



**GLENDALE  
COMMUNITY  
COLLEGE**

**INFORMATION TECHNOLOGY  
STRATEGIC PLAN  
2007-2012**



Prepared by  
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and the  
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**Introduction: The Context for Information Technology Planning**

Glendale Community College, located in Glendale, Arizona, has a tradition of leadership in the use and implementation of technology. However, in the last several years many within the college questioned whether the college has been able to sustain its traditional leadership role in technology. Frustration among many in the college resulted in a major report from the Technology Advisory Taskforce being issued in the Spring of 2006 and another report from a consultant in the Fall, 2006. Each report provided insights into the technological dilemmas the college faces as it tried to respond to the growing demands for technology services and support.

The first report, consisting of 105 pages, and written by the Technology Advisory Taskforce (TAT) resulted in eight “themes” being identified. Those themes were:

1. Adequate staffing for technology support was universally identified as a problem
2. The technology governance structure needs a thorough review
3. The college planning processes were deemed to be inadequate
4. There is a need for comprehensive training of tech staff, as well as “every employee who operates a workstation”
5. A software management plan should be developed and implemented
6. Back up equipment needs supplementing
7. Communication is critical
8. The student perspective is critical and should be actively incorporated into planning

They also concluded that a regular assessment, perhaps every three years, should be done of the college’s technology environment.

Shortly after TAT’s report was issued a new president, Dr. Velvie Green, was selected for the college. Seeking clarification about the directions the college should take with technology, she hired a consultant to do an assessment of technology in the college and make recommendations about next steps to take. The consultant visited the college in the fall of 2006, met with about 70 individuals during a two day period and issued a report in December. The report made a number of recommendations to the college to improve the technology environment at GCC. Among those recommendations were the following key points:

1. Improve the culture of communication and technology support within the college so that everyone concerned with and about technology are informed.
2. Create a technology governance committee that would provide an effective means for receiving user input and creating effective policy about technology.
3. Analyze the current IT support organizations, analyze current staff skillsets and job titles; re-create a single technology service and support organization with a single position at the top responsible for all technology within the college.
4. Through a widespread involvement of key members of the college population, including the newly formed technology advisory committee, the college should develop and publish a strategic plan for technology.

5. Standardize on key applications and hardware, rework the college web site, and provide sufficient training for technology staff and managers so that they can effectively do their jobs.

Subsequent to the consultant's report a technology advisory group was created, known as the President's Technology Advisory Team (PTAT), and is chaired by the Acting Vice-President of Information Technology. (A current list of PTAT members is included at the end of this report.) One of the charges to PTAT was to create a technology strategic plan that would guide the implementation and support of technology in the college for the next several years.

A consultant was retained to provide guidance in the creation of a strategic plan for technology. The consultant guided participants, made up primarily of PTAT members although others from the college community were welcome to join in (including students) through a process of identifying their mission, vision, assumptions, goals and strategies for technology. Fundamental to the planning process was the goal of developing a strategic plan that aligned with the mission, vision, and culture of the College, as a whole.

This plan would not be possible without the thoughtful input and hours of effort by those who participated during its development, as well as those who provided guidance to them as the process moved forward. A list of those who participated in the development of this plan can be found in the Appendix.

## **The Strategic Planning Process**

The purpose of effective information technology strategic planning is to tie institutional priorities to technology trends and goals. This approach to IT planning looks at strategic planning as a process that seeks to clarify what the organization is, what it wants to be and how it can successfully make the transition. The focus of this planning process has been on the needs of the various stakeholders of the institution, particularly students, faculty and staff, rather than on technology itself or the information technology organization. The goal of the planning process is to align the plan with the College's vision, mission and goals, and focus on what the College needs to do with technology rather than on what technology the College needs to buy. This technology plan seeks to provide directions and a management strategy within the context of changing internal and external environments, while it sets the philosophy and direction for the use of information technology within the College.

The planning process used for the development of this strategic plan is based on the methodology used at Foothill-De Anza Community College District, located in the South San Francisco Bay Area in California, often referred to as Silicon Valley. That plan was a modification of the methodology described in *Organizational Transition*, 2<sup>nd</sup> edition, by Beckhard and Harris and is based upon the principle that:

“ . . . a core dilemma for executives and leaders is how to maintain stability in their organizations and, at the same time, provide creative adaptation to outside forces; stimulate innovation; and change assumptions, technology, working methods, roles and responsibilities, and the culture of the organization itself.”  
(*Organizational Transitions*, p. 1)

The planning approach that was adapted for use, from the methodology proposed by Beckhard and Harris, requires the following steps:

- Development of a “future state” vision of how the use of information technology, in its broadest definition, should add value in support of the College’s vision, mission and goals.
- Development of guiding principles that should govern the decisions and actions of the organization.
- Development of planning assumptions that describes the environment in which the College currently exists.
- Development of goals and strategies to enable the College to move forward toward the desired “future state” in accordance with the guiding principles.

The planning process consumed most of the Spring term of the 2006-07 academic year. At three separate, daylong sessions during this time period specific activities related to development of the plan took place. Planning team members were asked to share the process and development of the plan with others. Participants were also asked to contribute in discussions via an email listserv set up specifically for communication between meetings to provide more information, edit proposed mission and vision statements or propose various wordings for strategies. In total over 50 members of the Glendale community took part, including students, faculty, staff, and administrators.

## **Our Information Technology Vision**

The first step in the planning process was to develop a vision of the future state of the college. The Planning Team spent time envisioning the future of technology at Glendale, working to develop their own view of the future.

During discussions about their vision, the Planning Team saw many potential components to the future of technology at Glendale. Among those was the belief that the technology environment would have an integrated user interface that provides easy and intuitive access to the tools and information. This unified interface would provide the mechanism to help students learn, help faculty improve student learning, help staff effectively provide high quality services and support, and help managers make effective decisions and manage the budget.

They also envisioned widespread access to the network, whether it is wired or wireless, on or off campus. They saw a network secure from virus and hacker attacks, yet easily providing information students and employees need without compromising confidential and personal data. It will also be maintained in a timely way to ensure reliability, and due to effective budgetary planning a rational refresh plan, and hard-working staff, the technology (both hardware and software) will be updated on a regular basis.

The information technology organization in this envisioned future would be made up of highly skilled technical professionals who are dedicated to providing the highest possible quality of service for students, faculty, staff and administrators.

The value of a vision statement in this context is that it should provide a clear idea of what the future technology and its service should be. It should provide a common understanding of what the goal is for technology in the college and help guide future decisions about technology. The

opposite way of understanding such a vision statement is that efforts and projects that don't lead to the vision, or detract from it, should not be considered for implementation.

With this future scenario in mind, PTAT's vision for how information technology can be used to add value to the College, in support of the College's mission and goals can best be expressed as follows:

### **OUR TECHNOLOGY VISION STATEMENT**

*Glendale Community College envisions a reliable, secure, accessible, efficient and well-managed information infrastructure that facilitates the successful transfer of knowledge among all members of its community. GCC will be recognized for its excellence in technology, and will provide high quality service, support, communication, and learning opportunities on new, relevant technology.*

This vision statement is a challenging one for the College. Progress towards this vision will be made as the College begins to implement the goals and strategies contained in this strategic plan and in the operational plans that will follow. There will be challenges ahead. However, the Planning Team committed to this vision as we move into the future with technology.

### **Our Information Technology Guiding Principles**

If the College is to be truly successful in achieving its information technology vision and accomplishing its strategic objectives, it would not be sufficient simply to do things right; the College must do the right things. A useful technique for being certain that individuals responsible for IT organizations are "doing the right thing," is to establish a set of guiding principles, with "principles" being defined as "simple, direct statements that describe what is determined to be good practice." These principles should describe the fundamental values or criteria against which the institution is prepared to make decisions regarding the acquisition and use of information technology.

The following is a list of the Information Technology Guiding Principles for Glendale College, as developed by the Planning Team during this planning process. These principles are based on the vision statement developed by PTAT and are intended to provide direction in overseeing the decisions and actions of the IT organization as it pursues the acquisition and implementation of information technology. Following each principle is a word or phrase to encapsulate the concept of that principle.

1. GCC will provide resources in order to be recognized as a technology leader for student success. **Student Success**
2. GCC will create a culture that expects and embraces life-long technology learning for faculty and staff in support of organizational effectiveness. **Faculty and staff success**
3. GCC embraces the use of technology to support teaching excellence, innovation, communication and collaboration. **Instructional excellence**
4. GCC will provide effective technology leadership through an organizational structure that leads to success in reaching college goals. **Technology leadership**
5. GCC Technology resources will facilitate, inspire and encourage creativity among all users. **Creativity**
6. GCC encourages the innovative use of technology, within the guidelines of student, faculty and staff objectives and good fiscal policy. **Innovation**

7. Technology will be reliable and accessible without sacrificing security and confidentiality. **Technology reliability**
8. GCC will use standard systems and processes to provide effective and efficient technology support. **Standardization**
9. Technology will be accessible and responsive to the community of diverse learners, faculty and staff served by GCC. **Accessibility**
10. The technology infrastructure will allow for agile implementation of new technology. **Flexibility**
11. GCC will provide consistent, high quality technology support accessible to all members of the college community that use our technology. **Support**

## **Our Planning Assumptions**

The following is a list of planning assumptions about the environment in which Glendale College exists. These assumptions are based upon the observations and opinions of the planning team, as a reflection of the groups they represent, and are intended to reflect the current factors that have a bearing on the development and implementation of this information technology strategic plan. As assumptions change, resulting goals, strategies and objectives will need to be modified as well. The planning team sees this occurring through an annual review process of the College's Information Technology Strategic Plan. (Note: There is no priority attributed to the order in which the assumptions are listed.)

### **Assumptions About Our Students**

- Our students are diverse in their skills and knowledge of technology.
- Our students expect technology and technology services to be accessible and operational 24 by 7.
- Our students expect technology to be personalized to them.
- Current and emerging technology is important to our students.
- Our students expect portable, mobile technology, including wireless.
- Our students have a sense of entitlement about technology.
- We have a diverse student population, many of whom are non-traditional, either working students, or first-time generation college attendees.
- A high percentage of our students are “technology have-nots,” resulting in a “Digital Divide” among our students
- We do a good job of serving our special need students.

### **Assumptions About Our Faculty**

- Our faculty are diverse in their knowledge, skills, and expectations about technology
- Our faculty have a sense of entitlement about technology.
- Our faculty want technology to be reliable, simple, and seamless.
- Our faculty expect regular and frequent communication about technology.
- Our faculty expect very fast support during classes or when classroom-related problems occur.
- Our faculty expect technology to be responsive to student needs.
- Our faculty expect classroom success to be driven by curricular needs.
- Our faculty expect to be involved in technology decision-making that affects them and their students.
- Our faculty are diverse in their willingness to embrace new technology or relinquish the old.

### **Assumptions About Our Staff**

- Our staff are diverse in their use, knowledge and skill level with technology.
- Our staff believe that technology training should be available and that they should have time to attend training in their area and receive cross-training.
- Our staff feel they are “lower” in status, priority, and prestige within the college.
- Many of our staff don’t have the authority to say “no”.
- Our staff are highly dependent on technology and should have the technology tools to do their work.
- Our technical staff should have a sufficient skill set to warrant initial employment by the college and receive professional development training through their employment.
- We should have sufficient technical staff, and they should be available a sufficient amount of time, to provide excellent service to our faculty, staff, and students.
- Our technical staff should have sufficient resources to do their jobs.

### **Assumptions Related to Our Culture**

- We strive for academic excellence through quality instruction and a variety of student-centered and employee-driven efforts.
- We offer a wide range of occupational, work-ready education to provide students with the skills they need to succeed.
- We strive to be competitive with other educational institutions in our geographic region.
- We believe in the open use of technology for academic freedom.
- Our history encourages us to be a leader in technology.
- We are often independent and create or own solutions to address specific challenges.
- We are careful in our use of economic resources, which results in a lean administration.
- We see ourselves and the college as a great starting place for our students.
- Our expectations often exceed our ability to provide support.
- We have trouble with communication, receive too much information, are often inattentive, and engage in too little face-to-face communication.
- We are not “plan-ful,” nor do we have the processes in place like larger education institutions or private business.

### **Assumptions Related to Technology**

- We believe that technology will make us more efficient.
- We believe that we cannot function without technology.
- There are more costs to supporting technology than just the cost of the hardware and software.
- Technology can inspire creativity.
- Technology cannot fix poor processes.
- Technology is, and will continue to be, ubiquitous.
- Technology will continue to change in unpredictable ways.
- Technology can help improve communication.
- Technology is not always easy to understand.
- The changes technology causes are not always pain-free.
- We need to keep up with our competition with technology.
- Technology requires continual learning and training.
- Technology can enhance teaching and learning.
- Technology is fun and engaging for many.

- An easier, more intuitive interface with technology will increase its use.

### **Assumptions About Our Resources and the Budget**

- There are not sufficient funds to do all that we want to do.
- The budget and funding process is confusing to many.
- Operational expenses are seldom included with technology purchases, even though they should be.
- Once technology is acquired, it must be supported (time, personnel, funding, space) and sustained in order to remain effective; and retired when no longer useful or appropriate.
- There are generally no consequences for discretionary technology purchases.

### **Our Information Technology Goals and Strategies**

The following is a list of the Information Technology Strategic Goals and Strategies for the five year period, 2007-2012. The goals are intended to be long-term, major targets or end results related to the survival, value and growth of the College, while strategies are defined as activities and resource allocations designed to achieve those goals. These goal statements and strategies were developed by the planning team during the third day of sessions and were based on the information technology vision, guiding principles and the implications of the planning assumptions for the College.

#### **Technology Organization**

***Goal #1:** Provide an accountable organization that effectively and efficiently manages technology to support college goals.*

#### Strategies:

- 1.1 Perform a periodic review of processes, procedures, projects, and technology to insure that they continue to effectively meet the college's needs.
- 1.2 Periodically identify, measure and publish expected and actual metrics of performance for all projects, processes, and technology.
- 1.3 Ensure that all capital requests include funding for implementation and support.
- 1.4 Provide periodic resource consumption reports identifying how resources were utilized and the amount of capacity available for future capital expenditures.
- 1.5 Hire and retain a qualified technology workforce.
- 1.6 Develop employee rewards and consequences for performance.

## Technology Environment

**Goal #2:** *Provide a technology environment that is accessible, reliable, secure, portable, robust and well supported to our diverse community.*

### Strategies:

- 2.1 Provide reliable 24 by 7 (or extended) tech support by well-trained technicians.
- 2.2 Establish processes and standards that provide smooth implementation of new technologies.
- 2.3 Periodically identify, measure and publish expected and actual metrics of reliability, security, and accessibility for any technology that impacts a significant number of GCC's technology users.
- 2.4 Prioritize the reliability, security, and accessibility of technology according to college goals.
- 2.5 Utilize technology to maximize access to facilities, programs and services.

## Student Success

**Goal #3:** *Provide technology resources that support student success.*

### Strategies:

- 3.1 Provide reliable, current, and relevant technology systems (software, hardware, and peripherals) for student use.
- 3.2 Provide staffing levels that insure high-quality support during in-class instruction.
- 3.3 Develop and maintain web based self-service student services that are reliable and user friendly.
- 3.4 Increase use of, and support for, new technology delivery methods designed to increase student engagement and skills in classes.
- 3.5 Provide adequate training for technology staff that primarily support students so that they can be proficient on those applications they are expected to provide help on.

## Creativity and Excellence

**Goal #4:** *Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.*

### Strategies:

- 4.1 Establish and implement a proactive planning and budgeting process that facilitates the implementation of new technologies, including both capital and operational costs as well as evaluation of the process.
- 4.2 Develop and implement a recurring process for discovery and evaluation of new technologies.
- 4.3 Develop and publish policies and procedures for handling unplanned technology requests.

## Professional Development

*Goal #5: Promote a culture that embraces life-long technology literacy.*

### Strategies:

- 5.1 Establish appropriate technology skill sets and incorporate in all technology job descriptions.
- 5.2 Establish technology education plans for all employees and review annually.
- 5.3 Support opportunities for learning about technology beyond individual job descriptions and educational plans.
- 5.4 Support technology-learning opportunities for students, faculty, and staff who have little or no technology experience.
- 5.5 Develop a technology obsolescence plan that provides for refreshing old technology with newer technology on a regular, industry-standard basis.
- 5.6 Develop career paths for technology professionals.
- 5.7 Develop a progressive skills template to guide recruitment and retention of technology employees.
- 5.8 Provide resources for training, cross training and professional growth to all employees.
- 5.9 Provide appropriate test environments for technology employees to create, innovate, and learn.
- 5.10 Develop and implement a sustained superior employee award program to reward innovation and performance.
- 5.11 Continue the Innovation of the Year award.

## Alignment with College Strategic Plan

In order for this plan to be an effective tool for directing the acquisition and use of information technology within the College, it must be aligned with the overall strategic planning efforts of the College. The Information Technology Vision, Guiding Principles and Goals are aligned with those of the colleges and the College as demonstrated below:

### MISSION AND VISION

#### GLENDALE COLLEGE VISION STATEMENT

Glendale Community College will be an innovative educational provider of quality lifelong learning experiences for all members of the community.

#### GLENDALE COLLEGE MISSION STATEMENT

The mission of Glendale Community College (GCC) is to address the higher education needs of its community. Through its diverse programs and services, GCC assists students in meeting their educational goals.

We fulfill this mission as an institution of higher education by preparing students:

- To participate responsibly in a culturally diverse, technological and global society.
- For successful transfer to colleges and universities.
- For employment and advancement within their chosen careers.

#### INFORMATION TECHNOLOGY VISION

Glendale Community College envisions a reliable, secure, accessible, efficient and well-managed information infrastructure that facilitates the successful transfer of knowledge among all members of its community. GCC will be recognized for its excellence in technology, and will provide high quality service, support, communication, and learning opportunities on new, relevant technology.

## College Mission, Strategic Directions, and IT Goals

The table below illustrates how the College Mission and Strategic Directions match with the Technology Strategic Goals as developed during the planning process.

<b>Glendale Community College</b>	
<i>The mission of Glendale Community College (GCC) is to address the higher education needs of its community. Through its diverse programs and services, GCC assists students in meeting their educational goals. We fulfill this mission as an institution of higher education by preparing students to participate responsibly in a culturally diverse, technological and global society; for successful transfer to colleges and universities; and for employment and advancement within their chosen careers.</i>	
<b>Glendale College Strategic Directions</b>	<b>Information Technology Goals</b>
Maximize stakeholder access to all facilities, programs and services.	<p><b>Goal #1:</b> Provide an accountable organization that effectively and efficiently manages technology to support college goals.</p> <p><b>Goal #2:</b> Provide a technology environment that is accessible, reliable, secure, portable, robust and well supported to our diverse community.</p>
Promote and support opportunities for students by enhancing learning environments, delivery options, student retention & success strategies, teaching & learning.	<p><b>Goal #2:</b> Provide a technology environment that is accessible, reliable, secure, portable, robust and well supported to our diverse community.</p> <p><b>Goal #3:</b> Provide technology resources that support student success.</p> <p><b>Goal #4:</b> Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.</p>
Enhance internal collaboration and increase external partnerships.	<p><b>Goal #1:</b> Provide an accountable organization that effectively and efficiently manages technology to support college goals.</p> <p><b>Goal #2:</b> Provide a technology environment that is accessible, reliable, secure, portable, robust and well supported to our diverse community.</p> <p><b>Goal #4:</b> Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.</p> <p><b>Goal #5:</b> Promote a culture that embraces life-long technology literacy.</p>
Identify and pursue new and existing revenue sources to promote growth and increase cost effectiveness.	<p><b>Goal #1:</b> Provide an accountable organization that effectively and efficiently manages technology to support college goals.</p> <p><b>Goal #4:</b> Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.</p>
Recruit and retain a qualified and diverse workforce.	<p><b>Goal #1:</b> Provide an accountable organization that effectively and efficiently manages technology to support college goals.</p> <p><b>Goal #4:</b> Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.</p> <p><b>Goal #5:</b> Promote a culture that embraces life-long technology literacy.</p>
Develop a strong identity that reflects its educational leadership role in the community.	Achievement of each of the IT goals will enhance the College's reputation locally, regionally and nationally.

## Major Initiatives

This IT Strategic Plan is broad-based and focuses on providing a roadmap for GCC to use technology to add value to the College's mission and goals. Each goal and its accompanying strategies provide clear direction for appropriate departments and divisions within the College.

All five of the IT goals within this plan are important, as are all of the strategies identified for each goal. There are four major initiatives, however, that can be seen as critical for the College, and must be addressed early in the life of this strategic plan. They are:

- provision of support and guidance for continued integration of technology into the delivery of instruction and support services to enhance student success and performance;
- development of an effective budgetary plan that will provide sufficient resources to maintain, upgrade, and refresh all College technology on a regular basis, according to industry standards;
- completion of the technical skills assessment of the IT staff;
- provision of professional development and training opportunities for faculty and staff;
- development of IT operational plans that address the timing and resources requirements for each of the strategies listed in this Strategic Plan.

## Information Technology Governance

The President's Technology Advisory Team (PTAT) was created to move the college forward with its technology planning and implementation. Made up of representatives from the various constituency groups (students, faculty, staff and administrators) it is a truly representative group.

- PTAT has a clearly defined mission.
- Members understand that they are a policy group that should review everything in light of what is best for the College; personal or special interest agendas are left outside the meetings.
- The committee meets consistently at regularly scheduled times and locations, with a pre-determined agenda.
- PTAT membership is dedicated, works well together, and understands the mission of the committee.

The Technology Planning Team believes that the success of this plan will be measured by how well it is communicated to the larger College community. Therefore each Planning Team member is committed to share the plan, and the values developed during the planning process, with others in the college.

## **Next Steps**

This plan provides the strategic vision for technology that the College should follow as it moves forward with technology. It is based on the mission and goals of the College. The members of the Planning Team developed this plan with the belief that the College will make a good faith effort to follow its recommendations. However, they also recognize that the College faces challenges that may compromise or alter the recommendations contained herein. It is therefore recommended that this plan be reviewed annually and be closely linked to the budgeting process so that it is clear what resources are required for successful completion of the plan.

The Implementation Grid that is included below contains a column that indicates the individuals or groups that have major responsibility for implementation of each of the IT strategies identified during this planning process. It will be the responsibilities of these individuals or groups to develop the appropriate policies, annual operating plans and budget requests for each of the assigned strategies. PTAT needs to take the lead on policy; the GCIS managers need to lead on creating the operational plans and initiating budget requests for approval through the normal budgetary process.

On a regular basis, the College, through PTAT, should also revisit the planning assumptions and the College's accomplishments against the strategic plan, and update or modify this strategic action plan as required.

## Implementation Grid

For each of the goals and strategies identified in this IT Strategic Plan, either an individual or group in the College has been identified as the responsible party to ensure that the strategies are appropriately implemented. For the responsible party to be successful in completing the strategy the matrix also proposes certain events that need to be accomplished before the strategy can be successfully completed. These dependencies were developed in conjunction with the Director of the Office of Information Technology and the Director of the Innovation Center, and later reviewed by the Acting Vice President of Information Technology and the President of the College as part of their review of this document.

GOALS	STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY
<b>Goal #1:</b> Provide an accountable organization that effectively and efficiently manages technology to support college goals.	1.1 Perform a periodic review of processes, procedures, projects, and technology to insure that they continue to effectively meet the college's needs.	Identify college needs; Adequate resources and staffing; establish standards of performance	VP, Information Technology
	1.2 Periodically identify, measure and publish expected and actual metrics of performance for all projects, processes, and technology.	Establish expected standards of performance; provide adequate staffing	President's Technology Advisory Team (PTAT), VP, Information Technology, and All GCIS Directors
	1.3 Ensure that all capital requests include funding for implementation and support.	Optimally functioning budget process	President's Budget Advisory Committee (PBAC) and Computing Request Committee (CRC)
	1.4 Provide periodic resource consumption reports identifying how resources were utilized and the amount of capacity available for future capital expenditures.		Director of Office of Information Technology (OIT)
	1.5 Hire and retain a qualified technology workforce.	Completion of technical skills analysis of IT staff	VP, Information Technology
	1.6 Develop employee rewards and consequences for performance.		VP, Information Technology, Director of Human Resources

GOALS	STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY
<b>Goal #2:</b> Provide a technology environment that is accessible, reliable, secure, portable, robust and well supported to our diverse community.	2.1 Provide reliable 24 by 7 (or extended) tech support by well-trained technicians.	Adequate budget and staffing; policy development	VP, Information Technology, All GCIS Directors, PBAC
	2.2 Establish processes and standards that provide smooth implementation of new technologies.		VP, Information Technology
	2.3 Periodically identify, measure and publish expected and actual metrics of reliability, security, and accessibility for any technology that impacts a significant number of GCC's technology users.	Appropriate tools, adequate staffing	VP, Information Technology, All Directors of GCIS, PTAT
	2.4 Prioritize the reliability, security, and accessibility of technology according to college goals.		PTAT, VP, Information Technology, Director of OIT,
	2.5 Utilize technology to maximize access to facilities, programs and services.	Adequate resources	VP, Information Technology

GOALS	STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY
<b>Goal #3:</b> Provide technology resources that support student success.	3.1 Provide reliable, current, and relevant technology systems (software, hardware, and peripherals) for student use.	Identify student technology needs; identify and provide resources (budget, support staff, etc.)	VP, Information Technology, Director of OIT, Director of Instructional Computing
	3.2 Provide staffing levels that insure high-quality support during in-class instruction.	Identify appropriate staffing levels; provide adequate resources	PBAC, VP, Information Technology, Director of Instructional Computing
	3.3 Develop and maintain web based self-service student services that are reliable and user friendly.	New SIS in place;	VP, Information Technology, Director of OIT, Student Services
	3.4 Increase use of, and support for, new technology delivery methods designed to increase student engagement and skills in classes.	Evaluate current practice; find or develop new methods that are an improvement	VP, Information Technology, Director of Innovation Center
	3.5 Provide adequate training for technology staff that primarily supports students so that they can be proficient on those applications they are expected to provide help on.	Perform skills needs assessment of IT staff, develop training agenda, provide appropriate training	VP, Information Technology, Directors of OIT, Innovation Center, Instructional Computing and Training & Employee Development (TED)

GOALS	STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY
<b>Goal #4:</b> Provide a technology environment that optimizes creativity and excellence and allows agile implementation of technology.	4.1 Establish and implement a proactive planning and budgeting process that facilitates the implementation of new technologies, including both capital and operational costs as well as evaluation of the process.		PTAT, PBAC, College senior managers
	4.2 Develop and implement a recurring process for discovery and evaluation of new technologies.	Establish a baseline of current technologies	VP, Information Technology, Director of Innovation Center
	4.3 Develop and publish policies and procedures for handling unplanned technology requests.	Define what is a planned technology request and begin implementing this plan	PTAT, VP, Information Technology and Directors of GCIS

GOALS	STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY
<b>Goal #5:</b> Promote a culture that embraces life-long technology literacy.	5.1 Establish appropriate technology skill sets and incorporate in all technology job descriptions.	Complete technology skills assessment of IT staff	VP, Information Technology, HR
	5.2 Establish technology education plans for all employees and review annually.	Complete technology skills assessment of IT staff	VP, Information Technology, Director of Training and Employee Development (TED), HR
	5.3 Support opportunities for learning about technology beyond individual job descriptions and educational plans.		Director of TED
	5.4 Support technology-learning opportunities for students, faculty, and staff who have little or no technology experience.	Locate and provide sufficient resources to support the learning opportunities	Director of TED, Director of Instructional Computing
	5.5 Develop a technology obsolescence plan that provides for refreshing old technology with newer technology on a regular, industry-standard basis.		VP, Information Technology, PTAT, GCIS Directors
	5.6 Develop career paths for technology professionals.	Complete technology skills assessment of IT staff	VP, Information Technology, HR
	5.7 Develop a progressive skills template to guide recruitment and retention of technology employees.		VP, Information Technology, HR
	5.8 Provide resources for training, cross-training and professional growth to all employees.		PBAC, HR
	5.9 Provide appropriate test environments for technology employees to create, innovate, and learn.		VP, Information Technology
	5.10 Develop and implement a sustained superior employee award program to reward innovation and performance.		HR
	5.11 Continue the Innovation of the Year award.		HR, Director of TED

## Appendix

### Members of the Technology Strategic Planning Team

The following individuals contributed to the planning process. Their efforts are greatly appreciated; without their energy, dedication, time, effort, debate, thoughtful consideration of sometimes widely varying opinions and ideas, this document would not have been completed and no strategic plan for technology would exist.

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