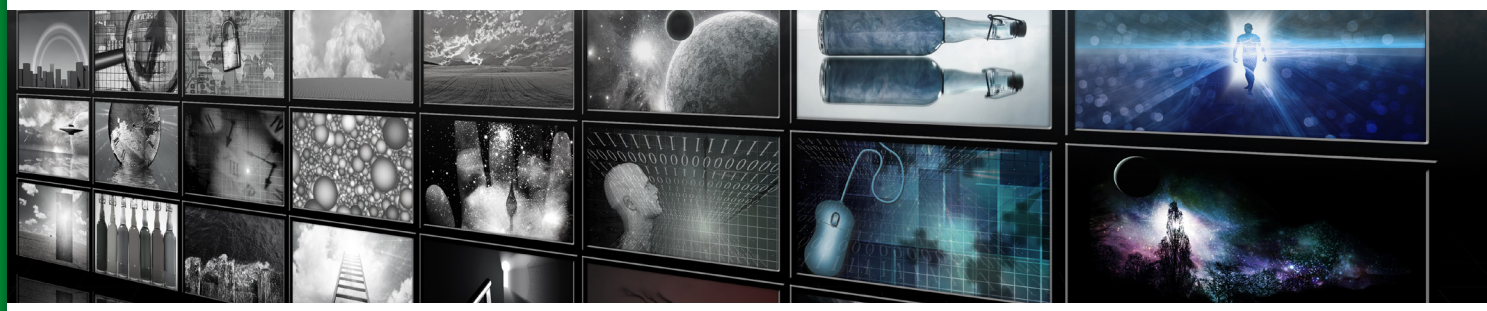
Information Technology Master Plan

2017-2022



October, 2017

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Introduction

Naugatuck Valley Community College (NVCC) enrolls more than 6,000 students each semester, has over 200 faculty and staff and offers over 100 associate degree and credit certificate programs and hundreds of non-credit learning activities on two campuses.

For the Information Technology department, this translates into support for over 3,500 network devices including computers, printers, copiers, wireless access points, telephones, projectors and security cameras. Some devices serve very specific purposes, such as HVAC system monitors, library security gates or medication dispensing machines in the Nursing program. The network connecting these devices is comprised of 44 network switch-stacks with over 6,500 ports in 34 network closets. Last year, the IT Service Desk responded to more than 3,300 requests for assistance.

In addition to meeting ongoing technology needs that stem from the current IT infrastructure, NVCC has outlined plans for strategic growth via two guiding documents: a 2016-2026 Strategic Plan and the Facilities Master Plan. In accordance with the IT Mission, this IT Master Plan responds to ongoing IT needs, and supports information technology development in alignment with these two institution-wide plans.

Information Technology Mission Statement

To provide students, faculty and staff with network services and tools that make them successful. Through our services and tools we look to empower our users and enable the exploration and use of technology in education.

NVCC IT supports the college mission to offer "quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential".

How This Plan Was Formulated

Every year, EDUCAUSE[1] conducts a survey of IT leaders at member institutions to find out what they see as the ten most important IT issues they face. These are the results for 2017:

1. Information Security
2. Student Success and Completion
3. Data-Informed Decision Making
4. Strategic Leadership
5. Sustainable Funding
6. Data Management and Governance
7. Higher Education Affordability
8. Sustainable Staffing
9. Next-Gen Enterprise IT
10. Digital Transformation of Learning

The results from these surveys, combined with analyses of IT needs identified by the BOR and at NVCC have helped shape the direction of this plan. For example: for the second year in a row, Information Security is the number 1 issue. As part of achieving Goal 5, NVCC IT implements strategies and software to protect personal identity information e.g. SSN, driver's license number or bank account numbers. In addition, we also support the annual security information training required by BOR IT.

[1] EDUCAUSE is a nonprofit association whose mission is to advance higher education by promoting the intelligent use of information technology. The full report can be found on EDUCAUSE's website.

IT Goals

NVCC Strategic Goals		IT Goal	Outcomes	Accountability Leaders
1	At NVCC, students achieve their goals	• Support advisement and retention through DegreeWorks and BMS projects • Complete and launch redesigned website • Support Marketing Department's use of social media for admissions and retention	• DegreeWorks, BMS and other projects are implemented on time and budget • Redesigned website launches successfully • Website delivers marketing and tracking tools for use in advertising and social media campaigns	• IT • Marketing • Student Services
2	NVCC Faculty and Staff Make a Difference	• Provide technical support to faculty and staff in their professional roles • Update and increase training offerings for faculty and staff, including adjuncts • Complete IT Service Catalog	• Training sessions and topics increase 50% within 2 years • Adjunct training increases 50% within 3 years • IT Service Catalog is published on website	• Academic Affairs • Faculty, FT/PT • IT
3	NVCC programs meet and beat academic and industry standards	• Focus on faculty teaching in smart classrooms for training • Evaluate new educational technologies with the Educational Technology Committee	• Trained faculty teaching in smart classrooms require 25% less support as measured by service desk requests • New instructional technologies are showcased in a classroom for faculty to experience	• Faculty, FT/PT • Educational Technology Committee • IT
4	NVCC is an engine of change within Waterbury and the broader community	• Donate usable technology to Waterbury and Danbury schools and non-profits • Support ECO classes	• Reduce use of IT storage space on Ekstrom's 3rd floor • ECO classes are taught without technical disruption	• IT
5	NVCC is an effective, performance-based institution	• Support IR's data projects and distributions • Implement BOR piloted information security protected enclave • NVCC is compliant with annual information security training requirements • Support IT infrastructure buildout per the Facilities Master Plan (FMP)	• IR data is distributed using a collaborative platform • Protected data is securely accessed, stored and managed • Annual information security training completion rate is 100% every year • IT infrastructure is implemented on time and budget for FMP projects	• BOR • Facilities • IR • IT

Annual Implementation Plan – How Priorities Are Selected

Each year of this plan, NVCC will select IT priorities stemming from the 5-year goals. These IT operational priorities will identified in accordance with the following process:

September - October

The Technology Committee assesses the previous year's priorities and decides if incomplete priorities are carried over to next year or dropped from the list.

November – January

The Technology Committee solicits project suggestions for consideration as future IT operational priorities. IT priorities are selected based on analysis of how they help achieve targets outlined in NVCC's Strategic plan and Facilities Master Plan. The priorities inform IT's Wildly Important Goals (WIGs) for the coming year.

February

Technology Committee reviews and/or modifies IT operational priorities. Requested projects are considered for inclusion as annual priorities in the IT Master Plan.

March

First Draft — Presented to the Provost and Senior Dean of Administration.

April

Second Draft
- Incorporates feedback from the Provost and Senior Dean of Administration.
- Presented to the President and Cabinet.

May

Third Draft — Incorporates feedback from the President and Cabinet.

June

Final version — Published by the Technology Committee for the next fiscal year.

Plan Assessment

Each year, the IT plan's operational priorities will be embedded in the IT department's Wildly Important Goals (WIGS), the operational plan for the college's 10-year strategic plan, and assessed in accordance with the annual WIGS assessment processes. In addition, the IT plan's outcomes will be reviewed annually by NVCC's Institutional Effectiveness Committee (IEC), comprised of college-wide representatives. The IEC, supported by NVCC's Office of Institutional Effectiveness, is charged with supporting assessment practices for all major institution-wide plans.

IT Operational Priorities: 2017-2018

Goal 1: At NVCC, students achieve their goals

- Implement college-to-student communication solutions in Student Services
- Increase support for student owned technology
- Launch redesigned website
- Collaborate with Marketing Department on web-based marketing campaigns

Goal 2: NVCC Faculty and Staff Make a Difference

- Update and increase training offerings for faculty and staff
- Rotate IT support technicians to Founders Hall, Kinney Hall and Danbury campus
- Train and support website content editors

Goal 3: NVCC programs meet and beat academic and industry standards

- Maintain desktop replacement cycle
- Develop and maintain a projector replacement cycle
- Develop and maintain specialty computer replacement cycle – e.g. laptops, workstations
- Develop and maintain a software inventory
- Develop a centralized process for software purchases

Goal 4: NVCC is an engine of change within Waterbury and the broader community

- Donate useful technology in good condition to community
- Properly dispose of equipment at the end of usable life cycles

Goal 5: NVCC is an effective, performance-based institution

- Expand use of collaborative platforms for project communication
- Continue information security education and training
- Implement protective data enclave piloted by BOR IT
- Complete annual information security training
- Expand use of WebEx for online meetings, conference calls and collaboration
- Configure and automate printing reports
- Manage copier fleet in collaboration with Finance
- Develop base requirements for new copiers – leased or purchased

Technology Committee

The IT members are permanent. Members from other areas - faculty, staff and students – serve for 2 years.

Bruce Arsenault, Network Manager
Conal Larkin (chair), Associate Dean of IT
Neph Villanueva, Director of IT
Faculty representative
Staff representative
Student representative
Student representative