ITS Strategic Plan San Jacinto College 2014-2015

Purpose

The purpose of the ITS Strategic Plan is to define the technology and support needed for the College to achieve its vision, mission and strategy. The plan anticipates trends and determines the best strategies to leverage emerging technologies, meet student technology adoption trends, and help our students succeed.

Approach

The ITS Strategic Plan defines investment decisions and desired service levels. The plan is aligned with the College’s three-year strategic plan, strategic action items, and other strategic drivers that include trends in education, IT, local demographic and technology adoption.

Companion Documents

• ITS Strategic Plan Portfolio. The portfolio documents projects planned for the fiscal year that support the College’s Strategic Plan.
• ITS Service Level Agreement (SLA). The SLA documents a common understanding of ITS services, expectations, priorities and responsibilities, and service-level goals where the "level of service" communicates a performance measure.
• ITS Master IT Facilities Plan. In 2010 the College developed a Master IT Facilities plan that defined standards for technology equipment and infrastructure provided in classroom and office facilities.

ITS Vision

ITS will be nationally recognized as the center of technology excellence through the provision of emerging technologies that empowers students to achieve their goals and the College to deliver superior services to our students, staff, and the community.

ITS Mission

Our mission is to provide reliable and relevant technology services to ensure student success.

Alignment with the College’s Strategic Plan

The College released its three-year, 2010-2013 strategic plan in August 2010. This plan was continued for a further three years in 2014.

Underlying the College’s strategic plan are five assumptions, of which investment in technology is defined as a cornerstone. The College’s strategic plan assumes that the College will acquire and utilize appropriate technologies to support and advance the strategies and initiatives of the plan.

The ITS strategy is also aligned to the other four assumptions, being:

• One-College Approach: the College operates as one college with common policies and procedures and consistent business practices.
• Resources: the College will allocate and repurpose funding sources and leverage existing resources to adequately support the initiatives and strategies in the Plan.
• Institutional Research: the College will support the institutional research functions necessary to develop and assess the strategies and initiatives in the Plan. We will continue to embrace data-informed decision-making.
• Communication: the College will develop and disseminate information necessary to implement, support, and advance the strategies and initiatives in the Plan.

**College’s Strategic Goals**

Outlined below are the College’s strategic goals. Each strategy is aligned with ITS projects that support the delivery of the strategic outcomes. This is documented in the ITS Strategic Plan Portfolio.

**Goal 1: Student Success**

San Jacinto College will provide high quality educational programs and support services to students that will increase the opportunity for students to explore, define, and reach their educational and career goals. We are dedicated to addressing the challenges of students, from those in college preparatory courses to those in Honors courses. We will connect our students to the appropriate college resources and support services, along with providing a supportive learning environment based on the commitment of our quality faculty and staff members. We will provide innovative methods of course delivery, teaching practices, and delivery times. Our progress, focused on creating equity and closing achievement gaps for our diverse student body, will be evidenced by data.

• Strategy 1: Institutionalize the Achieving the Dream strategies to improve student persistence and successful completion rates and to reduce achievement gaps among student groups.
• Strategy 2: Become a recognized leader in the quality and availability of alternative delivery offerings.
• Strategy 3: Ensure a supportive and rigorous teaching and learning environment from the classroom experience to an effective array of student support services, including personalized academic and career planning.
• Strategy 4: Align courses and curricula from college preparatory through transfer courses. Maximize success in college preparatory courses.
• Strategy 5: Maximize success in college preparatory courses.

**Goal 2: P-16 Pipeline**

San Jacinto College will take an active role in supporting the P-16 (preschool through grade 16) pipeline throughout our service area in an effort to create career and educational pathways thus providing for a sustainable community. We will strive to create seamless transitions among levels and institutions throughout the pipeline and will motivate learners to expand their educational aspirations. We will look for innovative methods and partnerships to facilitate the participation and achievement of the diverse populations of our communities.

• Strategy 1: Lead and strengthen the efforts for a regional P-16 approach.
• Strategy 2: Expand high school partnerships in an effort to create a college-going culture of first-time-in-college students who are academically prepared for rigorous programs of study.
• Strategy 3: Create a robust University Center at each campus.
• Strategy 4: Develop and enhance seamless articulations with baccalaureate-granting institutions for associate degree graduates.

**Goal 3: Workforce and Economic Development**

San Jacinto College will provide innovative and relevant solutions that strengthen our region’s economy and workforce competitiveness. Our career and technical education programs will respond to employer and employee training needs and will provide pathways for employment opportunities and advancement. We will pursue new training opportunities in the growing areas through active business and industry partnerships.

• Strategy 1: Create Centers of Excellence and develop requisite funding and timelines for implementation.
• Strategy 2: Expand regional partnerships and connections to enhance the breadth and image of workforce training programs with students and employers.

**Goal 4: Our People**

San Jacinto College is committed to recruiting, developing, and retaining quality and diverse employees who are passionate about our educational mission. To meet the needs of our communities, the College requires exceptional levels of performance, achievement, and teamwork. Through a commitment to professional development and learning, the College assists employees in expanding their knowledge, creativity, and capabilities. Each faculty member, staff member, and administrator has a responsibility to be accountable for his or her behaviors and job performance, which requires a system that clearly defines expectations, responsibilities, accomplishments, and recognitions. We are intentional in the development of effective leaders throughout the College; we realize they are the foundation for the college’s innovated responses to challenges and opportunities.

• Strategy 1: Implement meaningful recognition, reward and benefit programs that support the highest level of affiliation by employees to the College.
• Strategy 2: Attract, select, and retain high-performing and diverse talent.
• Strategy 3: Create a culture that embraces change readiness, high performance, teamwork, and increased individual and organizational productivity.
• Strategy 4: Build an agile organization to ensure successful execution of the College’s strategic plan.
• Strategy 5: Create a learning organization to build competitive advantage through long-term opportunities for development and advancement within the College.

**Other considerations that affect the ITS Strategic Plan**

IT service delivery is comprised of interrelated capabilities that include customer support, access to IT services, applications & software, hardware for computing, printing, scanning, communications and enterprise systems, technology installed in facilities, process and continuity support and security. Over and above the College’s strategic goals are other strategic drivers that affect IT service delivery. These include Education and IT industry trends and individual department needs. These additional considerations require additional project activity that is regarded as strategic to ITS.
IT services delivery capabilities

Outlined below are brief descriptions of the ITS service delivery capabilities.

• **Customer support**

We regard ITS customer support as our commitment to providing value added services to customers that include technical support, access to knowledge, help to leverage technology to meet customer goals, and a quality of service that meets or exceeds our service levels. ITS implemented its first Service Level Agreement (SLA) in 2010. The SLA records a common understanding about services, expectations, priorities and responsibilities, and service-level goals where the "level of service" communicates a measurable level of organization performance to the College’s customers. The service level agreement is an important input into defining the IT organization, resource levels, support processes, and investment.

• **Access to IT services**

Access to IT services is regarded as remote or onsite secure access to online student services, enterprise systems, software, voice and data from either College provided or personal devices. ITS services and their access methods are defined in the ITS Service Level Agreement.

• **Applications & software**

Applications and software supported by ITS range from enterprise-wide to department and individual use. Enterprise application software (EAS) is typically a business-oriented tool such as Banner, Blackboard, email and Microsoft office. Department or individual use software is typically specific to the instructional program, function or service being performed by that department. The College currently supports over 600 software products. This includes custom developed software such as the college’s website. A list of current applications and software is outlined in the SLA.

• **Communication infrastructure**

Communication infrastructure and the devices are regarded as the cornerstone of access to IT services. Communication infrastructure includes fiber, cable and service provider connections to broadband and telephone services. Communication devices include network core and edge switches, firewalls, packet-shapers, routers, wireless controllers and access points, VoIP telephone system, telephone handsets, headphones, audio and video conferencing equipment and the software applications that allow users access to these systems. In 2010 the college developed a master IT facilities plan that defined common standards for communication devices and equipment for new and existing facilities.

• **Computing devices**

Devices provided and supported at the College include servers, fiber and storage area networks, desktop computers, laptops, tablets, smartphones, and eReaders. Devices can be either physical, virtual or cloud based services. The College supports devices from vendors such as Dell and Apple. Each device has a different purpose, cost, useful life and financial obligation. A list of currently supported computing devices is outlined in the SLA.

• **Audio visual devices**
Audio visual devices procured and supported by the college include projectors, controllers, televisions, power supplies and carts that store and transport such devices. In 2010 the college developed a master IT facilities plan that defined common standards for multimedia devices for new and existing facilities.

- **Printing and scanning devices**

ITS currently services the installation and troubleshooting of a variety of printing and scanning devices that support instructional and support service needs. A list of currently supported printing and scanning devices is outlined in the SLA.

- **Classroom and office facilities**

ITS ensures that we provide flexible and configurable technology infrastructure in classrooms and offices. We support facilities that include computer labs, offices, conference rooms and auditoriums. We provide a tiered service approach to facility technologies.

- **Process support**

Process support supports a strategy for managing and improving the performance of the College through continuous optimization of processes in a closed-loop cycle of modeling, execution, and measurement. This includes the methods, techniques, and tools used to design, enact, control, and analyze processes involving people, systems, applications, data, and organizations helping to improve business agility and performance.

- **Information management**

Information management entails organizing, retrieving, acquiring and maintaining information. It is closely related to and overlapping with the practice of Data Management. Data Management, as defined by DAMA (Data Management Association) International is the development and execution of architectures, policies, practices and procedures that properly manage the full data lifecycle needs of an enterprise. Business Intelligence (BI) is a business management term referring to applications and technologies used to gather, provide access to, and analyze data and information about an organization’s operations and performance. BI systems help organizations have a more comprehensive knowledge of the factors affecting their business, such as metrics on production and internal operations assisting organizational decision-making. Three main components of BI are reporting, data mining, and predictive analytics.

- **Business continuity**

Business continuity is the activity performed to ensure that critical business functions will be available to customers, suppliers, regulators, and other entities that must have access to those functions. Disaster recovery is a subset of business continuity. Disaster recovery is the process, policies and procedures related to preparing for recovery or continuation of technology infrastructure critical to an organization after a natural or human-induced disaster. While business continuity involves planning for keeping all aspects of a business functioning in the midst of disruptive events, disaster recovery focuses on the IT or technology systems that support business functions.
• **Security**

The objective of computer security includes protection of information and property from theft, corruption, or natural disaster, while allowing the information and property to remain accessible and productive to its intended users. The term computer system security means the collective processes and mechanisms by which sensitive and valuable information and services are protected from publication, tampering or collapse by unauthorized activities or untrustworthy individuals and unplanned events respectively. The strategies and methodologies of computer security often differ from most other computer technologies because of its somewhat elusive objective of preventing unwanted computer behavior instead of enabling wanted computer behavior. A computer security policy defines the goals and elements of an organization’s computer systems. Security policies are enforced by organizational policies or security mechanisms.

**Other strategic drivers**

In addition to the College’s Strategic Plan are the following drivers and trends that affect IT service and project activity. Additional projects have been identified that support the strategic positioning of IT services to meet the evolving operational needs of the college the adoption of technologies made available by the IT industry to our students, faculty and community.

• **Budget reduction**

The College is facing continued reductions in state revenues. The budget shortfall will affect decisions regarding service levels, technology investment and utilization, leveraging technologies to improve cost effectiveness, process improvement, and productivity.

• **Changes in technology service and adoption**

The IT industry is undergoing transformative changes in production and consumer technologies and consumer service and product delivery using such technologies. These changes will affect the College’s IT service delivery model and drive investment decisions in technology infrastructure, cloud service delivery, and security strategies. The primary changes that influence the college’s IT strategy include:

• Mobile computing and BYOD (Bring Your Own Devices)  
  Cloud services  
  Value generation from social media  
  Information and data