

ITS Strategic Plan 2018-2019

Purpose

The purpose of the *ITS Strategic Plan* ("Plan") is to define the priorities and investments in technologies, processes, and people that are required for our students to achieve their goals, and for the College to achieve its strategy.

ITS Vision & Mission

Our vision: We believe that we are here to empower students and the College community to over-achieve their goals through access to superior technologies and exemplary customer service.

Our mission: We deliver prompt, friendly, and effective customer service. Supporting students and their access to instructional and student services is always our 'number one' priority. We focus on innovation that improves quality of service while reducing cost. We support the achievement of the College's strategy, instructional and administrative needs, and the outcomes we promise in our *Service Level Agreement (SLA)*. We do this through excellence in work ethic, collaboration with our College stakeholders, and leveraging industry thought leadership.

Approach and alignment

We define the *College's Requirements* as the collective needs of the College as defined by the *College's Strategic Plan*; the *College's Annual Priorities*; *Councils, Committees, and Task Forces*; instructional, customer service, administrative, and compliance requests captured as tickets in our service desk system; continuous improvement of our *ITS Services*; and *Thought leadership*.

The success of this Plan is ultimately measured by its alignment with the College's Requirements, the human resources and funding made available by the College to fulfil these requirements, and achievement of expected Outcomes. As such, this Plan is created using a process that defines and agrees approved project requests and their intended outcomes. References used in the development of this Plan are offered below.

The College's Strategic Plan. The purpose of the College's Strategic Plan is to set the overall goals and strategies for the College, and to align the College's organization and resources to achieve its strategy. We refer to the College's Strategic Plan to ensure that this Plan is strategically aligned. A pdf of this document is available for download and review at:

<http://www.sanjac.edu/about-san-jac/overview/strategic-plan>

The College's Annual Priorities. Based on the College's Strategic Plan, the *Strategic Leadership Team (SLT)* works with the College's leadership and various stakeholders to define the annual priorities for the fiscal year. We refer to the annual priorities as a

baseline for defining strategic projects in this Plan. Pdf documents of annual priorities are available for download and review at:

<http://internal.sanjac.edu/annual-priorities>

Councils, Committees, and Task Forces (Groups): We engage and create a variety of groups depending on the needs of a project. These groups are required to participate in project governance to ensure that requirements are fully captured and translated into adopted solutions. In particular, we engage two (2) internal groups in both advisory and participatory capacities. *The Student Success Pathways Council* is comprised of student and College leadership. We use this council for access to students and staff to support activities such as requirements gathering, usability feedback during design and pilots, acceptance testing, and ongoing adoption and service level feedback. *The Enterprise Applications Committee* is comprised of College leadership and staff that are subject matter experts and functional users representing the needs from their areas of specialty. Committee members typically also offer on-the-ground functional and adoption support for *Organizational Change Management (OCM)* activities. We use this council to help define our future state enterprise architecture vision; review and approve the selection of products and services that meet this vision; and act as governance on enterprise application projects. A full listing of the College's Councils, Committees, and Task Forces is available for review at:

<http://internal.sanjac.edu/node/9244>

Thought Leadership. Gartner is a global research and advisory firm specializing in information technology. We actively engage Gartner's analysts and advisory services to provide research in disruptive technologies and anticipated future trends, perform quality reviews of this Plan and our strategy, review our decisions regarding projects and investments in new technologies, perform an annual maturity assessment of our ITS Services, and support the knowledge and professional development needs of our ITS Services team. Information about Gartner is available for review at:

<https://www.gartner.com/en/about>

Assumptions

This Plan is based on the five (5) underlying assumptions of the College's Strategic Plan that relate to a one-college alignment; resources; institutional research; facilities, programming and technologies; and communication. In particular, the College's Strategic Plan assumes "*that the College will acquire and utilize appropriate technologies and facilities to support and advance the strategies and initiatives*" in the College's Strategic Plan. This Plan also assumes the following:

Resources. The College will allocate the human resources and funding to adequately support this Plan.

Technology trends. The IT industry continues to undergo transformative changes in technologies, cloud services, and consumer adoption. Such changes will impact our

service delivery model and drive investment in technology infrastructure, cloud service delivery, collaboration technologies, mobile computing, machine learning and artificial intelligence (AI), and security strategies.

Outcomes

We measure the success of this Plan using two (2) outcomes. These outcomes measure the success of how we support the College's stakeholders in achieving their specific outcomes as defined in the College's Requirements and assigned to them in *Individual Performance Plans (IPPs)*.

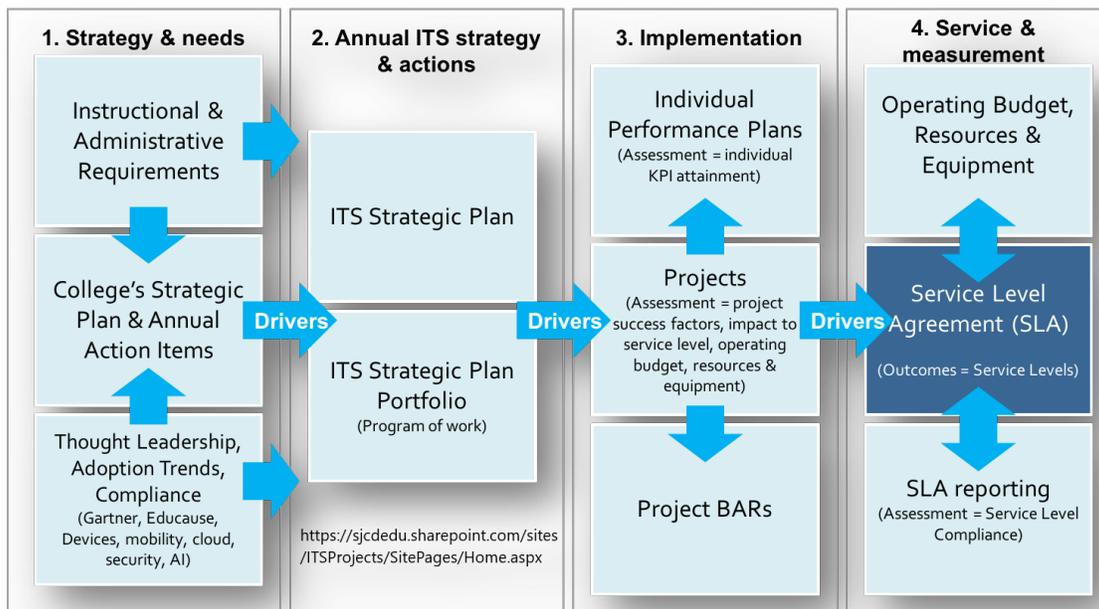


Diagram 1: Process for the development of this Plan and Outcomes

Outcome 1: The College and its students will be able to achieve their goals through the successful delivery of projects that implement new solutions, technologies, and services they need.

Our first outcome is supported by our *Program Management Office (PMO)*. The PMO plays both a consultative and controlling role by requiring compliance to processes that ensure that governance, adequate lead time, appropriate levels of resources, OCM plans, purchasing plans, and approved *Budget Allocation Request (BAR)* funding are in place before a project can continue. The PMO works with the College's stakeholders and the Chief Information Officer (CIO) to translate the College's Requirements into a list of programs of work and discrete projects. Decisions regarding new technology investments and project approvals are facilitated by the PMO and the CIO with the Enterprise Applications Committee and the SLT.

While the PMO does not manage nor deliver individual projects, its quality assurance processes measure the success of Outcome 1 using indicators assigned to each project. These indicators include the achievement of Quality Review Points (QRP), the status of a project's progress versus its plan, risk levels and mitigation, and feedback on the adoption of solutions delivered by a project. These quality assurance processes and indicators help ensure that each project in this Plan delivers its intended outcome. This is the value provided by the PMO. The projects approved in this Plan are listed with their current indicators for review at:

<https://sjcdedu.sharepoint.com/sites/ITSPProjects/SitePages/Home.aspx>

Outcome 2: Students and employees will have access to the technologies and services available at the College to support the achievement of their goals.

The technologies and services (*ITS Services*) available at the College are defined in the SLA and in Appendix A of this Plan. The SLA includes information such as scope of services, priorities and response times, software and equipment standards, references to policies, and security standards. Revisions to the SLA are conducted annually to include new solutions, technologies, and services as delivered by *Outcome 1*. Our current SLA is available for review at:

<http://sjcblogs.sanjac.edu/its/san-jacinto-college-its-service-level-agreement/>

ITS Services are comprised of interrelated capabilities that include customer support, applications and software, hardware for computing, printing, scanning, communications and enterprise systems, technology installed in facilities, process and continuity support, and security. Appendix A offers brief descriptions of ITS Service capabilities.

We measure the success of *Outcome 2* through SLA compliance. SLA compliance means that ITS Services are providing the solutions, technologies, and levels of services as promised in the SLA. We capture and review both quantitative and qualitative compliance results. Measuring the success of our SLA compliance also helps us determine if our overall SLA meets the College's needs.

Quantitative compliance results are captured in our service desk system. Each support ticket generated in our system is assigned a service level that communicates SLA expectations to our assigned support staff. The system then captures the actual service level performed for comparison. Qualitative compliance results are then captured using a Customer Satisfaction Survey immediately following the closure of the ticket. This survey allows the customer to quickly rate their level of satisfaction with the service provided and also offers opportunity for written feedback.

Qualitative results are also captured by independent surveys conducted by stakeholder groups outside ITS. Furthermore, we continually review the maturity levels of our IT Services with Gartner to identify continuous improvement opportunities such as organizational changes, hiring, investment in capabilities and expertise, and scalable and automated support processes and systems that bridge gaps in desired service

levels. Such continuous improvement initiatives are considered projects in this Plan and are available for review at:

<https://sjcdedu.sharepoint.com/sites/ITSPrompts/SitePages/Home.aspx>

Appendix A: ITS Service 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 SLA in 2010 and has since updated the SLA in annual revisions. 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 SLA.

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 ERP, Blackboard LMS, and Microsoft O365. 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.

Computing devices. Devices provided and supported at the College include servers, fiber and storage area networks, desktop computers, laptops, tablets, and smartphones. 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.

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 standards and services 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 process 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 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 cyber 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 cyber 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 cyber security policy defines the goals

and elements of an organization's computer systems. Security policies are enforced by organizational policies or security mechanisms.