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FY2018-2020 Technology Goals and Objectives

1. **Enhance information technology processes, procedures, and policies and evolve the technology financial operations through integration of established best practices and cutting edge approaches. (*Robert Messner*)**

1.1 Partner with the Office of Human Resources to develop a plan for OIST staff retention and development

- 1.1.1 Explore a process to establish technology career ladders
- 1.1.2 Explore a process to provide at least 120 hours of technical training to all OIST staff annually
- 1.1.3 Explore an incentive program to reward technology staff for achievement of industry recognized certifications or licensure
- 1.1.4 Explore an incentive program to reward technology staff for performance of duties outside of normal business hours

1.2 Establish an Information Technology governance process

- 1.2.1 Create a process to support all HACC stakeholders when requesting technologies to enhance or support the college
- 1.2.2 Establish a cross functional recommendation committee for technology investment
 - 1.2.2.1 Develop a process to evaluate requested technologies
 - 1.2.2.2 Establish a quarterly meeting cycle for request evaluation
- 1.2.3 Establish a cross functional governing body for the prioritization of technology requests and alignment with college strategic plan

1.3 Develop metrics to measure information technologies value

- 1.3.1 Develop and publish a service catalog of all systems, applications, and services delivered through OIST
- 1.3.2 Develop service level agreements which govern the services provided through OIST
- 1.3.3 Develop three key performance indicators (KPI) which measure the value of technology services within the college

1.4 Explore revenue generation techniques or expense recovery techniques to offset information technology operating expenses.

- 1.4.1 Explore leasing excess network connectivity or excess network resources
- 1.4.2 Explore leasing or licensing custom applications or complex virtual infrastructures
- 1.4.3 Explore the sale or leasing of unused technology resources

2. Provide technologies and processes that position HACC at the forefront of teaching technology and enhance student's learning experience (*Jason Beaudin*)

2.1 Develop a business plan for classroom technology upgrades

- 2.1.1 Identify challenges faced (financial, infrastructure, and human capital)
- 2.1.2 Identify all classrooms which are in need of update
- 2.1.3 Establish an annual schedule to update classrooms
- 2.1.4 Establish a process to provide training to faculty using updated classrooms

2.2 Establish a lifecycle for the on-going maintenance of classroom technology

- 2.2.1 Identify and establish a lifecycle for classrooms and learning lab designs
- 2.2.2 Identify and establish a lifecycle for classroom technology equipment

2.3 Develop cutting-edge technologies and integrate them into classroom learning

- 2.3.1 Explore the integration of artificial intelligence into classroom equipment controls and curriculum delivery
- 2.3.2 Explore the integration of artificial intelligence or augmented reality in providing services to students
- 2.3.3 Enhance communications between instructors and students through video conferencing technology

2.4 Develop methods to facilitate teaching and learning which address “low enrollment programs/courses” and “program completion” at remote locations

- 2.4.1 Design a solution to augment low-enrollment courses by including remote students from other campus locations
- 2.4.2 Design a solution to augment programs focusing on program completion for students who cannot complete their degree requirements at their home campus
- 2.4.3 Implement a solution to deliver specialized lab computer environments to remote students via onsite and/or cloud based desktop virtualization solutions

3. Provide enterprise resources and processes that foster continuous improvement and organizational effectiveness. (Cindy Gavazzi)

3.1 Enhance identity management systems used by the college (Gavazzi)

- 3.1.1 Propose and implement a lifecycle for retired/terminated employee accounts
- 3.1.2 Propose and implement a lifecycle for admitted student accounts
- 3.1.3 Propose and implement a lifecycle for registered student accounts
- 3.1.4 Propose and implement a lifecycle for graduated student accounts

3.2 Leverage cloud or cutting edge technology to enhance college electronic communications (Fuller)

- 3.2.1 Transition all employees to Office365 cloud email services
- 3.2.2 Explore and create a plan to adopt softphone technology replacing traditional desktop phones
- 3.2.3 Explore the integration of video conference solutions into college provided webpages and student resources
- 3.2.4 Explore the use of beacons to promote communications and event awareness

3.3 Develop a plan to extend user technical support to 24 hours a day 7 days a week – (Fuller)

- 3.3.1 Explore the use of artificial intelligence integration on the colleges website to provide users with answers to commonly asked questions
- 3.3.2 Explore the use of artificial intelligence devices in the welcome center and library to facilitate the answering of commonly asked questions
- 3.3.3 Identify an external vendor who can provide support services outside of business hours

3.4 Strengthen the reliability of network operations – (Bricker)

- 3.4.1 Evaluate and update all network distribution points to maintain operations in the event of an electrical or environmental failure
- 3.4.2 Establish instant failover between primary and secondary internet connections to increase uptime
- 3.4.3 Expand building to building connections to support 10gb bandwidth
- 3.4.4 Establish near instant failover for mission critical systems such as Banner student record system, user account login services, and access to college data files.

3.5 Increase effectiveness of the Banner student record system – (Gavazzi)

- 3.5.1 Create an upgrade roadmap to move Human Resources, Student, Finance, and General to Banner 9
- 3.5.2 Establish a process to eliminate or migrate customizations in Banner
- 3.5.3 Create recommendations for course catalog and pre-requisite issues

4. Enhance cyber-security to ensure confidentiality, integrity and availability of the college's information, data and information technology services. (*Russ Bricker*)

4.1 Develop a comprehensive information security plan

- 4.1.1 Develop a mission and vision for the security plan
- 4.1.2 Develop a methodology for the identification and assessment of risks to student and employee information
- 4.1.3 Establish data classification levels for college information providing examples
- 4.1.4 Identify the information security plan coordinators
- 4.1.5 Develop general security guidelines for network control and access

4.2 Build a Data Governance model to establish decision rights and accountabilities for information related processes

- 4.2.1 Establish a data governance committee
 - 4.2.1.1 Create a mission and vision for data governance
 - 4.2.1.2 Identify data stewards across functional areas
 - 4.2.1.3 Identify goals, success measures, and governance metrics
 - 4.2.1.4 Resolve data governance conflicts
- 4.2.2 Create data governance rules
 - 4.2.2.1 Establish decision rights and responsibilities
 - 4.2.2.2 Establish standardized data definitions across the institution

4.3 Establish a cross functional team charged with enhancing cyber-security awareness

- 4.3.1 Develop a bi-annual security awareness campaign to expand user security awareness
- 4.3.2 Perform a "mock" email attack to assess the effectiveness of the security awareness campaign
- 4.3.3 Develop a policy to support employees and students who "bring your own device"
- 4.3.4 Review and purchase an end-point security management solution (anti-virus) which provides analytics, notifications and threat containment automation

4.4 Enhance the security of the college's information technology services

- 4.4.1 Identify and assess risks for five randomly selected information technology services and systems
- 4.4.2 Schedule a penetration test or assessment by an external vendor who will provide a recommendation report assessing risks and vulnerabilities for the IT services and applications tested
- 4.4.3 Develop policies and procedures to safeguard the selected information technology services addressing the majority of the vulnerabilities discovered
- 4.4.4 Enhance the current password policy following NIST recommendations
- 4.4.5 Develop a privacy statement for the institution