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**OneCard Office Strategic Plan**

**December 2013**

**OneCard Office Strategic Plan Overview**

The Strategic plan will review the OneCard Office’s current functions, history, current state, core values, and future direction. The review and analysis of the OneCard office will provide the foundation for its future goals and initiatives. The purpose of this plan will serve as a five-year roadmap for the OneCard office. The strategic plan progress will be reviewed and update annually to ensure our goals are on track, and we maintain efficient services and a competitive advantage over other higher education institutions. The OneCard office has developed this strategic plan with the involvement and guidance of University stakeholders. Many different groups and individuals were interviewed and a summary of their responses can be found in Appendix A. The interview questions were based around a strengths, weaknesses, opportunities, and threats analysis (SWOT). From the responses gathered, and the inclusion of the OneCard office’s individual SWOT, future goals and objectives were developed.

**OneCard Office Overview**

The OneCard is the official identification card of Fitchburg State University and is issued to every student, faculty and staff member. The OneCard is an essential key to campus life. Apart from being an official form of identification, it can be used for many other university services. The OneCard serves as a library card, Recreation Center pass, meal card, door key, campus event access, and much more.

Several stored value accounts are associated with the OneCard. The most widely used stored value account is called Fitchburg Gold. This account offers a convenient way to pay for items on and off campus, eliminating the need to carry cash.

Since the inception of the OneCard office in 2003, the OneCard Office has expanded beyond its core function of managing the University ID issuance. The office has integrated the OneCard into many different University systems to provide a seamless transactional experience to end users. The OneCard office has also branched out to manage many other auxiliary systems that fall outside the normal day to day operations of the Technology department.

**OneCard Office Vision**

The Fitchburg State University OneCard Office will provide a secure all-in-one identification card utilizing proven technology to meet identity management, access, security, board, and transactional needs of the University.

**OneCard Office Mission**

The mission of the OneCard office is to provide the Fitchburg State University community with a convenient form of identification and a comprehensive all-in-one-card solution encompassing many University systems and services. Our office will strive to deliver secure, convenient, and efficient systems that will integrate multiple aspects of University life while satisfying the business needs of the University. Our goal is to expand current systems and seek new uses of the card through improved technologies and provide support to ensure a unified approach to accomplishing University missions. Our staff is committed to promoting excellent customer service and satisfaction in all areas of our operation.

**Background and History**

The OneCard was created in 2003 with the purpose of consolidating multiple independently run systems. With the direction of the Treasurer’s office and Vice President of Finance, a fourteen member OneCard task force with participants representing various areas of the campus community was formed. The task force had been charged with developing a plan for a new student/staff identification system integrating a number of functions on campus, such as dining services, recreation center access, library borrowing, bookstore debit capability, vending, laundry, and building access. The task force’s goal was to have a full implementation plan and budget in place by spring 2003. An RFP was submitted that summer and awarded to Blackboard Transact and Stanley Security Solutions, and the initial phase of the project was completed and in place for fall 2003.

The University adopted a multi-tech card utilizing Proximity, magnetic-strip, and barcode technology to integrate all of the systems outlined by the task force. The initial roll out included ID production, board plans, a POS system with credit card acceptance, and the installation of 90 offline and a single online electronic access control locks in the Herlihy resident hall. Shortly after followed a stored value program that included vending, copying, and laundry.

**Direction and Results**

Since its inception the OneCard system has been ever expanding on and off campus. Today the access control system includes 484 online and 2,020 offline electronic locks, and over 100 alarms points. The Blackboard Transaction system has been expanded and accepted virtually anywhere payment is accepted on campus, including every open lab printer/scanners/copiers, vending machines, departmental offices, dining point of sale (POS), and laundry machines. On average there are over 30K OneCard swipes a day during a regular semester.

The OneCard stored value program was expanded off campus in 2008 and includes over a dozen local area merchants today. On average, the OneCard Office deposits over 1.3 million dollars onto OneCard stored value accounts annually. During the same time the OneCard discount program was developed to allow local area merchants to offer discounts to University constituents. Today the discount program includes over 70 local area merchants.

The OneCard provided additional functions that make possible more efficient and/or better services to the campus community as well. A few examples of these would be

* Installing OneCard registers in various departments that would permit them to accept various tenders while allowing the finance department to efficiently report and monitor transactions
* Transferring the Financial Aid paper book voucher program over to the OneCard system, allowing Financial Aid and the University bookstore to process roughly a half million dollars in transactions annually behind the scenes
* OneCard integration with the MART buss readers to create faster transactions

Over the years the OneCard office has taken on other responsibilities and assists with other campus technologies not directly related to the OneCard system. Some of these responsibilities include the following:

1. Manage and oversee Security Camera System installations. This includes the upkeep of 150 plus cameras.
2. Campus Wide Digital Signage.
3. Faculty Print/Copying/Scanning Management System and Onecard Integration.
4. Wide-Area Mass Notification Public Announcement and Mass Phone/Email/TEXT Emergency Broadcast System
5. University Alarm Points, including Panic Alarms.
6. Assist in the management of the Campus Cable TV system.
7. Emergency Call Stations.

**Core Operating Values**

The following are the fundamental values and ideals of the OneCard Office. These values will serve as guidance in carrying out its mission.

1. The OneCard Office will provide an electronic board plan, physical access control, transaction, and security systems vital to the institutional support system.
2. The OneCard Office will streamline the issuance of ID’s, provisioning of physical access, board plans, financial aid book advances, and print copy quotas.
3. The OneCard office will maintain and upgrade current systems while evaluating upcoming technologies to keep current systems efficient, secure, user friendly, and scalable.
4. The OneCard office will keep its systems secure by meeting or exceeding all industry and government regulatory standards.
5. Assist the campus community is achieving cost savings and efficiencies through the use of the OneCard.
6. The OneCard office will collaborate with a wide variety of departments to advocate for quality of service for our students and staff.
7. Expand the deployment of the OneCard program on and off campus.
8. The OneCard office will provide excellent customer service.

**SWOT Analysis**

The following review outlines the strengths, weaknesses, opportunities, and threats of the OneCard Office.

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| **2013 OneCard Office SWOT Analyses** | |
| **Strengths** | **Weaknesses** |
| * Knowledgeable staff regarding OneCard production and technologies * Deliver reliable integrated systems * Proven On and Off-Campus programs * Extremely competitive when compared to other Universities * Extremely flexible and customer service oriented | * Lack of off hour availability to replace lost cards * Limited collaboration with Campus Police * Dependent on Mag-Stripe Technology and offline access control hardware * Inefficient access request submission and approval workflow * Limited staffing * Inability to send financial data into Banner * Limited reporting capabilities within the Access Control, OneCard Transaction, and Scanning systems * Student employee turnover |
| **Opportunities** | **Threats** |
| * Newer access hardware technologies * New emerging security standards (ONVIF, CAP, etc.) * The recent implementation of a SIP phone server * Expanding adaptation of NFC mobile devices * Blackboard’s newly accepted support of various smart card technologies * New campus staff offer assistance in areas of collaboration and field service | * Rising cost of current software licensing * Increasing number of offline electronic locks * Increased student population * New security threats * New regulations * Hardware Life Expectancy and Antiquated Technologies * Bring-Your-Own-Device initiatives and the lack of supporting technologies |

**OneCard Office Goals and Objectives**

The strategic planning process identified four predominant goals to focus on over the next five years. These goals will address the important issues identified during the office’s analysis and provide a roadmap to fulfilling its strategic direction.

1. **Increase Efficiencies and Expand Customer Service**
   1. Work with Capital Planning and Maintenance to revise construction standards. Specifications need to focus on standardization of field hardware and installation standards. Standardization will allow us to keep fewer replacement parts on hand and speed up the repair time exponentially.
   2. Create annual benchmarking reports to help analyze trends and create report cards. Currently there is a lack of insight into our current systems performance.
   3. Familiarize Technology department’s electrician and Capital Planning and Maintenance locksmiths with low voltage access control configurations and standards. Having in-house technicians available to work on access control issues will reduce the need for outside help, saving the University time and money.
   4. Find ways to obtain student expertise in the field of information technology and retain them for longer periods of time.
   5. Look into ways to increase OneCard office coverage during off hours and weekends. A common theme amongst students, and those interviewed during this process, was the lack of off hour coverage. Currently students must wait until the next business day to obtain replacement cards. With the ever expanding uses of the card the need has been expatiated. With only two full time employees service becomes an issue when one is unavailable.
   6. Look into ways to streamline access request and approval processes. Currently Fitchburg State uses email and it’s not really efficient due to the lack of information provided initially (e.g. missing employee numbers, door numbers, the time they need access, etc.).  There tends to be a lot of back and forth correspondence making it inefficient.
   7. Research ways to include legal and preferred names in the OneCard system by working with the Technology Department and Access Control integrators.
   8. Identify ways to help Financial Services streamline transaction system reporting and data entry into Banner. Look into possible Banner integration.
2. **Teaching and Learning**
   1. Create training videos for Building Director staff to help to focus on room assignment and lockout procedures. The lack of frequent access control system use leaves Housing staff rusty. The help of online training videos would aid as a refresher and addendum to current written documentation.
   2. Develop training videos for Campus Police. This will help aid those impromptu dispatchers and those who work second and third shift who may not obtain as much face time with OneCard staff.
   3. Work with Campus Police to ensure all of their staff meet training requirements by creating training obligations and criteria for Campus Police staff. This will ensure every Campus Police employee is capable of utilizing all the technologies at their disposal efficiently and effectively.
   4. Create training video’s for OneCard system end users. These would be an extension to an already robust collection of written documentation.
   5. Research ways to train current university locksmiths/electricians to familiarize them with access control hardware. The ability to have issues resolved sooner, and the cost savings associated with having current University staff trained, would benefit the University.
3. **Research and Development**
   1. Investigate the ability to migrate away from the Stanley BASIS access control software and move to a more open version with Lenel’s OnGuard platform. Currently Stanley’s BASIS software is constantly several versions behind Lenel typically creating a compatibility gap with newer technologies and support. Residing on the BASIS software has also limited our options to new technologies due to contractual agreements between Lenel and Stanley.
   2. Research smart card and NFC mobile technology, and its potential uses at Fitchburg State. Look at how these technologies could speed up transaction times, enhance security, and reduce replacement of cards.
   3. Research and test new wireless and POE electronic lock technology. The current University owned offline electronic locks have created deficiencies and many limitations compared to online technology. The OneCard office will research new access hardware that bridges the gap between online and offline technology, and their potential cost savings.
   4. Research technologies to allow native printing from mobile devices.
   5. Advocate for changes to be made to the access control and transaction system reporting capabilities on behalf of the University. There are several deficiencies identified in both reporting systems and were again identified in the strategic planning process.
4. **Partnerships and Collaboration**
   1. Advocate for ways to address ongoing security issues, potential uses of current technologies, and new technologies through collaboration between University stakeholders. Identified parties would include Capital Planning and Maintenance, Housing, Vice President of Finance and Administration, OneCard office, and the Technology Department.

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