# Strategic Planning Committee Minutes
## February 23, 2022

The Strategic Planning Committee met on Wednesday, February 23rd at 11:00 a.m. in the Athens State Ballroom. Present were Dr. Rick Barth; Ms. Toni Carter; Ms. Pam Clark, Recorder; Dr. Joe Delap; Ms. Barbara Ferguson; Ms. Jackie Gooch; Mr. Jeff Guenther; Ms. Beth Jenkins; Ms. Belinda Krigel; Dr. Kim LaFevor; Mr. Chris Latham; Mr. Mike McCoy; Mr. Jeff Powers; Mr. Benjamin Shepard; Dr. Stephen Spencer; Dr. Timothy Thornton; Dr. Lee Vartanian; Dr. Philip Way; Dr. Catherine Wehlburg; Ms. Jennifer Wolfe; and Dr. Lionel Wright. Mr. Jamie Adams, Mr. Ronnie Chronister, Dr. Mike Essary, Dr. Keith Ferguson, Ms. Laura Beth Horn, Ms. Sarah McAbee, Mr. Derrek Smith, Mr. Gary Valcana, Ms. Debra Vaughn, and Ms. Gabrielle Whitney were absent. Special guests were Ms. Linda Graves, Ms. Nicki Johns, Mr. Gary McCullors, Ms. Tracy Raby, Mr. Jerry Stephens, and Ms. Jerrie Smith.

Dr. Way called the meeting to order at 11:00 a.m. and welcomed everyone. There were no corrections to the January minutes and they were unanimously approved on a voice vote.

The focus of the meeting was to discuss the Information Technology Strategic Plan. Dr. Way turned the meeting over to Ms. Krigel who introduced the IT team: Ms. Linda Graves, Ms. Nicki Johns, Mr. Gary McCullors, and Mr. Jerry Stephens. Ms. Krigel presented "Information Technology Strategic Plan" (Handout 1). The members were divided into four groups for table topic discussions (Handout 2).

## Group 1: Data – Guenther, Johns, Way, Wehlburg, and Wright

What are the difficulties/shortcomings of Argos or other report writing tools?

- Argos is not easy for end-users to utilize.
- It takes significant time and money to train new report writers to use Argos.
- Only a literal few employees have received sufficient Argos training to build complex reports and create dashboards.
- Some data formatting and validation decisions have historically been made in silos, which makes data difficult to locate, extract, format, and analyze. If data are not cleansed, this problem will continue to exist regardless of what report writing tool is used by the university.

What data analytics are needed to inform our strategies in each vice president's area? What do we have and what do we lack?

- We have a strong understanding of the need for better integration of data and analytics.
- There is a desire across campus to better use data for decision making.
- We would benefit from the introduction of dashboards and better forecasting tools.

How can the University identify priorities and move forward?

- Time and financial resources must be dedicated to creating a data dictionary.
- After a data dictionary is developed, time and resources must be dedicated to cleansing any corrupted/unreliable data.

- Key campus stakeholders, i.e., data trustees and data stewards, must collaborate to establish new data management policies and processes.
- A decision must be made about what is best for the university: Should we improve our use of Banner or migrate to a new ERP/SIS?
- The university should begin searching for a query, reporting, and data visualization tool that is more intuitive and cost-effective than Argos.

## Group 2:  Finance/HR – Gooch, Graves, Ferguson, LaFevor, McCoy, Powers, Smith, and Wolfe

Functional Management Discussion

- Improvement in accessing operational data.
- Improvement in availability of specialized reports/dashboard.
- Improvement in digital forms/processing/workflows.

Challenges

- Lack of time for training and staff development.
- Evaluating the existing implementation against the possible.
- Staff workload.

IT/MIS Support

- Testing updates/patches.
- Technical skills/knowledge
- Assistance with queries and report writing
- All queries and report writing
- Functional area skills/knowledge

## Group 3:  Student/CRM – Barth, Latham, McCullors, Raby, Shephard, and Thornton

Functional Management Discussion

- We do not have a true enrollment CRM.
- As a third-party application, Argos Reports is a good tool, but hard to use without proper training.  Each area does not have someone skilled in writing Argos reports.
- Duplicates created in Banner by Admissions Pros is an issue.
- Self-service functions in Banner are okay, but if we switched to Banner 9, self-service functions would be better.
- Had extensive discussion that as an institution we are still paper heavy and we need to have more things done in banner as opposed to copying and pasting forms.

Challenges

- One of the biggest challenges is that departments don't have highly trained Banner users to train the people in the units.
- When new people come in, no one trains them correctly.
- Another problem is that when IT hires centralized Banner people and those folks get "trained-up" and become good at Banner, someone hires them away at a much higher rate.

## Group 4:  What We Have/What We Want – Carter, Delap, Jenkins, Spencer, Stevens, and Vartanian

What we want.

- Advising through Degree Works
- Campus-wide workflow solution (i.e. DocuSign)
- Transparent budget management - need more training
- Student learning – student peer-to-peer tutoring application

Dr. Way suggested summarizing all of the ideas and the associated costs in order for the cabinet to discuss the finances and determine the best ROI.  Ms. Krigel thanked everyone for their input.  Dr. Way stated the next meeting will be joint with Administrative Council.  The meeting adjourned at 11:55 p.m.

Respectfully submitted:  Pamela D. Clark

Handout 1:  Information Technology Strategic Plan
Handout 2:  Table Topics

# Information Technology Strategic Plan

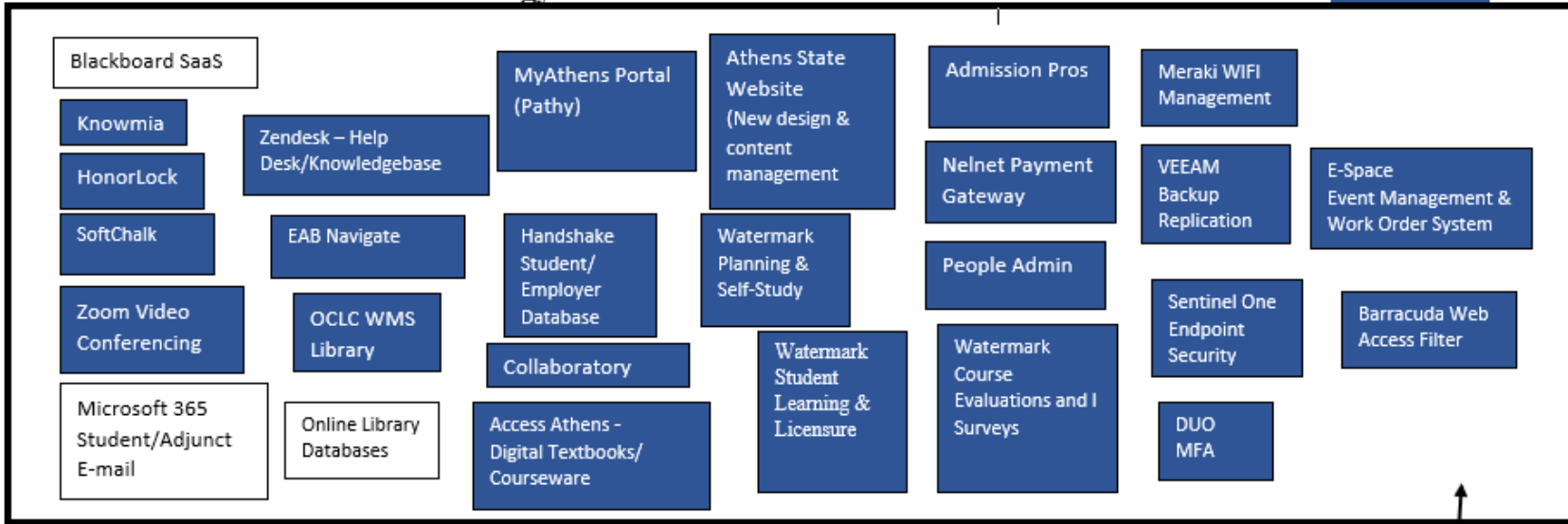Strategic Planning Council

February 23, 2022

# IT Strategic Planning
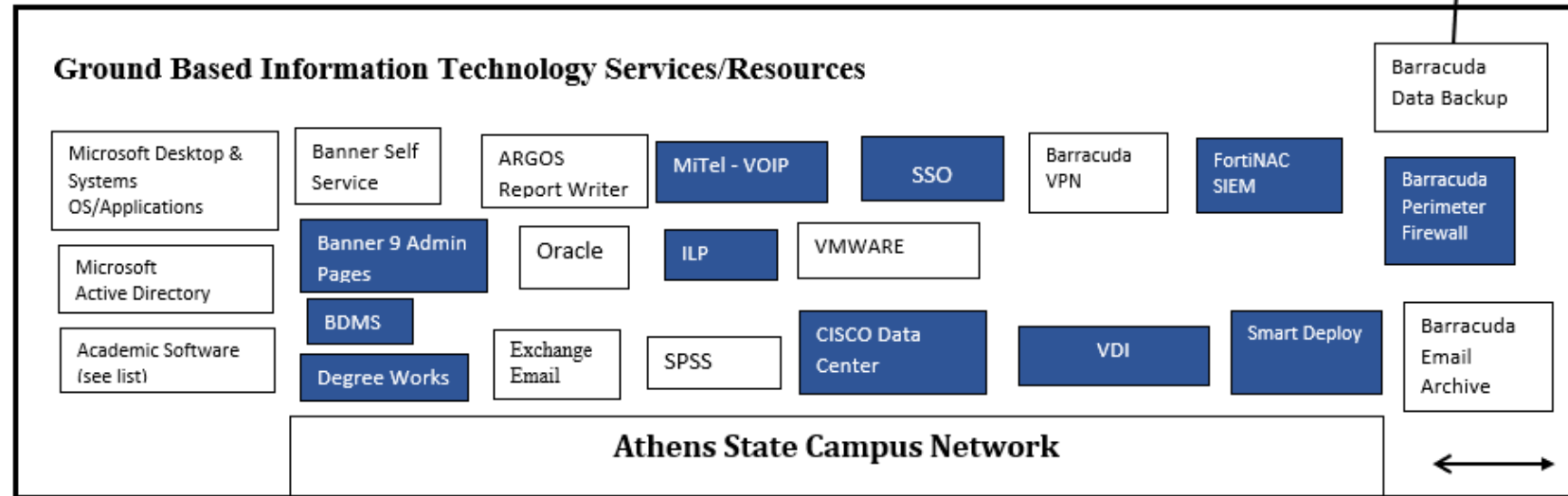
IT Strategic Plan - August 2013

- Reflected IT operational goals/objectives

- Blackboard, Banner, hardware, network, classroom AV

- Budget addressed "paying the bills" for the basics

- Reorganization focused on leadership in academic and online resources & student support

**Implemented since 2013**

## Cloud Based Information Technology Services/Resources

- Blackboard SaaS
- Knowmia
- HonorLock
- SoftChalk
- Zoom Video Conferencing
- Microsoft 365 Student/Adjunct E-mail
- Zendesk – Help Desk/Knowledgebase
- EAB Navigate
- OCLC WMS Library
- Online Library Databases
- MyAthens Portal (Pathy)
- Handshake Student/Employer Database
- Collaboratory
- Access Athens - Digital Textbooks/Courseware
- Athens State Website (New design & content management
- Watermark Planning & Self-Study
- Watermark Student Learning & Licensure
- Admission Pros
- Nelnet Payment Gateway
- People Admin
- Watermark Course Evaluations and I Surveys
- Meraki WIFI Management
- VEEAM Backup Replication
- Sentinel One Endpoint Security
- DUO MFA
- E-Space Event Management & Work Order System
- Barracuda Web Access Filter

### Redstone

- AMSTI
- CLL
- Off-Campus Centers

## The Internet

## Ground Based Information Technology Services/Resources

- Microsoft Desktop & Systems OS/Applications
- Microsoft Active Directory
- Academic Software (see list)
- Banner Self Service
- Banner 9 Admin Pages
- BDMS
- Degree Works
- ARGOS Report Writer
- Oracle
- Exchange Email
- MiTel - VOIP
- ILP
- SPSS
- SSO
- VMWARE
- CISCO Data Center
- Barracuda VPN
- VDI
- FortiNAC SIEM
- Smart Deploy
- Barracuda Data Backup
- Barracuda Perimeter Firewall
- Barracuda Email Archive

### Athens State Campus Network

Faculty/Staff Computers    Classroom Workstations    Student computer labs    Library patron computers
Running Windows/Mac OS with Microsoft Office, Academic Software, Utilities, etc.

*Alabama Supercomputer*

Updated: 2/22/2022

# Campus Technology Discussions

- Administrative Council – Technology - January 2020
- Strategic Planning Council - Strategic Data Analytics - July 2020
- Anthology ERP demonstrations - May 2021
- Cybersecurity – July 2021

Strategic Technology Plan to support Horizon 2030 - what needs to be done next?

# Decisions to be Made

**<u>Should Athens State reinvest in Banner and add third-party applications/tools or establish the criteria for a new system and go through the RFP and new system implementation process?</u>**

What do we know now about the existing implementation of Banner, third-party applications in relation to best practices, future needs, human resources, and data analytics/modeling/AI?

**Table Topic:** _____

**1. Rate the following items in relation to your functional management/use of Banner or other associated applications using the following scale:**

No concerns - 1
Some issues - 2
Needs a great deal of improvement - 3

_____Third-party application management
_____Accessing operational data
_____Availability of specialized reports/dashboards
_____Ensuring the accuracy of transactions
_____Self-service functions for students, staff, faculty
_____Testing updates/patches/upgrades
_____Digital forms/processing/workflows

*Activity: Choose one or two of the items you identified as needing improvement. Explain why this is a feature that gets this rating.*

**2. What challenges you/your team the most about Banner or other functional applications?**

_____Building staff skill sets and functional knowledge about the system
_____File drawer systems that need to be formalized in a structured, automated, system.
_____Lack of time for training and staff development
_____Evaluating the existing implementation against the possible
_____Staff work load
_____Having the right applications/tools
_____Accessing data needed for daily operations

*Activity: Select one challenge that stands out the most for the group and explain why it is significant.*

**3. What support from IT/MIS team do you rely on the most to do for your area.**

_____Technical Skills/knowledge
_____Functional area skills/knowledge
_____Testing updates/patches
_____All Queries and Report Writing
_____Assistance with Queries and Report Writing
_____No assistance needed, we are self sufficient

*Activity:   How does this reliance relate to item 2.*

*Brief the Council on your discussions of each.*

## Table Topic:  Report writing/dashboards/data warehouse

Which of the following are the difficulties/shortcomings of Argos or other report writing tools?

Quality of the tool
Skillset to use Argos effectively
Staff workload
Accessing third-party data sources
Integrating multiple data sets
No dashboards that would improve managerial and strategic decision-making?
What data-driven decision making is practiced now that can be improved by a better tool and access to data?


*Activity:  Review the Administrative Council July 2020 minutes – Strategic Data Analytics. Reflect on this question:*

*What data analytics are needed to inform our strategies in each vice president area? What do we have and what do we lack?*

*How can the University move forward to identify priorities and move forward?*

*Brief the council on what you discussed.*

**Table Topic:  What we don't have but, wish we did.**

Academic management tools; /AI/What if models/Data mining skills; Cross functional management tools that support "what-if" models to exam enrollments, new program costs, etc. Data driven decision making; an integrated, transparent budget management system.

Others:  _____

*Activity:  Are these tools viewed as being essential to managing the University or a nice to have if we could afford them?  Brief the council on your discussion.*