

Strategic Technology Directions @ goucher.edu

A Strategic Information Technology Plan for Goucher College

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I. Introduction

Information and instructional technologies are now essential components to fulfilling the mission of a college. Technology is changing how we access, organize, analyze, and process information. It is considered instrumental for improving information exchange, enhancing teaching and learning, empowering research, and increasing productivity. Technology is changing how we conduct business and how we communicate. Technology's influence, impact, and presence are reshaping our society, our commerce, our work life, our leisure life, and our education.

The growth and expansion of technology brings continuous change. Planning for technology is difficult when the landscape changes every day. However, an organization needs to chart strategic principles and objectives to shape tactical plans and approaches as it explores, evaluates, selects, implements, and leverages technology. **Strategic Technology Directions @ goucher.edu** was developed to outline the college's technology strategic principles and objectives and to suggest next steps and initiatives for technology at Goucher.

1. Vision

How will Goucher College respond to the influence and impact of technology? What is the vision of technology for Goucher?

The strategic direction for technology will be developed to support the **Goucher College Strategic Vision**:

- a. View academic inquiries and intellectual endeavors within a global context
- b. Create annual opportunities for students to explore the international, intercultural, and ecological dimensions of their education through academic experiential learning experiences
- c. Build an Athenaeum to serve as the intellectual, social, and cultural nexus to promote the free exchange of ideas
- d. Increase the diversity of Goucher's faculty, staff, and student body
- e. Expand, enhance, and reinvigorate the intellectual, cultural, and social life of Goucher

2. Technology Direction

The college's technology direction is organized around certain core activities: teaching, learning, student life, research, and administrative support. The use of technology for each of these areas depends on a solid technology infrastructure with appropriate support services. It is expected that faculty and staff will demand more sophisticated technology opportunities to handle their responsibilities. Additionally, an increasing number of faculty, students, and staff will come to Goucher College with high expectations of information technology. These factors place greater demand on the college's capabilities and resources.

3. Guiding Principles for Technology

The college's commitment to technology is translated into a set of guiding principles for how technology should be created, managed, and supported. These principles will serve as the foundation of any technology development on the campus, and they will guide campus discussions on the suitability of future technology initiatives.

a. **Assured Access**

Technology should be readily accessible to all students, faculty, and staff of the college. The college will insure that all students, faculty, and staff have required access to computers, software, and technology services. Capabilities should be developed to provide fully functional accessibility to the entire college community both on and off the college's campus.

b. **Customer Service**

The college will provide customer service organizations that will help the campus community access and use technology through training, "How do I?" documentation, guides about technology resources and access, and individual assistance. Access to Information Technology support will be provided to the college community through a variety of venues (e.g., phone, e-mail, web, in person). The availability of customer support will be continually monitored to provide appropriate staffing and coverage to meet the needs of the college community. Customer service training will be provided to these support organizations in addition to technical training. Based on the findings of Leonard Berry in "On Great Service", the college will continue to review its technology customer service to be sure that it provides the following:

- **Tangibles:** Ability to provide physical facilities, equipment, personnel, and communication materials
- **Responsiveness:** Willingness to help and provide prompt service
- **Reliability:** Ability to perform the promised service dependably and accurately
- **Assurance:** Knowledge and courtesy and the ability to convey trust and confidence
- **Empathy:** Ability to provide caring, individualized attention

c. **Planning**

The technology objectives of the college need to be aligned with institutional priorities and the technology planning process of the college needs to insure a high level of inclusion and interaction. The technology planning process provides an opportunity to:

- Determine the fundamental technology directions of the college
- Identify key strategies in taking the next steps
- Clarify the actions needed to help departments, divisions, and the college achieve their broad missions and goals
- Articulate what leadership and services the campus can expect from college technology organizations
- Disseminate knowledge about existing technology services, technology needs, and technology constraints

- Evaluate current services and practices and revise and expand services as needed
- d. **Reliable Technology Services**
Information and instructional technology accessibility will be delivered via a secure, solidly established, centrally operated, redundant, and robust network and computer infrastructure.
- e. **Self-Service**
The college will continually explore opportunities for students, faculty, staff, prospective students, and the public to "help themselves" to information and technology services.
- f. **Leveraging Technology**
The college will provide encouragement and incentives to the campus community to explore how to use, leverage, and integrate technology in teaching, learning, and college operations.
- g. **Assessment**
The college will provide a regular assessment of its technology infrastructure and support to insure that the resources and services meet the needs of the campus community.

II. Strategic Technology Objectives

The college has established four strategic objectives for technology:

1. Maintain and Enhance Information Technology Accessibility

The college will provide students, faculty, and staff with access to current computers and software, and to appropriate technology services and capabilities. The college will develop a reliable and adequate technology infrastructure to support the development and delivery of information / instructional technology services and resources.

2. Develop Technology Experienced Faculty, Staff, and Students

The college will provide appropriate faculty, staff, and student training and support services to enhance the understanding and use of technology.

3. Provide Technology Enhanced Education

The college will establish appropriate levels of technology in campus classrooms and computer labs. The college will provide assistance to faculty in instructional design and the integration of technology in teaching and in the curriculum.

4. Improve College Business Operations

Information systems will be implemented and enhanced to improve the operations of the college and to provide greater access for students, faculty, and staff to information and services. Information systems will be leveraged to enhance college planning and operational decisions.

III. Strategic Directions

1. Maintain and Enhance Information Technology Accessibility

Technology provides opportunities to access information, to enhance our communication with others, to facilitate collaboration, and to use tools that can improve how we teach, learn, and do business. The challenge is to make technology accessible to everyone in the college community and to select easy to use technology services that can have the greatest benefit to the campus.

a. Information Technology Guidance

The college will establish advisory groups to:

- Discuss Information Technology access issues for faculty, staff, and students
- Review and discuss Information Technology initiatives and priorities
- Participate in planning the future direction of campus technology services and support
- Review Information Technology Policies and Procedures
- Provide advice and guidance to the Information Technology organization
- Advance Information Technology on the Goucher campus
- Foster campus communication about Information Technology initiatives and issues

b. Assured Access

The college will provide universal access to technology services and resources for all students, faculty, and staff from on-campus and remote locations.

c. Replacement Strategy

The college will continue to upgrade, maintain, and replace computer hardware (computer workstations, classroom technology, audio/visual equipment, network infrastructure, telecommunication infrastructure, and computer servers) and software on a regular planned timetable so that the college's technology services will be reliable and will provide state of the art capabilities and features.

d. Reliable Infrastructure

It is sometimes easy to forget about the "Behind the Walls" infrastructure that supports the college's needed technology services. Like desktop computers, the college will determine a strategy for the construction, maintenance, and upgrades to the college's infrastructure (campus network access and services, Internet services, remote access services, and computer server architecture). The college will build a campus infrastructure with adequate bandwidth, reliability, redundancy, services, and security to support college technology needs.

e. Technology Standards

The college will maintain campus-wide standards for computing hardware, classroom audio/visual technology, software, and services to facilitate collaboration, to maintain state of the art computer technology, to simplify upgrades, and to simplify support and training.

f. Technology Implementation

Technology implementation takes more than technical staff to set up the computer or install computer software. Customer Service staff will be included in the equation to help the college understand how to access, use, and apply the technology. The college will continue to review how planning, training, communication, and resources are used to implement and deploy new technology services to the campus.

g. Technology Communication

The college will provide information and communication about technology initiatives, directions, goals, and priorities. The college will continue to establish opportunities for students, faculty, and staff to provide ideas, suggestions, comments, feedback, and dialogue on technology plans and initiatives. Information Technology will provide the campus community with information on the roles and responsibilities of Information Technology units and how the campus community can contact Information Technology to address questions, problems, and requests.

h. Partnerships

The college will explore partnerships with technology corporations to provide information technology services and opportunities for students, faculty, and staff.

i. Technology Organizations

The college will continue to review and develop organizations and staff to support the growth, understanding, and use of technology services and resources.

j. Proper Staffing Balance

The college will ensure the effective delivery and support of information technology by establishing an effective technical staff with clearly delineated roles and responsibilities in providing support services to the campus community.

k. Staffing Retention and Development

Developing “easy to use” technology services for the college takes skilled technical personnel who receive continuous training. Skilled technical personnel in today’s market are hard to attract and retain. Finding skilled customer service personnel, who can communicate, listen, write, solve problems, and utilize professional customer service techniques are equally hard to attract and retain. In addition to attracting and retaining quality technical and support personnel, the college will provide the proper level of staffing to insure the timely development of technology and the proper level of support services.

2. Develop Technology Experienced Faculty, Staff and Students

The importance of information technology to perform work by faculty, staff, and students cannot be overemphasized. Faculty will be able to use technology at whatever level they need for the instructional, research, and service activities they perform. Faculty and staff will be able to have efficient and effective technology support to carry out administrative work for the college. Students will have the necessary technology support to carry out routine assignments, in-depth research, and enlarge personal growth opportunities.

a. Orient the college community to college technology services and resources

Adequate training for and support on the use of the campus network; computer hardware in the classroom, labs, and office; and all college supported software is necessary to allow faculty and staff to carry out their duties and for students to effectively use technology in support of their coursework. Besides face to face training and support, different training and support methods should be utilized by the technology support units on campus, including but not limited to training packets,

online web support information, and user group discussions. To develop technology-experienced users, training and other resource support should be determined through the cyclical assessment of user needs.

b. Supply the necessary continual support to the college community in the use of technology services and resources

To achieve the goal of technology enabled faculty, staff, and students, the campus will maintain up-to-date desktop equipment, appropriate network connectivity, and current office and productivity software. There also will be a suitable level of technical staff support to ensure that technology is properly functioning and required technological changes are being developed. Additionally, the college will deal with technological disparity among users. There will be a diverse support plan for a campus population that is at very distinct levels of technological understanding and user ability.

c. Foster appropriate technology experimentation to support the research, instructional, and business missions of the college

It is important that there are campus designated technology staff who keep abreast of changes in technologies so that the college may effectively support its instructional, research, and business missions. At the same time, innovative applications of technology discovered and developed at the department or unit level may positively change the way learning strategies, research methods, or service models evolve. Therefore, communication channels between the designated technology support staff and faculty and campus staff who are working on leading edge technology projects should be more fully exploited and maintained so that campus technology development and support may materialize more easily and uniformly.

d. Encourage the creative use of information technology to strengthen student life; communication among students, faculty, and college administration; and a sense of Goucher College identity and campus community

Goucher College emphasizes the concept of human development or educating the entire person when it refers to its student population. The idea of Goucher College being in the business of human development should be represented in the types of college-supported technology services the students receive to complete coursework as well as to support campus life activities and personal development. Students should have a rich assortment of technological options to establish and maintain communication with members of the campus community. Technology should support the goal of colleagues and peers communicating easily on campus via electronic means. The college should also support a high degree of communication among all the campus constituents by providing a structure for the creation, collection, and dissemination of accurate and timely information.

3. Provide Technology Enhanced Education

Studies continue to show that both teaching and learning can profit through the use of technology. Changes can be as simple as receiving the course syllabus electronically to the delivery of a course fully online. Faculty and students have ever-expanding

access to each other via e-mail and discussion rooms, to library materials, to colleagues anywhere in the world, and to a wealth of information found exclusively on the Web. This has changed the way some courses are constructed and delivered. As technology becomes more embedded in instruction, more training and resources will be required from the college.

a. Enable faculty to appropriately integrate technology into the curriculum

Issues of development time, special incentives, equipment needs, and staff support requirements are pressing issues as faculty integrate the use of technology in teaching and learning.

b. Engage and support faculty in the use of technology in the curriculum

Proper instructional design and classroom technology support is necessary to enable faculty to use technology in the classroom and in other academic activities. Workshops, one-on-one training, and discussion groups are a few of the activities necessary to engage both faculty and students in the proper use of technology in teaching and learning. Faculty incentives will be provided to assist and encourage faculty to integrate instructional technology into the classroom. The pace of technological development is accelerating geometrically. Practices should be established so that new instructional technologies, software, and associated approaches are regularly researched, considered, and, if suitable, adopted by the college.

c. Create an environment that fosters the achievement of technological fluency for all graduates

Students will be provided technology training and support to give them the necessary skills to be successful in their course studies. The college will support the development of general and program-specific technology competencies that will enable all students to achieve career goals and sustain a level of technological competency necessary for lifelong learning.

d. Develop a proper online learning environment to enhance teaching and learning

The college is committed to a learning-centered environment. Faculty will draw on various technologies, appropriate to the disciplines, to support teaching. The college will: offer training and personalized assistance on current technologies and software used for instruction, provide additional background in course design as it is influenced by technology, and assist in the design and development of digital course materials. Ways will be further developed to assist faculty in mastering and keeping up-to-date with technologies relevant to their discipline and areas of teaching.

e. Establish categories of classroom technology and maintain appropriate technology enhanced classrooms and learning spaces

If the college is to achieve technology enhanced education, it will equip campus classrooms and laboratories for specific delivery needs and at a necessary level for instructional effectiveness and efficiency. These rooms will also be continually upgraded on an as needed basis if they are to continue to support the goal of technology enhanced education.

f. Ensure the availability of technology resources for students outside of classroom activities

As more courses use technology, particularly web technology, there is a growing need for access to computers outside the classroom. The college will continue to provide the campus community with access to public computer workstations and access to computing resources from residence halls and off-campus locations.

g. Develop and provide access to essential information resources to support learning, teaching, and research

The Goucher College faculty, students, and staff should have ready access to the Library's online catalog, its growing collection of electronic materials in text and multimedia formats, Baltimore Area Library online catalogs and collections, and to any information found freely on the World Wide Web. As the Internet becomes more ubiquitous and the Web continues to become more complex and technologically sophisticated, the college will support the changes with the necessary speed and bandwidth to maintain their effectiveness as instructional, research, and service tools.

h. Develop and provide support for professional information gathering to enhance learning, teaching, and research

The college will promote the ability to evaluate and use information as an integral part of education in the liberal arts and sciences. The college will provide the campus community with opportunities to learn information gathering and evaluation techniques.

4. Improve College Business Operations

Technology is transforming the creation of new products and services, the organization and presentation of business information, and the accessibility and delivery of services. The power and capabilities of technology in business operations has also changed expectations. Organizations must now be ready to meet new and heightened expectations for customer service. Technology can now transform the productivity and efficiency of an enterprise, the collaboration of organizational units, the design and flow of operations, and interaction with business partners and suppliers.

a. Information Access and Services

Goucher College will implement information systems that will provide enhanced information access and services to faculty, staff, and students. The information systems will enhance a student's ability and convenience to do "business" with Goucher

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College (e.g. admissions, registration, and payment). The information systems will provide information and services for faculty and advisors to improve how they perform administrative functions such as advising, receiving class roster information, submitting grades, viewing course schedules, and instructor schedules. The information systems will be flexible to permit the college to review and easily redesign business processes in order to improve productivity and customer service capabilities.

b. Technical Proficiency

Individuals and departments will be expected to learn and utilize the college’s information systems to improve the operations and access to information services.

c. Decision Making

Having an information system that provides access to information is not enough. The college will develop tools and methodologies to collect information, track information, and analyze information in order to assist the college in strategic and operational decisions. The college will develop a “dashboard” to assist management in viewing the state of the college to determine which operations are performing well and which operations require attention.

IV. Technology Initiatives

The implementation of the plan will be managed and monitored by the Information Technology Advisory Group (ITAG). The following table provides a status of technology initiatives and projects to support the implementation of the college’s strategic technology objectives:

Technology Initiative	Status
Strategic Technology Objective#1: Maintain and Enhance Information Technology Accessibility	
1. Maintain technology advisory groups to guide the technology direction of the college	<ul style="list-style-type: none"> a. The Information Technology Advisory Group (ITAG) will meet throughout the academic year to provide technology direction and planning for the campus. b. Regular meetings of PowerCAMPUS users will be held to provide training and to discuss how the software can be leveraged to enhance the operations of the college.
2. Maintain and enhance classroom technology resources and services	<ul style="list-style-type: none"> a. Continue to implement the college’s Classroom Technology plan that provides a regular replacement cycle for the classroom technology of each learning space on campus. b. Continue to provide instructors with personalized e-mail invitations to have an orientation session on

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Technology Initiative	Status
	<p>classroom technology for each learning space that they will be using during the semester.</p> <ul style="list-style-type: none"> c. Continue to encourage faculty to call the Help Desk immediately when they experience into a classroom technology problem. d. Continue to operate the Help Desk at Night to provide evening classroom technology support. e. Continue to employ students to engage in regular examinations of all classroom technology on a regular schedule. f. Determine next steps to deal with aging videotape technology and collections. g. Develop a strategy for improving the purchase, delivery, and access to videos for teaching and learning inside and outside of the classroom.
3. Improve 24/7 access to technology resources and support	<ul style="list-style-type: none"> a. Determine next steps for the 24/7 technology services, resources, and support in the Athenaeum. b. Determine next steps for providing technology services and support for students studying abroad. c. Determine next steps for providing technology support for distance learning programs.
4. Improve computing access for residential students	<ul style="list-style-type: none"> a. Continue to evaluate and improve the college's highly recommended laptop program for incoming students. b. Determine next steps for expanding wireless network access for residential halls beyond the common rooms.
5. Enhance access to computing resources	<ul style="list-style-type: none"> a. Continue to implement Goucher Google e-mail for the Fall 2010 and Fall 2011 incoming classes to complete the migration of all student e-mail to Google. b. Determine if additional workstations need to be added to the Athenaeum. c. Continue the implement of Microsoft Office 2007 for the campus. d. Determine and implement a SharePoint Services implementation strategy for the campus. SharePoint Services provides collaboration tools such as calendaring and document sharing and can be used as an Intranet. e. Phase out the use of public folders. f. Replace the college's centralized data storage and backup resources for campus computer systems and the campus community.
6. Improve the security of campus technology	<ul style="list-style-type: none"> a. Continue to monitor and improve the effectiveness of the college's firewall. A firewall protects the resources of the college's private network from users from other networks. b. Continue to monitor and improve the effectiveness of the college's SonicWall anti-spam software. c. Continue to review and improve campus and network security policies, procedures, and practices. d. Continue to review and improve the college's McAfee anti-virus and anti-spyware procedures and practices.

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Technology Initiative	Status
	<ul style="list-style-type: none"> e. Perform regular updates to the operating system software of campus workstations and computer servers to insure the latest security patches. f. Continue to review and improve the college's CampusManager "Safe Computing" Environment for all computers in the residence halls and any wireless computer connected to the campus network. g. Continue to review and improve Disaster / Recovery procedures for the campus. h. Continue regular security audits conducted by an outside vendor.
7. Continue to improve the skills of Information Technology employees	<ul style="list-style-type: none"> a. On an annual basis, develop a plan for technical and customer service training for Information Technology staff. b. Explore technology certifications for Information Technology student workers.
8. Provide appropriate resources for students residing off-campus	<ul style="list-style-type: none"> a. Determine next steps for the computing resources in the Athenaeum Commons. b. Continue to provide off-campus students with information on how to access campus resources using Virtual Private Network (VPN) capabilities. c. Upgrade the college's VPN capabilities to a web-based solution to provide greater simplicity for using this service.
9. Enhance the college's course management system	<ul style="list-style-type: none"> a. On an annual basis, review and revise policies and procedures to enhance access and use of college course management software. b. Continue to evaluate the use of Wimba web conferencing software and Voice Tools software that are integrated with Blackboard. c. Conduct an evaluation of course management software to determine next steps for the college.
10. Increase access to the campus wireless network and the Internet	<ul style="list-style-type: none"> a. Determine how wireless access can be expanded in residence halls. Currently wireless access is provided in Welsh Hall, Sondheim Hall but is only provided in the common rooms of other residence halls.
11. Enhance campus telephone services	<ul style="list-style-type: none"> a. Beginning in Fall 2009, students will receive residential telephone services and voice mail only when requested. Determine next steps for residential phone services for Fall 2010. b. Determine next steps for the college's telephone system. c. Determine next steps in expanding the use of integrated fax / e-mail technology to departments on campus.
12. Review Annual Technology Replacement Strategy	<ul style="list-style-type: none"> a. By July of each year, perform a review of the funding and priorities for technology replacements and upgrades: <ul style="list-style-type: none"> • Classroom Technology

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Technology Initiative	Status
	<ul style="list-style-type: none"> • Computer Lab computer workstations • Faculty/Staff computer workstations • Campus network infrastructure • Cable Television infrastructure and services • Telephone infrastructure and services • Computer systems and servers • Campus software licenses • Printers <p>b. Perform annual computer lab hardware upgrades during summer and winter breaks.</p> <p>c. Perform annual faculty and staff computer hardware upgrades.</p> <p>d. Request software changes from faculty for campus computer classrooms and labs at the end of each semester, and configure and deploy new software images prior to the Fall and Spring semesters for faculty testing and evaluation. Coordinate summer classroom and lab upgrades with the Graduate and Professional Studies programs who have courses that begin in July.</p>
13. Enhance campus network performance and reliability	<p>a. Upgrade network equipment for improved technology and increased capacity to provide adequate and more reliable network services.</p> <p>b. Continue to analyze network traffic and performance to determine if the college's Internet bandwidth needs to be expanded.</p> <p>c. Continue to monitor and tune the college's PacketShaper technology that controls the amount of bandwidth that can be used by any specific application and gives higher priority to essential applications and uses of the Internet.</p>
14. Enhance campus printing capabilities	<p>a. Implement a technique for a student's personal wireless laptop computer to use the "Print Wisely" system to print to campus network printers.</p> <p>b. Explore the ability of the campus Printing Office to receive and print documents electronically.</p>
15. Support campus videoconference capabilities	<p>a. Provide support to faculty and departments in the use of the Wimba web conferencing system.</p> <p>b. Continue to evaluate the Wimba web conference system in light of other available video conferencing technologies.</p>
16. Continue to evaluate emerging technologies	<p>a. Continue to evaluate new technologies and their potential application for the campus.</p>

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Technology Initiative	Status
Strategic Technology Objective#2: Develop Technology Experienced Faculty, Staff, and Students	
17. Promote the use of classroom instructional technologies	<ul style="list-style-type: none"> a. Continue to update and maintain the Information Technology website to provide the campus community with information and instructions about classroom technology in each learning space. b. Continue to provide instructors with personalized e-mail invitations to have an orientation session on classroom technology for each learning space that they will be using during the semester.
18. Identify ongoing training needs for the Goucher community	<ul style="list-style-type: none"> a. Survey the campus community on a regular basis in order to provide just-in-time learning opportunities.
19. Provide training opportunities for the Goucher community	<ul style="list-style-type: none"> a. Publish Fall, Winter, Spring, and Summer regular training schedules to the campus community.
20. Provide a high-end, multimedia computer lab for faculty, staff, and students	<ul style="list-style-type: none"> a. Determine next steps for the Communications department media lab to provide better integration with the Digital Arts Classroom in the Athenaeum. b. Determine next steps for improving technology support for the Communications department media lab. c. Determine next steps for improving the computer workstations in the Information Commons of the Athenaeum. d. Determine next steps for improving the new Digital Arts Classroom in the Athenaeum.
21. Enhance orientation to technology for faculty and staff	<ul style="list-style-type: none"> a. Continue to enhance the personalized technology orientation that is provided to all new employees held in the employee's office.
22. Develop and revise Campus Technology Policies in partnership with the campus community	<ul style="list-style-type: none"> a. Continue to review and revise campus technology policies on an annual basis.

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Technology Initiative	Status
Strategic Technology Objective#3: Provide Technology Enhanced Education	
23. Create a cadre of highly skilled student workers	a. Continue to examine the training and supervision of Information Technology student workers.
24. Promote usage of course management tools	a. Continue to offer workshops for training and/or presentation in use of the college's course management software.
25. Enhance student electronic portfolios	a. Determine next steps for electronic portfolios. b. Provide orientation and training to other areas of the college that would like to explore electronic portfolios for their students.
26. Support Curriculum initiatives	a. Collaborate with faculty groups to integrate technology in the development and delivery of service learning, 3 week intensive courses, international courses, first-year experiences, and cluster courses. b. Provide assistance to faculty and departments in the evaluation of software to enhance teaching and learning. c. Implement and support the college in the use of the Blackboard Outcomes Assessment software to document, assess, and analysis learning outcomes.
Strategic Technology Objective#4: Improve College Business Operations	
27. Enhance the information systems of the college (PowerCAMPUS Admissions, PowerCAMPUS Student Records, PowerCAMPUS Billing and Cash Receipts, Great Plains Finance, Great Plains Human Resources, and	a. Continue to support, maintain, and upgrade the college's PowerCAMPUS and Great Plains information software. b. Continue to support and enhance PowerCAMPUS and Great Plains interfaces. c. Implement PowerCAMPUS Degree audit capabilities for majors and minors. d. Review and revise online placement exam software and determine a strategy for loading placement exam scores to PowerCAMPUS.

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Technology Initiative	Status
PowerCAMPUS Advancement)	
28. Enhance the college's Human Resource information system	<ul style="list-style-type: none"> a. Support Human Resources in the implementation and use of the Great Plains Human Resources payroll software. b. Investigate the use of online payroll advices.
29. Enhance the PowerFAIDS and NetPartner information system software	<ul style="list-style-type: none"> a. Continue to support, maintain, and upgrade the college's PowerFAIDS and NetPartner information software. b. Continue to support and enhance the interface of the PowerFAIDS and PowerCAMPUS systems.
30. Continue to enhance the college's reporting capabilities	<ul style="list-style-type: none"> a. Continue the implementation of SQL Server Reporting Services for the development of reports for campus offices. b. Explore the development of data warehouse capabilities for longitudinal research and reporting. c. Identify reports that might be used to department chairs, faculty, and administrators to support academic planning.
31. Continue to enhance the web-based credit card and Automated Clearing House (ACH) payment capabilities of the college	<ul style="list-style-type: none"> a. Maintain and enhance the college's use of CASHNet to receive credit card and ACH payments for graduate registration and other business transactions of the college. b. Implement the CASHNet electronic billing system for students that integrate real-time information from the PowerCAMPUS information system. c. Maintain and enhance the JSA website that allows students and parents to view OneCard balances and make deposits to the OneCard.
32. Maintain and Enhance a New Student Portal	<ul style="list-style-type: none"> a. Maintain and enhance a web application that will provide students with a checklist of items to complete before arriving on campus for undergraduate students. b. Develop a new student portal for graduate and professional study students.
33. Develop a Retention Portal	<ul style="list-style-type: none"> a. Develop and implement a retention portal that provides student support offices a common view of students in danger of not returning
34. Maintain a One-Page Academic Plan Summary	<ul style="list-style-type: none"> a. Maintain and enhance a one page summary for students and advisors that display a student's achievement of the undergraduate general education requirements.
35. Develop a General Education Requirements website	<ul style="list-style-type: none"> a. Develop a website that allows students to search for courses that meet General Education requirements.

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Technology Initiative	Status
36. Develop a Study Abroad Course Database	a. Create a database for the Office of International Studies that tracks study abroad courses that have been used to fulfill institutional requirements.
37. Enhance interfaces between the college's information systems and other campus systems (Blackboard Course Management System, DSX Building Access System, Blackboard Transaction System for Meal Plans, Millenium Library Management System, Neusoft Xpress Health Management System, eSuds Laundry system, Post Office Mail Notification system, etc.)	a. Investigate importing class schedule information to Scheduler Plus room scheduling system.
38. Investigate Imaging Solutions for digitizing information	a. Investigate imaging solutions for digitizing all information in the folders of undergraduate applicants and would be integrated with the college's student information system.
39. Enhance the college's website	a. Maintain and upgrade the college's Ingeniux Web Content Management System. b. Provide training to individuals and departments in the use of the Ingeniux Content Management System.
40. Enhance Access to Information for Decision Making	a. Develop and maintain a web-based dashboard report of college benchmarks and statistics. b. Develop and maintain a web-based fact book that provides information about the college. c. Develop a college-wide document repository for web-based access to policies and information for the campus community. d. Provide training and support in developing a SharePoint Inside Goucher intranet site for departments.

V. Current Technology Services

Technology Planning Framework @ goucher.edu provides the current status and next steps for student, faculty/staff, instructional, and business technology services. Access to this planning document and other technology planning documents is available in the Technology Planning section of the Information Technology web site (<http://www.goucher.edu/it/>).