** Develop, implement and incentivize a system to solicit IT cost-saving ideas from the campus community by 8/25/12.  
   Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Develop and implement a web-based tool on the ITS webpage to solicit cost-saving ideas similar to the Strategic Budget Feedback tool.</td>
<td>CIO</td>
<td>5/31/12</td>
</tr>
<tr>
<td>B. Gather feedback via new tool and implement new cost-saving measures where appropriate.</td>
<td>CIO</td>
<td>6/1/12 and continuously thereafter</td>
</tr>
<tr>
<td>C. Include recognition for implemented ideas on end-of-year recognition events; provide recognition when appropriate via CastNet and the ITS website.</td>
<td>CIO, HR Committee</td>
<td>8/25/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO  
**Proposed Team Members:** HR Committee, Webmasters  
**Non-Financial Resources Needed:** Staff time  
**Financial Resources Needed:** TBD—consider gift certificates for various campus services
Action Plan #3D5

Strategic Direction #3: Procuring and Managing IT Assets & Funds to Support Teaching & Learning

AREN A OF ACTION D: Make More Productive Use of Existing Financial Resources through Systematic, Thoughtful Planning

SMART Goal & Supporting Objectives:

5. Goal: Establish and implement a plan to centrally manage campus-wide copying and printing in a cost-effective manner by 12/31/12.
   Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Inventory all campus printers.</td>
<td>ITS</td>
<td>Done</td>
</tr>
<tr>
<td>B. Develop plan to remove local printers and install networked printers in work areas.</td>
<td>ITS</td>
<td>Done</td>
</tr>
<tr>
<td>C. Communicate printer transition to faculty and staff with opportunity to provide feedback/concerns.</td>
<td>CIO</td>
<td>5/31/12</td>
</tr>
<tr>
<td>D. Monitor printing volumes and follow-up with areas having high volumes of printing to discuss alternatives (i.e. D2L usage, selling packets through bookstore) on a monthly basis.</td>
<td>CIO, Deans</td>
<td>Beginning 4/30/12</td>
</tr>
<tr>
<td>E. Educate staff and faculty on cost of printing using copy center vs. printer and related volumes of printing.</td>
<td>CIO</td>
<td>10/31/12</td>
</tr>
<tr>
<td>F. Install new printers and remove local printers.</td>
<td>CIO</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO
Proposed Team Members: Director-Technical Services, ITS Staff, Deans
Non-Financial Resources Needed: Staff time
Financial Resources Needed: Money for new printers already allocated
Action Plan #4E1

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students

*ARENA OF ACTION E:* Use Effective Communication Tools

SMART Goal & Supporting Objectives:

1. **Goal:** Develop and implement a multi-directional communication tool between ITS and the campus community (consider expanding the existing ticket system to include broader input) by 12/31/12.
   
   **Goal Owners:** CIO & Director-Technical Services.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Determine the communication tool requirements and parameters, what needs to be communicated, and the budget.</td>
<td>CIO</td>
<td>5/1/12</td>
</tr>
<tr>
<td>B. Based on the agreed upon parameters, research different options by visiting other campuses and completing a vendor search.</td>
<td>CIO</td>
<td>7/1/12</td>
</tr>
<tr>
<td>C. Narrow choice to one vendor or tool, demo proposed tool(s) to user constituencies, and gather feedback.</td>
<td>CIO</td>
<td>8/1/12</td>
</tr>
<tr>
<td>D. Implement new tool and provide communication and training to campus community.</td>
<td>CIO, Director-Technical Services</td>
<td>12/31/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Director-Technical Services

**Proposed Team Members:** CIO, Director-Technical Services, IT Staff

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** TBD
# Action Plan #4E2

**Strategic Direction #4:** Facilitating Change through Communication & Training For Faculty, Staff & Students

**Area of Action E:** Use Effective Communication Tools

## SMART Goal & Supporting Objectives:

2. **Goal:** Hold regular feedback forums (face-to-face and/or virtual) to enhance communication between users and ITS by 4/31/12 and continuously thereafter.

   **Goal Owners:** CIO, Associate Dean for Instructional Technology.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Develop a system to collect feedback from the users (e.g. e-mail, survey, drop-off box, and forum).</td>
<td>CIO, Director-Technical Services</td>
<td>3/31/12</td>
</tr>
<tr>
<td>B. Start collecting feedback once per semester being responsive to requests as received.</td>
<td>CIO, Director-Technical Services</td>
<td>4/15/12 and continuously thereafter</td>
</tr>
<tr>
<td>C. Review and analyze the feedback, determine the appropriate action, and follow through.</td>
<td>CIO, Director-Technical Services</td>
<td>4/31/12 and continuously thereafter</td>
</tr>
<tr>
<td>D. Communicate to users what action has been taken from the feedback by the end of each semester.</td>
<td>CIO, Director-Technical Services</td>
<td>Beginning Spring Semester 2012 and continuously thereafter</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Director-Technical Services

**Proposed Team Members:** CIO, Director-Technical Services, IT Staff

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** TBD
Action Plan #4E3

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students

ARENA OF ACTION E: Use Effective Communication Tools

SMART Goal & Supporting Objectives:
3. Goal: Establish a process by which the project stakeholders communicate regularly with ITS on IT and facilities projects by 1/15/13 (coordinate with Arenas of Action H & J).
   
   Goal Owners: Facilities Director, CFO, CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
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</thead>
<tbody>
<tr>
<td>A. Use new or existing communication tools to gather project ideas and identify stakeholders who need feedback.</td>
<td>CIO, CFO</td>
<td>12/31/12</td>
</tr>
<tr>
<td>B. Include all stakeholders in the project development and implementation processes.</td>
<td>CIO, CFO</td>
<td>1/15/13</td>
</tr>
<tr>
<td>C. Schedule regular meetings between IT and facilities for review of upcoming and/or other stakeholder projects on at least a quarterly basis.</td>
<td>CFO</td>
<td>Beginning 1/15/13 and continuously thereafter</td>
</tr>
<tr>
<td>D. Explore and decide on establishing a Project Manager Generalist position that works across departments.</td>
<td>CIO, CFO</td>
<td>By the next budget cycle in 2014</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, CFO
Proposed Team Members: CIO, Facilities Director, Director-Technical Services

Non-Financial Resources Needed: Staff time
Financial Resources Needed: None for short term
Action Plan #4E4

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students

AREN A OF ACTION E: Use Effective Communication Tools

SMART Goal & Supporting Objectives:
4. Goal: Analyze the IT website for usage and documentation and make informed changes to the website to enhance communication by 2/28/13. Goal Owners: Marketing Director, CIO, Webmasters.

<table>
<thead>
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<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Identify existing usage data by forming a committee to evaluate purpose, process, policies, survey users and oversee web development.</td>
<td>ITS, CIO, Marketing Director, Student Life/Senate</td>
<td>9/1/12</td>
</tr>
<tr>
<td>B. Report recommendations to Cabinet.</td>
<td>Committee described in Objective 4A above</td>
<td>10/15/12</td>
</tr>
<tr>
<td>C. Get approval on recommendations from Cabinet.</td>
<td>Cabinet</td>
<td>11/15/12</td>
</tr>
<tr>
<td>D. Plan and execute design changes to website and implement.</td>
<td>Committee described in Objective 4A above</td>
<td>2/28/13</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO, Marketing Director
Proposed Team Members: Sub-set of Technical and Marketing Committees & augmentation from CT/CE, Foundation, Students

Non-Financial Resources Needed: Staff, student time
Financial Resources Needed: None
Action Plan #4F1

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students-Continued

ARENA OF ACTION F: Teach Everyone How to Use Technology to Improve Teaching, Learning, and Organizational Effectiveness

SMART Goal & Supporting Objectives:

1. **Goal:** Design and facilitate web-based and/or in-person training/tutorials for new and commonly used applications by 5/31/13 and continuously thereafter.

   **Goal Owners:** CIO, Associate Dean of Instructional Technology.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Gather an application item and training list from the Campus community using surveys, e-mail requests or other means.</td>
<td>CIO</td>
<td>9/30/12</td>
</tr>
<tr>
<td>B. Design, analyze and augment the training scope, delivery vehicle (e.g. FAQ, web-based, in-person, etc.) and estimated budget.</td>
<td>CIO</td>
<td>10/31/12</td>
</tr>
<tr>
<td>C. Prioritize the application/training list and make project recommendations.</td>
<td>CIO, Technology Committee, Cabinet</td>
<td>11/30/12</td>
</tr>
<tr>
<td>D. Once the project is approved, form a Working Group including users that requested the training and create a detailed design.</td>
<td>CIO, Working Group</td>
<td>12/31/12</td>
</tr>
<tr>
<td>E. Implement the design.</td>
<td>CIO, Working Group</td>
<td>1/31/13</td>
</tr>
<tr>
<td>F. Deliver the design to the users.</td>
<td>CIO</td>
<td>5/31/13</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Technology Committee, ITS Staff, Director-Technical Services

**Proposed Team Members:** Cabinet, CTL, Deans

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** None
Action Plan #4F2

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students-Continued

Arena of Action F: Teach Everyone How to Use Technology to Improve Teaching, Learning, and Organizational Effectiveness

SMART Goal & Supporting Objectives:

2. **Goal**: Collaborate with the Instructional Technology Center, the Center for Teaching and Learning, Library Services, and other College entities to provide staff and faculty training on hardware, software, and ITS processes by 9/30/12 and continuously thereafter.

   **Goal Owners**: CIO, Associate Dean of Instructional Technology.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Gather a list of hardware, software and ITS process training needs through surveys and other means.</td>
<td>Associate Dean of Instructional Technology, CIO</td>
<td>5/1/12</td>
</tr>
<tr>
<td>B. Analyze the augmented training list in terms of scope, delivery vehicle (e.g. FAQ, web-based, in-person, D2L) and estimated budget.</td>
<td>Associate Dean of Instructional Technology, CIO</td>
<td>6/1/12</td>
</tr>
<tr>
<td>C. Prioritize the detailed training list and make a design and project recommendation.</td>
<td>Associate Dean of Instructional Technology, CIO, Cabinet</td>
<td>7/1/12</td>
</tr>
<tr>
<td>D. Once the design project is approved, form a Working Group with different affected departments and create a detailed budget.</td>
<td>Associate Dean of Instructional Technology, CIO</td>
<td>7/15/12</td>
</tr>
<tr>
<td>E. Implement the design.</td>
<td>Associate Dean of Instructional Technology, CIO</td>
<td>8/15/12</td>
</tr>
<tr>
<td>F. Deliver the design to the users.</td>
<td>CIO, affected Department Head</td>
<td>9/30/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners**: Associate Dean of Instructional Technology, CIO

**Proposed Team Members**: TS Staff and affected departments (CTL)—Center for Teaching and Learning Faculty

**Non-Financial Resources Needed**: Staff time

**Financial Resources Needed**: TBD
Action Plan #4G1

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students-
Continued

**ARENA OF ACTION G:** Facilitate Change to Improve Teaching, Learning, & Organizational Effectiveness

SMART Goal & Supporting Objectives:

1. **Goal:** Design and implement an incentive program and process to facilitate change and the acceptance of change in the college community for all significant ITS initiatives (which impact all users) by 2/28/13.
   **Goal Owners:** CIO, Technology Committee.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Review major upcoming ITS initiatives identified in the Technology Master Plan and identify stakeholders involved in significant changes to campus technology.</td>
<td>CIO, Department Heads</td>
<td>6/30/12 and continuously thereafter</td>
</tr>
<tr>
<td>B. Solicit ideas from departments for creative incentives to promote and support change for significant upcoming ITS initiatives (i.e. when campus printing becomes centralized, departments who decrease printing costs more than X% receive a prize/recognition, etc.).</td>
<td>CIO, Department Heads</td>
<td>8/30/12 and continuously thereafter</td>
</tr>
<tr>
<td>C. Establish and document standard practices for communicating and incentivizing change regarding significant new ITS change initiatives to college community.</td>
<td>CIO</td>
<td>2/28/13</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO  
**Proposed Team Members:** Department Heads as necessary  
**Non-Financial Resources Needed:** Staff time  
**Financial Resources Needed:** TBD per incentive
Action Plan #4G2

Strategic Direction #4: Facilitating Change through Communication & Training For Faculty, Staff & Students - Continued

ARENA OF ACTION G: Facilitate Change to Improve Teaching, Learning, & Organizational Effectiveness

SMART Goal & Supporting Objectives:

2. **Goal:** Implement new technologies that have been through the documented research, testing, and evaluation process (see Goal D1) beginning 5/31/13 and continuously thereafter.

   **Goal Owners:** CIO, Director-Technical Services, and Designated Project Leads.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Implement new technologies as approved, following the new process established by Goal 3D1.</td>
<td>CIO, Director-Technical Services</td>
<td>Beginning 5/31/13 and continuously thereafter</td>
</tr>
<tr>
<td>B. Follow standard IT implementation practices on all new technology implementations. Responsibility:</td>
<td>CIO, Director-Technical Services</td>
<td>Beginning 5/31/13 and continuously thereafter</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, ITS  
**Proposed Team Members:** ITS Staff  
**Non-Financial Resources Needed:** Staff time  
**Financial Resources Needed:** See Goal 3D1
Action Plan #5H1

Strategic Direction #5: Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

**ARENA OF ACTION H:** Plan Together Collaboratively Across the College

**SMART Goal & Supporting Objectives:**

1. **Goal:** Establish and implement a strategy to get ITS collaboratively involved early on in all campus planning initiatives by 11/15/12.
   
   **Goal Owners:** CIO, CFO, Director Facilities, SVP-Academic Affairs.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Develop a list of current planning initiatives and committee contact people.</td>
<td>CIO, CFO</td>
<td>4/15/12</td>
</tr>
<tr>
<td>B. Coordinate with CFO to get ITS representation on the campus-wide Initiative Committees.</td>
<td>CFO, CIO or Director-Technical Services</td>
<td>5/1/12</td>
</tr>
<tr>
<td>C. Coordinate with CFO to communicate at the Deans’ meeting the need to coordinate projects and initiatives with IT Services.</td>
<td>CFO, SVP-Academic Affairs, CIO, Facilities Director</td>
<td>5/1/12</td>
</tr>
<tr>
<td>D. Determine whether an IT person needs to be involved in the Deans’ meetings regularly to achieve the necessary coordination.</td>
<td>SVP-Academic Affairs, Facilities Director</td>
<td>5/15/12</td>
</tr>
<tr>
<td>E. Establish regular reporting by Facilities &amp; IT representatives on campus-wide initiatives.</td>
<td>CIO, IT Staff</td>
<td>10/15/12</td>
</tr>
<tr>
<td>F. Establish regular reporting by CIO on all relevant campus initiatives to Technology Committee.</td>
<td>CIO, Technology Committee</td>
<td>11/15/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, CFO, Facilities Director, SVP-Academic Affairs

**Proposed Team Members:** Deans, IT Staff, CIO, CFO, Director-Facilities, SVP-Academic Affairs

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** None
Action Plan #5H2

Strategic Direction #5: Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

ARENA OF ACTION H: Plan Together Collaboratively Across the College

SMART Goal & Supporting Objectives:

   Goal Owners: CIO, Dean-Institutional Effectiveness.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Schedule and hold a meeting between the CIO and the Dean-Institutional Effectiveness to discuss action plans and goal of alignment.</td>
<td>Dean-Institutional Effectiveness, CIO</td>
<td>6/30/13</td>
</tr>
<tr>
<td>B. Establish a procedure to align IT plans with the Saint Paul College Vision.</td>
<td>Dean-Institutional Effectiveness, CIO</td>
<td>10/31/13</td>
</tr>
<tr>
<td>C. Revise IT plans as needed.</td>
<td>Dean-Institutional Effectiveness, CIO</td>
<td>12/31/13</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: Dean-Institutional Effectiveness, CIO
Proposed Team Members: CIO, Dean of Institutional Effectiveness, and staff as assigned

Non-Financial Resources Needed: Staff time
Financial Resources Needed: None
**Action Plan #5I1**

**Strategic Direction #5:** Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

**ARENA OF ACTION I:** Define, Select, and Act on Metrics

**SMART Goal & Supporting Objectives:**

1. **Goal:** Define metrics and then use measurement tools to measure, analyze and improve ITS services and utilization by 12/31/13 and continuously thereafter (e.g., user data, utilization of rooms, labs, tutoring center, software, hardware, customer satisfaction, etc.).

   **Goal Owners:** CIO, Director-Technical Services.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Define the desired metrics outcomes and research and select the metrics which will meet the needs.</td>
<td>CIO, Director-Technical Services</td>
<td>8/31/12</td>
</tr>
<tr>
<td>B. Acquire and install the selected metrics.</td>
<td>CIO, Director-Technical Services</td>
<td>12/31/12</td>
</tr>
<tr>
<td>C. Identify and get training needed to use and monitor the metrics system.</td>
<td>CIO, Director-Technical Services</td>
<td>4/30/13</td>
</tr>
<tr>
<td>D. Start using the metrics system to measure, monitor, analyze and improve ITS services and utilization.</td>
<td>CIO, Director-Technical Services</td>
<td>12/31/13</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Director-Technical Services

**Proposed Team Members:** ITS Staff, Technology Committee

**Non-Financial Resources Needed:** Staff time

**Financial Resources Needed:** TBD
Action Plan #5J1

Strategic Direction #5: Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

ARENA OF ACTION J: Demonstrate Accountability to the Stakeholders Through Implementation of the Technology Master Plan

SMART Goal & Supporting Objectives:
1. Goal: Establish and implement a dashboard for the Technology Committee to monitor implementation progress of the current Technology Master Plan by 5/30/13.
   *Goal Owners:* CIO, Technology Committee.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Research dashboard options to find a suitable model and decide on one.</td>
<td>CIO, Technology Committee, Director-Technical Services</td>
<td>11/15/12</td>
</tr>
<tr>
<td>B. Implement selected/modified dashboard option and enter data.</td>
<td>CIO, Director-Technical Services</td>
<td>3/15/13</td>
</tr>
<tr>
<td>C. Establish the details of who, when, and how the dashboard will be maintained and launch.</td>
<td>CIO, Director-Technical Services</td>
<td>5/30/13</td>
</tr>
<tr>
<td>D. The Technology Committee begins monitoring the dashboard.</td>
<td>CIO, Technology Committee</td>
<td>By 5/30/13 and continuously thereafter</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Technology Committee

**Proposed Team Members:** Goal owners, Director-Technical Services, vendor & ITS Staff

**Non-Financial Resources Needed:** Staff time (in-house)

**Financial Resources Needed:** TBD if purchased
Action Plan #5J2

Strategic Direction #5: Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

ARENA OF ACTION J: Demonstrate Accountability to the Stakeholders Through Implementation of the Technology Master Plan

SMART Goal & Supporting Objectives:
2. Goal: Establish a process for the Technology Committee to review and track planning processes and make recommendations by 4/15/12.
   Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Establish an ongoing agenda item for the Technology Committee to regularly review and monitor the Technology Master Plan implementation progress and thereafter monitor the dashboard (when it is implemented on 5/30/13).</td>
<td>CIO, Technology Committee</td>
<td>4/15/12</td>
</tr>
<tr>
<td>B. Establish the practice of the Technology Committee regularly making recommendations regarding the Technology Master Plan implementation progress or lack thereof.</td>
<td>CIO, Technology Committee</td>
<td>By 4/15/12 and continuously thereafter</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO
Proposed Team Members: CIO, Technology Committee
Non-Financial Resources Needed: None
Financial Resources Needed: None
**Action Plan #5J3**

**Strategic Direction #5:** Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

**ARENA OF ACTION J:** Demonstrate Accountability to the Stakeholders Through Implementation of the Technology Master Plan

**SMART Goal & Supporting Objectives:**

3. **Goal:** Review and improve the process for communicating with the campus community regarding the progress in implementing the Technology Master Plan by 10/1/12.

**Goal Owners:** CIO, Director-Technical Services

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Determine the best way to communicate the progress in the implementation of the Technology Master Plan.</td>
<td>CIO, Director-Technical Services</td>
<td>8/1/12</td>
</tr>
<tr>
<td>B. Implement the new communication process.</td>
<td>CIO, Director-Technical Services</td>
<td>10/1/12</td>
</tr>
</tbody>
</table>

**Proposed Objectives Owners:** CIO, Director-Technical Services

**Proposed Team Members:** CIO, Director-Technical Services, and ITS Staff as assigned

**Non-Financial Resources Needed:** None

**Financial Resources Needed:** None
Action Plan #5J4

Strategic Direction #5: Planning, Measuring & Implementing ITS-Related Projects Strategically & Collaboratively

ARENA OF ACTION J: Demonstrate Accountability to the Stakeholders Through Implementation of the Technology Master Plan

SMART Goal & Supporting Objectives:

4. **Goal:** In light of the new Technology Master Plan, research and compare the ITS organizational structure and staffing to peer organizations (e.g., consider flex schedules, temps, interns, etc.) and realign as necessary by 12/31/13. Goal Owner: CIO.

<table>
<thead>
<tr>
<th>SMART Objective Action Plan</th>
<th>Position(s) Responsible</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Determine the peer organizations to be referenced.</td>
<td>CIO</td>
<td>5/1/12</td>
</tr>
<tr>
<td>B. Get the comparative organizational structure and staffing data from the peer organizations.</td>
<td>CIO</td>
<td>8/1/12</td>
</tr>
<tr>
<td>C. Research and compare the material from Objective B and determine best practices.</td>
<td>HR, CFO, CIO, Director-Technical Services, Technology Committee</td>
<td>6/1/13</td>
</tr>
<tr>
<td>D. Perform site visits as part of the research to compare espoused structure and staffing conditions to reality in selected peer organizations.</td>
<td>HR, CFO, CIO, Director-Technical Services, Technology Committee</td>
<td>6/1/13</td>
</tr>
<tr>
<td>E. Realign ITS organizational structure and staffing as necessary.</td>
<td>HR, CFO, CIO, Director-Technical Services, Technology Committee</td>
<td>12/31/13</td>
</tr>
</tbody>
</table>

Proposed Objectives Owners: CIO
Proposed Team Members: CIO, Director-Technical Services, HR, CFO, Technology Committee

Non-Financial Resources Needed: None
Financial Resources Needed: None
Funding the Technology Master Plan

Technology initiatives are funded by three primary budget sources: general college funds; equipment funds; and a technology fee charged to students. The general college funds are distributed to departments and programs and are used for a variety of instructional needs: faculty, teaching supplies, materials, and technology. Specific program technology needs are met using the general program and equipment budget allocations. In addition, Strategic Direction #3 of the Technology Master Plan addresses alternative funding sources.

General College Budget

This funding source’s monies are allocated by the Cabinet, and address overall College needs. The general college equipment funds are also distributed to programs and departments based on defined needs. The various technology-related needs that fall under this funding source include:

- Software & Hardware needs
- Required support staff including student workers
- Space allocation and remodeling
- Staff and faculty training
- Servers, phone system, unified messaging system, etc.
- Network infrastructure
- Disaster recovery planning and implementation

Equipment Budget

This funding source allocates monies related to technology for end-user equipment and hardware directly related to instructional needs. Each program and department prioritizes the instructional needs and requests for funds. Funds allocated under the equipment budget have an impact on technology support services.

Student Technology Fee

All registered students at Saint Paul College pay a $7.25 per semester credit hour technology fee. Technology fee funds are used for campus wide technology projects. The Chief Information Officer develops a technology fee spending plan every year in collaboration with the College Leadership. As a matter of MnSCU policy, funds generated by the technology fee are spent on projects or items which benefit the general student body directly or indirectly and have campus-wide technology impact. The draft technology fee spending plan is presented to the Technology Fee Committee, Student Senate General Assembly, and finally, the President of the College for approval.
### Appendix 1: Consensus 5-Year Practical Vision of the Future

**Note:** Bold column headings in top row represent consensus agreement by the Technology Planning Committee on 1/27/12 regarding the recognizable conditions to be in place for ITS by April of 2017. Non-bold ideas in each column are preliminary ideas on the way to consensus.

<p>| SPC Is Recognized As A Premier Provider Of IT Services &amp; Educational Technologies | We Provide Access &amp; Support To E-Books, Electronic Publications &amp; Online Resources | Establish-Cyclical Process Is In Place To Maintain &amp; Improve IT Infrastructure | We Provide Prompt &amp; Effective Support For Mobile Devices | ITS Provides Efficient &amp; Cost Effective Centrally Managed Printing &amp; Duplicating Services | A Simplified &amp; Effective User Authentication Process Is In Place | Adaptations Are Made Swiftly &amp; Seamlessly To Maintain Persistent &amp; Reliable Technology Access From Anywhere | IT Is Involved Collaboratively In The Design Of Classrooms &amp; Common Areas To Facilitate Quality Learning &amp; Teaching | College Web Services Are Designed To Facilitate Personalization, Departmentalization &amp; Interaction | ITS Has The Resources &amp; Trained Staff To Effectively Support College’s Technology Environment | College Website Is Robust, Accessible Tool For Information And Interaction | ITS Collaborates With The College To Provide Cost-Effective IT Equipment &amp; Software To Campus Community |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| <strong>SPC ITS is ranked #1 in the field</strong> | Provide access to e-book textbooks | Cyclical upgrade of infrastructure on a 5-year cycle | Hand-held tablets &amp; e-texts | Centralized printing &amp; duplication | One log-in | Cloud computing as base component of technology infrastructure | Classrooms are arranged to accommodate collaborative, project-based learning; fewer desktops | Personalized portals for all web users (customizable) | Digital feedback tool for ITS issues | Redesign &amp; launch Public Website <a href="http://www.Saintpaul.edu">www.Saintpaul.edu</a> | Laptop program |
| <strong>Day Care Center is a technology model</strong> | e-books— as choice | Cyclical process to upgrade AV technology in the classroom (4-year plan) | Hand-held technology | Significant reduction &amp; consolidation of printing services | Network security/privacy authentication “no problem”; no log-in typing | Cloud computing &amp; virtualization implemented for campus community | Proper classroom furniture | Personalized, comprehensive SPC online tool/portal | High speed response time—just say “Help” | Interactive website with online video chat | Explore option to sell IT equipment to student &amp; staff via Bookstore |
| <strong>SPC is leading deliverer of online (e-learning)</strong> | Explore e-book options for the students | Cyclical process to replace/upgrade computers (5-year plan) | Support hand-held technologies, e.g. Smartphones, Tablets, Slates, etc. | Persistent technology access from anywhere | Standardized classroom architecture | Provide online content management system for instruction feedback &amp; security | Extended help desk support (hours, etc.) | 100% universal design for accessibility | | | |</p>
<table>
<thead>
<tr>
<th>Dates</th>
<th>Action/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2017</td>
<td>SPC is Recognized As A Premier Provider Of IT Services &amp; Educational Technologies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014</th>
<th>We Provide Access &amp; Support To e-Books, Electronic Publications &amp; Online Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Established Cyclical Process Is In Place To Maintain &amp; Improve IT Infrastructure</td>
</tr>
<tr>
<td>2016</td>
<td>We Provide Prompt &amp; Effective Support For Mobile Devices</td>
</tr>
<tr>
<td></td>
<td>ITS Provides Efficient &amp; Cost Effective Centrally Managed Printing &amp; Duplicating Services</td>
</tr>
<tr>
<td></td>
<td>A Simplified &amp; Effective User Authentication Process Is In Place</td>
</tr>
<tr>
<td>2017</td>
<td>Adaptations Are Made Swiftly &amp; Seamlessly To Maintain Persistent &amp; Reliable Technology Access From Anywhere</td>
</tr>
<tr>
<td></td>
<td>IT Is Involved Collaboratively In The Design Of Classrooms &amp; Common Areas To Facilitate Quality Learning &amp; Teaching</td>
</tr>
</tbody>
</table>

| 2012-2016 | College Web Services Are Designed To Facilitate Personalization, Departmentalization & Interaction |
| 2016-2017 | College Website Is Robust, Accessible Tool For Information And Interaction |
| 2018-2019 | ITS Collaborates With The College To Provide Cost-Effective IT Equipment & Software To Campus Community |

<table>
<thead>
<tr>
<th>2013</th>
<th>Cyclical updates to all campus technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>On-the-fly collaboration regardless of hardware</td>
</tr>
<tr>
<td>2015</td>
<td>Explore &amp; implement cloud computing SaaS, PaaS, IaaS</td>
</tr>
<tr>
<td>2016</td>
<td>Multi-Media delivered directly to student controlled device—resolution &amp; annotation</td>
</tr>
<tr>
<td>2017</td>
<td>Social media integrated in course delivery</td>
</tr>
<tr>
<td></td>
<td>Expand IT service hours for evenings &amp; weekends</td>
</tr>
<tr>
<td></td>
<td>Establish intranet blog for campus community</td>
</tr>
</tbody>
</table>

| 2014-2015 | Explore option to replace computers with tablets & slates by 2016 |
| 2015-2016 | Provide mobile device management & support |
| 2016-2017 | No monitors, mice, keyboards, printers—stuff just appears |
| 2017-2018 | Developed design standards for multimedia classrooms |
|       | Social learning platform allows for in-seat or online instruction |
|       | Support for student technology |
|       | Develop & design mobile website for the college |

| 2012-2013 | VOIP replaced traditional phone system |
| 2013-2014 | Standardize classroom technology |
| 2014-2015 | Program specific portals (prospective & enrolled students) |
| 2015-2016 | Explore shared cooperative service model with MnSCU & non-MnSCU institutions |
| 2016-2017 | Automate college processes using SharePoint |

| 2012-2014 | Replace EOL PBX with Voice Over IP (VOIP) |
| 2013-2015 | Open space for collaborative working |
| 2014-2016 | Web-accessible data center for administrative use (e.g. cost-center planning, etc.) |
| 2015-2017 | Hire administrative support for IT Department |
| 2016-2018 | Provide real-time information on ITS lab usage, updates, etc. |
The table below outlines the goals and objectives of the Technology Master Plan 2012-2017 for Saint Paul College.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPC is Recognized as a Premier Provider of IT Services &amp; Educational Technologies</td>
<td>Provide access to e-books, electronic publications, and online resources.</td>
</tr>
<tr>
<td>Establish Cyclic Process to Maintain &amp; Improve IT Infrastructure</td>
<td>Provide prompt and effective support for mobile devices.</td>
</tr>
<tr>
<td>ITS Provides Efficient &amp; Cost Effective Centralized Printing &amp; Duplicating Services</td>
<td>A simplified &amp; effective user authentication process is in place.</td>
</tr>
<tr>
<td>A Simplified &amp; Effective User Authentication Process is in Place</td>
<td>Adaptations are made swiftly &amp; seamlessly to maintain persistent &amp; reliable technology access from anywhere.</td>
</tr>
<tr>
<td>IT is Involved Collaboratively in the Design of Classrooms &amp; Common Areas</td>
<td>Maintain &amp; improve IT infrastructure.</td>
</tr>
<tr>
<td>College Web Services are Designed to Facilitate Quality Learning &amp; Teaching</td>
<td>ITS provides efficient &amp; cost-effective centrally managed printing &amp; duplicating services.</td>
</tr>
<tr>
<td>ITS Has the Resources &amp; Trained Staff to Effectively Support College's Technology Environment</td>
<td>College Website is robust, accessible, and designed to facilitate personalization, departmentalization, &amp; interaction.</td>
</tr>
<tr>
<td>ITS Collaborates with the College to Provide Cost-Effective IT Equipment &amp; Software to Campus Community</td>
<td>Ensure IT infrastructure is PCI compliant.</td>
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</table>

- 100% wireless coverage
- Instructors have suitable software for instruction & producing e-book files
- Tech. support available via smartphone & hand-held technology
- 100% of ITS staff trained in customer service
- Tech. Committee continuously reviews its Mission & Vision
- Instructional Designer on staff

In summary, the Technology Master Plan 2012-2017 focuses on providing access to e-books and other digital resources, maintaining and improving IT infrastructure, and ensuring cost-effective and efficient services for the campus community.
## Appendix 2: Barrier Analysis in Relation to the 5-Year Practical Vision of the Future

**Bold** headings in top row represent consensus Barriers agreed upon by the Technology Planning Committee on 2-2-12.

<table>
<thead>
<tr>
<th>Undefined Vision &amp; Uncoordinated Plans</th>
<th>Shrinking &amp; Unbalanced Funding</th>
<th>Restricted Availability of Staff &amp; Resources</th>
<th>Some External Forces Adversely Impact IT Operations</th>
<th>Campus Users &amp; Groups Are Resistant To Change</th>
<th>Speed &amp; Unpredictability Of Technological Change</th>
<th>Incomplete Measurement Of IT Utilization On Campus</th>
<th>Uncoordinated &amp; Ill-Defined Communication Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncoordinated plans for classrooms &amp; common areas</td>
<td>Funding shrinking &amp; unbalanced</td>
<td>Unrealistic expectations related to task completion</td>
<td>Some factors outside scope of college ITS (MnSCU)</td>
<td>Users reluctant to change</td>
<td>Unclear &amp; evolving technology</td>
<td>Sporadic understanding of current technology utilization</td>
<td>Uncoordinated communication between departments</td>
</tr>
<tr>
<td>College plans not always in sync. with Technology plan</td>
<td>Restricted funding</td>
<td>Not enough staff</td>
<td>Fragmented &amp; uncooperative support from MnSCU &amp; MnSCU campuses</td>
<td>Stakeholders wary of change</td>
<td>Technology change is very fast</td>
<td>No external measurement standards</td>
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<tr>
<td>Undefined comprehensive vision for web community</td>
<td>Other budgetary priorities may impact funding</td>
<td>Restricted staffing schedule to provide efficient &amp; prompt support</td>
<td>Outside influences &amp; control may limit autonomy of SPC ITS (MnSCU)</td>
<td>Campus culture resistant to change</td>
<td>Uncertain directions in educational delivery</td>
<td>Pervasive concern with “new”, “best”, “innovative” v. “maximized use of resources”</td>
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<td>Multiple inputs on priorities &amp; demands lead to unclear priorities</td>
<td>Shrinking financial resources from MN state</td>
<td>Restrictive ITS staff availability</td>
<td>Outdated building limits growth</td>
<td>A reluctance to embrace change by students, faculty &amp; staff</td>
<td>Disjointed apps that must be updated</td>
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<td>Potential conflict between attempts to standardize technology &amp; ideas of academic freedom</td>
<td>Increased cost of cyclically replacing equipment that could last longer than 5 years</td>
<td>Overlapping priorities on daily duties</td>
<td>Scope too broad for the college ITS (access)</td>
<td>Resistance from management</td>
<td>Fragmented technology for mobile devices</td>
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<tr>
<td>Difficulties in reaching design consensus</td>
<td>Rising student costs may restrict their access to education</td>
<td>Competing demands for webmaster services</td>
<td>Varied authentication log-in rules prevent single sign in</td>
<td>Resistance of bookstore to sell e-books (due to business feasibility)</td>
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<tr>
<td>Conflicting departmental policies &amp; processes prevent innovation</td>
<td>Debilitating student finances</td>
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<td>Fragmented IT organizational structure</td>
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<td>Fragmented planning along with multiple goal sets</td>
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