



Information Technology - Yosemite Community College District

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Strategic Plan Information Technology

Yosemite Community College District

Introduction

The Information Technology Strategic Plan (ITSP) is a complement to the Central Services Strategic Plan that defines information technology as a distinct area of central services with the goal of providing exemplary services to the district at-large in technological needs. This is a living document intended for ongoing review and modification and update.

The purpose of this document is to set forth general guidelines, strategies, goals and objectives for the operation of the Central Services IT unit. This includes Administrative Office of Information Technology, Networking/Telecommunications Systems/Operation, Systems/Programming, and Research and Planning Units.

The **Administrative Office of Information Technology Unit** is responsible for supporting the areas within the IT Department as well as serving as a liaison to District staff and the educational community. These services include budget management, state reporting, equipment procurement, maintenance agreements, communications, inventory, and coordinating staff trainings. The office also works with the Web Master to evaluate, prioritize, and implement web page requests. The goal of the Administrative Office is to create harmonious communication between IT and the population it serves and to provide superlative support to the IT staff.

The **Networking / Telecommunications Unit** is responsible providing the voice and data communication services throughout the district. These services include the implementation and support for end-to-end phone connectivity, voicemail, wired/wireless IP connectivity (*including connectivity between buildings, campuses, remote locations, and the Internet*), remote access/VPN, communications cabling infrastructure (*twisted pair copper & fiber optics*), network security implementations, network health monitoring, video conferencing infrastructure, and management of all the networking services related servers facilitating connectivity (*including network access authentication, name resolution, IP address allocation, etc.*).

The Systems and Operations Group is responsible for the 24/7 operations of YCCD's core servers and their hosted services. To insure district-wide needs are met, our staff is involved in a number of support activities. These services includes IT system and infrastructure deployment, administration, monitoring, printing and distributing, account management, user authentication, technical assistance and training, system backup and recovery, etc. Systems and Operations currently administrates and hosts over ninety servers. These servers provide services to all Yosemite Community College students and staff.

The Yosemite district's IT Helpdesk and Switch-Board operator is also served by the Systems and Operations staff. The Helpdesk is the central point to YCCD's directory assistance, information and support regarding problems with computers and related devices or software. All calls to the MJC Student Helpdesk (209) 575-7900, to the Columbia Student Helpdesk (209) 588-5385, to the Faculty/Staff Helpdesk (209) 575-7800, and Directory Assistance (209) 575-6550 are received through this central location where dedicated staff consisting of two full-time employees and student workers are eager to provide callers with courteous and knowledgeable assistance.

The **System and Programming Unit** is responsible for supporting various purchased and in-house programs essential for the functionality of our district community. Our services include and infrastructure administration and monitoring of the Datatel/Oracle system, third-party software, in-house systems, integration among systems, State regulations compliance and reporting, crystal reports, legacy system and WebAdvisor. All these services assist the faculty, staff and management district wide in performing their daily duties.

The **Central Services Research and Planning Unit is responsible for providing** support to Central Services, Columbia College, and Modesto Junior College with data inquiries related but not limited to Planning, Program Review, Accreditation, Community Requests, Compliance and Grants. In addition, the office is also responsible for submissions for various mandated state reports including but not limited to Integrated Postsecondary Education Data System (IPEDS), Full Time Obligation – 75/25 (FTO), and National Student Clearinghouse (NSC). The office also coordinates the District wide Research Work Group and works collaboratively with the Campus Institutional Research Offices.

Process for the Strategic Plan

The process began in 2005 with guidance from the chancellor to create a district wide strategic plan. This plan would be the overarching district plan that would be the basis for the connection of all other planning documents within the district. This umbrella plan allows for the individual colleges and central services to create individual plans that could extend down through the units and levels specific to the area. The central services plan branches into four areas: Chancellor's office, Fiscal Services, Human Resources and Information Technology.

This is a cyclic process that is reviewed at least annually and for IT a living document undergoing continuous change. This plan is the overarching one that guides our IT facilities and project plans.



The outer ring represents the vision with each successive ring adding more detail. Actions have the most detail and are more specific. Each task is a step in fulfilling its associated objective. Objectives are measurable and result in demonstrating that the companion goal has been achieved.

VISION for Information Technology:

Create a sustainable environment that integrates technology into the framework of the institution and provides our diverse community with the information, tools and services where and when needed.

MISSION of Information Technology:

Provide innovative and responsive information technology services.

Values

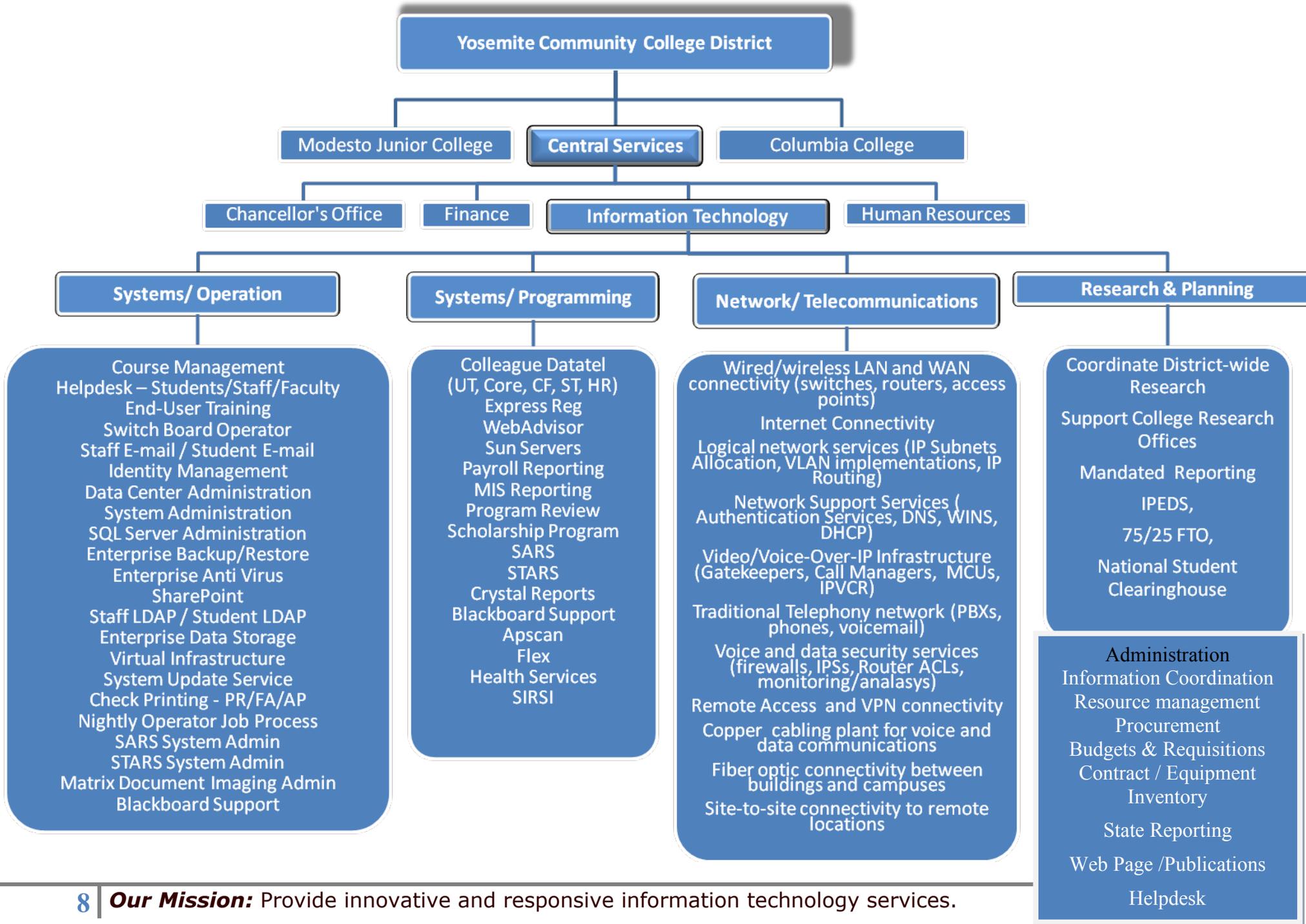
- Respectful communication and collaboration
- Excellent customer service
- Integrity and honesty
- Resourceful teamwork with a positive attitude
- Continuous improvement
- Innovation
- Adaptability
- Responsiveness and reliability

Guiding Principles

Information Technology:

- is a vital service
- is a strategic district-wide asset

- is an essential resource for learning, teaching, research, planning, and data information management
- provides effective, sustainable technology
- strives to deploy cost effective, secure, and reliable solutions
- enhances productivity through training and education
- partners with students staff and faculty to provide excellence in service
- promotes a collaborative and responsive environment which strives to unite people and content anytime and anyplace
- is technology support – support is what we do



SWOT

Strengths
Weaknesses
Opportunities
Threats

SWOT Analysis

STRENGTHS

- Strong staff
- Broad knowledge base
- Strong work ethic
- Creative staff
- Forward thinking
- Resourceful within context of limited budget
- Strong intra-campus relationships
- Strong customer support
- Responsive to user needs
- Remote accessibility

WEAKNESSES

- Understaffed
- Budgetary limits
- Lack of district-centric approach
- Lack of resources for disaster recovery
- Lack of continuity/communications across all technology related units district-wide
- Increased dependency without increased resources

- Expand student learning experience - improving infrastructure
- Enhanced converged high speed services network
- Increasing student connectivity with wireless
- Maximize good PR (opportunity to garner cognition/awareness)
- Business continuity/disaster recovery solution
- Enhanced project planning/alignment with colleges
- Alignment with Clear sense of direction (strategic planning)
- Creating partnerships
- New and emerging technology
- Measure E

OPPORTUNITIES

- Budgets
 - Federal regulations
 - State regulations
 - Natural disaster
 - Information security
 - Shortage of staff
 - Rapidly changing technology
- The progressively more complex regulatory and compliance environment, and the resulting focus on risk management, security, and business resumption preparedness has prompted managers to look to technology to help reduce costs and eliminate redundancy. It also further underscores the need for effective collaboration, greater flexibility, and data integration across the campus.

THREATS

Goals, Objectives, & Strategies

The strategic plan is a high level top-down planning process. At the highest level the plan is to set direction and establish the institution's purpose. The future is brought into focus with a vision; the mission articulates what we are presently and provides a unifying force for daily operation; goals are the general high-level descriptions of what we will do to fulfill our mission. Attached to each goal are objectives that need to be **Specific** (one result), **Measureable**, **Assignable**, **Realistic** (doable), and **Time-related** – they need to be **SMART**. The actions or tasks that will be completed to fulfill each objective must also follow the smart format and are the lowest level of the plan with the most detail. The actions or strategies are associated with the corresponding objective, the objective with the goal, the goal with mission and the mission with the vision. The items on the template at the action level may also be referred to as the tactical plan. The strategic plan states what we want to accomplish in the broad sense but the tactical version states how we will accomplish it in a step-by-step nature – execution of the strategic plan.

ITSP - Executive Summary of Goals

The following IT strategies are embedded into each district goal.

1 ~ Student Success

Provide a technology environment that promotes and supports superior learning experiences for all students.

2 ~ Educational Programs and Services

Provide exemplary information technology services which support all educational programs.

3 ~ Campus Climate

Provide a reliable, efficient, friendly and easily-accessible environment for information technology

4 ~ Quality Staff

Attract and retain the dedicated IT professionals needed to maintain a high-quality IT infrastructure.

5 ~ Technology

The Yosemite Community College District aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs of the District.

6 ~ Community Leadership

Provide effective leadership for selecting, applying and managing critical information technology services.

7 ~ Partnerships

Partner with students, staff and faculty to enhance an effective learning/teaching environment through technology.

8 ~ Institutional Effectiveness

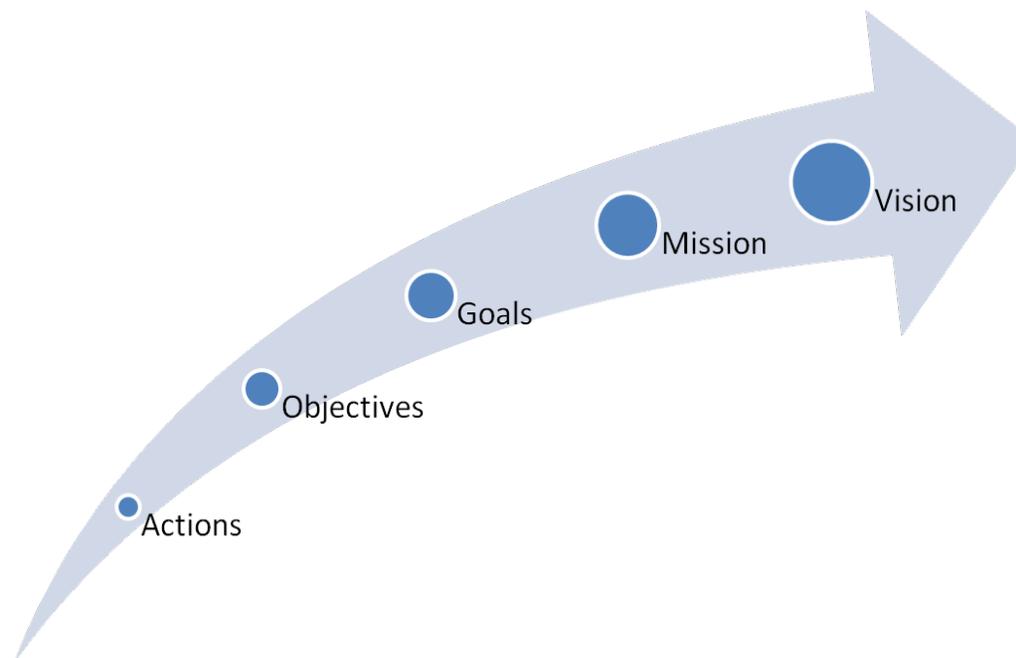
The Yosemite Community College District uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

9 ~ Facilities

Actively participates in facilities planning and development (complete Measure E projects successfully in a timely manner).

10 ~ Fiscal Resources

IT optimizes its resources through innovative and prudent fiscal management by providing cost-effective, stable, technology solutions.



YCCD Strategic Planning Template:

The template will track the activities performed while tying them to the appropriate objective, and goal. The plan will be under constant review and update. It is a starting point for implementation of IT projects, but will not have the detail of the individual project plans. Explanatory materials may be found after the action steps when appropriate for clarification or background of the actions listed.

YCCD Strategic Planning Template

GOALS, OBJECTIVES & STRATEGIES

~ 1-3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

Objectives describe what would constitute success in observable or measurable terms. Indicate a direction: increase, expand, decrease, reduce, consolidate, abandon, etc. To be reviewed and updated annually.

Strategies describe how the organization will commit its resources to accomplishing a goal and its companion objectives. They bring focus to the operational allocation of resources. Indicate an activity: redesign, refine, identify, revise, develop, implement, create, study, establish, publish, improve, etc. They set strategic priorities for committees, staff, and other work groups. One- to three-year timeframe; reviewed and updated annually.

Goals:

Objectives:

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1					



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YCCD Strategic Planning Template

GOALS, OBJECTIVES & STRATEGIES

~ 1-3-5 YEAR PLANNING HORIZON ~

Goals: 1-Student Success - Provide a technology environment that promotes and supports superior learning experiences for all students.

Objectives: *Improve communications between students, staff, and faculty through convergent technologies.*

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1 wireless**	Networking / Telecom Mgr.	Fall '08	Network team	Deployment	Deployed-adding Aps as needed
A2- Support **Technology services with desktop and labs	IT management	ongoing	Desktop tech & Media Services, Helpdesk, Sys Admin, Networking	Services provided, work orders, data from Helpdesk	
A3-Identity management – students & staff	System/Ops and System/Programming Managers	In-progress	Programming staff Operations staff, HR	Streamlined process of provisioning & de-provisioning	Started; Project on hold due to budget/staff resources
*A4-Enhanced Phone Services	Networking / Telecom Mgr.	E911 – Spr '09 TBD	Networking/telecom staff, Lue Martin, Fred Grolle	Services delivered	Deployed VOIP, most phones replaced; all phones due to be replaced by end of 2011

*A4 – includes VOIP, E911, voice, video, and data

**Identified in college plans



YCCD Strategic Planning Template

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GOALS, OBJECTIVES & STRATEGIES
~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 2-Educational Programs and Services - Provide exemplary information technology services which support all educational programs.

Objectives: Manage user accounts more efficiently an effectively.

Strategies/Actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1- Distance Ed**	College Tech and IT	Ongoing	Title III	Online courses, telecourses available	6/11 online orientation
A2 – Student email	Operations/programming	8/07 (soft rollout)	Windows Live, ~45k	Student email accounts available	9/08
A3- Datatel audit	Systems & Programming	Spring 2008	Datatel/staff ~ 65k College staff	Audits have been completed – recommendations received from Datatel	7/08 Yearly reviews

**Identified in college plans

- A1 – Blackboard see Goal 5, Support Title III Grant Columbia College
- A2 – Columbia College live as of fall '08 / MJC live as of 3/09
- A3 – Recommendations being assessed and implemented by individual areas



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YCCD Strategic Planning Template
GOALS, OBJECTIVES & STRATEGIES

*Goals:*3-Campus Climate - Provide technologies that are reliable, efficient, user-friendly and easily-accessible.

Objectives: Improve safe and secure access to district and college resources through technology.

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1 –Web Presence	IT/ webmasters/college tech	ongoing		Piratesnet, Connect Columbia, Staffnet, *.edu sites accessible	Yosemite.edu fall '07 live
A3 – Emergency notification	Security / IT	Fall '08	AlertU	text notification	In production
A4-Single sign-on		Future			
A5-Helpdesk	Operations	Ongoing	Helpdesk staff	Work logs, customer satisfaction, staff trainings	Implemented; Ongoing
A6-WebVPN	Networking	Fall '08	Network hardware and staff	Remote access for staff	VPN in production; 2/08
A7-Security training	IT	Sum '09	50K	Trainings, classes, awareness	Incorporated in Helpdesk trainings
A8-Evaluate physical security	IT management	Fall '09	TBD	Enhanced physical security	Network switches installed in lockable cabinets;spr '10



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YCCD Strategic Planning Template
GOALS, OBJECTIVES & STRATEGIES

Goal: 4-Quality Staff - Attract and retain the dedicated IT professionals needed to maintain a high-quality IT infrastructure.

Objective: Provide professional development to retain and attract staff and enhance technology service.

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1- Provide training	IT staff / Helpdesk	Ongoing	IT Managers		Ongoing
A2 – Work on Secession plan	IT Mgr	ongoing	VC - HR	Mentoring Training to equip staff with skills for greater leadership responsibility	Ongoing



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YCCD Strategic Planning Template
GOALS, OBJECTIVES & STRATEGIES

~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 5-Technology - The Yosemite Community College District aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs of the District.

Objectives: *Identify emerging and mainstream technologies and improve fiscal efficiency with bulk purchases (Total District Approach).*

Strategies/Actions:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1-Transition to ASP Blackboard **	Ops mgr, WebCT admin, Programmer IV	Sum '08	College Technology coordinators Measure E	Functioning hosted application	9/08 -completed
A2-Reporting Solution (See Goal 8)	System & Programming Mgr/staff	Sum '12	District Research Dir Measure E	Sustainable data access	Cognos in progress
A3 – Network upgrade (phone and data)	Networking/Telecom Staff	Spr '11	Operations staff Measure E	installation	New network in production; spr'11
A4-SANS	Sys. Ops Mgr & staff	Fall '08	Measure E	implementation	10/08 implemented
A5-DataCenter upgrade	IT Management and Facilities	Fall '11	Measure E	Tier 2 level data center implementation	*
A6 – IT Disaster Recovery	IT Management and Facilities	Fall '12	Measure E	Full DR solution in place	Ongoing planning *

** Identified in college plans

*A5- New data center at DSA for approval

*A6 Secondary data center at DSA for approval



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YCCD Strategic Planning Template

GOALS, OBJECTIVES & STRATEGIES

~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 6-Community Leadership - Providing effective leadership for selecting, applying and managing critical information technology services.

Objectives: *Improve operational services by providing oversight for campus communities for technological acquisitions.*

Provide training opportunities and information to increase effective use of technology.

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1- create process by which all technology purchases are routed to appropriate areas for input and approval throughout the district	Ass't Chan. IT & Technology Dean or Dir of each college	'09		Process in place	In progress
A2-End-user training; increased awareness of technology	Helpdesk & IT staff	ongoing	Training funds	Trainings	Ongoing
A3-SharePoint implementation	Webmaster, Operations, Programming	Ongoing	Funds for training, licenses, software/hardware	Creation of SharePoint areas for efficient file & sharing collaboration; Increased # of users	Implemented; development ongoing *
*A4- IT Bulletin	IT management	Per term - ongoing		Distributed	

*delivers tips& tricks and awareness of technology issues, procedures and processes

*Sharepoint implemented 1/07; programming dept. developing apps since 2/09



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YCCD Strategic Planning Template
GOALS, OBJECTIVES & STRATEGIES
~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 7-Partnerships - Partner with students, staff and faculty to enhance an effective learning/teaching environment through technology.

Objectives: Expand and enhance the support of instructional technology services to increase collaboration.

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A2-Technology services & media coordination with colleges	IT management	ongoing	College technology staffs	Project completions	Ongoing; montly meeting



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YCCD Strategic Planning Template

GOALS, OBJECTIVES & STRATEGIES

~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 8-Institutional Effectiveness - The Yosemite Community College District uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

Objectives: *Provide simple and universal access to information and services with consistent understanding of use and meaning across the district (Total District Approach).*

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Define data element dictionary	Dist. Res. & Pln. Dir. & Research Work Group	Spr '09	Research Work Group	Completed document	Initial project complete
A2 Identify query /reporting tool and or warehouse tool	Dist. Res. & Pln. Dir. & Research Work Group	2012	Research Work Group	Make recommendation	COGNOS
A3-Identify common research questions	Dist. Res. & Pln. Dir. & Research Work Group	Spr '09	Research Work Group	Identified	Completed
A4-Automation of student & course data	Dist. Res. & Pln. Dir.	Fall '08	IT Mgr & programmer	Release to Research Work Group	Data easily accessed
A5 – Create district fact book	Dist. Res. & Pln. Dir.	Spr '09	Research Work Group	Distribute fact book	Replaced by college IERs



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YCCD Strategic Planning Template

GOALS, OBJECTIVES & STRATEGIES

~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 9-Facilities - Actively participates in facilities planning and development (complete Measure E projects successfully in a timely manner).

Objectives: Maintain current technology hardware, software and network infrastructure while planning for enhancements, modification and new additions.

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1- improve physical security for network	Networking / Telecom Mgr.	Spr '09	Facilities	Network devices physically secured	Installed lockable cabinets during replacement; spr'11
A2-participate on the MJC Infrastructure & Loop Road Committee	Ass't Chan. IT & Networking / Telecom & System/Ops Mgr.	ongoing	Facilities, Measure E architects & consultants		Completed infrastructure project
A3-UPS	Networking	Spr '09	Facilities	All network devices have backup power	Completed with network replacement project
A4 – New Data Center	IT management & Facilities		Measure E architects & consultants	In use	Project pending- DSA



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YCCD Strategic Planning Template
GOALS, OBJECTIVES & STRATEGIES
~1- 3-5 YEAR PLANNING HORIZON ~

Goals: 10-Fiscal Resources - IT optimizes its resources through innovative and prudent fiscal management by providing cost-effective, stable, technology solutions.

Objectives: Research and pursue alternative funding sources

Strategies/actions

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)
A1- Utilize Measure E funds*	Gina Rose	2-5 years	EVC Finance Controller	New services online	In progress
A2-Explore co-location for disaster recovery to leverage resources **	IT Sys Operations, Networking / Telecom	2012	Facilities, CS Measure E committee	Location determined	Secondary data center location has been determined; at DSA
A3-Grants***	IT management	ongoing	Grants office	Successfully locate grant opportunities	Ongoing

*Measure E funds will be utilized as appropriate for infrastructure, data center, and networking

**may change with Measure E projects

***explore grant possibilities for technology projects (working closely with grants offices)



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