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## State Fair Community College

### IT Strategic Plan

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## Introduction

State Fair Community College leaders participated in the Information Technology Strategic Planning Workshop in the fall of 2015 with the goal of establishing a campus information technology plan. This report provides an overview of the plan which was developed during this process. The planning team defined strategic planning as the process which seeks to clarify what an organization is, what it wants to be, and how, specifically, the organization can successfully make the transition from current to future state.

The planning team discussed that a strategic plan generally should be:

- Innovative
- Purposeful
- Goal-oriented
- Proactive
- Long-term
- Clarifying priorities

We also outlined the basic components of a strategic plan, including:

- Cultural Planning Assumptions
- Mission
- Values
- Vision
- SWOT Landscape Analysis
- Priorities and Strategies
- Measurement of Success

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## Planning Process

### Workshop Objective

The IT Strategic Planning service supports institutions to establish a comprehensive technology plan driven by strategic goals and linked to measurable outcomes. The workshops are designed to facilitate collaboration by administrative and academic leaders to develop a technology plan that focuses on the needs of the entire institution.

### Workshop Agenda

The general agenda for the onsite workshops:

- *October 6-7*
  - These sessions addressed such topics as the planning process, relevant trends and issues, the ITS mission statement, ITS values statement, and ITS vision statement.
- *October 20-21*
  - These sessions focused on confirmation of key elements, a SWOT analysis to further define external and internal factors, and the drafting the six priority statements.
- *November 4-5*
  - These sessions further developed the six priority statements, and the key strategies and measures of success for each priority.

### Workshop Participants

The planning workshops were facilitated by Dr. Tim Coley, Senior Strategic Consultant with Ellucian. The State Fair Community College planning team included:

- Bryon Freeman, Programmer Analyst (7 years with SFCC)
- Eric Fudge, User Services (11 years with SFCC)
- Mark Haverly, CIO (9 years with SFCC)
- Andy Hoos, Networking Program Coordinator (4 years with SFCC)
- Beverly Marquez, Health Information Technology (4 years with SFCC)
- Tammie Montgomery, Applications Director (32 years with SFCC)
- Courtney Moon, Nursing Department (11 years with SFCC)
- Sam Schleicher, MarComm (1 year with SFCC)
- Joel Sovanski, Technical Director (4 months with SFCC)
- Shelly Williams, Business Office (7 years with SFCC)

### Cultural Planning Assumptions

The planning team considered what factors contributed to the context for improving technology at the college. We described the following aspects as being distinctive or significant for State Fair Community College:

#### General Environment

- Multiple sites
- Different locations
- Different finances
- Different physical buildings, not owned by us
- Different cultures: military; resort
- Online presence
- May feel as though not on the “main campus”
- Some areas lack internet services

#### Faculty, Staff, and Administration

- Inability to hire local faculty with appropriate expertise, particularly for online courses
- Increasing courses taught by full-time faculty rather than part-time faculty
- Having internet access at home
- Providing part-time faculty with appropriate tools
- Striving to be more inclusive of part-time faculty
- Student Success Navigator program to support students
- AQIP quality improvement program
- Requiring training for teaching online and hybrid courses
- We have progressive leadership from our Board
- Leadership is committed to long-term outcomes
- There is a positive sense of understanding the strategic priorities and direction for the college

#### Student Expectations

- Students prefer a more personal touch, both in person and with technology communications
- Students prefer to be directed on a clear pathway
- Many students are high-school students enrolled in dual-credit courses
- Student clubs are growing, and seeking members from multiple campus sites

- Many students are first-generation, from small rural towns
- Many students, perhaps 80%, are enrolled in developmental courses
- Many students have limited basic technical skills, such as familiarity with Microsoft 365 or LMS
- Our students are overall not very diverse; we do have some first-generation English-speaking students
- Our students expect smaller classes
- We have a small residence hall population
- We have differing interests in student activities and events; some prefer to take their class and leave campus; others are seeking more opportunities to be engaged
- Activities around the arts and theatre are popular
- A source of pride is our business leadership and agricultural organizations compete nationally with peer organizations from other colleges and universities

### Community and External Factors

- We have attractions such as the Daum Museum of Contemporary Art and the Multipurpose Center
- Our Allied Health program has very strong relationships with health systems in the area
- We have a strong relationship with Workforce Innovation community program
- We have strong relationships with community organizations such as the Chamber of Commerce
- We have a positive relationship with the State Fair

### Financial Constraints

- Our Board is appropriately fiscally conservative
- Enrollment has been slightly down, following several years of growth
- We recognize our enrollment trends are reflective of the general economy in the region
- We have experience budget reductions from State allocations
- We actively seek grant funding

### ITS Mission Statement

Early in the planning process, the planning team discussed the purpose of technology for State Fair Community College. We clarified the reasons technology is important, outlined the core needs for technology, and aligned technology's purpose with the institutional mission. We also drafted a mission statement to serve as a compass to guide future initiatives.

### Discussion Questions

- What is the purpose of technology for SFCC?
- Why do we need technology? Why is technology important?
- How do we align technology with the SFCC college mission statement?

### Draft of ITS Mission Statement

***Information Technology Services serves and empowers the college community by providing active engagement, knowledgeable support and accessible technology services that enhance the learning experience.***

## ITS Values Statement

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The planning team discussed the values which guide the future for technology. We designated the values as the principles which guide the organization and help leaders make consistent decisions.

### Discussion Questions

- What are our core beliefs?
- How has our heritage and history shaped these core beliefs?
- Which values play an important role in our current decisions?

### Draft of ITS Values Statement

***ITS is committed to upholding the following values in our service to State Fair Community College:***

- ***Partnerships***
- ***Respect***
- ***Relationships***
- ***Transparency***
- ***Stewardship***
- ***Accessibility***
- ***Excellence***
- ***Dependability***
- ***Innovation***
- ***Fun***

## ITS Vision Statement

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The planning team considered what technology should generally do to improve State Fair Community College and the priorities for technology initiatives in the near future. This discussion provided the basis for designing strategies and goals.

### Discussion Questions

- How will our college be improved if we are successful in achieving our purpose?
- What are the most important initiatives that we should lead over the next three years?
- What do our stakeholders consider most important? What do they need from us?

### Draft of ITS Vision Statement

***Information Technology Services will provide exceptional services through partnerships and technology that empower individuals to grow, thrive and prosper within the college community and a changing world.***

## Landscape Analysis

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The planning team analyzed the external and internal factors which influence IT at State Fair Community College. We looked at strengths, focusing internally, and considered how to capitalize and build upon them. We also discussed weaknesses, and examined how to resolve or minimize them. We reviewed external opportunities, perhaps related to social, economic, or

political factors, and considered how to capitalize on them. We also analyzed potential threats and challenges, focusing externally, and discussed how to avoid or minimize them.

### Strengths

- Knowledgeable
- Good technical skills
- Good problem-solving ability
- Creative
- Versatile
- Agile
- Good sense of team and positive office culture
- Provide quick and responsive customer service
- Our team is open to suggestions, willing to try, looking for ways to improve
- Our systems are reliable; we have minimal downtime; we are surpassing industry standards for operations

### Weaknesses

- Inability to use some of our data effectively
- Inability to easily generate the report needed to improve service or performance
- Improve project management
- Clarify ownership of solutions
- Budgetary
  - Restrictions for having adequate resources
  - The budget cycle and timing; getting approval in a timely fashion to execute
- Training needs across campus
- Aging network infrastructure
- Maintenance schedule, lack of downtime for scheduled downtime for updates
- Other programs getting software without approval from ITS
- Workflow, document management (perhaps other business processes)
- Guest access, authentication, SSO
- Support for off-campus, remote users

### Opportunities

- Mobile technology
- Chat functionality: providing real time online service
- CRM functionality: communicating, tracking, getting data, reporting
- Workflow and Document Management: how we track processes, approval process, data gathering
- Network with other colleges, not necessarily within our direct region, or perhaps Community Colleges in the state
- Support the campus plan and technology needs for new buildings and facilities
- Training
- Collaborative tools
- ELT input:
  - Data access, accessible reporting providing useful information
    - Budget forecasting
    - Enrollment forecasting
  - “Bang for the buck” with technology; the implementation not being half-implemented, or soon forgotten
  - Training
  - College-led sponsorship and ownership of solutions



## Threats

- Lack of preparedness for technology in our high schools
  - Results from state funding deficiency
  - The digital divide: some are prepared and want to be challenged, many are not
- Integrating the separate software packages and getting data to one place
- The silos of data, incompatibility
- State funding decreasing
- Enrollment stability
- Security
  - Both to the individual's private information and to college records
  - Training the individual to be more aware and cautious
- Personnel not keeping up with the enrollment growth of the college, not maintaining the staff to student ratio
- Making sure we have the information that would be requested by external agencies
- General college threat: we have to do more with less

## ITS Strategic Priorities

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The planning team deliberated about the key priorities which would guide the direction for technology. We discussed priorities as statements of the “big ideas” for what we need to do to get to where we want to be, with respect to what technology will do for State Fair Community College. The six strategic priorities are:

- *Elevate Student Success*
- *Optimize Training*
- *Cultivate Collaboration*
- *Expand Process Improvement*
- *Promote the Culture of Analytics*
- *Advance Innovation*

For each priority statement, the planning team discussed alignment with the college's strategic plan and with the ITS values. The team developed key strategies for each priority, resulting in 19 total strategies outlined in the plan. For each strategy, the team considered the components of ownership, sponsorship, and measurable goals. The concepts utilized by the planning team are defined below:

- Priorities are the action statements which further define the strategic direction and vision. These priorities serve to direct our tactical efforts and provide a clear path for success.
- Strategies are associated with each priority and identify more specific implementation actions. Strategies are the focal points for beginning our tactical planning.
- Dependencies are those events or environments that must take place or be in existence before implementation of an initiative can begin.
- Contingencies are potential initiatives or actions to be considered at a later date in the timeline if the performance targets are not being met. These ideas are often generated by the planning team as the initial strategies are developed, or they may be developed later as needed.
- Sponsorship identifies the department or leadership role which provides the financial and human resources necessary to achieve the strategy. The sponsoring agent also provides accountability.
- Ownership identifies the individual, department, or council that has functional responsibility for the strategy. Typically it will be the responsibility of these individuals or

groups to develop the annual tactical work plans and appropriate budget requests for each of the assigned strategies.

- Goals define completion characteristics or milestones of progress for each strategy.
- Targets clarify the desired quantitative or completion indicator for each goal. Setting the target requires wisdom about the college's culture and heritage. The target may be expressed as a single score, a range of scores, or simply the completion of an initiative. The target may or may not relate to external standards or benchmarks.

## Priority: Elevate Student Success

### Aligns with SFCC Strategic Plan

- Priority: Improve student learning and success
- Values: People, Excellence, Innovation

### Aligns with ITS Values

- Excellence, Innovation, Partnerships, Relationships

### Five Strategies

#### a) Increase our capacity to support our growing online education program

Ownership: Eric Fudge, partnering with Steve Scheiner

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete the process to assess our capacity
- Outcome: Our networks and systems demonstrate the appropriate capacity for the online program

Additional notes:

- We want to grow our technology capabilities to remain aligned with our increasing online education.
- This strategy also includes hybrid courses and programs.
- We want to strengthen our infrastructure to support online education.
- We also want to adequately support LMS as it grows.

#### b) Enhance user experiences for in-person, online, and hybrid classrooms

Ownership: Eric Fudge, partnering with Steve Scheiner

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We implement the appropriate solutions and software
- Satisfaction/Perception: Our faculty members and students report satisfaction with their user experience, through survey or interviews

Additional notes:

- This strategy includes components such as labs, multimedia, and BYOD.
- We want to continue to improve factors such as consistency, flexibility, ease of use, ease of access, and simplicity.
- This strategy also relates to implementing the appropriate software.
- This strategy overlaps with a training element for faculty.

**c) Support the reporting of student outcomes**

Ownership: Mark Haverly, partnering with Brent Bates

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Outcome: Improved efficiency, less time on task required to create reports
- Outcome: Improved accuracy of our data
- Outcome: Improved access and availability of reports

Additional notes:

- This strategy relates to the Competency-Based Education (CBE) initiative.
- We will partner with Institutional Research.

**d) Improve technology literacy**

Ownership: Mark Haverly, partnering with Joe Gilgour and Linda Church

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We develop the general curriculum for instruction
- Outcomes: Our students participate in technology literacy initiatives
- Satisfaction/Perception: Our students indicate satisfaction with instruction, either through survey or interviews
- Satisfaction/Perception: Our students indicate perception of learning and improving technology literacy skills, through survey or interviews

Additional notes:

- We feel many students do not have the basic skills needed to be successful.
- Can we define the appropriate level of general readiness for students? There are different needs for different academic programs.
- Perhaps there is an existing program we can partner with to provide instruction.

**e) Promote student success programs**

Ownership: Tammie Montgomery, partnering with Amanda Herwatic

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete assessment of technology requirements needed by student success programs
- Outcomes: We implement the appropriate solutions and software
- Satisfaction/Perception: Our college partners indicate satisfaction with our initiatives, through survey or interviews

Additional notes:

- We need to plan for how technology supports programs like the Navigator program and other early-alert initiatives.
- We need to adequately support the Starfish solution.
- This strategy is centered on our gaining the appropriate understanding of student success initiatives. We need to know what the technology needs are for these programs. Then we can align the technology with the needs and processes of the programs.

**Priority: Optimize Training**

Aligns with SFCC Strategic Plan

- Priority: Recognized as a “great place to work”
- Values: People, Excellence, Accountability

Aligns with ITS Values

- Partnerships, Relationships, Respect, Excellence

Two Strategies

**a) Revitalize training programs for employees**

Ownership: Eric Fudge, partnering with Linda Church

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We develop the general curriculum for instruction
- Outcomes: The level of participation in training programs
- Satisfaction/Perception: Our employees indicate satisfaction with training, through survey or interviews
- Satisfaction/Perception: Our employees indicate perception of learning and improving technology skills, through survey or interviews

Additional notes:

- We need to cultivate the training culture. Some employees have slipped back into an earlier (pre-2006) culture in which training efforts were lacking.
- We feel this strategy is more focused on revising and improving training, rather than create totally new program.
- This strategy requires that we increase access to training resources and support.
- We are focused on developing knowledge and expertise.
- Certain individual departments do a lot of training on their own.
- We can utilize self-service components, such as Brain Shark videos.

**b) Redefine training initiatives for students**

Ownership: Eric Fudge, partnering with Amanda Herwatic

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We develop the general curriculum for instruction
- Outcomes: The level of participation in training programs
- Outcomes: Students demonstrate an increased use of email, LMS, and other programs
- Satisfaction/Perception: Our students indicate satisfaction with training, through survey or interviews
- Satisfaction/Perception: Our students indicate perception of learning and improving technology skills, through survey or interviews

Additional notes:

- We believe many students are not aware of the training that is available.
- We need to define the general baseline for knowledge, and also provide opportunities to expand beyond the baseline.
- We can utilize training tools that are relatively quick and short. We can also use self-service items, like Brain Shark.

- This strategy generally focuses beyond basic technical literacy, and on more specific needs.

### Priority: Cultivate Collaboration

#### Aligns with SFCC Strategic Plan

- Priority: Recognized as a “great place to work;” Efficiently deliver high-quality programs and services
- Values: People, Respect, Integrity

#### Aligns with ITS Values

- Partnerships, Respect, Relationships

#### Four Strategies

##### a) Strengthen partnerships across the college

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Outcomes: The number of significant projects we have underway which have a college partner
- Outcomes: The percentage of our significant projects which we would define as having a college partner

Additional notes:

- We want to facilitate better communication with current partners and potential new partners.
- This strategy focuses on other departments of the college.
- We believe face-to-face meetings are important to maintain relationships.
- We feel developing partnerships is a strength.
- We want to have a presence at start ups for the labs.
- We want to set up a contact table for student and employee orientation.

##### b) Improve engagement with remote campuses

Ownership: Joel Sovanski and Eric Fudge

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete assessment of technology requirements needed by remote campuses
- Outcomes: We implement the appropriate solutions and software
- Satisfaction/Perception: Our constituents on remote campuses indicate satisfaction with our initiatives, through survey or interviews

Additional notes:

- We must make it easier for people at remote campuses to be engaged without physically being present.
- We want to improve our remote collaboration tools; Skype for Business is key.
- Sometimes there is too much communication, with too many disparate messages.
- We strive to provide customizable programs which people can opt in.

**c) Optimize the infrastructure for collaboration**

Ownership: Joel Sovanski

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete assessment of the infrastructure requirements needed
- Outcomes: We implement the appropriate solutions and software
- Outcomes: Our infrastructure demonstrates the appropriate capability and capacity for our needs
- Satisfaction/Perception: Our constituents indicate satisfaction with our initiatives, through survey or interviews

Additional notes:

- We want to focus on how the infrastructure impacts collaboration.
- It is important to balance the infrastructure with ecosystem.
- We feel the infrastructure may be approaching the point of not meeting the college's needs, such as network capacity
- We recognize the need for a collaborative Document Management System.
- This strategy relates to assessing, reviewing, and updating.

**d) Empower collaboration among our constituents**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Satisfaction/Perception: Our constituents indicate satisfaction with the opportunities to utilize technology to collaborate with each other, through survey or interviews

Additional notes:

- We want to empower student-to-student collaboration, particularly for remote students.
- We also want to focus on employee to employee collaboration, as well as student to employee collaboration.
- We know students perform better when they collaborate with each other.
- We feel the Single-Sign-On initiative is an important step.

**Priority: Expand Process Improvement**

Aligns with SFCC Strategic Plan

- Priority: Increase net revenue; Efficiently deliver high-quality programs and services
- Values: Excellence, Innovation, Accountability

Aligns with ITS Values

- Excellence, Partnerships, Innovation, Stewardship

Three Strategies

**a) Promote and improve the solution proposal process**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete a review of the proposal process
- Process: We complete any appropriate revisions to the proposal process
- Outcomes: An increase in the number of proposals submitted

Additional notes:

- We want to raise awareness and improve the level of input.
- We want to streamline the proposal process.
- We want to be encouraging of new ideas, for either academic or administrative uses.
- This strategy is not necessarily about new solutions, but perhaps improving existing solutions.
- This strategy is internally focused on our IT governance.

### b) Clarify and enhance technology project management

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete a review of the project management process
- Process: We provide recommendations to the Quality Council regarding how to improve the project management process
- Outcomes: We implement steps under our control to improve the project management process

Additional notes:

- This strategy focuses on management and ownership. The college leadership feels IT should manage projects, working closely with the functional business owner.
- We want to improve our planning for how projects are prioritized and approved.
- We also want to improve our planning for how projects are reviewed after implementation.
- We feel the proposal process should be engaged in prior to the project charter being written.
- This strategy is not internally focused; projects are approved by the college's Quality Council.

### c) Review and revise key college business processes

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete a prioritization of key business processes
- Process: We complete an assessment of select business processes
- Outcomes: We implement revisions to select business processes
- Outcomes: Improvements in efficiency, productivity, or effectiveness for the select business processes
- Satisfaction/Perception: Our constituents indicate satisfaction with revisions to business processes, through survey or interviews

Additional notes:

- We want to generally enhance the college's key business processes and work flows.
- This strategy focuses on the intersection of IT with the functional business unit.

- We want to enhance how technology aligns with the business process.

**Priority: Promote the Culture of Analytics**

Aligns with SFCC Strategic Plan

- Priority: Increase net revenue; Efficiently deliver high-quality programs and services
- Values: Excellence, Innovation, Accountability

Aligns with ITS Values

- Accessibility, Dependability, Stewardship

Three Strategies

**a) Revitalize Banner system to ensure the quality of the data**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Outcomes: We complete the revitalization process
- Outcomes: The quality of institutional data and information is improved

Additional notes:

- The culture about the importance and value of data is guided by the Business Office.

**b) Inform constituents about steps for appropriate data transactions**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We develop the communication plan to inform and educate our constituents
- Outcomes: We execute the communication plan

Additional notes:

- We want to foster the consistent practice of data-informed decision making.
- This strategy is also focused on communicating the importance and value of reliable data.

**c) Investigate appropriate solutions for data-informed decision making**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete a review of potential solutions to support data-enhanced decision making
- Process: We present recommendations to ELT

Additional notes:

- We want to strengthen our ability to effectively utilize predictive analytics.

**Priority: Advance Innovation**



Aligns with SFCC Strategic Plan

- Priority: Increase net revenue; Efficiently deliver high-quality programs and services
- Values: Excellence, Innovation

Aligns with ITS Values

- Excellence, Innovation, Stewardship

Two Strategies

**a) Evaluate and utilize technology solutions which contribute to the college's transformation**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We complete review of potential solutions to promote innovation
- Process: We present recommendations to ELT
- Outcome: We successfully implement relevant solutions

Additional notes:

- This strategy seeks to optimize our current services and solutions to improve effectiveness.

**b) Champion innovative ideas from college partners**

Ownership: Mark Haverly

Sponsorship: ELT

Dependencies: No major dependencies were discussed

Contingencies: No major contingencies were discussed

Goals:

- Process: We develop the communication plan to inform our partners of opportunities to implement innovative ideas
- Outcomes: We execute the communication plan

Additional notes:

- We want to develop our process for reviewing relevant new solutions as needs change.

**Next Steps**

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- ITS leaders should incorporate the key elements of the strategic plan into the team culture of the ITS department. This provides an opportunity to align individual roles with the strategic direction.
- The planning team should implement a focused communications campaign to present selected key statements for the plan to the SFCC community; perhaps the mission, vision, values, and six priorities with respective strategies could be shared publicly.
- As some of the strategies require financial resources, ITS leaders should discuss priorities and needs with the appropriate sponsors.

- The development of implementation steps for initiatives to support the strategies and priorities is generally led by the owner of the respective strategy. Tim Coley, the planning consultant, remains available to advise regarding the implementation planning processes.
- As implementation of the plan requires staff time and energy, ITS leaders should consider how to appropriately shift staff resources to these initiatives.
- ITS leaders should consider the sequencing, timing, and scheduling issues for acting upon the strategies. It is appropriate to consider that initiatives for all 19 strategies may not begin at the same time.
- ITS leaders should continue to focus on measuring success and clarifying the appropriate targets for the goals. This is an ongoing process, and an important step in making the priorities and strategies part of the team's day-to-day work.
- The planning team should determine how to align and synchronize this plan with other SFCC plans, such as the college strategic plan or relevant academic plans.
- The planning team should schedule periodic high-level reviews of progress for the plan. This is also an opportunity to discuss potential contingency plans if needed.