

IT Strategic Plan

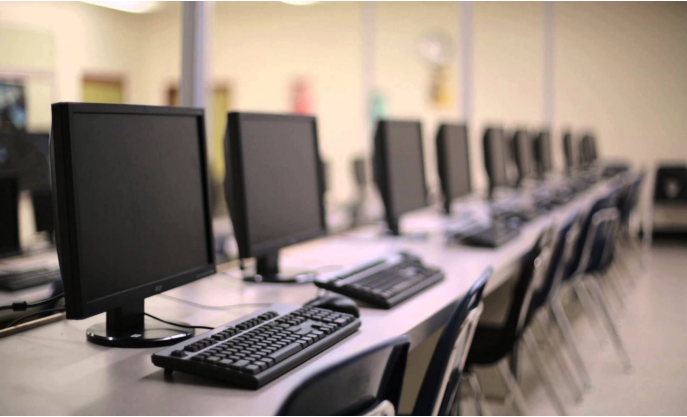
Portland Community College

2017

Office of the CIO



Our Vision



Information Technology



To be a nationally recognized standard for Higher Education Information Technology organizations by providing predictable, quality and cost effective service to Portland Community College and driving excellence in education through technology innovation.

Our Mission



Enable Student Success

We leverage technology, innovation and the passion of our employees to support opportunity & equitable student success.



Optimize Enterprise Architecture

By making the right technology and investment choices through intentional design practices, we ensure our solutions are optimally aligned to stakeholder need and are intelligently architected, maintainable, sustainable, equitable and inclusive.



Secure the Institution

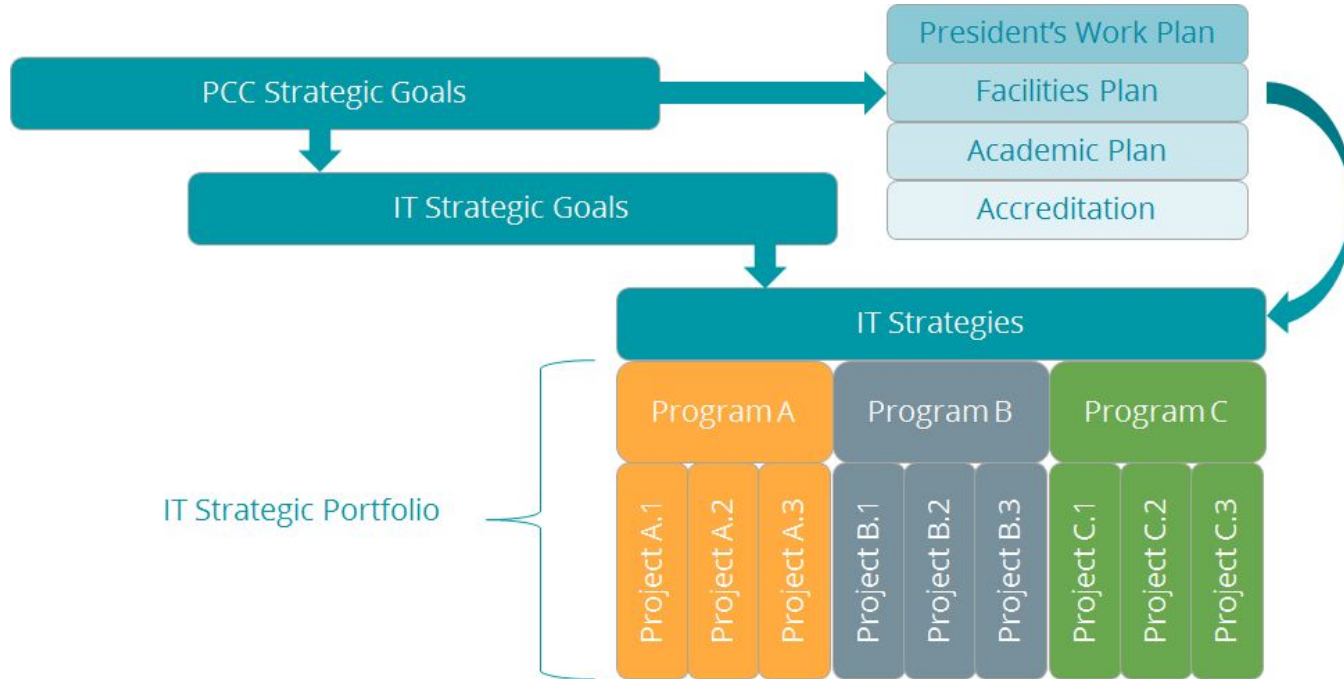
The privacy and protection of our students, faculty and staff is our primary concern. We achieve this by executing a pro-active and ongoing strategy against all forms of cyber attack. In doing so, we protect the institution from risk and ensure regulatory compliance.



Deliver Operational Excellence

We embrace a culture of process efficiency, productivity and client service. We strive for district wide consistency of internally and externally facing IT services, while being agile enough to support local needs.

A Collaborative Framework



Strategies



Enable Student Success

Align IT to academic plan

Be educational futurists

Improve the student experience

Support data-driven decision making

Leverage technology to support those most in need



Optimize Enterprise Architecture

Adopt standard methodology

Make sustainable technology choices

Identify stakeholder needs and strategies

Complete current/future state gap analysis

Develop and maintain an IT roadmap



Secure the Institution

Execute on 2016 InfoSec program

Maintain policy, governance and controls

Maintain operational vigilance

Promote cybersecurity awareness

Be compliant



Deliver Operational Excellence

Organize for success

Be a data informed operation

Own a culture of sustainability

Provide best in class services

Be a model for DEI

Enable Student Success

Support opportunity & equitable student success through technology

Align IT to academic plan

- ✓ Be responsive to Faculty needs
- ✓ Leverage governance and committees to synch goals and plans
- ✓ Establish PMO for prioritization and stakeholder visibility
- ✓ Partner on instructional technology, distance learning and non-credit
- ✓ Ensure ERP systems meet the current and future needs of the college

Be educational futurists

- ✓ Create a digital strategy for PCC
- ✓ Be strategic advisers to college leadership Research, promote and adopt forward looking IT strategies
- ✓ Collaborate with faculty to align IT capabilities with curricula strategies

Improve student experience

- ✓ Implement HR solutions to retain great faculty
- ✓ Strive for zero disruption of student experience
- ✓ Support the student lifecycle through IT
- ✓ Leverage technology to address onboarding and wayfinding challenges
- ✓ Be device agnostic and mobile first
- ✓ Leverage ASPCC, customer surveys and student feedback to improve services



"We need technology in every classroom and in every student's and teacher's hand, because it is the pen and paper of our time, and it is the lens through we experience much of our world."

David Warlick, educator, author, programmer

Support data-driven decisions

- ✓ Leverage data science to support learning analytics
- ✓ Evolve from descriptive data to prescriptive data
- ✓ Create an enterprise BI platform strategy
- ✓ Support KPIs for student life cycle that drive student success
- ✓ Partner with Institutional Effectiveness

Leverage technology to support those most in need

- ✓ Partner with ASPCC and Student Services to help underserved students
- ✓ Support Open Educational Resources
- ✓ Partner with Disability Services on Accessibility excellence
- ✓ Free software through vendor contracts
- ✓ Provide internships and work-study opportunities

Some Key Initiatives

- ✓ Accessibility Compliance
- ✓ Learning Analytics & Data Science
- ✓ Student Information Systems (SIS)

Optimize Enterprise Architecture

Apply rigorous methodology to major design decisions and investments

Adopt an EA methodology

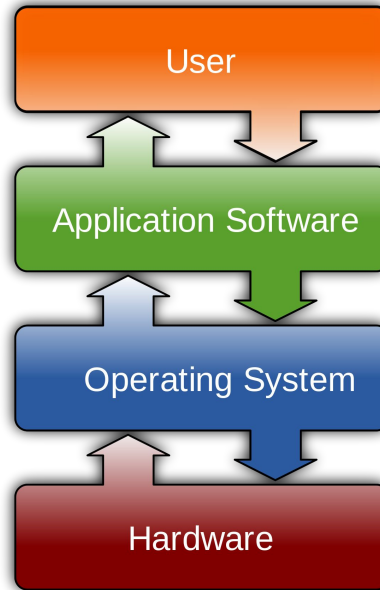
- ✓ Adopt TOGAF as a standard
- ✓ Assign and develop personnel
- ✓ Create architecture principles for PCC
- ✓ Develop standard artifacts and repository
- ✓ Select and implement software toolset(s)

Make sustainable technology choices

- ✓ Eliminate redundancy and keep current
- ✓ Leverage technology to manage institutional power consumption
- ✓ Research new technologies and use sustainability as part of ROI evaluations
- ✓ Reduce customization of applications

Identify stakeholder needs & strategies

- ✓ Align IT planning to President's Workplan, Academic Plan and Facilities Plan
- ✓ Define the supported set of technology
- ✓ Identify top priorities for strategic analysis and remediation.
- ✓ Create optimal IT Governance process
- ✓ Align IT investment to strategic goals



Complete Current/Future State Gap Analysis

- ✓ Identify architecture domains for analysis
- ✓ Develop intersectional user stories for equity gap analysis
- ✓ Develop gap analysis for Business, Application, Data and Infrastructure architectures
- ✓ Ensure alignment with strategic plans
- ✓ Gain consensus with stakeholders and Governance

Develop & sustain an IT RoadMap

- ✓ Create strategic roadmap
- ✓ Fund, intake and prioritize
- ✓ Rationalize, consolidate & retire
- ✓ Iteratively assess with stakeholders Publish, govern and report

Some Key Initiatives

- ✓ Unified Identity & Access Governance
- ✓ ATD & Guided Pathways
- ✓ ERP Strategy & Disaster Recovery

Secure the Institution

Protect our faculty, staff and students & ensure regulatory compliance

Execute on 2016 InfoSec Program

- ✓ Maintain forward momentum as #1 priority
- ✓ Focus on highest risk/value initiatives
- ✓ Align budget to key investments
- ✓ Give quarterly Board updates
- ✓ Hold annual InfoSec offsite

Establish policy, governance & controls

- ✓ Make InfoSec principles primary drivers
- ✓ Maintain cabinet approved policies
- ✓ Ensure cyber insurance coverage
- ✓ Institute control monitoring and review
- ✓ Conduct an annual NIST audit

Maintain operational vigilance

- ✓ Execute ongoing operational, forensic and remediation activities
- ✓ Complete required Penetration and Vulnerability testing/remediation
- ✓ Train staff in technologies and behaviors
- ✓ Participate in conferences and seminars and collaborate with NW colleges
- ✓ Maintain relationships with Federal and State agencies and specialists
- ✓ Define metrics for measuring success and making data informed decisions



Promote College Awareness

- ✓ Create targeted policy and best practice campaigns for faculty, staff and students
- ✓ Provide meaningful reporting to the President and Board of Directors including Annual Report
- ✓ Engage President, Board of Directors and Cabinet on key threats and strategies
- ✓ Leverage "Cyber Security Awareness Month"

Be Compliant

- ✓ Hire a CISO to provide compliance, audit and control oversight
- ✓ GLBA, HIPAA, FERPA, HEA, PCI
- ✓ Ensure best legal and regulatory guidance
- ✓ Maintain compliant infrastructure (Firewalls, SOE, SOD, etc.)
- ✓ Maintain compliant operations (e.g. Patch Management, Cyber Analytics, etc.)

Some Key Initiatives

- ✓ Regulatory Compliance
- ✓ Security Information & Event Management
- ✓ Encryption

Deliver Operational Excellence

Embody industry best practices & be a preferred workplace

Organize for success

- ✓ Ensure functional alignment & dismantle false boundaries
- ✓ Make training a priority
- ✓ Strengthen management practices
- ✓ Institute a PMO
- ✓ Improve documentation

Be a data informed operation

- ✓ Define and collect KPIs
- ✓ Audit controls
- ✓ Create actionable MIS reports
- ✓ Measure staffing/productivity
- ✓ Leverage asset management systems
- ✓ Create accessible dashboards

Own a culture of sustainability

- ✓ Strive for continuous quality improvement
- ✓ Make consumption core to purchasing
- ✓ Innovate to manage energy consumption
- ✓ Automate classroom configurations
- ✓ Maintain district wide consistency in standards, documentation and processes



Provide best in class services

- ✓ Create a Service Catalog with manageable and sustainable SLAs
- ✓ Align internal IT operations with industry best practices (ITIL/ITSM)
- ✓ Leverage technology to maximize operational productivity
- ✓ Make training, communication and change management a priority

Be a model for DEI

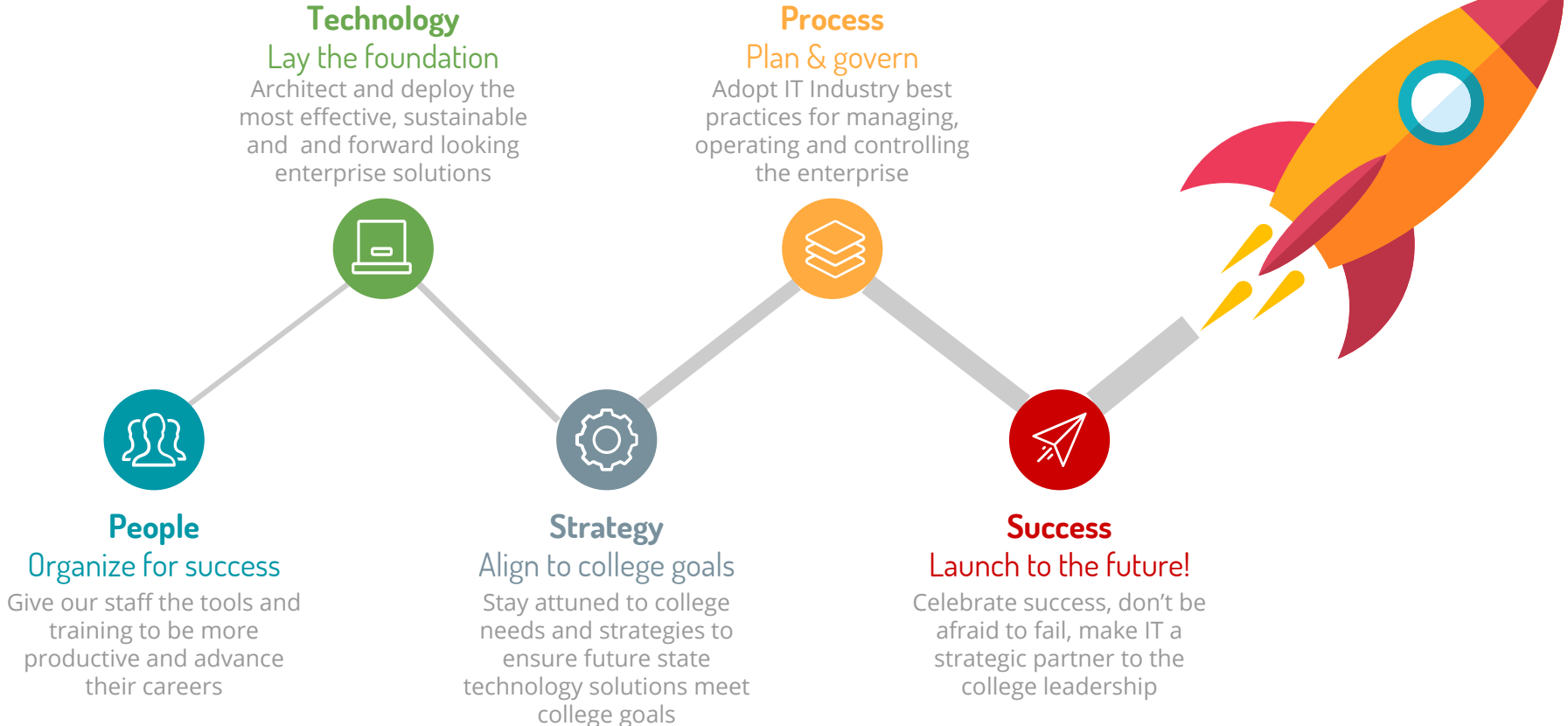
- ✓ Partner with Disability Services to make Accessibility a reality
- ✓ Apply Enterprise Architecture to IT Unit Change
- ✓ Send all classified staff to Social Justice workshop
- ✓ Promote a culture of respect, cooperation and opportunity
- ✓ Lead by example

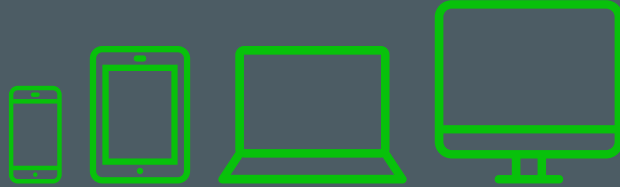
Some Key Initiatives

- ✓ Portfolio Management
- ✓ Service Catalog & Knowledge Base
- ✓ Task Automation & Remote Support

5 Steps Launch Process

Ready, Set... Go!





Questions?

Michael Northover, CIO