



**Information Technology  
Strategic Plan  
Vision 2020**

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## **Executive Summary**

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This Information Technology (IT) strategic plan provides Collin College with a vision and roadmap to enhance technology services while supporting the institutional strategic mission and priorities. Collin College's IT strategic plan articulates the institution's technology direction through 2020, 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. Members analyzing internal and external conditions in higher education conducted the strategic and tactical planning process. The outcome is a plan focused on four business-driven Information Technology strategic goals with several objectives designed to achieve these goals through 2020.

# **Collin College's Mission, Philosophy, and Purpose**

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## **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 support services, including counseling 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 – Vision 2020**

Collin College's Institutional Strategic Plan "Vision 2016" includes seven priorities that will guide the college from its current state to achieving its core mission.

1. Finalize and execute a comprehensive plan that facilitates the safety of students, faculty and staff at Collin College.
2. Increase outreach and create streamlined pathways from high school.
3. Emphasize student achievement and streamline pathways to four-year colleges and universities.
4. Expand Career and Technical Programs and Training Offerings in Alignment with current and future Labor Market Demand and become the Customized Training Provider of Choice for Additional Employers.
5. Promote Innovation and Diversify Revenue Streams.
6. Create and Increasingly Welcoming Environment for Students, Community Members, Faculty and Staff.
7. Expand the Physical Footprint of Collin College to Meet Emerging Programmatic Needs; Improve facilities as necessary, and Implement the Maintenance Plan to Elevate Services to our Students.

## **Technology Mission, Vision, and Values**

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### **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

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

- **Use technology effectively to enhance student success and completion.**
- **Improve efficiency and effectiveness through the use of technology.**
- **Enhance technology system redundancy and resiliency to mitigate unforeseen events.**
- **Enhance IT security to stay abreast of best practices and fortify IT resources against potential threats.**

## Strategic Alignment

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Aligning the IT Strategic Goals with Collin College's Institutional Strategic Priorities 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 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 Priorities. The placement of an “X” in the table identifies where the IT Goal supports an Institutional Priority.

Institutional Strategic Priorities	<i>Priority 1: Finalize and execute a comprehensive plan that facilitates the safety of students, faculty and staff at Collin College.</i>	<i>Priority 2: Increase outreach and create streamlined pathways from high school.</i>	<i>Priority 3: Emphasize student achievement and streamline pathways to four year colleges and universities.</i>	<i>Priority 4: Expand Career and Technical Programs and Training Offerings in Alignment with current and future Labor Market Demand and become the Customized Training Provider of Choice for Additional Employers.</i>	<i>Priority 5: Promote Innovation and Diversify Revenue Streams.</i>	<i>Priority 6: Create and Increasingly Welcoming Environment for Students, Community Members, Faculty and Staff.</i>	<i>Priority 7: Expand the Physical Footprint of Collin College to Meet Emerging Programmatic Needs; Improve facilities as necessary, and Implement the Maintenance Plan to Elevate Services to our Students.</i>
Information Technology Goals							
1. Use technology effectively to enhance student success and completion		X	X	X		X	

2. Improve efficiency and effectiveness through the use of technology.	X	X	X	X		X	X
3. Enhance technology system redundancy and resiliency to mitigate unforeseen events.			X	X		X	X
4. Enhance IT security to stay abreast of best practices and fortify IT resources against potential threats.	X			X		X	X



## Technology Strategic Plan

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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 aligned with this technology strategic plan to ensure the realization of each goal.

The following elements are included in the Implementation Grid

- **Strategic Priority Alignment:** Specific alignment of each IT Strategic Goal with the current strategic priorities of the institution.
- **Goal:** Each of the four technology goals set by this plan for 2017 - 2020.
- **Key Performance Indicators:** Completion characteristics or milestones of progress for each 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):** Departments or governance groups that have responsibility for each of the objectives. Typically, it will be the responsibility of the department head 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.
  - AA – Academic Affairs
  - ATNS – Academic Technology and Network Services
  - IT – multiple areas of IT with CIO responsible
  - CE – Continuing Education and Corporate College
  - FA – Financial Aid
  - FI – Finance (Business Office)
  - HR – Human Resources
  - SES – Student Enrollment Services
  - SI – Strategic Initiatives
  - SSS – Software Support Services
- **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 is 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 Priority Alignment: 2, 3, 4, 6**

2. Outreach High Schools, 3. Student Achievement, 4. Career and Technical Programs, 6. Welcoming Environment

Goal 1: Use technology effectively to enhance student success and completion.

**Key Performance Indicator(s): Expanded Banner Workflows used daily; improved student experience with registration, grading, communication**

**Sponsors: Subir Purkayastha, Dave Hoyt**

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
<b>1.1 Expand Banner Workflow for student services – Credit, CE, Financial Aid and Corporate College</b>						
	1.1.1 Meet quarterly with SES, FA and CE staff to determine next workflows to be implemented	SSS, SES, CE, FA	X	X	X	
	1.1.2 As needed, create cross-departmental team for each workflow	SSS, SES, CE, FA	X	X	X	
	1.1.3 Implement workflow	SSS, SES, CE, FA	X	X	X	
	1.1.4 Follow up with requesting party to determine effectiveness of workflow	SSS, SES, CE, FA	X	X	X	

Goal 1: Use technology effectively to enhance student success and completion. (continued)						
1.2 Implement Banner 9 and expand integration with other College Systems						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
	1.2.1 Implement Banner 9 Admin Pages and Self Service modules	IT, SES, FA, FI, HR	X	X		
	1.2.2 Expand integration between Banner and other student systems, such as uAchieve and uDirect	IT, SES, FA, FI, HR	X	X	X	
1.3 Implement non-emergency texting for student services						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
	1.3.1 Form committee to research and develop procedures for the implementation of non-emergency texting	SES, AA, IT, IR	X			
	1.3.2 Once approved, develop implementation plan for non-emergency texting and request funding if needed	SES, AA, IT, IR	X	X		
	1.3.3 Implement the plan, communicate the plan and review its effectiveness	SES, AA, IT, IR		X	X	

Goal 1: Use technology effectively to enhance student success and completion. (continued)						
1.4 Implement a native mobile app for students						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
	1.4.1 Provide technical support for the integration of Banner, uAchieve and other data sources into the College's mobile application	SI, IT	X			
	1.4.2 Provide technical support to extend the functionality of the mobile app	SI, IT		X		

Strategic Goal Alignment: 1, 2, 3, 4, 6, 7

1. Safety of College, 2. Outreach High Schools, 3. Student Achievement, 4. Career and Technical Programs, 6. Welcoming Environment, 7. Expand Physical Footprint

Goal 2: Improve efficiency and effectiveness through the use of technology.

Key Performance Indicator(s): Improved desktop experience with less support staff, more efficient employee processes

Sponsor: Shane Ammons, Subir Purkayastha

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
<b>2.1 Expand virtual desktop environment</b>						
	2.1.1 Implement virtual desktop environments at all new College facilities	ATNS	X	X	X	
	2.1.2 As part of renewal and replacement, expand virtual desktop environments to current facilities	IT	X	X	X	
	2.1.3 Pilot the implementation of persistent desktops for certain employees	ATNS	X	X		

Goal 2: Improve efficiency and effectiveness through the use of technology. (continued)						
2.2 Expand workflow for HR and Finance						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
	2.2.1 Meet quarterly with HR and Finance staff to determine next workflows to be implemented	FI, HR, SSS	X	X	X	
	2.2.2 As needed, create a cross-departmental team for each workflow	FI, HR, SSS	X	X	X	
	2.2.3 Implement workflow	FI, HR, SSS	X	X	X	
	2.2.4 Follow up with requesting party to determine effectiveness of workflow	FI, HR, SSS	X	X	X	
2.3 Enable more applications to use single sign on capabilities						
	2.3.1 Update the strategy for single sign on of college applications	IT	X	X		
	2.3.2 Explore Ellucian Ethos Identity as a platform for expanded single sign on functions	IT	X			
	2.3.3 Explore alternative methods of providing portal-type services without CougarWeb	IT		X	X	

Strategic Goal Alignment: 3, 4, 6, 7

3. Student Achievement, 4. Career and Technical Programs, 6. Welcoming Environment, 7. Expand Physical Footprint

Goal 3: Enhance technology system redundancy and resiliency to mitigate unforeseen events.

Key Performance Indicator(s):

Sponsor:

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
<b>3.1 Increase redundancy of critical College applications for supporting students and staff</b>						
	3.1.1 Implement a redundant solution for authentication systems	IT	X	X	X	
	3.1.2 Explore hosting of critical applications such as Banner	IT	X			
	3.1.3 Implement hosting options for critical application	IT		X	X	
<b>3.2 Review and Update IT Disaster Recovery Plan</b>						
	3.2.1 Develop and implement a plan to provide redundant services currently provided by CougarWeb	IT	X	X		

Goal 3: Enhance technology system redundancy and resiliency to mitigate unforeseen events. (continued)						
PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
	3.2.2 Review current onsite services and develop a recovery plan for them	IT	X	X	X	
	3.3.3 Implement recovery plan for selected onsite services	IT		X	X	



Strategic Goal Alignment: 1, 4, 6, 7

1. Safety of College, 4. Career and Technical Programs, 6. Welcoming Environment, 7. Expand Physical Footprint

Goal 4: Enhance IT security to stay abreast of best practices and fortify IT resources against potential threats.

Key Performance Indicator(s): Processes and Procedures aligned with NIST 800-53 and TAC 202

Sponsor: David Hoyt, Shane Ammons, Andrew Marcontell

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
4.1 Update IT Security Procedures in accordance with NIST 800 and TAC 202			X	X	X	
	4.1.1 Review Department of Homeland Security Cyber Infrastructure Report and Cyber Resilience Review Reports	IT Leadership	X			
	4.1.2 Prioritize Procedures that need to be created and approved for implementation	IT Leadership	X	X		

Goal 4: Enhance IT security to stay abreast of best practices and fortify IT resources against potential threats. (continued)

<b>PRIMARY OBJECTIVES</b>	<b>SUPPORTING OBJECTIVES</b>	<b>RESPONSIBLE PARTY</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>PROGRESS</b>
	4.1.3 Request IT Security position to spearhead the implementation and maintenance of IT security procedures	<b>IT Leadership</b>	X			
	4.1.4 Implement security procedures	<b>IT Leadership</b>		X	X	
<b>4.2 Perform annual penetration testing and cyber security audits</b>			X	X	X	
	4.2.1 Contract with a proven firm to perform external penetration testing and cyber security audits	<b>IT Leadership</b>	X	X	X	
	4.2.2 Conduct annual penetration testing and cyber security audits	<b>IT Leadership</b>	X	X	X	
	4.2.3 Implement necessary changes and recommend procedural changes to leadership	<b>IT Leadership</b>	X	X	X	
	4.2.4 Annually add supplemental budget requests as needed to implement security improvements	<b>IT Leadership</b>	X	X	X	

Goal 4: Enhance IT security to stay abreast of best practices and fortify IT resources against potential threats. (continued)

PRIMARY OBJECTIVES	SUPPORTING OBJECTIVES	RESPONSIBLE PARTY	FY 18	FY 19	FY 20	PROGRESS
4.3 Review technology security processes and procedures		IT Leadership	X	X	X	
	4.3.1 Annually review technology security environment	IT Security Lead	X	X	X	
	4.3.2 Recommend security adjustments to leadership	Administrative Technology Committee, Instructional Technology Committee	X	X	X	

## **Appendix A – Collin College Technology Support Infrastructure**

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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 employs CampusEAI's BlackBelt Help 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.