



INFORMATION TECHNOLOGY
STRATEGIC PLAN 2020-2025

Prepared for
WESTERN NEBRASKA
COMMUNITY COLLEGE

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Introduction

Purpose and Background Information

Western Nebraska Community College (the College) developed a College Strategic Master Plan in 2017 to set overall priorities for the institution and guide the strategies and efforts of the College community.

This Information Technology (IT) Strategic Plan aligns with the strategic goals and objectives established in the College Strategic Master Plan. Created with broad College engagement and participation, this plan is intended to establish strategic IT priorities and initiatives and to inform decision-making over the next five years as the College continues to invest in IT infrastructure, services, and functions to support student success.

Development of the IT Strategic Plan 2020 – 2025

This plan is the outcome of a collaborative process that engaged over 300 participants from across the College, including leadership, faculty, students, and staff. This process engaged stakeholders in multiple ways including: on-site focus groups and interviews, an online survey, and strategic planning work sessions. This collaborative process allowed for a broad understanding of current IT operations, challenges, opportunities, and priorities.

The process led to the creation of IT guiding principles, IT vision statements, and ultimately to specific strategic initiatives. The relationship and structure of the plan is depicted in Figure 1.

Figure 1 – Overview of the Plan

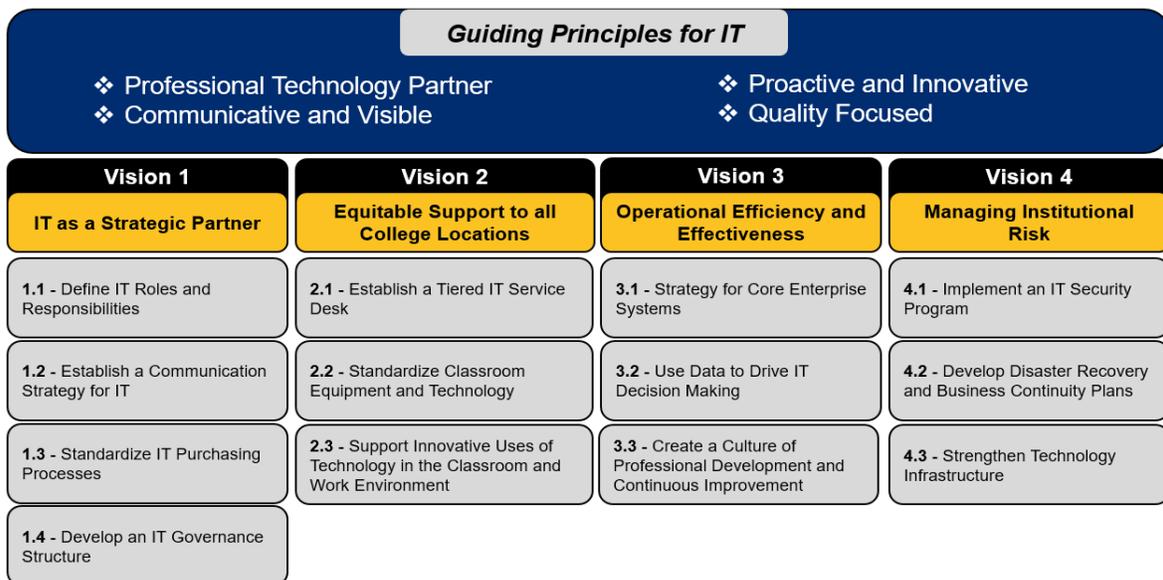


Table 1, below, provides an overview of each initiative, expected benefits to WNCC, and the linkage to the College’s strategic plan.

Table 1 | Table of Strategic IT Initiatives

#	Initiative	Initiative Description	Benefit/Outcome	Linkage to College Strategic Master Plan
Vision 1 IT as a Strategic Partner				
1.1	Define IT Roles and Responsibilities	Define the IT services that the College needs and determine how each service will be provided. All IT services will be clearly communicated to the College.	Allows effective use of IT resources. Lessens confusion about IT services available to end users by clarifying roles. Improves bandwidth of IT staff by providing clear definition of end user technology responsibilities.	<i>Focus Area 6: Operational Efficiency and Effectiveness</i>
1.2	Establish a Communication Strategy for IT	Develop and deliver a tailored, consistently branded, College-wide IT communication strategy for promoting awareness for IT services and resources.	Increases awareness and utilization of the available technology and technology services. Provides two-way communication about services and needs.	<i>Focus Area 6: Operational Efficiency and Effectiveness</i>
1.3	Standardize IT Purchasing Processes	Develop College-wide purchasing policies and guidelines for technology to utilize resources most effectively, help ensure integration with existing systems, align with the IT Strategic Plan, and maximize purchasing dollars.	Leverages economies of scale for technology purchases. Improves IT’s ability to provide consistent support.	<i>Focus Area 3: Diversity, Equity, and Inclusion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>
1.4	Develop an IT Governance Structure	Establish a governance structure with representation from across the College to make decisions about technology projects and priorities. The governance structure will have multiple sub-groups focused on specific areas of importance to the institution.	Improves buy-in, engagement, coordination, and oversight of technology planning and decision-making.	<i>Focus Area 6: Operational Efficiency and Effectiveness</i>

#	Initiative	Initiative Description	Benefit/Outcome	Linkage to College Strategic Master Plan
Vision 2 Equitable IT Support to all College Locations				
2.1	Establish a Tiered IT Support Service	Establish a single point of contact support service for students, faculty, and staff.	Improves clarity regarding where to go for IT support. Provides more efficient IT support and internal knowledgebase. Creates opportunities for growth for IT staff.	<i>Focus Area 2:</i> Student Recruitment, Retention, and Completion <i>Focus Area 6:</i> Operational Efficiency and Effectiveness
2.2	Standardize Classroom Equipment and Technology	Establish a comprehensive support model for all approved College locations and programs. Services should be reliable, timely, consistent, dependable, and proactive.	Provides seamless technology experience for students and faculty. Improves IT's ability to provide consistent support.	<i>Focus Area 1:</i> Engaged Teaching and Active Learning <i>Focus Area 2:</i> Student Recruitment, Retention, and Completion <i>Focus Area 6:</i> Operational Efficiency and Effectiveness
2.3	Support Innovative Uses of Technology in Classroom and Work Environment	Continuously evaluate the existing and anticipated technology needs of the College and work collaboratively with the College community to procure technology solutions that best meet College needs.	Encourages approval and implementation of new technologies. Increases engagement with faculty and students about technology needs.	<i>Focus Area 1:</i> Engaged Teaching and Active Learning <i>Focus Area 2:</i> Student Recruitment, Retention, and Completion <i>Focus Area 4:</i> Seamless Academic and Career Pathways
Vision 3 Operational Efficiency and Effectiveness				
3.1	Strategy for Core Enterprise Systems	Establish a roadmap for enterprise systems that considers supportability and	Improves utilization of existing enterprise systems to streamline administrative	<i>Focus Area 4:</i> Seamless

#	Initiative	Initiative Description	Benefit/Outcome	Linkage to College Strategic Master Plan
		sustainability. Enterprise systems include, but are not limited to: Ellucian Colleague, Blackboard, 25Live, Fusion, Portal, and Informer. The college will seek to optimize existing technology investments before seeking additional solutions.	services as well as the student experience.	Academic and Career Pathways <i>Focus Area 6: Operational Efficiency and Effectiveness</i>
3.2	Use Data to Drive IT Decision-Making	Acquire and implement an IT service management system that can be used to gather data about IT services and assets and drive informed decision-making. IT will also serve in a consultative role to support implementation of a data governance framework.	Improves clarity, confidence, and understanding in data to make timely and informed decisions regarding IT and institutional initiatives.	<i>Focus Area 6: Operational Efficiency and Effectiveness</i>
3.3	Create a Culture of Professional Development and Continuous Improvement	Provide all IT staff with professional development and career advancement opportunities. Continuous improvement and training will be required to keep up with technology trends and support a world-class technology organization.	Heightens attention to professional development and growth opportunities for IT staff. Increases service to campuses.	<i>Focus Area 3: Diversity, Equity, and Inclusion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>
Vision 4 Managing Institutional Risk				
4.1	Implement an IT Security Program	Develop a formal framework to reduce institutional risk by establishing documented IT policies and procedures.	Improves information security policies, processes, and tools resulting in reduced risk to the College.	<i>Focus Area 6: Operational Efficiency and Effectiveness</i>
4.2	Develop Disaster Recovery and Business Continuity Plans	Develop a comprehensive plan to maintain critical IT systems in the event of unplanned incidents. IT can support the creation of an institutional business	Documents disaster recovery and business continuity plans, resulting in reduced risk to the college.	<i>Focus Area 5: Community and Employer Responsiveness</i>

#	Initiative	Initiative Description	Benefit/Outcome	Linkage to College Strategic Master Plan
		continuity plan, but the plan needs to be driven by the College leadership team.		<i>Focus Area 6: Operational Efficiency and Effectiveness</i>
4.3	Strengthen Technology Infrastructure	Design, build, and sustain a strategic technology environment that fully supports institutional needs.	Reduces risk of critical system failure and supports continuous and seamless access to existing and future systems.	<i>Focus Area 5: Community and Employer Responsiveness</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>

Vision 1 | IT as a Strategic Partner

Technology is mentioned four separate times in the College Strategic Master Plan. As technology continues to be integrated and relied upon across campuses, the College needs executive-level leadership steering the direction and application of technology solutions to the mission of the institution.

Positioning IT as a strategic partner on campuses requires College leadership to involve IT in institutional decision-making. Currently, IT does not have a position on the President's Senior Leadership Team. Including the IT Director on the President's Senior Leadership Team will serve to strengthen the relationship with campus leadership and will elevate the level of engagement of technology planning and service delivery at a strategic level.

The IT organization needs to commit itself to being a world-class service organization designed to support the technology needs across all campuses and locations. Providing reliable and professional customer service will help establish IT as a trusted strategic partner.

This section includes four initiatives:

1. **Define IT Roles and Responsibilities** – Clearly defined IT services, roles, and responsibilities will help IT deliver consistent, quality service to its constituents.
2. **Establish a Communication Strategy for IT** – Developing and delivering timely communications will help ensure College stakeholders are appropriately informed of IT projects, updates, and initiatives.
3. **Standardize IT Purchasing Processes** – Standardizing technology purchasing will help ensure that technology on campuses works cohesively and can be efficiently supported.
4. **Develop an IT Governance Structure** – An IT governance framework supports the aforementioned activities and will help ensure the College is aligned on technology priorities.



Vision 1 IT as a Strategic Partner		1.1 Define IT Roles and Responsibilities	
Define the IT services that the College needs and determine how each service will be provided. All IT services will be clearly communicated to the College.			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> Planning and mutual buy-in from IT and functional units will need to be established for new expectations, roles, and responsibilities. Consistent communication, executive support, training, and change management will be important for changes to be successful. Create a working group with broad representation from across campuses. Use the results of the IT Assessment and additional fact-finding, as necessary, to create a comprehensive list of all the IT services that the College community needs. Establish policies and procedures about the services that IT supports and what faculty and staff are responsible for. This will be particularly important when considering support for enterprise systems such as Colleague and Blackboard. Design how each of IT's services will be provided using a standard set of design elements (e.g., service name, description, audience, service level expectations, etc.) Publish the designed services in a service catalog that is available to all students, faculty, and staff. The service catalog needs to be consistently updated to reflect service changes. Address gaps in expertise (if applicable) for each service and planned for through training, new hires, or outsourcing. 			
Measures of Success			
<ul style="list-style-type: none"> Increased collaboration between IT and the college community Creation and maintenance of a service catalog and adherence to established service-level agreements (SLAs) Availability of technology training for faculty and staff, including Americans with Disabilities Act (ADA) compliant how-to videos 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 6: Operational Efficiency and Effectiveness</i>	▲+ – Establishing agreement about IT services and expectations will require significant cross-campus involvement. Once established, ongoing maintenance is minimal.	■ – This initiative will require cultural change from both IT and the functional units	
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, IT staff, faculty, staff, IT governance, Senior Leadership Team (SLT)		

Vision 1 IT as a Strategic Partner		1.2 Establish a Communication Strategy for IT	
Develop and deliver a tailored, consistently branded, College-wide IT communication strategy for promoting awareness for IT services and resources			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> Form a working group to identify and document the situations that require communication from IT (e.g., outages, changes, new projects). For each situation identify the campus constituents to be communicated with and how best to communicate with each constituent group (email, phone, digital signage, Cougar Notes, etc.). This document will need to be consistently updated. Establish someone within the IT Department who is responsible for communication and maintaining the department's communication strategy. This may require the individual's job description to be changed. Educate and train the campus community to align expectations about future communications from IT. Incorporate the training into new hire orientation for faculty and staff. Establish a service catalog to communicate available services to the campus community (reference 1.1 Define IT Roles and Responsibilities). Develop policies and best practices to acknowledge faculty and staff when they submit a help ticket and keep them updated through the resolution process. Establish and publish SLAs for common requests. Work with public relations (PR) and Marketing to develop consistent templates and documentation. Adopt standard email signature for all IT staff. 			
Measures of Success			
<ul style="list-style-type: none"> Development of communication strategy and incident communication matrix Satisfaction surveys Completed professional development of IT staff 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 6: Operational Efficiency and Effectiveness</i> <i>Value: Communication and Collaboration</i>	▲ – Defining the communication strategy will require significant effort. Once established, IT communications will require less than one FTE.	■ – This initiative will require cultural change from both IT and the functional units.	
Key Initiative Stakeholders			
Initiative Owner	IT Director		
Consultative Role	IT staff, students, faculty, staff, marketing and PR, safety coordinator, IT governance		

Vision 1 IT as a Strategic Partner		1.3 Standardize IT Purchasing Processes	
Develop College-wide purchasing policies and guidelines for technology to utilize resources most effectively, help ensure integration with existing systems, align with the IT strategic plan, and maximize purchasing dollars			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Develop a new purchasing policy for technology (in progress). • Establish purchasing flowcharts and guidelines to support the policy. Guidelines should include specific scenarios including grant money purchases and cloud software. • Procurement procedures should include review of all purchases for accessibility in meeting WCGA and ADA 508 compliance requirements. • Communicate the new policy and guidelines to the college community. • Identify who is responsible for purchasing and maintaining inventory technology purchases. • Identify opportunities for bulk purchases and economies of scale. • Communicate the software and technology tools that are available to everyone. • Establish end user purchasing options for devices. Consider offering laptops. 			
Measures of Success			
<ul style="list-style-type: none"> • Policy change implemented and approved • Institutional guidelines established and understood • Ability to install approved software without contacting IT • Purchasing flowcharts designed, documented, and approved 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 3: Diversity, Equity, and Inclusion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>	<ul style="list-style-type: none"> ▲ – This initiative is already in progress. Initial policy development and approval requires time from multiple people. This initiative has the potential to generate cost savings on bulk purchases in the future. 	<ul style="list-style-type: none"> ■ – This initiative will require cultural change from both IT and the functional units. 	
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, IT governance, SLT, Board of Governors (BoG)		

Vision 1 IT as a Strategic Partner		1.4 Develop an IT Governance Structure	
<p>Establish a governance structure with representation from across the College campuses to make decisions about technology projects and priorities. IT governance will provide campus-wide constituents a platform for engagement, collaboration, and communication of IT priorities across the College. Representation across all constituent groups will be important. The governance structure will have multiple sub-groups focused on specific areas of importance to the institution such as technology, data, academic, and administrative areas.</p>			
<p style="text-align: center;">Action Items to Implement Initiative</p>			
<ul style="list-style-type: none"> • Work with the team that is evaluating existing committees at the College. Their work should serve as starting point to help determine an effective committee structure for IT governance. • Evaluate who needs to be on an IT governance committee and the areas that need to be represented. Faculty need to have representation. The Enterprise Resource Planning (ERP) committee can serve as a starting point. • Develop the charter, roles, and responsibilities. • Communicate the charter of the committee to the College community and how it will affect them. 			
<p style="text-align: center;">Measures of Success</p>			
<ul style="list-style-type: none"> • IT governance structure designed and approved • IT governance structure is active and sustained • Documentation of charter, roles, and responsibilities 			
<p style="text-align: center;">Linkage to the College Strategic Master Plan</p>	<p style="text-align: center;">Level of Effort and Budgetary Considerations</p>	<p style="text-align: center;">Organizational Impact</p>	
<p><i>Focus Area 6: Operational Efficiency and Effectiveness</i> <i>Value: Communication and Collaboration</i></p>	<p>▲ – Significant effort required; shared responsibility will reduce the burden.</p>	<p>■ ■ – This initiative will require active involvement from stakeholders across campuses.</p>	
<p style="text-align: center;">Key Initiative Stakeholders</p>			
<p>Initiative Owner</p>	<p>SLT</p>		
<p>Consultative Role</p>	<p>IT Director, IT staff, faculty, and staff</p>		

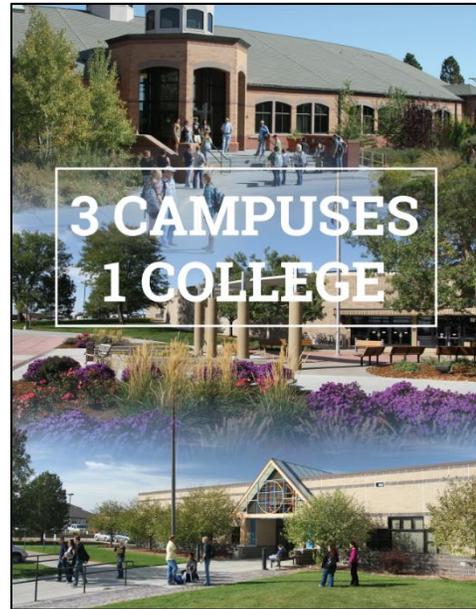
Vision 2 | Equitable IT Support to All College Locations

Technology is critical to WNCC operations both in the classroom and in administrative offices. As a service organization, IT support should be accessible to faculty, staff, and students during normal hours of operation, regardless of physical location. Faculty and students should have equal access to the same classroom technology. The Alliance and Sidney campuses, in addition to the other locations and remote testing centers, enable the College to reach constituents across the largest service area in the state.

Providing consistent, reliable customer service to College stakeholders should be a primary focus of the IT organization.

This section includes three initiatives:

1. **Establish a Tiered IT Service Desk** – An IT service desk will improve customer service and efficiency of support across the campuses. Students, faculty, and staff will have one place to go for all their IT needs.
2. **Standardize Classroom Equipment and Technology** – Standard technology will provide a seamless technology experience for students and improve the IT Department's ability to provide consistent support.
3. **Support Innovative Uses of Technology in the Classroom and Work Environment** – Increased engagement with students, faculty, and staff will lead to innovate technology use in the classroom and support administrative processes.



Vision 2 Equitable IT Support to All College Locations		2.1 Establish a Tiered IT Support Service	
Establish a single point-of-contact support service for students, faculty, and staff.			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> Define hours of operation for service desk. Analyze current help request data to identify times of peak demand. Make sure to consider all locations (Sidney, Alliance, Online, GED, etc.). Develop a staffing plan to staff the support service based on the hours of operation using both full-time and student workers. Assign roles to existing IT staff. IT needs to stagger hours of support for lunch and start/end times. Consider hiring a full-time staff dedicated to the support service. Also consider outsourcing to augment support hours as needed. Establish phone process for routing calls from the support service to the IT Department as the service desk may be busy helping students. Develop a tiered structure to escalate service requests from the support service. Assign roles to existing IT staff. Identify agreements of understanding with external entities (local high schools, other community colleges, etc.) to provide remote support locations. Consider training non-technical staff to troubleshoot specific IT issues as needed to improve support for remote locations. Also, consider expanding self-service functionality to reduce ticket volume. Establish and communicate a schedule for IT staff to visit each location on a regular basis. This will serve to proactively identify issues to reduce service requests. Clearly define roles and responsibilities of existing IT staff. Consider training as needed, particularly around customer service. Communicate new processes and expectations around the service desk and tiered support structure to the College community. 			
Measures of Success			
<ul style="list-style-type: none"> Hiring one full-time staff and increased hours of availability Time to resolution of IT service requests and ability to meet SLAs Customer satisfaction surveys 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 2: Student Recruitment, Retention, and Completion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>	▲+ – Increase in effort and budget for full-time staff and student workers.	■■■ – Establishing a visible and well-run service desk will improve satisfaction with IT services and improve the reputation of IT across the campuses.	
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, IT staff, students, IT faculty, IT governance, SLT		

Vision 2 Equitable IT Support to All College Locations	2.2 Standardize Classroom Technology and Equipment	
Establish a comprehensive support model for all approved College locations and programs. Services should be reliable, timely, consistent, dependable, and proactive		
Action Items to Implement Initiative		
<ul style="list-style-type: none"> • Create a working group with broad representation from across campuses. Faculty and students need to be included. • Inventory the technology currently in place at each location. • Define the target technology standards for each type of learning space. Define the use cases and needs of each type of learning space; create templates for each type of space and its specific technology requirements. • Conduct a gap analysis of the technology that exists at each location and the defined standards. Quantify the cost to bring all learning spaces up to the target standard. Develop a technology replacement plan that prioritizes the areas of greatest need and importance. • Develop a mini guide/troubleshooting book for the technology in the learning spaces. Use ticket data to inform what is included in the books. Also, consider providing individualized training when new technology is implemented. 		
Measures of Success		
<ul style="list-style-type: none"> • Satisfaction surveys of students, faculty, and staff at each location • Availability and uptime of technology • Number of tickets concerning technology in learning spaces • Established technology replacement plan that is accurate and sustained • Increased documentation and training for faculty 		
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact
<i>Focus Area 1: Engaged Teaching and Active Learning</i> <i>Focus Area 2: Student Recruitment, Retention, and Completion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>	<▲ – Significant budgetary considerations to standardize classroom technology. Gathering existing inventories and defining future learning space requirements will require effort from multiple areas. Reduced effort by IT staff once implemented.	■■ – This initiative will provide an improved classroom experience for student and faculty and streamline support for IT staff.
Key Initiative Stakeholders		
Initiative Owner	Vice President	
Consultative Role	IT Director, IT staff, faculty, staff, students, IT governance, SLT	

Vision 2 Equitable IT Support to All College Locations		2.3 Support Innovative Uses of Technology in Classroom and Work Environment	
Continuously evaluate the existing and anticipated technology needs of the College and work collaboratively with the College community to procure technology solutions that best meet College needs			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Establish a working group focused on innovative uses of technology. Faculty need to be included. Consider incorporating this function into IT governance. • Establish processes to identify, evaluate, and approve new technologies. Several elements need to be considered including: changes in program, return on investment (ROI), ADA compliance, space requirements, etc. • Continually engage faculty and students to identify emerging technology needs through surveys and focus groups. • Engage faculty to discuss new software requirements at the beginning of the spring semester. • Regularly attend conferences such as UBTech and present lessons learned. • Establish a technology innovation lab. • Develop and support a makerspace. 			
Measures of Success			
<ul style="list-style-type: none"> • Track foot traffic to the technology innovation lab and makerspace • Results of satisfaction surveys • Approval and implementation of new technologies • Communication about technologies that were reviewed and not approved • Increased engagement between Educational Services and IT 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations		Organizational Impact
<i>Focus Area 1: Engaged Teaching and Active Learning</i> <i>Focus Area 2: Student Recruitment, Retention, and Completion</i> <i>Focus Area 4: Seamless Academic and Career Pathways</i>	< 🚩 – Significant budgetary requirements to implement innovative technologies. Effort will vary based on the technologies. Working group will be a shared effort.		■ – This initiative has the opportunity to provide significant value to the institution but will have a more narrow scope than other initiatives.
Key Initiative Stakeholders			
Initiative Owner	Vice President		

Consultative Role	IT Director, IT staff, students, IT faculty, IT governance, SLT, educational services, chief academic officer
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Vision 3 | Operational Efficiency and Effectiveness

Nearly every process in every department at the College is reliant on technology. With the cost of new technology increasing every year, it is critical that IT operates efficiently and effectively to support the institution.

During the assessment phase, it was reported that the College is not fully utilizing existing systems. Enterprise technologies such as Ellucian Colleague and Blackboard are expensive systems that students, faculty, and staff use on a daily basis. It is important that technology investments are maximized through using as much of their functionality as possible.

The IT Department and the College as a whole would benefit from using data to drive decision-making. A robust IT service management system can gather data on the College’s technology assets and services and use that data to make informed decisions to improve operational efficiency and effectiveness both within IT and across the institution.



This section includes three initiatives:

1. **Strategy for Core Enterprise Systems** – A strategy for enterprise system will guide the College to maximize use of existing technology, streamline processes, enhance workflow, and realize efficiencies.
2. **Use Data to Drive IT Decision-Making** – A formal data governance framework will help improve the integrity of the College’s data, thereby allowing College leadership to make more informed decisions. IT should serve in a consultative role in the development and implementation of a data governance framework.
3. **Create a Culture of Professional Development and Continuous Improvement** – Technology changes often, and faculty, staff, and students rely on IT Department staff to navigate the ever-evolving technology landscape. Continuously developing College employees will enhance growth, engagement, and the IT Department’s ability to serve the institution.

Vision 3 Operational Efficiency and Effectiveness		3.1 Strategy for Core Enterprise Systems	
<p>Establish a roadmap for enterprise systems that considers supportability, sustainability, and financial viability. Enterprise systems include, but are not limited to: Ellucian Colleague, Blackboard, 25Live, Fusion, Portal, and Informer. The College will seek to optimize existing technology investments before seeking additional solutions.</p>			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Leverage existing systems as the primary tools to meet the College’s needs. • Identify functionality that is underutilized in current systems. Use existing Ellucian consulting hours strategically and consider training where possible to develop internal expertise. Make use of existing training tools such as the Ellucian Community Hub. • Create training and documentation to support knowledge transfer. • Conduct an analysis of integrations between existing systems to identify gaps. • Examine options and define a plan for the SQL migration. At a minimum, the College needs to migrate from the HP-UX platform. • Examine existing position descriptions and responsibilities within the IT organization to help ensure alignment with current needs. Hire a business analyst. • Define and publish long-term roadmaps for each enterprise application. 			
Measures of Success			
<ul style="list-style-type: none"> • Increased automation and integrations • Improved satisfaction with enterprise system – measured through surveys • Prioritize and implement available consulting hours • Published roadmaps for enterprise systems 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<p><i>Focus Area 4: Seamless Academic and Career Pathways</i></p> <p><i>Focus Area 6: Operational Efficiency and Effectiveness</i></p>	<p>▲+ – Significant time and effort to develop roadmaps and implement improvements. Potential to save the college money and time through improved efficiency</p>	<p>■■■ – Improvement in administrative operations across the College as well as the student experience</p>	
Key Initiative Stakeholders			
Initiative Owner	SLT		
Consultative Role	IT Director, IT staff, students, faculty, staff, IT governance		

Vision 3 Operational Efficiency and Effectiveness		3.2 Use Data to Drive IT Decision-Making	
Acquire and implement an IT service management system that can be used to gather data about IT services and assets and drive informed decision-making. IT will also serve in a consultative role to support implementation of a data governance framework.			
Action Items to Implement Initiative			
Data to Drive IT Decisions			
<ul style="list-style-type: none"> • Implement improved ticket management system that has asset management functionality • Monitor and scrub data to help ensure cleanliness • Implement systems monitoring tools • Analyze patch and vulnerability assessment data • Collect usage data to inform lab and computer replacement needs 			
IT Supporting Institutional Data			
<ul style="list-style-type: none"> • Define IT Department's role in the data governance framework. This will likely include, but will not be limited to: security, implementation, consultation, and support. • Work with the campus communities to identify data stewards for institutional data. • Determine access to data based on role. Engage department supervisors to determine the access that each role at the College needs. Conduct a gap analysis that compares the access each employee currently has to the access they should have based on their role. Make adjustments as necessary. • Develop policies and procedures for gaining additional access to systems. • Conduct targeted training based on access. 			
Measures of Success			
<ul style="list-style-type: none"> • Successful implementation of the ticketing system • Documented processes, procedures, and strategies to use ticketing system data • Catalog of data access based on role • Established processes and procedures for requesting additional access 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 6: Operational Efficiency and Effectiveness</i>	▲+ – Significant time and effort required to establish role-based access to systems. Less than one FTE to monitor and optimize the IT ticketing system once implemented.	■■■ – Impacts every position at the College. Supervisors from every area need to be involved in establishing role-based access.	
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, IT staff, director-level staff, IT governance, HR, SLT		

Vision 3 Operational Efficiency and Effectiveness		3.3 Create a Culture of Professional Development and Continuous Improvement	
Provide all IT staff with professional development and career advancement opportunities. Continuous improvement and training will be required to keep up with technology trends and support a world-class technology organization.			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Conduct initial assessment of IT staff skills, interests, and professional development goals. • Create individual development plans for each IT staff – utilize SMART (Specific, Measurable, Achievable, Relevant, Time bound) goal system. • Develop a plan for cross-training staff within the department. • Create succession plans as needed. • Adjust job descriptions to acknowledge varying levels of knowledge and responsibility within the IT Department and provide career-laddering opportunities. • Promote annual attendance at technical conferences and membership in professional organizations. • Set aside a predetermined amount of time for training each week. • Build the knowledgebase in IT service management tool. 			
Measures of Success			
<ul style="list-style-type: none"> • Use and achievement of SMART goals • Quantity and quality of content in the knowledgebase • Completion of training in CBT nuggets • Annual job and performance reviews • Certifications acquired • Post-event summaries shared with faculty and staff 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations		Organizational Impact
<i>Focus Area 3: Diversity, Equity, and Inclusion</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>	<p>⚠ – Will require additional effort from all IT staff. Increases in training budgets and employee compensation might be needed.</p>		<p>■ – This initiative is largely internal to the IT Department, but the outcomes will benefit the College broadly.</p>
Key Initiative Stakeholders			
Initiative Owner	IT Director		
Consultative Role	IT staff, SLT, and human resources		

Vision 4 | Managing Institutional Risk

Complex technology environments and an institution's reliance on them carry significant institutional risk. Breaches of the College's systems or a loss of service could have impactful ramifications on College operations.

During the assessment phase, BerryDunn noted several risks, including: lack of formal security policies and procedures, lack of disaster recovery and business continuity plans, and aging technology infrastructure.

It is important for the College to plan for these risks to meet the needs of the College today and into the future.

This section includes three initiatives:

- 1. Implement an IT Security Program** – Improved information security policies, processes, and tools will result in reduced risk to the College.
- 2. Develop Disaster Recovery and Business Continuity Plans** – Documented disaster recovery and business continuity plans will prepare the college to maintain critical operation in the case of an unplanned incident.
- 3. Strengthen Technology Infrastructure** – Planning for aging infrastructure reduces the risk of critical system failure and supports continuous and seamless access to existing and future systems.



Vision 4 Managing Institutional Risk		4.1 Implement an IT Security Program	
Develop a formal IT security program that provides a framework to reduce institutional risk by establishing documented IT policies and procedures, identified assessment cycles, and security awareness training schedules. This program will position the College to reduce risk, mitigate issues, and raise the cybersecurity awareness level of all College constituents.			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> Identify the stakeholders that need to be involved in the process. This should include, but not be limited to: IT staff, members of the federal compliance sub-group of ERP, and members of the leadership team. Support and backing from leadership is essential to a successful IT security program. Review the policies and procedures that are currently in place, assess the gaps, and develop additional IT security policies and procedures as needed. Consider collaborating with other community colleges to understand their practices and lessons learned. There may also be an opportunity to share resources with the Nebraska Community College Association (NCCA). Work to ensure that the IT security program provides IT with the appropriate tools, along with policies and procedures, to be effective. Consider log aggregation, security information and event management (SIEM), web filter, and content management tools. There may be an opportunity to outsource tools as needed. Implement regular reporting to the community about progress, issues, and challenges as part of the final IT Security Program. Consider opportunities to keep leadership engaged, such as real-time security dashboard for reporting and periodic presentations to the BoG. Make the IT Security Program a living document that plans for: ongoing security awareness training, regular risk assessments (minimum yearly) and remediation plans, and a periodic reassessment of policies and procedures 			
Measures of Success			
<ul style="list-style-type: none"> Documented policies and procedures approved and implemented Ongoing security awareness training – reduced click rate to phishing emails Yearly risk assessment done by third party – risk assessment score/measurements 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations		Organizational Impact
<i>Focus Area 6: Operational Efficiency and Effectiveness</i>	<p>▲+ – Significant time and effort required to establish IT security program. IT security is everyone’s responsibility. Purchasing IT security tools could warrant additional funding going forward.</p>		<p>■■■ – Impacts every position at the College. Will require ongoing involvement and will serve to reduce institutional risk.</p>
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, data security specialist, environmental health and safety coordinator, federal compliance sub-group, faculty, IT governance, SLT, BoG		

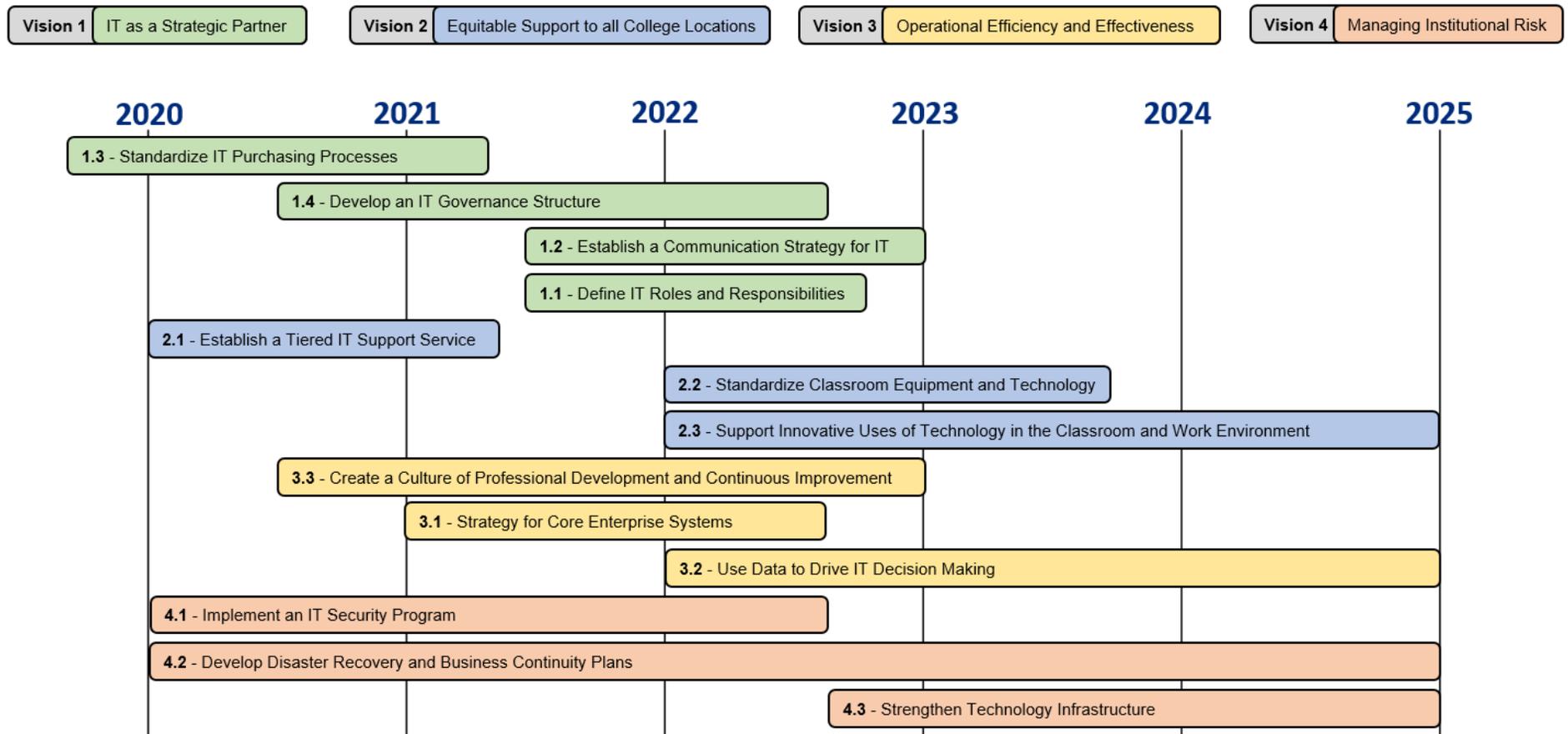
Vision 4 Managing Institutional Risk		4.2 Develop Disaster Recovery and Business Continuity Plans	
<p>Develop a comprehensive plan to maintain critical IT systems in the event of unplanned incidents. IT can support the creation of an institutional business continuity plan, but the plan needs to be driven by the College leadership team. This initiative helps identify the highest priorities, the protocols, and actions for communication for the institution in the event of a disaster.</p>			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Conduct a business impact analysis to establish recovery time objectives (RTOs) and recovery point objectives (RPOs) for critical systems. • Conduct an analysis of existing datacenters and develop options for primary and backup sites moving forward. Consider outsourcing backup to a third party. • Develop an IT incident management/response team including stakeholders from outside of IT. • Establish official channels for incident response communication. • Document incident response scenarios and maintain printed copies. • Investigate and develop mutual aid agreements with external partners including ESU13 and NCCA. • Implement a test environment and test established plans regularly, including mock disaster drills. Stakeholders from outside of the department will need to participate. • Update plans on an annual basis. • Communicate periodically with SLT and BoG. 			
Measures of Success			
<ul style="list-style-type: none"> • Documented policies and procedures approved and in place • Adherence with established RPOs and RTOs during routine disaster recovery tests 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations		Organizational Impact
<p><i>Focus Area 5: Community and Employer Responsiveness</i></p> <p><i>Focus Area 6: Operational Efficiency and Effectiveness</i></p>	<p>⚠️ – Significant time and effort required to establish Disaster Recovery and Business Continuity Plans. These plans will likely warrant additional funding.</p>		<p>■■■ – Impacts every position at the College. Will require ongoing involvement and will serve to reduce institutional risk.</p>
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, environmental health and safety coordinator, IT staff, IT governance, SLT, BoG,		

Vision 4 Managing Institutional Risk		4.3 Strengthen Technology Infrastructure	
Design, build, and sustain a strategic technology environment that fully supports institutional needs and is efficient and cost-effective.			
Action Items to Implement Initiative			
<ul style="list-style-type: none"> • Establish a working group focused on technology infrastructure. Assign IT governance responsibility for continuous prioritization of technology purchasing decisions. • Develop an inventory of existing technology infrastructure. Identify gaps, future needs, and risks. Consider implementing an inventory and asset management tool. • Design and maintain technology replacement plans and guidelines. Keep all software and operating systems to current or within two previous versions. Establish SLAs for uptime. Physical hardware should not exceed end of life. • Work to ensure utilization of current certificate and key infrastructure is in place. • Identify and solicit available funding sources. • Utilize SCCM to standardize and expedite deployment of all workstations and laptops. • Establish a mobile device management system. • Establish a bring-your-own-device support plan. • Communicate replacement plans and guideline to the campus community. 			
Measures of Success			
<ul style="list-style-type: none"> • Reduction in the number of tickets received – trend analysis • Documented policies, plans, and procedures • Meet or exceed availability of systems SLAs 			
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact	
<i>Focus Area 5: Community and Employer Responsiveness</i> <i>Focus Area 6: Operational Efficiency and Effectiveness</i>	⚠️ – Significant time and effort required to take existing inventory, develop replacement plan, and create policies and procedures. Strengthening technology will require additional funding.	■■ – The IT department is primarily responsible for this initiative, but the outcomes will benefit the college broadly.	
Key Initiative Stakeholders			
Initiative Owner	Vice President		
Consultative Role	IT Director, IT staff, faculty, staff, students, IT governance, SLT, BoG, finance		

IT Strategic Plan Roadmap 2020 – 2025

Figure 2 depicts the initiatives over the next five years based on prioritization.

Figure 2 | IT Strategic Plan Roadmap



Appendix

The following sections have been included in the appendix:

Appendix A | IT Strategic Planning Committee

Appendix B | Implementing and Sustaining the Plan

Appendix C | Survey Questions to Measure Success

Appendix D | Initiative Components

Appendix A | IT Strategic Planning Committee

The following individuals are members of the IT strategic planning committee and were involved in the IT strategic planning work sessions:

- Loren Moench, Information Technology Director
- Roger Hovey, Registrar
- Andrew Pittman, Institutional Research Analyst
- Dr. Nino Kalatozi, Institutional Effectiveness Director
- Jerimiah Marchington, Student
- Ellen Dillon, Associate Dean of Instructional Services
- Gretchen Foster, Admissions Director
- Sheila Johns, Financial Aid Director
- Dr. Bill Spurgeon, Information Technology Instructor
- Paula Abbott, Sidney Campus Executive Director
- Lisa Gion, Human Resources Generalist
- Lynne Koski, Vice President of Finance
- Jackie Smith, Alliance Campus Director (through 12/31/2019)

Appendix B | Implementing and Sustaining the Plan

The IT Strategic Plan is a living document that the College should revisit and update as part of an ongoing planning process. Sustaining the IT Strategic Plan will require an effective IT governance function, coupled with continued executive sponsorship and broad campus engagement and communication.

As the College moves forward with implementation of the plan, specific project plans and timelines will be developed to support each initiative. Project planning will include determination of initiative owners and key stakeholders.

An annual review process will help ensure the plan stays relevant and up to date to meet the needs of the College. The strategic planning committee should convene annually to review the past year's initiatives and discuss the upcoming year's initiatives. This meeting provides an opportunity to review any changes required. These changes could be new initiatives, postponing or removing existing or upcoming initiatives, and/or changing the priority or timing of initiatives. An output of this annual meeting is a status report of the IT Strategic Plan to be shared College-wide.

Appendix C | Survey Questions to Measure Success

Several of the initiatives require a survey to measure progress and determine success. This section proposes several survey questions to help WNCC establish a baseline and gauge progress moving forward.

Questions for Students, Faculty, and Staff

Please rank your satisfaction with the following:

1. Availability of the IT team
2. Responsiveness of the IT team
3. Availability of technology training
4. Communication from IT
5. IT service desk
6. Classroom technology and equipment
7. Innovative uses of technology and work environment
8. Institutional purchasing guidelines established and understood

Questions for IT Staff

Please rank your satisfaction with the following:

1. Opportunities for professional development
2. Collaboration with the campus community
3. Clarity of roles and responsibilities
4. IT governance and prioritization of IT projects
5. Information security program
6. Technology infrastructure

Appendix D | Initiative Component Overview

The following legend describes the components and elements of each initiative.

Vision <#> <Vision Title>	<#> <Initiative Title>	
Summary of the initiative; one to two sentences.		
Action Items to Implement Initiative		
<ol style="list-style-type: none"> 1. Identify specific actions that need to be undertaken to implement and sustain the initiative. 2. There is no limit to the number of action items. 		
Measures of Success		
<ol style="list-style-type: none"> 1. Identify specific metrics that can be used to gauge success of the initiative. 2. There is no limit to the number of measures of progress. 		
Linkage to the College Strategic Master Plan	Level of Effort and Budgetary Considerations	Organizational Impact
Indicates College Strategic Master Plan goals most directly supported by the initiative.	<p>This represents the amount of effort required of those individuals directly tasked with implementing the initiative and estimated costs.</p> <p><👤 = Less than 1 full-time equivalent position (FTE), or less than 1,800 hours per year</p> <p>👤 = 1 FTE or 1,800 hours per year</p> <p>👤+ = 1.5 FTE or 2,700 hours per year</p>	On a scale of one (■) to three (■■■), indicates the level of change the initiative will require of stakeholders and the IT community.
Key Initiative Stakeholders		
Initiative Owner	Leader responsible for the initiative	
Consultative Role	Stakeholders that will likely be involved	