

In fall 2016, the Technology Advisory Council (TAC) began to develop an overall strategic plan for Information Technology for the University of Montevallo (UM). The plan began with the acknowledgement that UM technology had been serviced by an outsourced group (Ellucian) for 18 years, and that the operation was mostly labor and overhead with little, if any, attention paid to capital funding. Therefore, much of what is proposed is remediation of problems created by neglect or lack of knowledge, with an eye to future sustainability. So, with a new IT group on campus, Information Services and Technology (IS&T), and a recently published and adopted University strategic plan (2015-2020), it is critical for the university to build a long-range strategy related to Information Technology. This plan was developed and informed by the underlying foundation of five significant bodies of work:

- Faculty Technology Surveys
- Ellucian Technology Strategic Plan
- Ellucian Comprehensive Assessment
- CEATH Strategic Planning Report
- University of Montevallo Strategic Plan

This plan recognizes the importance and value that technology plays in achieving the university mission which,

“is to provide to students from throughout the state an affordable, geographically accessible, ‘small college’ public higher educational experience of high quality, with a strong emphasis on undergraduate liberal studies and with professional programs supported by a broad base of arts and sciences, designed for their intellectual and personal growth in the pursuit of meaningful employment and responsible, informed citizenship.”

The plan acknowledges the unique position that technology can have in producing a high quality liberal arts education—by not only creating an integrative environment, but also connecting the campus community to the rest of the world. In that spirit, this plan seeks to ensure technology assists in fulfilling the vision of that education:

Our vision is to offer academically capable students from all sociodemographic backgrounds an affordable, life-enriching “honors college” experience stressing community service and global awareness, all within an atmosphere of national historic beauty and a tradition of innovative cultural expression. Our vision for graduate students builds on this undergraduate foundation, using traditional and innovative instructional methods to foster growth in specialized skills and knowledge required by practicing educators, counselors, speech-language clinicians, scholars in the humanities, and other professional leaders, within a nurturing environment steeped in the unique “Montevallo experience.”

The Information Technology Strategic Plan seeks to connect the ideas of global awareness, traditional and innovative teaching methods, foster skill growth and nurture students through the following goals and

objectives, in partnership between the TAC, campus community and Information Services and Technology.

IT PLAN MISSION

To ensure that Information Services and Technology will continue the relevant, successful, and meaningful integration of technology into the University’s mission by working to further academic excellence, student engagement and success, and partnerships and outreach. This will be accomplished through the following five major goals.

Infrastructure			
Goal 1: Design, implement and maintain infrastructure capable of supporting a “high quality” liberal arts program including traditional and innovative instruction, campus life, residence life and administrative functions by:			
Obj #	Statement	Responsible Party	Year Implementation
1a.	Designing and upgrading campus fiber optic network to 10G transmission speeds and replacing oldest fragile multimode fiber with single mode fiber by 2019.	IS&T Operations, supported by TAC	2019
1b.	Developing a capacity plan for server, storage and networking for 5 years, evaluating the latest technologies.	IS&T Operations	2018
1c.	Expanding campus outdoor wireless coverage over 5 years.	IS&T Operations	2020
1d.	Creating a unit plan and support budget that addresses both replacement and changing technology	IS&T, supported by TAC, Faculty Senate, Staff Senate, SGA	2019
1e.	Devise plan to upgrade the library’s integrated library system (ILS). Software review, cloud or server based.	IS&T, Library	2020
1f.	Establish security technology solutions (ex. Intrusion prevention system (IPS), password management, asset tracking).	IS&T	2018

CEATH: Infrastructure was the most commonly identified challenge from the comprehensive assessment and formed the most important theme to be acted on.

UM Strategic Plan:

Academic Excellence

Obj. 5B – Establish a long-term technology support budget to fund needed infrastructure and technology upgrades.

- Successfully implement a budget for technology refresh for computers, software, LCD projectors, Smart Boards and emerging technology identified in the academic technology plan.

Student Engagement and Success

Obj. 10A – Upgrade technology in campus housing.

Obj. 11D – Investigate network infrastructure to provide sufficient bandwidth for live streaming to improve the fan experience.

Teaching and Learning

Goal 2: Increase the effective use of technology in the classroom (including online) to enhance student learning and engagement, while providing appropriate training in the use of teaching and learning technology tools for both faculty and students.

Obj #	Statement	Responsible Party	Year Implementation
2a.	Develop and implement a plan to integrate appropriate online teaching tools into 75% of courses (traditional classroom, hybrid, and online) through the learning management system (Canvas).	Malone Center and TAC's Classroom Prioritization Committee, supported by IS&T, Deans' Council, Faculty Senate	2020
2b.	Add video capture, search, annotation, and delivery capability and integrate with the learning management system as an instructional tool.	IS&T Academic Support, Malone Center, Deans' Council, Faculty Senate	2021
2c.	Upgrade classrooms across the campus to standard multimedia capability and increase the number of premium classrooms to a total of 15 across campus.	TAC's Classroom Prioritization Committee, Malone Center, Deans' Council, Faculty Senate, supported by IS&T Academic Support	2021

2d.	Develop and deliver a training program to all freshmen and transfer students on the use of course technology tools.	Academic Success Center, Student Success, IS&T Academic Support	2020
2e.	Implement education and resource plan to allow the Malone Center for Excellence in Teaching to work with colleges to implement strategies for innovative technology integration in order to increase research, expand innovative teaching pedagogies, and improve the use of instructional technology tools in all courses.	Malone Center, supported by IS&T Academic Support, TAC	2020
2f.	Develop a plan to promote the role of the library as an Intellectual Commons by assisting in the evaluation and recommendation of software adoption, digital media integration, and other relevant technologies, and by educating the campus community on the role of the library.	Library, IS&T Academic Support, Malone Center, TAC	2019
2g.	Support faculty in developing and editing their own web pages.	TAC's Web Oversight Committee, Faculty Senate	2018
2h.	Electronic portfolios – evaluate need and systems available.	Deans' Council	2018
2i.	Update library's stationary setups (labs). Ex. Screen, speakers, printing.	Library, IS&T	2019
2j.	Increase Digital Media Lab (library) support.	Library, IS&T	2019
CEATH: Expand On-line and Hybrid Utilization (p.14), Clarify the Library's Focus (p.15), Fix the Web Site (p.13)			
UM Strategic Plan: Academic Excellence Obj. 1C – Consider supporting faculty in developing and editing their own web pages.			

Obj. 3B – Expand undergraduate and graduate offerings through online/hybrid courses or online degrees.

Goal 5 – Increase technology support, equipment and infrastructure to a level which fully meets the needs of faculty and students enrolled in traditional and online/hybrid courses at both the graduate and undergraduate levels.

Obj. 5A – Develop a University-wide academic technology plan to support classroom and online/hybrid teaching pedagogies.

- Develop a technology plan with input from each department about discipline specific needs.
- Establish within each college an up-to-date computer classroom with specialized software and on-campus technical support.

Daily Operations

Goal 3: Improve inefficiencies in systems (including Banner) to streamline daily operations for UM staff, adding new tools as appropriate, while providing basic training in Banner and other essential technology tools.

Obj #	Statement	Responsible Party	Year Implementation
3a.	Implement electronic award letter system (provides links to UM sites, pictures, etc.) using a 3 rd party vender (ex. Campus Logic) that interfaces with Banner.	IS&T Business Support Services, Financial Aid	2018
3b.	Implement a document imaging system (ex. Paper Flow) outside of Banner if necessary (due to costs).	IS&T with input from representatives from all administrative (including Registrar's Office and Financial Aid Office) and academic departments	2020
3c.	Implement the use of a one card system.	Business Affairs, IS&T Business Support Services	2019
3d.	Implement a faculty advising/tenure & promotion system (replacing current FAR).	Academic Affairs, IS&T	2018
3e.	Centralized print management.	IS&T with input from representatives from all administrative and academic departments	2019
3f.	Hold two Banner training sessions per semester. Topics for	IS&T Business Support Services, Registrar's Office	2018

	both current and new staff.		
3g.	Evaluate, select, and implement degree auditing/evaluation system (intertwined w/ advising, completion, and possibly course demand predictions).	IS&T, Academic Advising, Support and Intervention Committee (AASIC), various offices	2020
3h.	Add all modules of Banner upgrade to Banner 9 by 2022 at a pace of 25% a year.	IS&T Business Support Services	2022
3i.	Implement International Student Tracking and Tax Prep system.	Business Affairs, IS&T	2019
3j.	Implement an Event, Calendar and Space Management System.	Business Affairs, IS&T	2020
3k.	Develop policies regarding email. Create digest email for Faculty/Staff and Broadcast to regulate internal spam. Separate user lists. Devise plan to educate faculty and staff on new policies.	IS&T, TAC, Student Life	2018
3l.	Create policies and processes regarding web page updates. Devise plan to educate faculty and staff on new policies.	TAC's Web Oversight Committee	2018
3m.	Create policies regarding software licensing (& version consistency) and management across campus. Devise plan to educate faculty and staff on new policies.	TAC, IS&T	2019
3n.	Create project intake prioritization process.	TAC, IS&T	2018
3o.	Embed applications within the University web site (ex. on-line auctions (Foundation), data parents fax in).	TAC's Web Oversight Committee, Advancement and Alumni Affairs, Foundation	2021
3p.	Increase/improve system integrations with Banner	IS&T, various administrative offices	2019

	(&/or other campus systems). For example: Maxient, Raiser’s Edge, online giving system, health services, student conduct, student life.	(including Advancement and Alumni Affairs)	
3q.	Evaluate and explore unused Canvas capabilities.	Malone Center, IS&T	2018
3r.	Evaluate alumni software systems (ex. iModual) that allow alumni to connect with one another, etc.	IS&T, Advancement and Alumni Affairs	2019
3s.	Implement Contract Management System.	Business Affairs, IS&T	2019
3t.	Design and implement campus-wide Data Governance Policy.	Data Governance Steering Committee, Data Governance Task Force	2018
CEATH: Provide Additional Related Systems (p.10 - 11), Provide Needed Training (p.12), Strengthen Capabilities around Banner (p.8 - 10), Define Effective Policies (p.12), Fix the Website (p.13), Address Process Inefficiencies (p.14)			
UM Strategic Plan: Partnership and Outreach Goal 18 – Optimize, expand, and enhance marketing efforts.			

Recruiting, Retention, and Campus Life			
Goal 4: Expand the online presence and technology tools on the UM website for campus organizations that enhance student life (e.g. academic and non-academic clubs, UM athletics, performances and arts events, and other student-driven campus events), for the purpose of both retaining current students, and attracting future students.			
Obj #	Statement	Responsible Party	Year Implementation
4a.	Develop plan and policy for institutional use of social media.	University Relations, Enrollment Management, SGA, Executive Cabinet, TAC’s Social Media Subcommittee, Academic Affairs, Athletics	2019

4b.	Increase regular use of social media by 20% per year from 2018 – 2022.	Academic and administrative units	2019
4c.	Standardize campus-wide digital signage – local control, organizational control.	University Relations, Enrollment Management, SGA, Executive Cabinet, TAC’s Social Media Subcommittee, Academic Affairs, Athletics	2022
4d.	Facilities Scheduling: Research and decide on room reservation software (ex. EMS, AdAstra, R25, compatible with Campus Labs Engage). Include unified community events and calendar information and reservations.	Student Life, IS&T, Business Affairs, Physical Plant, Registrar’s Office	2019
4e.	Implement mobile registration.	IS&T, supported by Admissions, Registrar’s Office	2019
4f.	CRM (Customer Relationship Management) / Recruit system in place for graduate applications for all applicable colleges.	IS&T, supported by Deans’ Council, Graduate Council	2018
4g.	Continue to enhance marketing efforts through Recruit “Constant Contact.”	IS&T, Enrollment Management/Student Affairs	2019
4h.	Enhance current Early Alert system/processes to reach students early (possibly prior to four-week period).	Academic Success Center, Academic Advising, Support and Intervention Committee (AASIC), Academic Affairs, Student Success, IS&T IRPA, Faculty Senate	2019
4i.	Review and recommend tutor management system.	Academic Success Center, IS&T	2020
4j.	Integrate OrgSync with UM web site to allow autopush of OrgSync updates to UM website.	IS&T, supported by Student Life	2017

4k.	Utilize Campus Labs' (software) Engage feature which allows UM to brand our new .org link.	IS&T, supported by Student Life	2018
4l.	Utilize Campus Labs' (software) Engage feature Corq (Mobile app) which allows students to "find and discover events in your area." Basic feature of Engage so no added cost.	IS&T, supported by Student Life	2018
4m.	Utilize Campus Labs' Engage feature Event Check In (Mobile app) which allows students to use their unique QR code to check in at UM events.	IS&T, supported by Student Life	2018
4n.	Update campus safety and security features. For example: upgrade existing and install additional security camera, upgrade card swipe system.	Enrollment Management/Student Affairs, IS&T	2020
4o.	Evaluate, select, implement accommodation software (ex. SAM – Student Accommodation Manager).	Disability Support Services, IS&T	2019
4p.	Increase event live streaming (ex. Athletics).	IS&T, Athletics, Mass Communication	2018

CEATH: Provide Additional Related Systems (p.10 - 11 and figure 7), Define Effective Policies (p.12), Fix the Web Site (p.13)

UM Strategic Plan:

Student Engagement and Success

Goal 9 – Engage incoming undergraduate students.

Obj. 10C – Invest in updated safety and security features.

- Upgrade existing and install additional security cameras.
- Upgrade card swipe system.
- Install sprinkler systems in residence halls.

Obj. 11B – Involve more students in activities outside the classroom.

Obj. 11D – Increase attendance at intercollegiate athletic events.

- Investigate network infrastructure to provide sufficient bandwidth for live streaming to improve the fan experience.

Partnerships and Outreach

Goal 18 – Optimize, expand, and enhance marketing efforts.

Continuous Improvement

Goal 5:

Obj #	Statement	Responsible Party	Year Implementation
5a.	Review IT Strategic Plan for relevance.	TAC	Annually -End of AY
5b.	Review Unit Plan submissions for IT requests/assistance.	IS&T IRPA	Annually -End of AY
5c.	Review all measurements. Were we successful? Did we do what we said we'd do?	TAC	Annually -End of AY
5d.	Review communications delivered campus-wide. To: Faculty Senate, Staff Senate, Deans' Council, Dept. Chairs' Council, President's Cabinet.	TAC	Annually -End of AY
5e.	Organize and review data received campus-wide. For example: Malone Center's Faculty Technology Survey (conducted every other year), SolarWinds-helpdesk Satisfaction Survey, Faculty Senate annual survey (Tech/IT items).	IS&T IRPA, TAC, Malone Center	Annually -End of AY
5f.	Review all IT policies. Determine if additional IT policies are needed.	TAC	Annually -End of AY

CEATH: Define Effective Policies (p.12), Address Process Inefficiencies (p.14), Expand On-line and Hybrid Utilization (p.14)

UM Strategic Plan:

Partnerships and Outreach

Obj. 17B – Identify and implement more effective ways to share news and solicit input on campus issues and challenges.

5-4-2018