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# Information Services Strategic Plan 2009-2012

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The views expressed in this paper are solely those of the author.



# Information Services Strategic Plan 2009-2012

To support the priorities of  
Connecticut College

Version:  
January 26, 2009

# Challenges that Encourage Planning

- Rising importance of electronic communications and resources
- Backlog of projects
- High expectations among users
- Limited resources relative to projects and expectations
- IS staff stress and turnover issues, e.g., lack of coverage
- Current planning failing to yield budgetary support for college's IS priorities
- Range of IS services seems confusing to campus
- Governance of college not engaged in success of IT environment

# Objectives for IS Strategic Plan

- To clarify how IS strategic priorities relate to college's strategic priorities
- To help communicate IS priorities and needs to campus
- To provide basis for budget discussions and enable priorities to be set within IS and College
- To integrate IS planning with College governance system
- To keep planning methodology simple, inexpensive, and understandable to multiple campus constituencies
- To drive long-range IS project planning and development of IS Annual Plan

## **IS Strategic Priorities 2009-2012**

1. Improve IS operations and systems to support the college strategic priorities and areas.
2. To strengthen IS infrastructure and mitigate risk of significant network outage.
3. Strengthen information security and regulatory compliance environment.
4. Provide competitive IS environment for student experience.
5. Improve IS support of academic and research efforts.

# IS Strategic Plan: Priorities FY2009-2012

IS Strategic Priorities	Description
Priority One	To improve IS operations in support of college priorities by <b>adding applications and personnel</b> to meet the needs of the college's strategic areas and its strategic priorities.
Priority Two	To strengthen IS infrastructure with <b>disaster recovery planning, network design testing and improvement, preparing for new technologies, and improving the physical spaces</b> that house essential technologies.
Priority Three	To strengthen information security and regulatory compliance environment <b>by engaging outside audit consultants, creating policy, and establishing and maintaining systems</b> to meet necessary requirements.
Priority Four	To provide competitive IS environment for student and faculty experience compared to other liberal arts colleges by developing <b>modern facilities, network strength, and preparing for new instructional and social technologies. Provide access</b> to excellent academic resources for students and faculty. <b>Strengthen collections</b> through consortial partnerships.
Priority Five	To improve IS support of academic and research efforts through <b>improved programs of information literacy, remodeled facilities, and support of academic department computing.</b>

# IS Strategic Plan: Priorities FY2009-2012

IS Strategic Priorities Mapped to Connecticut College *Strategic Priorities for New Century*

<b>Conn College Strategic Priorities</b>	<b>IS Priority One: Operations and Systems</b>	<b>IS Priority Two: Infrastructure</b>	<b>IS Priority Three: Security/ Compliance</b>	<b>IS Priority Four: Competitive Environment</b>	<b>IS Priority Five: Academic Efforts</b>
<b>Key Concepts</b>					
SP #2: Excellence in Teaching				X	X
SP #3: Excellence in Research				X	X
SP #4: Res Life and Advising	X			X	X
SP #12 Staff Prof Dev	X				

# IS Strategic Plan: Priorities FY2009-2012

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<b>Key Concepts</b>					
SP #15: Comm in Mrkting	X		X	X	
SP #16: Alumni Engmnt	X			X	
SP #17: Campus Renewal	X	X		X	
SP #18 Classrms Renov		X		X	X
SP #21: Lib/Info Comms				X	X

# IS Strategic Plan: Priorities FY2009-2012

## Strategic Priorities Mapped to Strategic Areas:

Advancement, Admissions, College Relations –and- DOF/Student, Finance, Administration, IS

<b>Conn College Strategic Areas</b>	<b>IS Priority One: Operations and Systems</b>	<b>IS Priority Two: Infrastructure</b>	<b>IS Priority Three: Security/ Compliance</b>	<b>IS Priority Four: Competitive Environment</b>	<b>IS Priority Five: Academic Efforts</b>
<b>Key Areas</b>					
Advancement	X			X	
Admissions	X			X	X
College Relations	X	X	X	X	X
DOF/DCC (Academic and Student Programs)	X			X	X
Administration (HR, PP, etc.)	X	X	X	X	
Finance	X	X	X		
Information Services	X	X	X	X	X

# IS Strategic Plan: Priorities FY2009-2012

## FY2010 Actions Summary

### **1: Operations and Systems:**

Staff Training Program \*

Positions:

Sr. Programmer Analyst \*

Functional Lead—FIN/HR (50%) \*

Software:

Adirondack Housing System \*

EMS Master Calendar \*

Plan ePortfolio Upgrade \*

Continue Luminis Implementation \*

### **2: Infrastructure / Risk**

Facility/Equipment Improvements:

AC in Bill Server Room

Training Room Remodel and Relocation

Firewall and Main Router Separation

Email archive: Postini

### **3: Information Security/Regulations**

Information Security Audit

Added Intrusion Detection Devices

Log Management System

eDiscovery: Postini

### **4: Competitive Environment**

Students: Gmail (Google Apps for Ed) \*

Bandwidth: + 30 MB (FY10 only)

Neff Lab Relocation

### **5: Academic Support**

CTW Shared Coll Development: ebooks

CTW Search Engines

## Priority One:

Improve IS operations and systems to support the college strategic priorities and areas.

- Training Program (in partnership with Human Resources)
  - Banner, WebFOCUS, EMS, TMA, Microsoft Office Suite [FY09]
    - Functional staff
    - Technical staff
  - Registrations for IBI Summit: \$6,000 [Funded for FY09 and FY10]
- Staffing:
  - Positions
    - Sr. Programmer Analyst
      - \$89K + 25% first year = \$111,250 [Funded FY10]
    - Functional Leads
      - Finance/HR (50%): \$51,790 [Funded FY10]
      - Administration: 82K + 25% first year
    - System Analyst for Patch and Log Management
      - 82K + 25% first year
    - Project Manager
      - \$82K + 25% first year [Project management training for Functional Leads through HR]

## Priority One--continued:

Improve IS operations and systems to support the college strategic priorities and areas.

- Staffing Continued:
  - Retention Strategies
    - Work Environment Improvement
    - Training/Development Opportunities [Partially funded by HR]
    - Competitive Salary and Benefits [HR Salary Survey underway]
  
- IBI WebFOCUS Reporting Environment:
  - Second Phase: IBI WebFOCUS Report Caster @ \$57,000;  
Maintenance:  
~\$8,500
  - Conference Travel [Funded by Departments FY10]
  
- SunGard Enrollment Management Suite
  - Software, Consulting, Maintenance: ~\$500,000 (to be negotiated)

## Priority One--continued:

Improve IS operations and systems to support the college strategic priorities and areas

- EMS Event Calendaring [\[Funded FY10\]](#)
  - Software/Implementation: \$11,000; Maintenance \$2,200
  - Server software licensing: \$3,000; Maintenance \$800
- Adirondack Housing Director and Counseling Services Scheduler
  - Software and implementation: \$56,800; Maintenance \$9,500 annually [\[Funded FY10\]](#)
- SunGard Process Improvement and Workflow Analysis Engagement
  - Advancement, Admissions, Human Resources (Partially funded by CHEFA)
  - Process Improvement Module: 100 -200 hours @ \$210 = \$20,000 - \$42,000 plus expenses (300 hours for Advancement and Admissions/ Financial Aid) (100 hours for Human Resource)
  - Workflow Analysis Routine: 50 to 100 hours @ \$210 = \$10,500 to \$21,000  
(150 hours for 3 Key Workflow Routines)

## Priority Two:

To strengthen IS infrastructure and mitigate risk of significant network outage

- Disaster Recovery Audit—Biennial -- [Triennial \[Funded\]](#)
- Network Design Review and Load Testing – [Triennial \[Funded\]](#)
- Connecticut College Website Persistence in Emergencies
  - Off-Campus and Outside Local Power and Internet Grid
  - Contracted Support: \$4,436 Setup; \$4,236 Maintenance
- Move faculty and staff to Google Apps for Education (Gmail) Summer 2010 [\[Being researched for FY10/11\]](#)
- Desktop Backup System
  - \$25,000; \$5,000 maintenance
- Increase Network Resilience (3-5 year time horizon)
  - Redesign linear network to ring model for redundancy
  - Plan for fiber replacement (MultiMode @1G to SingleMode @ 10G)
  - Battery backup (UPS) for switches

## Priority Two--continued:

To strengthen IS infrastructure and mitigate risk of significant network outage

- Off-site Server Backup: \$15,000 annually
  - To prevent data loss should Shain Library server room be without power
  - Incremental backups on 15 minute intervals
  - Business critical Banner data only: 300 GB
  
- Develop Voice Environment Plan
  - Plan voice system needs relative to digital communications/cellular technology/ legacy analog system
  - Replace PBX with VoIP system: 3-10 year time horizon: ~\$1M
  
- IS Facilities and Equipment
  - Bill Hall
    - AC upgrade-Single Point of Failure (SPOF) [Completed: Summer 2009]
    - Electrical power upgrade (SPOF)
    - Upgrade Single Core Router (SPOF) ~\$20,000 annual lease
    - Separate Firewall from Main Router [Funded FY10]
  - Shain Library
    - Electrical power upgrade (SPOF) and add battery backup
    - Add generator ~\$150,000 [Asset Reinvestment Schedule]

## Priority Three:

To strengthen information security and regulatory compliance environment

- Information Security Audit – Biennial [\[Funded; Completed FY10\]](#)
  - Ongoing Intrusion Testing [\[Funded\]](#)
- Information Security Applications: Recommendations of igx global
  - Log Management System [\[Funded FY10\]](#)
  - Identity Management System: \$\$\$?
    - Authentication for Multiple Systems: Single sign-on
    - Access Management: Controls access to sensitive data
    - Account Auditing: Reviews possible on regular basis
  - Separate firewall from main router [\[Funded FY10\]](#)
  - Intrusion detection devices: FireEye and Qualys [\[Funded FY09/FY10\]](#)

## Priority Three--continued:

To strengthen information security and regulatory compliance environment

- Federal Rules for Civil Procedure (2007)
  - eDiscovery
    - email archive and security system [\[Funded FY10\]](#)
    - Digital record discovery system or process
- Higher Education and Opportunity Act of 2008
  - Copyright P2P Requirements (FY11 earliest)  
[\[No costs to date\]](#)
- Privacy
  - Security Scan Software for SS# and CC# [\[Funded FY10\]](#)
    - 100 licenses available: Scan scheduled Spring 2010
  - Red Flag Rule
  - FERPA
    - Investigate encrypting laptops that leave college

## Priority Four:

To provide competitive IS environment for student experience

- Provide resources for research and scholarship
  - Maintain strength of collections
    - 5% per year inflation factor added to materials budget ~\$75,000
  - Add key resources to strengthen collections
  - Develop CTW and other consortial relationships to increase access to resources [FY10: Underway, Mellon-funded]
- Renegotiate cable television contract maintaining value and increasing flexibility [FY10: Underway]
- Increase network capacity
  - Implement n-standard wireless
    - Total campus: ~\$750,000 to \$1M
    - Residence halls only: ~\$650,000 [Being researched for FY11]
  - Internet bandwidth from CEN (70MB to 150 MB over 3 years)
    - 30MB: \$18,000 annually [FY10; Unfunded in future]
    - 50MB: \$4,000 one time; \$30,000 annually
  - Fiber expansion and replacement—1Gig to 10 Gigs. See Priority Two 17

## Priority Four--continued:

To provide competitive IS environment for student experience

- Shain Library Renovation and Reorganization
  - Tech spaces: Neff, PC Classroom, Training Room, Davis Classroom  
[FY09/10: Renovate Neff Lab ]
  - Lower Level: Cable Head End, Offices, ATL/DCC
  - Main Level: Windows; Lighting; Floor covering; Remodeling; Furniture
  - Compact Shelving [Being researched for FY11]
  
- Plan and deliver technologies to enhance the curriculum and research
  - Plan high value instructional technology integration into curriculum
    - DELI Program Expansion (\$15,500)
    - Provide academic collaboration tools for courses,  
e.g., Google Apps for Education [Being researched for FY11]
    - Provide interactive technologies to increase instructor feedback,  
e.g., clickers
  - Support mobile devices for courses (e.g., Moodle) and access to scholarly information
  - Develop digital media delivery system
    - Upgrade local network for video distribution -- See Priority Two
    - Host student content solution in cloud

## Priority Four--continued:

To provide competitive IS environment for student experience

- Use Cloud Computing Opportunities (video, email, applications)
  - Move students to Gmail [Completed: Summer 09]
- Student Media Development Support
  - ATL/DCC Merger in Shain
  - Instructional Technology Specialist
    - \$75,000 + 25% first year = \$94,000
- Remodel Foreign Language and Culture Center in Blaustein
  - Shared effort between Administration and IS  
[Being researched for FY10 and 11]
- Classroom and Auditorium renovations
  - Provide access to digital technologies for classroom use
  - Upgrade classrooms with basic technology support @ \$11,000 one-time; \$1,000 ongoing

## Priority Five:

To improve IS support of academic and research efforts

- Scholarly Communications and Research
  - Critical Thinking and Information Fluency
    - Complete and implement *Information Fluency and Research Instruction Plan for Connecticut College*
    - Information Literacy Program Development [\[Funded\]](#)
    - Research Support and Instruction Librarian
      - \$75,000 + 25% first year = \$94,000
  - Information Access
    - Implement new public catalog interface and consolidate federated search tools [\[Funded by CTW Consortium\]](#)
    - Increase access to electronic materials, e.g., GoogleBooks; ebrary; MyiLibrary [\[FY10: Funded by Mellon Grant\]](#)
    - Provide 5% inflation increase to materials budget @ ~\$75,000 annually
    - Complete and implement *Comprehensive Collection Management Plan*

## Priority Five--continued:

To improve IS support of academic and research efforts

- Digitization and Digital Image Collection Management
  - Special Collections/Archives digitization programs [\[Funded FY10\]](#)
  - Visual resources (ARTstor)
  - Music library digital collections
- International Commons
  - Expand DELI for language curriculum: ~ \$15,500
  - Integrate DCC with ATL in Shain
  - Renovate Language Lab to Language Arts and Culture Center [\[Being researched for FY10 and 11\]](#)
- Academic Lab Cluster Support
  - CS, CHEM, PHY, C@T, Science Building
    - Hardware Replacement and Maintenance [\[Partially Funded via Lease\]](#)
    - Software Upgrades and Installation [\[Funded via Departments\]](#)
    - Senior Lab Technician @ \$75,000 + 25% first year