



Information Technology Strategic Plan 2015-2017



Table of Contents

Executive Summary	3
Collin College’s Mission, Philosophy, and Purpose	4
Institutional Mission:	4
Institutional Philosophy and Purpose.....	4
Institutional Strategic Goals	4
Technology Mission, Vision, and Values	5
Mission	5
Vision	5
Values	5
Technology Goals	6
Strategic Alignment	6
Technology Goal Alignment	7
Technology Strategic Plan	8
Appendix A – Collin College Technology Support Infrastructure	19

Executive Summary

This Information Technology (IT) strategic plan is intended to provide Collin College with a vision and roadmap to enhance technology services while supporting the institutional strategic mission and goals. Collin College's IT strategic plan articulates the institution's technology direction for fiscal years 2015 through 2017, providing a three-year strategic and tactical direction. This plan empowers Collin's constituents and governance structures to confidently and effectively appropriate the use of technical resources and reassures leadership, administration, and staff alike that strategic initiatives and tactical objectives outlined in the strategic plan provide a fair and effective means to determine when, how, and where to apply technology resources for the greatest benefit of the institution.

Collin College's Instructional and Administrative Technology Committees have developed the elements within this plan. The strategic and tactical planning process was conducted over a two-month period where members analyzed internal and external conditions in higher education. The outcome is a plan focused on four business-driven Information Technology strategic goals with several objectives designed to achieve these goals over a three-year period.

Collin College's Mission, Philosophy, and Purpose

Institutional Mission:

“Collin County Community College District is a student and community-centered institution committed to developing skills, strengthening character, and challenging the intellect.”



Institutional Philosophy and Purpose

“Through its campuses, centers and programs Collin County Community College District fulfills its statutory charge to provide:

- Academic courses in the arts and sciences to transfer to senior institutions.
- Technical programs, leading to associate degrees or certificates, designed to develop marketable skills and promote economic development.
- Continuing adult education programs for academic, professional, occupational and cultural enhancement.
- Developmental education and literacy programs designed to improve the basic skills of students.
- A program of student development services and learning resources designed to assist individuals in achieving their educational and career goals.
- Workforce, economic, and community development initiatives designed to meet local and statewide needs.
- Other purposes as may be directed by the Collin Board of Trustees and/or the laws of the State of Texas.”

(Collin College web site: <http://www.collin.edu/aboutus/missioncorevalues.html>)

Institutional Strategic Goals 2012-2016

Collin College's Institutional Strategic Plan “Vision 2016” includes four Strategic goals that will guide the college from its current state to achieving its core mission.

1. Improve academic success by implementing strategies for completion.
2. Provide access to innovative higher education programs that prepare students for constantly changing academic, societal and career/workforce opportunities.
3. Engage faculty, students and staff in improving a district-wide culture of adherence to Collin College Core Values.
4. Enhance the College's presence in the community by increasing awareness, cultivating relationships, building partnerships and developing resources to respond to current and future needs.

Technology Mission, Vision, and Values

Mission

“Technology at Collin College provides professional and responsive services, effective support, and a reliable infrastructure integral to the advancement of the college community.”

Vision

“Technology at Collin College provides a seamless and collaborative approach to developing innovative solutions and proactively serving the college community anytime, anywhere.”

Values

- Professionalism
- Responsiveness
- Reliability
- Open communication
- Inclusiveness
- Collaboration
- Productivity
- Efficiency

Technology Goals

Collin College technology vision will be realized by achieving the following four strategic goals.

- Improve student success and completion through the use of technology.
- Improve efficiency and effectiveness through better use of technology.
- Enhance technology system redundancy and resiliency to accommodate unforeseen events
- Enhance integrated IT security presence

Strategic Alignment

Aligning the IT Strategic Goals with Collin College's Institutional Strategic Goals is an essential component of the IT strategic planning process. The current strategic initiatives form the foundation on which the IT strategic plan was developed.

The planning process recommends an annual review of the progress toward meeting the goals and serves as a tracking mechanism for progress and adjustments as needed. Collin's IT Technology Strategic Plan is designed to be a living document, adaptable to the continuously changing higher education environment.

Technology Goal Alignment

This grid illustrates the specific alignment of the four IT Strategic Goals with the current Institutional Strategic Goals. The placement of an “X” in the table identifies where the IT Goal supports an Institutional Goal.

Institutional Strategic Goals	<i>Goal 1: Improve academic success by implementing strategies for completion.</i>	<i>Goals 2: Provide access to innovative higher education programs that prepare students for constantly changing academic, societal and career/workforce opportunities.</i>	<i>Goal 3: Engage faculty, students and staff in improving a district-wide culture of adherence to Collin College Core Values.</i>	<i>Goal 4: Enhance the College’s presence in the community by increasing awareness, cultivating relationships, building partnerships and developing resources to respond to current and future needs.</i>
Information Technology Goals				
1. Improve student success through the use of technology.	X	X	X	
2. Improve efficiency and effectiveness through better use of technology.		X	X	X
3. Enhance technology system’s redundancy and resiliency to accommodate unforeseen events	X		X	
4. Enhance integrated IT security presence		X		X

Technology Strategic Plan

The following Technology Strategic Plan Implementation Grids contain information to assist institutional departments and information technology in achieving their goals and ultimately realizing their vision. Institutional departments and business functions will develop tactical and actionable plans that are aligned with this technology strategic plan to ensure the realization of each goal.

The following elements are included in the Implementation Grid

- **Strategic Goal Alignment:** Specific alignment of each IT Strategic Goal with the current strategic goals of the institution.
- **Goal:** Each of the four technology goals set by this plan for 2015 - 2017.
- **Key Performance Indicators:** Completion characteristics or milestones of progress for each goal.
- **Objectives:** Those projects that must be accomplished to successfully achieve the specified goal.
- **Sponsor:** The individual(s) who would monitor progress on each goal, serving as a point person or reference when discussing goal and objective definitions and meanings.
- **Responsible Party (Owners):** Individuals, departments, or governance groups that have responsibility for each of the objectives. Typically it will be the responsibility of these individuals or groups to develop the annual tactical work plans and appropriate budget requests for each of the assigned objectives as well as project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the objective.
- **FY (Fiscal Year):** Indicates the implementation timeline for each strategy. An "X" placed in any single FY column indicates activity on, or completion of that task in that year. The appearance of X's in multiple FY columns indicates multi-year efforts.
- **Progress:** Tracking column for each objective to be updated as the implementation of the objectives occurs. This is used primarily during IT Strategic Plan refresh activities.

The strategic goals, key performance indicators, and tactical objectives included in this technology plan are dynamic and should be evaluated and refreshed annually and adjusted continuously throughout the life of the plan.

Strategic Goal Alignment: 1, 2, 3						
1-Improve academic success, 2- Improve higher education programs, 3-Engage community in core values						
Goal 1: Improve student success through the use of technology.						
Strategic Goal Dependencies: 1.4 Enhanced data, 1.1 Student completion levels increase, 1.3 Student preparedness						
Key Performance Indicator(s): executive information system in use by VPPs and Deans, student completion is increased						
Sponsors: David Hoyt, Tom Martin, Alicia Huppe						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
1.1 Obtain and implement an executive information system (EIS)		Leadership Team	X	X	X	
	1.1.1 After budget approval for an executive information system, develop an RFP for an EIS and select the system	Institutional Research, IT	X	X	X	
	1.1.2 Hire support staff for EIS	Institutional Research, IT	X	X	X	
	1.1.3 Implement EIS	Institutional Research, IT		X	X	
	1.1.4 Train users and support staff on EIS	eLC		X	X	
1.2 Create an early alert system that allows faculty to identify at-risk students		QEP Team , Student Development	X	X	X	

Goal 1: Improve student success through the use of technology. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
	1.2.1 Determine approach to provide early alerts to faculty	QEP Team, Student Development, Academic Affairs, IT	X			
	1.2.2 Present approach to Administrative Technology Committee	QEP Team, Student Development	X			
	1.2.3 If additional funding is needed, present budget request	QEP Team, Student Development	X			
	1.2.4 If funding is approved, develop RFP for a solution	QEP Team, Student Development	X	X		
	1.2.5 Implement approach	QEP Team, Student Development, Academic Affairs, IT		X	X	
1.3 Implement portfolio system for awarding credit to students who successfully demonstrate appropriate outcomes obtained through experience		Student Development, Academic Affairs, IT	X	X	X	

Goal 1: Improve student success through the use of technology. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
	1.3.1 Pilot OrgSync and report results to the Administrative Technology Committee	Student Development, Academic Affairs, IT	X			
	1.3.2 Implement based on results of pilot	Student Development, Academic Affairs, IT		X	X	
1.4 Develop a system that requires orientation prior to registration		Student Development, IT	X	X	X	
	1.4.1 Pilot Kimivo and report results to the Administrative Technology Committee	Student Development, IT	X			
	1.4.2 Implement based on results of pilot	Student Development, Academic Affairs, IT		X	X	

Strategic Goal Alignment: 2, 3, 4 (2- Improve higher education programs, 3-Engage community in core values, 4- Enhance presence in community)						
Goal 2: Improve efficiency and effectiveness through better use of technology.						
Strategic Goal Dependencies: 2.2 Integrated pathways between Credit and CE, 4.2 New partnerships and collaborative efforts with community agencies						
Key Performance Indicator(s): Web-based access to more college resources, multiple workflows implemented, pathways between Credit and CE courses for student success						
Sponsor: Shane Ammons, Andrew Marcontell, Steve Hardy, Subir Purkayastha						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
2.1 Implement new technology infrastructure to improve efficiency and effectiveness		IT Leadership	X	X	X	
	2.1.1 Finalize migration to Microsoft Active Directory	IT Leadership	X			
	2.1.2 Augment off-campus network accessibility through SharePoint	IT		X		
	2.1.3 Investigate other technology to improve efficiency and effectiveness under the new technology infrastructure	IT Leadership, Administrative Technology Committee		X	X	

Goal 2: Improve efficiency and effectiveness through better use of technology. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
2.2 Workflow Implementation (reimplementation)		IT	X	X	X	
	2.2.1 Review pilot workflows in SharePoint	Administrative Technology Committee	X			
	2.2.2 Determine workflow system for the College	Administrative Technology Committee	X	X	X	
	2.2.3 Workflow training (Technical)	IT Leadership	X	X	X	
	2.2.4 Workflow training (end user)	IT Leadership, Administrative Services		X	X	
2.3 Explore virtual desktop environments to more effectively provide instruction and administrative functions		IT Leadership		X	X	
	2.3.1 Determine appropriate virtual desktop environment to pilot	IT Leadership		X		
	2.3.2 Budget for pilot of a virtual desktop environment	IT Leadership		X		
	2.3.3 Implement pilot of a virtual desktop environment	IT			X	

Goal 2: Improve efficiency and effectiveness through better use of technology. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
2.4 Provide more enrollment opportunities for CE students to take credit courses as well as credit students to take CE courses, providing students with a job-centered education		CE and Workforce Development, Business and Computer Science, IT	X	X	X	
	2.4.1 If budget approved, implement new Continuing Education system	CEWD, IT	X			
	2.4.2 As new CE system is implemented, investigate ways to inform students of credit options	CEWD, IT	X	X		
	2.4.3 Explore interfaces with Banner that streamline opportunities for credit students to take CE courses	CEWD, ARO, IT	X	X	X	
2.5 Investigate technology needed for an alumni program		Foundation, IT	X	X		

Strategic Goal Alignment: 1, 3 (1-Improve academic success, 3-Engage community in core values)						
Goal 3: Enhance technology system’s redundancy and resiliency to accommodate unforeseen events.						
Strategic Goal Dependencies: 3.1 Managing high volume activities						
Key Performance Indicator(s): Blackboard and Banner can be recovered in a 15 minute time period,						
Sponsor: David Hoyt, Shane Ammons, Andrew Marcontell, Subir Purkayastha						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
3.1 Enhance data storage to keep pace with emerging technology trends and demands		IT Leadership	X			
	3.1.1 Implement Blackboard and Banner storage system and backup storage system	IT Leadership	X			
3.2 Expand system access through enhanced network services		IT Leadership		X		
	3.2.1 Optimize network redundancy to critical systems for external/off campus access	IT Leadership		X		
	3.2.2 Upgrade Internet connections to allow for up to 1GB at both PRC and CPC	IT Leadership	X			

Goal 3: Enhance technology system's redundancy and resiliency to accommodate unforeseen events. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 15	FY 16	FY 17	PROGRESS
3.3 Investigate faculty/staff communication alternatives for email		Administrative Technology Committee, IT	X			
	3.3.1. Research hosted and on site email solutions and their integration with third party communication platforms	IT, Administrative Technology Committee	X			
	3.3.2 Estimate cost to migrate faculty/staff email	IT	X			
	3.3.3 Implement recommended and approved communication solution	IT	X			
3.4 Investigate faculty/staff communication alternatives for telephony		Administrative Technology Committee, IT	X	X		
	3.4.1. Research hosted and on site call center related solutions	IT, Administrative Technology Committee	X			
	3.4.2 If budget approved, implement chosen solution	Designated department(s)		X		

Strategic Goal Alignment: 2, 4

(2- Improve higher education programs, 4- Enhance presence in community)

Goal 4: Enhance integrated IT security presence

Strategic Goal Dependencies: 2.5 Partnerships with local ISD's, 2.9 Developing a campus in Farmersville, 2.10 Developing a campus in Celina, 4.2 New partnerships and collaborative efforts with community agencies.

Key Performance Indicator(s): Identifiable improvements in network security, identifiable improvements in database security, federated identities in place with external entities

Sponsor: David Hoyt, Shane Ammons, Andrew Marcontell, Subir Purkayastha

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	F Y 1 5	FY 16	FY 17	PROGRESS
4.1 Review technology security processes and procedures		IT Leadership	X	X	X	
	4.1.1 Annually review technology security environment	IT Leadership	X	X	X	
	4.1.2 Recommend security adjustments to leadership	Administrative Technology Committee, Instructional Technology Committee	X	X	X	
4.2 Enhance and monitor Banner and Blackboard database security		Administrative Software Support Services	X	X	X	

	4.2.1 Review and implement process and procedural changes to enhance database	Administrative Software Support Services	X	X	X	
	4.2.2 Budget for additional hardware and software needed to enhance Banner and Blackboard database security (Oracle Advanced Security, Oracle Audit Vault and Database Firewall, Oracle Advanced Security Option)	Administrative Software Support Services	X	X	X	
	4.2.3 If funded, purchase and implement hardware and software needed to enhance Banner and Blackboard database security	Administrative Software Support Services	X	X	X	
4.3 Explore security solutions with academic partners		Academic Affairs, IT Leadership	X	X	X	
	4.3.1 Explore federated identities with academic partners	Academic Affairs, IT Leadership	X	X	X	
	4.3.2 Establish credential management practices in collaboration with partners	IT Leadership	X	X		

Appendix A – Collin College Technology Support Infrastructure

The Information Technology Division is comprised of Academic Computing, Administrative Software Support Services, Help Desk, Media Services, Networking, Operating Systems, Telecommunications and Web Services.

The College core administrative application is Ellucian's Banner system. There are many peripheral applications connected to Banner including the College's portal (Luminis), SciQuest for Purchasing, Appworx for job scheduling and Argos for reporting.

The Information Technology division provides technical support to faculty and staff through the College's Help Desk. The College also uses Ellucian for its Student Technical Support that runs 24/7.

The eCollin Learning Center is under the umbrella of Academic Outreach. The eLC supports students, faculty and staff in their use of technology. They provide online resources for students, provide hands on support and classes for faculty members needing support on technology in instruction and provide classes for staff on many systems used within the College.

Collin College's Instructional and Administrative Technology Committees have a charge to encourage and explore software solutions that solve administrative and instructional challenges. The goal of these solutions is to provide an efficient, more productive and user friendly interface for the College's faculty and staff. These committees are also a vehicle for communication of technology changes to the College community.