Information Technology Strategy

FSCJ Florida State College at Jacksonville

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Jacksonville FL

INFO~TECH RESEARCH GROUP

Strategy Workshop Facilitators

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What is an IT strategy?

An Information Technology (IT) strategy provides a holistic view of the current IT environment, the future direction and the initiatives required to achieve the desired future state.

- An IT strategy is defined based on the business imperatives it enables, not the technology used to accomplish this.
- It should support nimble, reliable and efficient responses to strategic objectives.
- It guides the prioritization of initiatives and investments, focused on driving business value, while ensuring alignment between IT and the business.

- *Defining an IT strategy means organizing IT's financial, technical and human resources around the organization's goals, and providing oversight to manage risks.*
- *IT decisions are made with a focus on long-term investments.*
- *IT initiatives are prioritized and ordered based on an enterprise-first approach.*

IT

- *An IT strategy ensures the wise investment of business dollars on IT initiatives that help achieve business goals and objectives while driving future growth.*
- *An IT strategy enables the alignment of IT activities with business objectives and sets expectations about what can be achieved.*

Business

ANALYST PERSPECTIVE

"If you fail to plan, you are planning to fail."
– Benjamin Franklin

All too often, a busy IT organization creates a laundry list of IT to-do projects and calls it an IT strategy. Sometimes they are requests from the business, other times they are projects that simply need to get done.

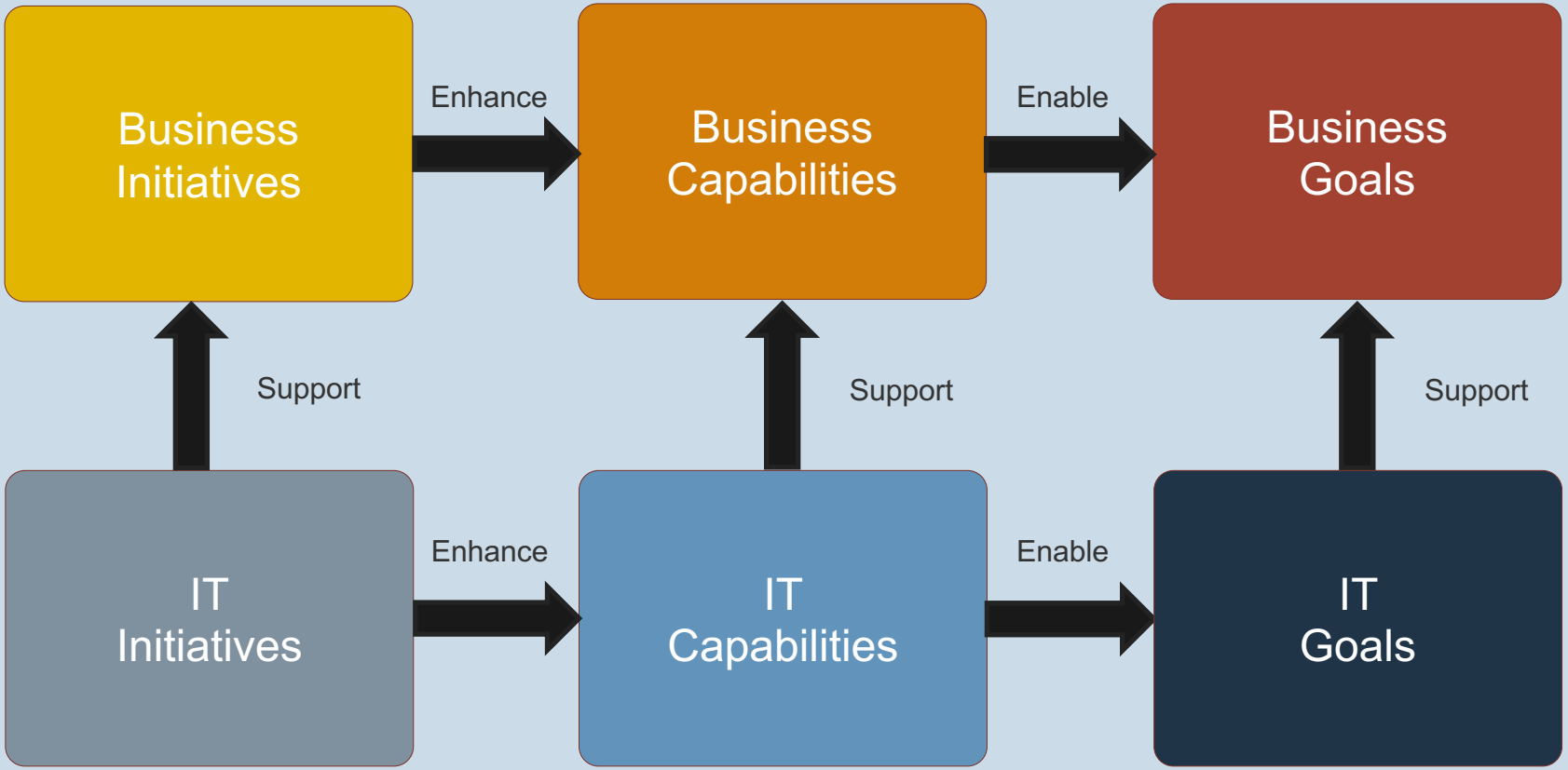
But being busy doesn't necessarily mean that you are busy doing the right things. Figuring out which projects are most important from a business-value perspective, and ensuring that projects are done in the right sequence, is absolutely critical to a successful IT organization and business.

By using a purpose- and visual-driven approach to IT strategy that derives your IT roadmap from business outcomes, you can be assured that you are not just doing valuable projects, but doing the right, valuable projects.

David Yackness,
Director, CIO Advisory
Info-Tech Research Group

Strategy Alignment Framework

Use this Strategy Alignment Map template to draw a strategy map, visualizing the relationship between the business and IT. The visualization will help to **showcase where IT supports and does not support the business.** By understanding if IT has misaligned or unused goals, capabilities, or initiatives, you can consider removing or changing areas that provide no organizational value.



Themes from the Stakeholder Interviews

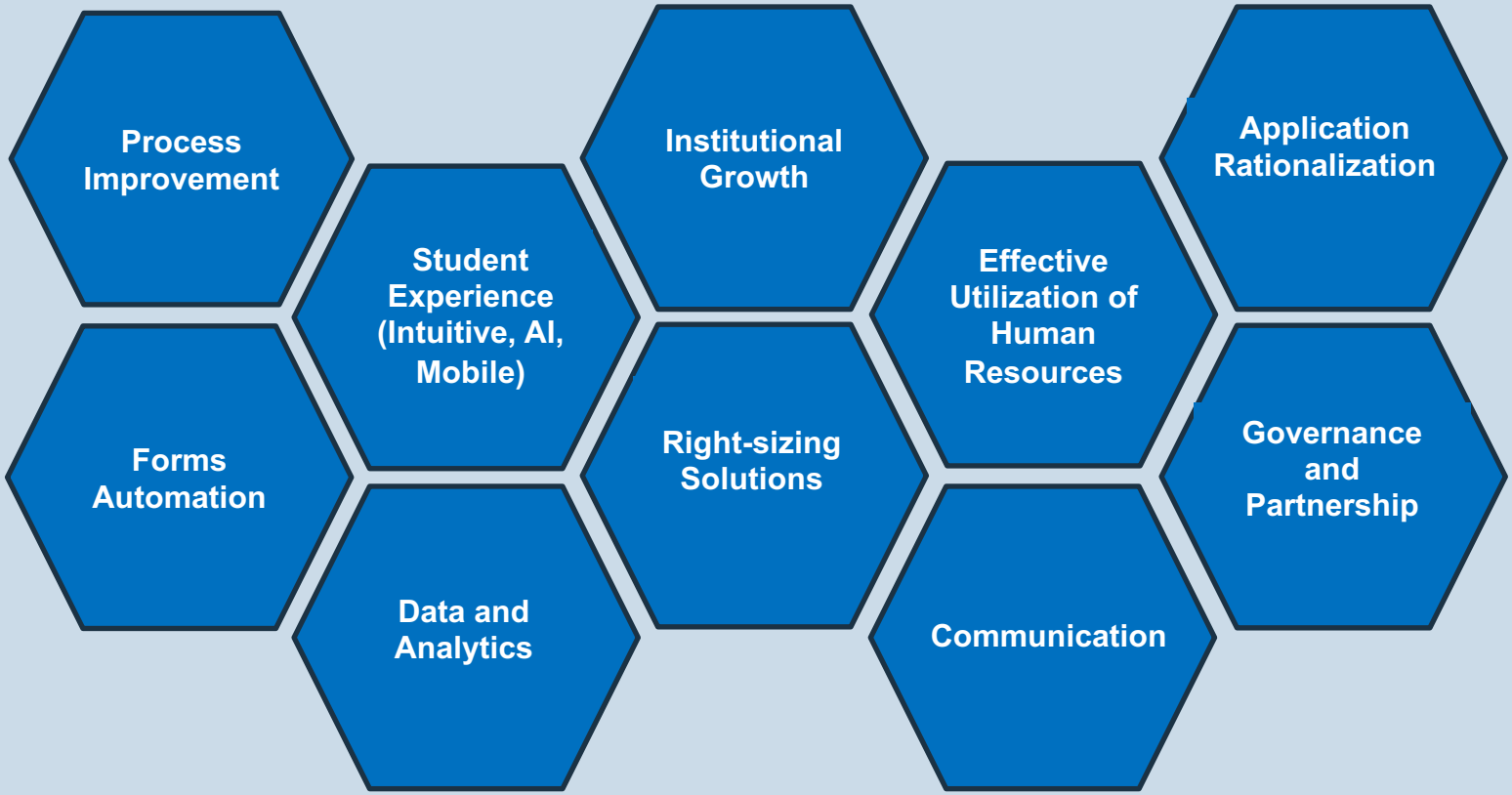
Business Context Interviewees

Name	Title
Dr. John Avendano	President
Dr. John Wall	Provost/VP Academics
Mr. Albert Little	VP Business Services
Dr. Ujjwal Chakraborty	(for Ms Kooi - VP Online & Workforce Education)
Dr. Linda Herlocker	VP Student Services
Dr. Marie Gnage	VP Institutional Effectiveness & Advancement
Dr. Deborah Fontaine	AVP Strategic Priorities

Interviewees felt the following is what an IT Strategy should provide:

- A roadmap and a basis for strategic decisions
- What choices to make; where are we trying to go; how do options play into what we are trying to do
- What we hope accomplish; NOT a detailed plan of how we are going to do things given how quickly technology changes
- Facilitate collaboration between IT and departments
- How to support the core business; stay ahead of expectations
- Strategically deploy products that support the business, internal and external stakeholders
- Help users identify what opportunities are out there for technology to assist the institution

Common Themes from the Business Context



Other issues, suggestions from interviews

Issue	Description
Virtual technology	Virtual autopsies, etc.; digital twins
Classroom Technology	Need consistency in technology from room to room
ERP Implementation Lessons Learned	Customizations; Impact: Caused drop in enrollment
Partnerships	Openness to new ideas, experimentation but provide guidance into what makes sense and what does not
Federal Compliance	Two years to attain financial aid compliance and don't know why
Course Inventory	Need for online e-course inventory
Forms Management	Lack of central forms management capability – working group to rationalize forms, develop standards
Incident Notifications	When problems, outages of student facing apps, don't want to find out through FB; need to notify Marketing, Contact Center, key stakeholders and students; provide regular updates; details can come later
IT Role Definition	When IT needs to be involved; (Service Catalogue; Policies, NEO)
Change Management	"Cultural shifts not managed well"
IT Image	"Have a great group of people in IT"; "IT well respected"

Conduct a PESTLE Analysis

Step 1: Political trends

Step 2: Economic trends

Step 3: Social trends

Step 4: Technological trends

Step 5: Legal trends

Step 6: Environmental trends

- Identify relevant trends under their respective categories. You must relate each trend back to the business by considering:
  - **How does this affect my business?**
  - **Why do we care?**
- Use the prompt questions on the next few slides to help the brainstorming process..

Political	Examine **political** factors such as taxes, environmental regulations, and zoning restrictions.	Examine **economic** factors such as interest rates, inflation rate, exchange rates, the financial and stock markets, and the job market.	**Economic**
Social	Examine **social** factors such as gender, race, age, income, disabilities, educational attainment, employment status, and religion.	Examine **technological** factors such as servers, computers, networks, software, database technologies, wireless capabilities, and availability of Software as a Service.	**Technological**
Legal	Examine **legal** factors such as trade laws, labor laws, environmental laws, and privacy laws.	Examine **environmental** factors such as green initiatives, ethical issues, weather patterns, and pollution.	**Environmental**

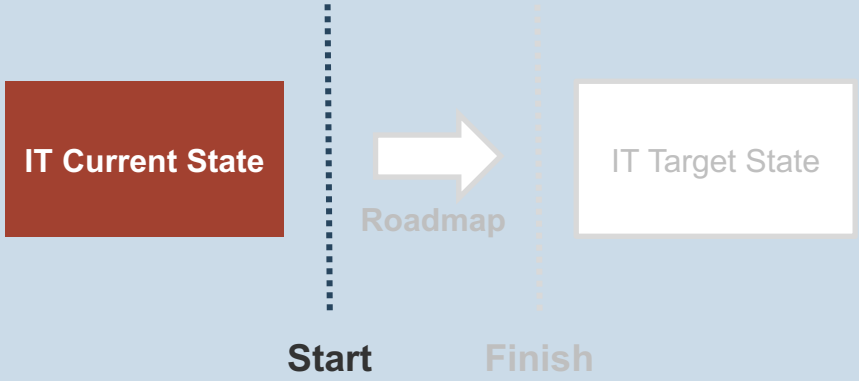
FSCJ PESTLE Analysis

Political	• Gain/loss of funding (lack of usage statistics) • College role in addressing Political Diversity • Continuance (or not) of President's Employment • Workforce training Expectations • Consolidation of college territory • Community support/believability/partnerships • Security viewpoint – not IT, all departments	• Potential of new sites or consolidation • State funding & tuition & fees politically driven • Cost of degree for less • College-wide salary comparison study • Bad economy > higher enrollment • Funding for external projects (e.g. virtual autopsy) • I4 skillsets – public sector can't afford	Economic
Social	• Lean model for programming availability (400+ open jobs in JAX) • How new generation learns and communicates • Transparency & governance Communication • Reality in vocational skills vs degrees in community & IT • Reputation with state/city/ customers • Less classroom training impacts facilities	• Limited innovation for ERP • Moving to cloud – first vs inhouse apps/infrastructure • Impact of I4 (AI, IoT, etc.) • Sustainability of infrastructure growth (WiFi6) • Increasing classroom utilization with virtual desktop infrastructure • Online learning	Technological
Legal	• Faculty CBA affects moving forward • Public records/reputation/ timely • Records retention within email/imaging • State audit • Multi-factor Authentication • Confidentiality of PII & FERPA (Security)	• Hurricanes – DR • Increase in remote work (Telecommuting – Gas emissions • Virtual meetings • Energy efficiency through virtualization • Impacts of lightning, heat, flooding • Consolidation of building utilization	Environmental

Assess the current state to determine the starting point of the organization's roadmap

The ***IT Current State*** represents where IT stands today in terms of capabilities, projects, budget, SWOT, and current maturity. Defining the IT current state requires taking inventory of the IT organization today.

The IT Current State draws the start line:



The IT current state assessment consists of four components:

1. **Current IT capabilities and in-flight initiatives**
   IT's current operations and planned projects.
2. **Current IT budget**
   The current budget that is given to the IT department.
3. **IT SWOT**
   Examines the internal and external factors impacting the IT organization.
4. **IT current-state maturity**
   The maturity of the IT organization as of today based on Info-Tech's IT maturity ladder.

Management and Governance Diagnostic Results

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes

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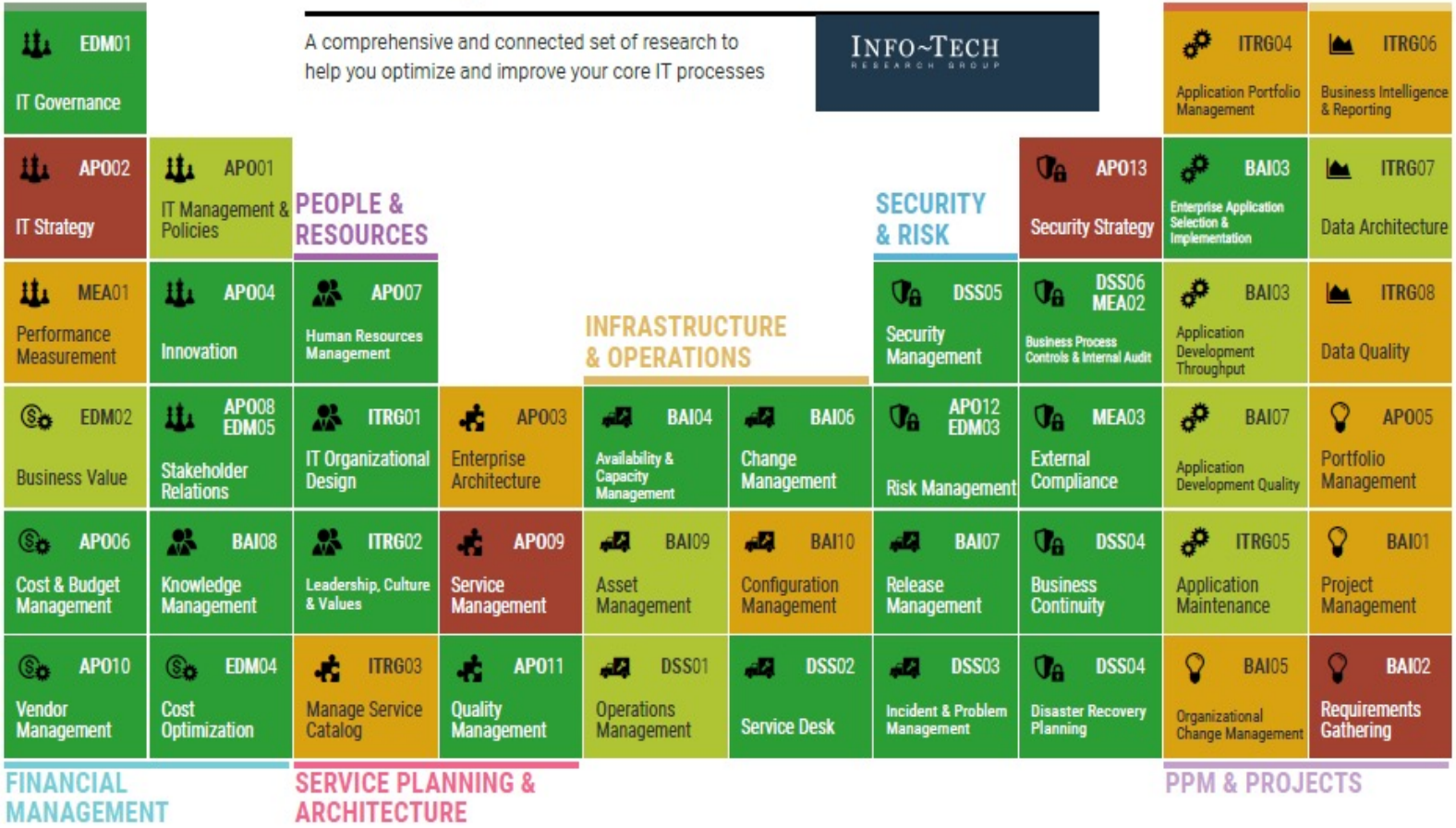


This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been colour coded based on your team's importance and effectiveness scores for each IT process. Use this page to help you prioritize your IT process improvement initiatives.

Improve Process Immediately	Evaluate Process	Maintain Process	Leverage Process
High Importance and Low Effectiveness	Low Importance and Low Effectiveness	Low Importance and High Effectiveness	High Importance and High Effectiveness

COBIT 5

APO13 Security Strategy

Criticality Rankings
1

8th Most Important Process (out of 45)
Average Importance score 9.5

32nd Most Effective Process (out of 45)
Average Effectiveness score 6.9

Process Owner(s):

- Herman Moller
- Jeff Foster
- Pete Snell

+ 1 more Process Owner

APO09 Service Management

Criticality Rankings
2

27th Most Important Process (out of 45)
Average Importance score 9.0

38th Most Effective Process (out of 45)
Average Effectiveness score 6.6

Process Owner(s):

- Herman Moller
- Pete Snell
- Ron Smith

BAI02 Requirements Gathering

Criticality Rankings
3

15th Most Important Process (out of 45)
Average Importance score 9.2

34th Most Effective Process (out of 45)
Average Effectiveness score 6.8

Process Owner(s):

- Herman Moller
- Jason Rosario
- Ron Smith

APO02 IT Strategy

Criticality Rankings
4

24th Most Important Process (out of 45)
Average Importance score 9.0

33rd Most Effective Process (out of 45)
Average Effectiveness score 6.8

Process Owner(s):

- Herman Moller
- Jason Rosario
- Ron Smith

ITRG03 Manage Service Catalog

Criticality Rankings
5

40th Most Important Process (out of 45)
Average Importance score 8.6

45th Most Effective Process (out of 45)
Average Effectiveness score 5.1

Process Owner(s):

- Herman Moller
- Ron Smith

BAI05 Organizational Change Management

Criticality Rankings
6

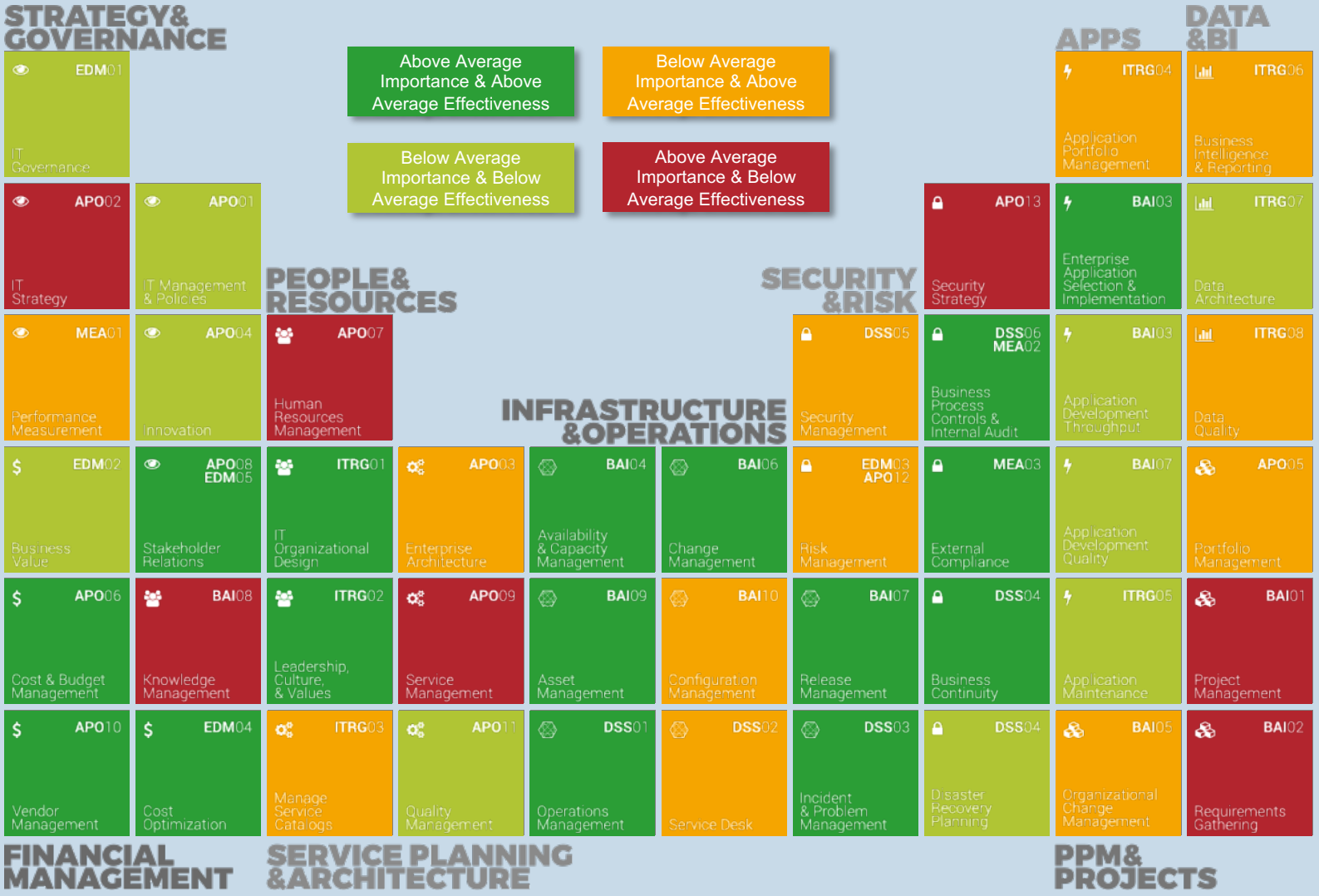
33rd Most Important Process (out of 45)
Average Importance score 8.7

44th Most Effective Process (out of 45)
Average Effectiveness score 5.4

Process Owner(s):

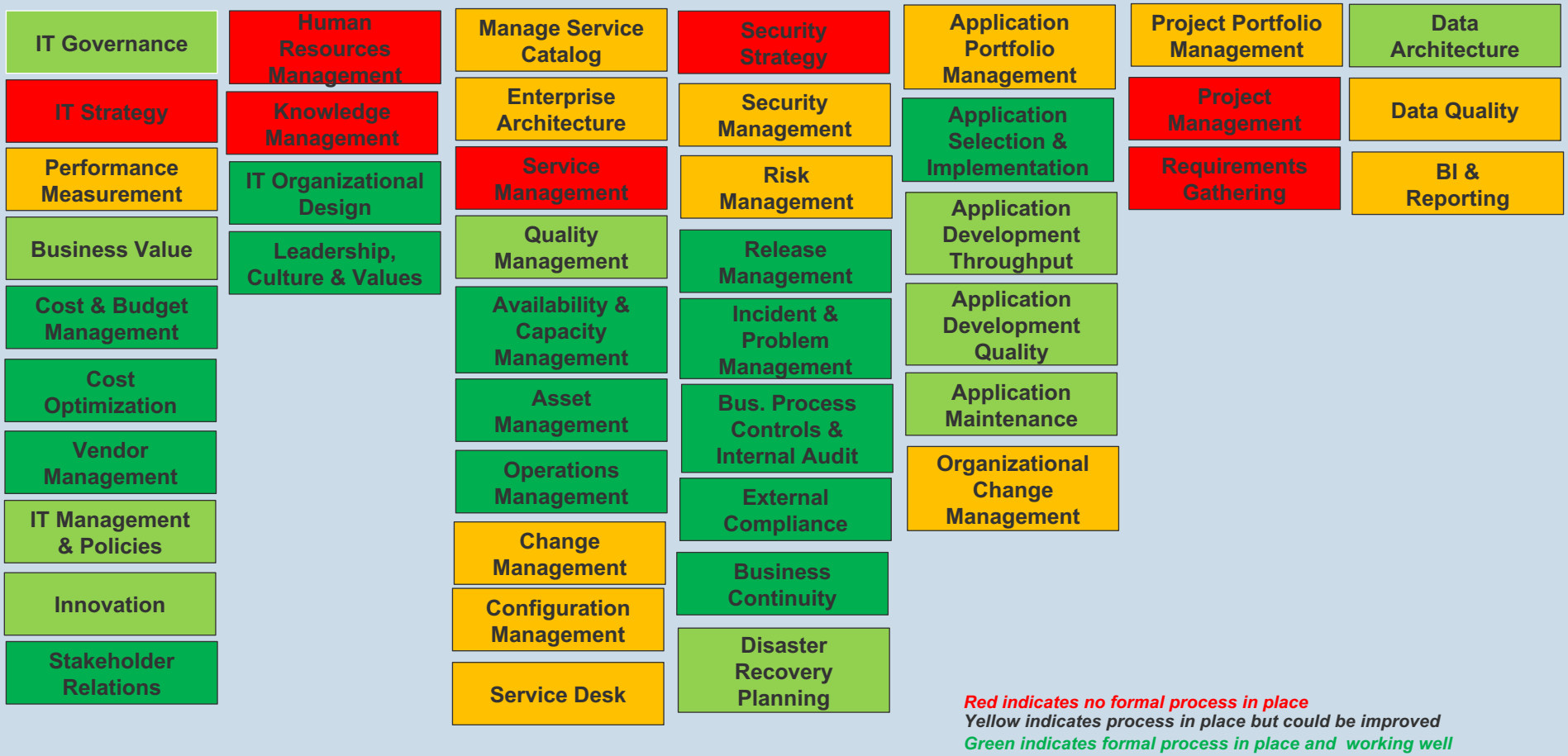
- Herman Moller
- Jason Rosario
- Ron Smith

The FSCJ team had revised the MGD Heat Map:



Workshop participants felt this represents the current IT capabilities:

What are the key capabilities within IT that need to be enhanced?



Red indicates no formal process in place
Yellow indicates process in place but could be improved
Green indicates formal process in place and working well

IT SWOT Analysis

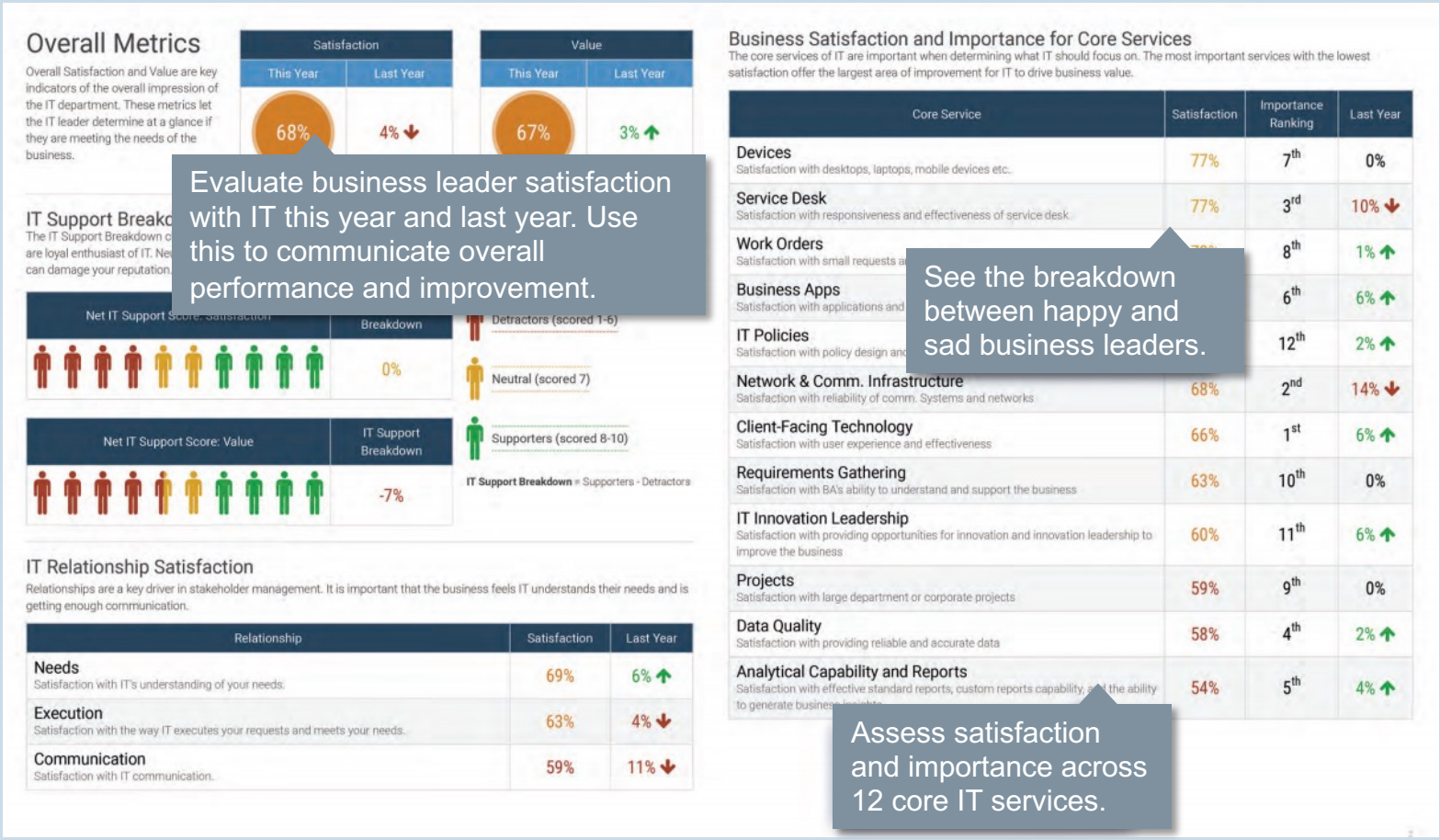
FSCJ SWOT analysis

	Helpful *to achieving the objective*	**Harmful** *to achieving the objective*
Internal origin *attributes of the organization*	**Strengths** • Our people – Longevity of Staff, adequately staffed • Good culture • Sufficient funding & solid plan • IT Leadership • Governance (recent improvements) • Positive view of IT • Standards (application selection) • Cloud applications • Server & Network Infrastructure/application implementation • Flexible SDLC – based on project/solution needs	**Weaknesses** • Lack of clearly defined process (see GMD) owners • CW projects funded w/o regard to sustainability/costs • Departments bring IT in at last minute • Inconsistent execution of SDLC (Shadow IT) • No Change Advisory Board in place • Innovation constrained by institution (funding) • Organization of documentation – IT and end user • HR needs/vacancies/pay scale • (Outage) Communications • Duplicate systems/applications • Can't keep up with demand/reliance on contract experts • IT debt • More end users failing security quiz/assessments
External origin *attributes of the environment*	**Opportunities** • Fluid Design consultants • Records management consultants • BI Cloud • SFP (Student Financial Aid) • Chat Bot (Service desk, Recruitment) • Enterprise Scheduler • Better Onboarding • Industry Outreach • Exploit eForms • VDI Labs • Project Management • AI • Workforce Development • Corporate partnership	**Threats** • Non-competitive salaries • Shadow IT • Compromised accounts • Social engineering • Spear Phishing • Failure to recognize the value IT can provide • Budget reduction • Vendor management risk • Security depth • Employee retention college-wide

Business Vision Diagnostic Results

Use Info-Tech's CIO Business Vision Diagnostic as an additional input to assessing current state maturity

Info-Tech's CIO Business Vision (BV) diagnostic is essential for a well rounded understanding of the current IT maturity. It measures a variety of high value items, providing a tangible measurement of stakeholder satisfaction.



See the CIO Business Vision Diagnostic for more information.

IT SATISFACTION SCORECARD : DEPARTMENT REPORT

Florida State College at Jacksonville

This document was prepared by Info-Tech Research Group on February 20, 2020

Data is comprised of 72 responses , including responses by: Albert Little, Allan Case, Anita Kovacs, Annette Barrineau, Elizabeth Harvey, Betty Lee, William Barfield Jr, Billy Thomas, Carlese Floyd, Cameron Fansher, Carla Jenkins, Catherine Horn, Christopher Johnson, Deana Walte, Dale Cason, Danielle Ray, Debbie Dickerson, Deborah Fontaine, Demetrius Robinson, Douglas Brauer, Darlene Pike, Frederick Lewis, Gregory Michalski, Gordon Bass, George Solomon, Piti Kanjanapongpaisal, Gregory Wurth, Herman Moller, Janet Christovich, Jeffery Foster, Jennifer Hanna, Jonita Watson, Jacquelyn Thompson, James Stevenson, Janet Meigs, Jason Rosario, Judy Chaltan, Jeffrey Hess, Jill Johnson, Joseph Wiltsie, John Carpenter, David Roth, Karen Arlington, Kelly Robinson, Karen Kelley, Kristine Hibbard, LeeAnn Bradshaw, Linda Herlocker, Lisa Moore, Mamdouh Babi, Marc Boese, Mark Bowen, Mary Ann Thompson, Morris Bellick, Milton Russos, Nancy Kaye Webster, Neal Henning, Randi Brokvist, Rich Turner, Richard Greene, Ronald Gibbs, Ronald Smith, Samantha Davis, Steven Miller, Sarah Reardon, Schevell Golden, Stephen Nickell, Sondra Evans, Terence Wright, Thomas Morris, Talani Torres, Wanda Martin

72 respondents did not complete the survey , including: Alicia Brandon, Andrew Pierce, Ayshea Golden, Beatrice Harrison, Bridgette Waines, Cathy Kimball, Cedrick Gibson, Charde Mullins, Cherry Stallworth, Christopher Martin, Cleve Warren, Darci Lanaghan, Debbie Monnseratt, Denise Giarrusso, Derrick Johnson ...

50%
Completion Rate

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IT Satisfaction Scorecard

IT Satisfaction

Satisfaction with the IT department and its ability to support your needs

trending unavailable

NET PROMOTER SCORE: 68%

IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing

trending unavailable

NET PROMOTER SCORE: 68%

Relationship

86% **Understands Needs**
Satisfaction with IT's understanding of your needs.
trending unavailable

86% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

85% **Communicates Effectively**
Satisfaction with IT communication.
trending unavailable

84% **Trains Effectively**
Satisfaction with training quality and timing.
trending unavailable

Security Friction

Regulatory Compliance-driven Friction is acceptable
100 % AGREE

Data Access Friction is acceptable
93 % AGREE

Office/Desktop Security Friction is acceptable
90 % AGREE

Remote/Mobile Device Access Friction is acceptable
88 % AGREE

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction		Importance
IT Security	IT Security	88%	trending unavailable	1ST
Campus Wi-Fi	Satisfaction with access, reliability, and speed of Wi-Fi	87%	trending unavailable	5TH
Service Desk	Satisfaction with supporting end user issues & problems	87%	trending unavailable	6TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	86%	trending unavailable	13TH
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, etc...	84%	trending unavailable	11TH
Work Orders	Satisfaction with small requests & improvements to existing technology	84%	trending unavailable	12TH
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals, excluding Wi-Fi	82%	trending unavailable	3RD
Faculty and Staff Devices	Satisfaction with provided desktop, laptop, tablet & mobile devices	82%	trending unavailable	8TH
Classroom Technology	Satisfaction with podiums, smart boards, audio, video, etc...	80%	trending unavailable	7TH
Data Quality	Satisfaction with providing reliable and accurate data	80%	trending unavailable	4TH
Administration Applications	Satisfaction with applications used by faculty and staff for running the institution	78%	trending unavailable	2ND
Project Management	Satisfaction with large department or institution wide initiatives	78%	trending unavailable	9TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	76%	trending unavailable	14TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	73%	trending unavailable	9TH

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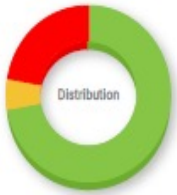
IT Capacity Scorecard

Capacity Needs

Constraint

To what extent is your group constrained and prevented from reaching your strategic goals by IT Capacity?



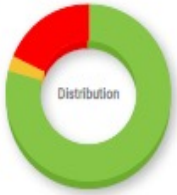
47% Average

Capacity Constraint by Department

Shadow IT

Overall Shadow IT

To what extent do you look externally and purchase IT services & applications without corporate IT involvement, due to a lack of internal IT capacity?



37% Average

Shadow IT by Department

Projects

77% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete projects.

NET PROMOTER SCORE: 37%

79% Ability to Deliver Effectively

Satisfaction with completed IT projects ability to meet your business needs.

NET PROMOTER SCORE: 44%

Capacity Satisfaction by Department

Work Orders

83% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete Work Orders

NET PROMOTER SCORE: 61%

85% Ability to Deliver Effectively

Satisfaction with completed IT Work Orders ability to meet your business needs

NET PROMOTER SCORE: 64%

Capacity Satisfaction by Department

Showing 12 of 21 Departments

Benchmarking

IT Satisfaction

10% above average
INDUSTRY AVERAGE: 77%
89TH PERCENTILE

IT Value

9% above average
INDUSTRY AVERAGE: 77%
88TH PERCENTILE

IT Budget as % of Revenue

10%
4.8% above average
INDUSTRY AVERAGE: 5.2%
90TH PERCENTILE

IT Staff as % of Users

2.2%
0.9% above average
INDUSTRY AVERAGE: 1.3%
80TH PERCENTILE

Security Friction

Regulatory Compliance-driven Friction is acceptable
100 % AGREE
5% above average

Data Access Friction is acceptable
93 % AGREE
6% above average

Office/Desktop Security Friction is acceptable
90 % AGREE
3% above average

Remote/Mobile Device Access Friction is acceptable
88 % AGREE
12% above average

			Satisfaction	
Capacity	Shadow IT	Use of Shadow IT: procurement of IT services and applications without IT involvement	37%	1% above average
Capacity	Capacity Constraint	Satisfaction with responsiveness and effectiveness of service desk.	47%	7% below average
Relationship	Understands Needs	Satisfaction with IT's understanding of your needs.	86%	11% above average
Relationship	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	86%	12% above average
Relationship	Communicates Effectively	Satisfaction with IT communication.	85%	11% above average
Relationship	Trains Effectively	Satisfaction with training quality and timing.	84%	11% above average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction		Percentile
IT Security	IT Security	88%	6% above industry	78TH
Campus Wi-Fi	Satisfaction with access, reliability, and speed of Wi-Fi	87%	11% above industry	95TH
Service Desk	Satisfaction with supporting end user issues & problems	87%	6% above industry	72ND
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	86%	12% above industry	92ND
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, etc...	84%	11% above industry	96TH
Work Orders	Satisfaction with small requests & improvements to existing technology	84%	6% above industry	75TH
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals, excluding Wi-Fi	82%	6% above industry	86TH
Faculty and Staff Devices	Satisfaction with provided desktop, laptop, tablet & mobile devices	82%	5% above industry	72ND
Classroom Technology	Satisfaction with podiums, smart boards, audio, video, etc...	80%	6% above industry	75TH
Data Quality	Satisfaction with providing reliable and accurate data	80%	9% above industry	88TH
Administration Applications	Satisfaction with applications used by faculty and staff for running the institution	78%	6% above industry	71ST
Project Management	Satisfaction with large department or institution wide initiatives	78%	6% above industry	67TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	76%	7% above industry	70TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	73%	6% above industry	73RD

Education n=92

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Satisfaction By Department

Security

Top Priorities
1. Administration Applications
2. Service Desk
3. IT Security

34% CAPACITY CONSTRAINT

Student Support

Top Priorities
1. IT Security
2. Project Management
3. Campus Wi-Fi

20% CAPACITY CONSTRAINT

Financial Aid

Top Priorities
1. Data Quality
2. Administration Applications
3. IT Security

10% CAPACITY CONSTRAINT

Information Technology

Top Priorities
1. IT Security
2. Administration Applications
3. Project Management

72% CAPACITY CONSTRAINT

Liberal Arts and Sciences

Top Priorities
1. Classroom Technology
2. Campus Wi-Fi
3. Campus Infrastructure

45% CAPACITY CONSTRAINT

Facilities

Top Priorities
1. Campus Infrastructure
2. Administration Applications
3. IT Policies

30% CAPACITY CONSTRAINT

Senior Leadership

Top Priorities
1. Administration Applications
2. Campus Infrastructure
3. Faculty and Staff Devices

85% CAPACITY CONSTRAINT

Finance

Top Priorities
1. Data Quality
2. IT Security
3. Administration Applications

66% CAPACITY CONSTRAINT

Workforce and Technical Education

Top Priorities
1. Service Desk
2. IT Security
3. Data Quality

51% CAPACITY CONSTRAINT

Compliance and Operations

Top Priorities
1. IT Security
2. Campus Wi-Fi
3. Administration Applications

27% CAPACITY CONSTRAINT

Resource Development

Top Priorities
1. Project Management
2. Data Quality
3. Analytical Capability and Reports

30% CAPACITY CONSTRAINT

Artist Series

Top Priorities
1. Faculty and Staff Devices
2. Campus Infrastructure
3. Administration Applications

60% CAPACITY CONSTRAINT

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Satisfaction By Department

Academic Operations

Top Priorities

1 Campus Wi-Fi
2 Service Desk
3 Campus Infrastructure

40% CAPACITY CONSTRAINT

Student Success

Top Priorities

1 Administration Applications
2 Campus Infrastructure
3 Service Desk

30% CAPACITY CONSTRAINT

Human Resources

Top Priorities

1 Project Management
2 IT Security
3 Classroom Technology

47% CAPACITY CONSTRAINT

Enrollment Management

Top Priorities

1 Data Quality
2 Analytical Capability and Reports
3 Campus Infrastructure

55% CAPACITY CONSTRAINT

Marketing & Communication

Top Priorities

1 IT Innovation Leadership
2 Campus Wi-Fi
3 IT Security

60% CAPACITY CONSTRAINT

Online Education

Top Priorities

1 IT Security
2 Service Desk
3 Campus Wi-Fi

40% CAPACITY CONSTRAINT

Institutional Effectiveness

Top Priorities

1 IT Security
2 IT Policies
3 Administration Applications

40% CAPACITY CONSTRAINT

Strategic Priorities

Top Priorities

1 Classroom Technology
2 Administration Applications
3 Project Management

50% CAPACITY CONSTRAINT

Technical Bacheloriate Education

Top Priorities

1 Classroom Technology
2 Courseware and Learning Management
3 Administration Applications

64% CAPACITY CONSTRAINT

Business Vision Highlights

- Overall extremely positive
- Top 5 in “importance” score highly:
  - Security 88%
  - Admin Applications 78%
  - Campus Infrastructure 82%
  - Data Quality 80%
  - Campus Wi-Fi 87%
- Relationship Scores Excellent (84-86%)
- Lowest Analytical Capability & Reports @ 73% (although only 9th in importance)
- On lower side (relatively):
  - Project Management 78%
  - IT Innovation Leadership 76%
- Common themes:
  - Peoplesoft (tech support)
  - Classroom technology (projector capabilities)
  - Data analytics e.g. Enrollment Management (Data Quality **45%**, Analytics **40%**); Resource Development (Data Quality **50%**, Analytics **50%**); **Senior Leadership (Analytics 50%)**
- Although overall average scores good, need to look closer at individual departments where there are concerns

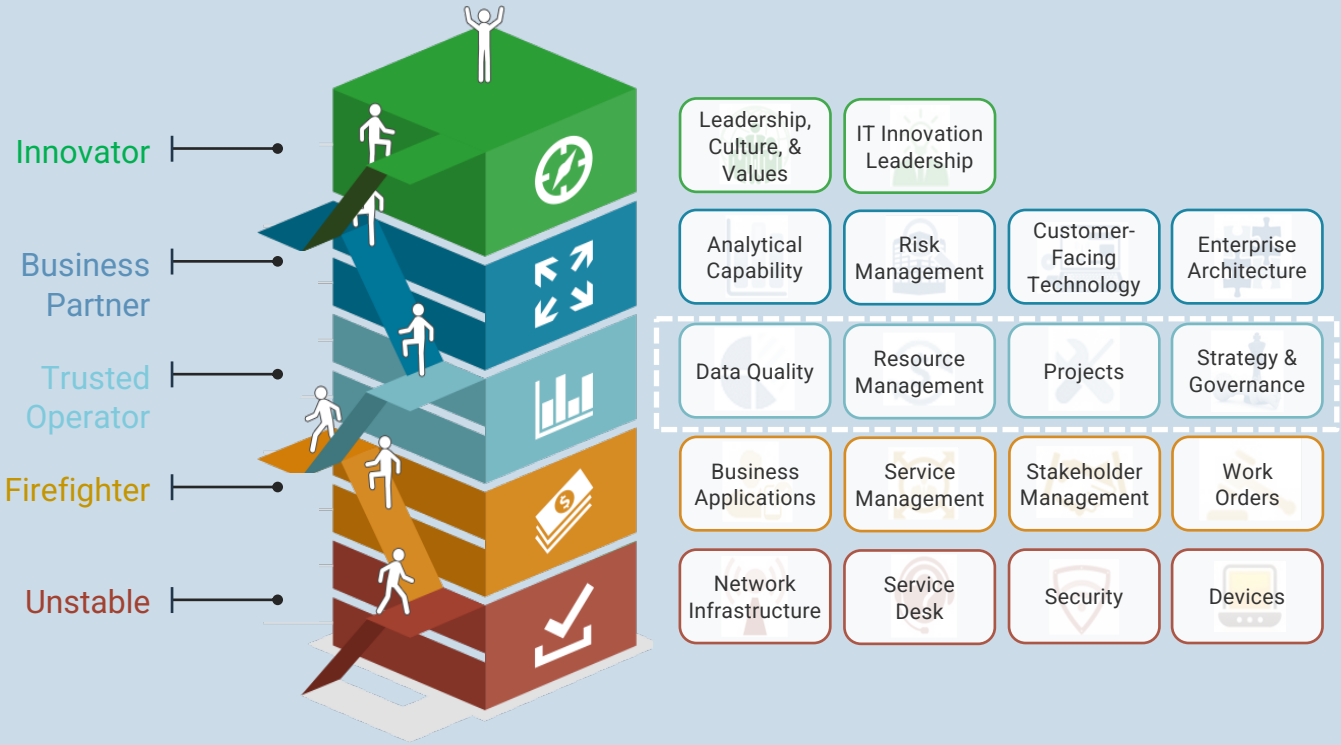
Business Vision Highlights

Other Comments:

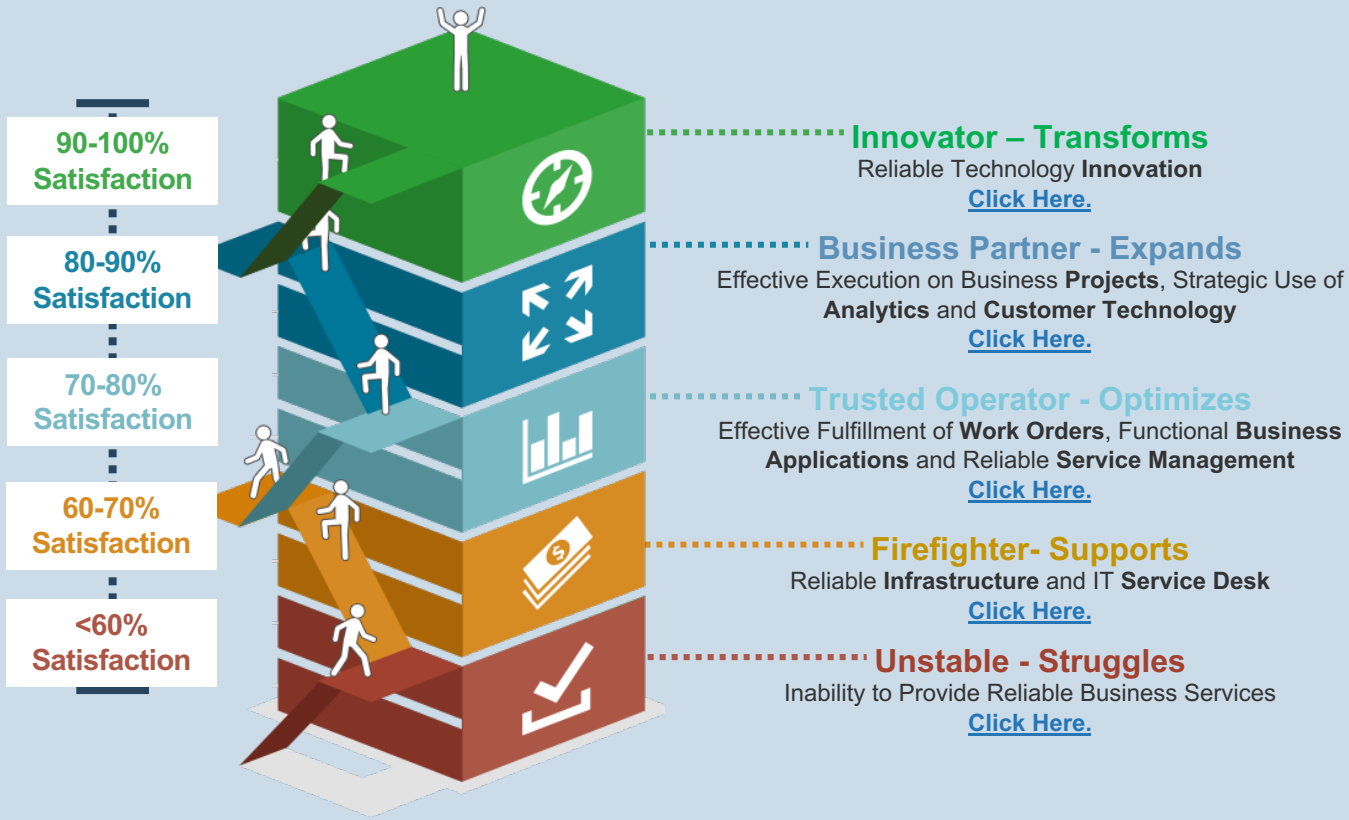
- Finance: ”*departments using 3rd party vendors to provide capabilities that may already exist in the ERP system*”
- Enrollment: “*many departments purchasing and using different products*”
- Process automation & workflow needed
- Need for more IT resources, equitable pay for IT staff

IT Maturity in FSCJ

To make the transition from one tier to the next IT needs to focus on improvements in the following areas:



The Business Vision survey helps identify your IT department's maturity level



Understand key areas of innovation based on your current and target state maturity

If you are here..	And want to be here..	Drive towards…	Innovate around…
Business Partner	**Innovator**	Leading business transformation	• Emerging technologies • Analytical capabilities • Risk management • Customer-facing tech • Enterprise architecture
Trusted Operator	**Business Partner**	Optimizing business process and supporting business transformation	• IT strategy and governance • Business architecture • Projects • Resource management • Data quality
Firefighter	**Trusted Operator**	Optimize IT processes and services	• Business applications • Service management • Stakeholder management • Work orders
Unstable	**Firefighter**	Reduce use disruption and adequately support the business	• Network and infrastructure • Service desk • Security • User devices

Select the target maturity level that reflect FSCJ IT today

Info-Tech's IT Maturity Ladder denotes the different levels of maturity for an IT department. The FSCJ IT team feels they are currently at the Trusted Operator level.

IT Today

Innovator – Transforms the Business
Reliable Technology **Innovation**

Business Partner – Expands the Business
Effective Execution on **Business Projects,** Strategic Use of **Analytics** and **Customer Technology**

Trusted Operator – Optimizes the Business
Effective Fulfillment of **Work Orders,** Functional **Business Applications,** and Reliable **Data Quality**

Firefighter – Supports the Business
Reliable **Infrastructure** and IT **Service Desk**

Unstable – Struggles to Support
Inability to Provide Reliable Business Services

Info-Tech Insight

Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

IT Vision, Mission, Guiding Principles & Goals

FSCJ Florida State College at Jacksonville

VISION

"To be recognized as a trusted and innovative business partner through delivery of scalable solutions that exceed our partners' expectations in support of the college's strategic priorities."

MISSION

"We provide reliable solutions, information, capabilities, and support to enable the academic and business stakeholders to achieve their goals."

OUR VALUES

- *Academic and Student Focus*
- *Transparency*
- *Integrity*
- *Innovation*
- *Collaboration*
- *Workplace of Choice*

GUIDING PRINCIPLES

Enterprise value We aim to provide maximum long-term benefits to the enterprise by providing scalable solutions that are fit for purpose and that reduce the operational complexity and cost of ownership.

Cloud First Strategy We utilize a cloud-first strategy and leverage existing assets. If necessary, we configure, extend or, as last resort, build custom solutions.

Information Data is an enterprise asset owned by the business. We ensure the integrity of this asset through sharing and integration of data that results in appropriate, timely and simple access to information.

Security We manage security to ensure a stable and secure environment that reflects the enterprise appetite for risk and protects enterprise assets. Security is everyone's responsibility.

Innovation We seek innovative ways to utilize technology for business advantage.

IT Target State Capabilities and Priority Initiatives

The FSCJ IT team feels they are currently at the Trusted Operator level.

IT Today

Innovator – Transforms the Business
Reliable Technology **Innovation**

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Inability to Provide Reliable Business Services

Info-Tech Insight

Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

Select the target maturity level for FSCJ IT

Info-Tech's IT Maturity Ladder denotes the different levels of maturity for an IT department. The FSCJ team aspires to attain the Innovator level.

IT in 3 yrs

IT Today

Innovator – Transforms the Business
Reliable Technology **Innovation**

Business Partner – Expands the Business
Effective Execution on **Business Projects,** Strategic Use of **Analytics** and **Customer Technology**

Trusted Operator – Optimizes the Business
Effective Fulfillment of **Work Orders,** Functional **Business Applications,** and Reliable **Data Quality**

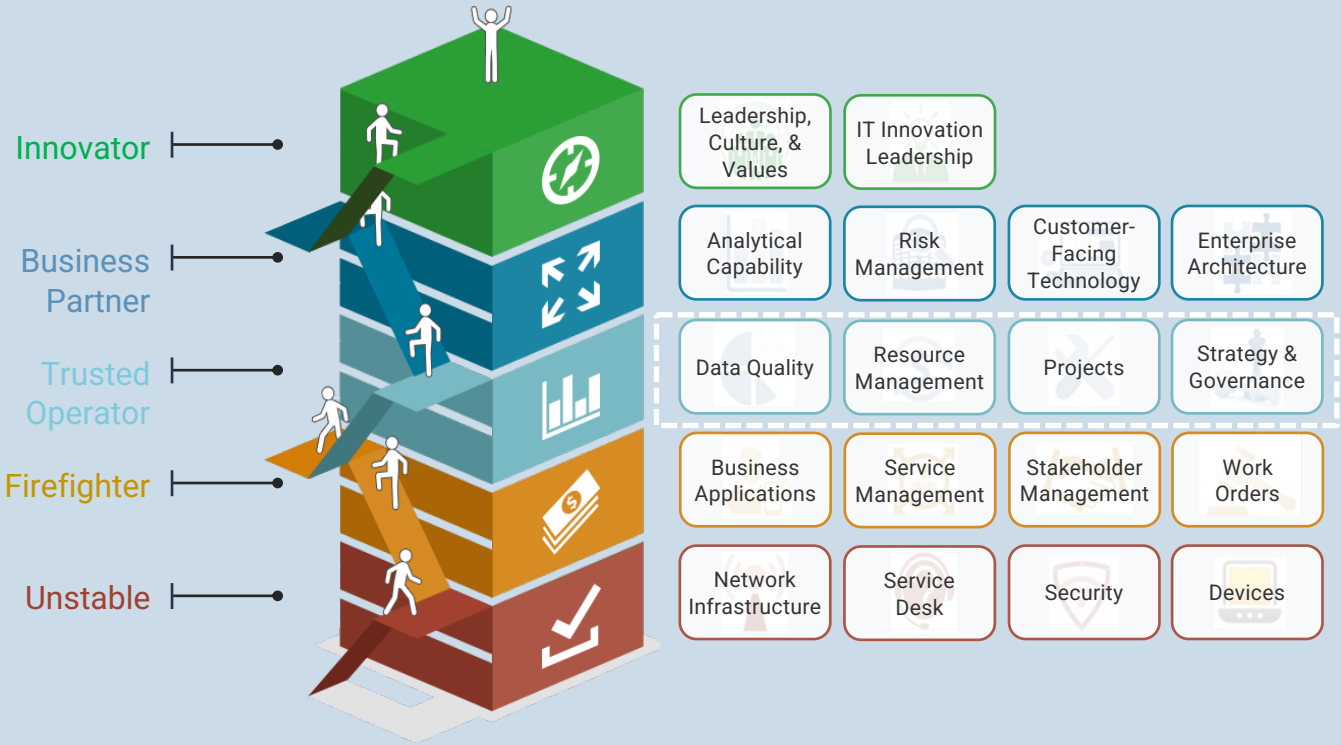
Firefighter – Supports the Business
Reliable **Infrastructure** and IT **Service Desk**

Unstable – Struggles to Support
Inability to Provide Reliable Business Services

Info-Tech Insight

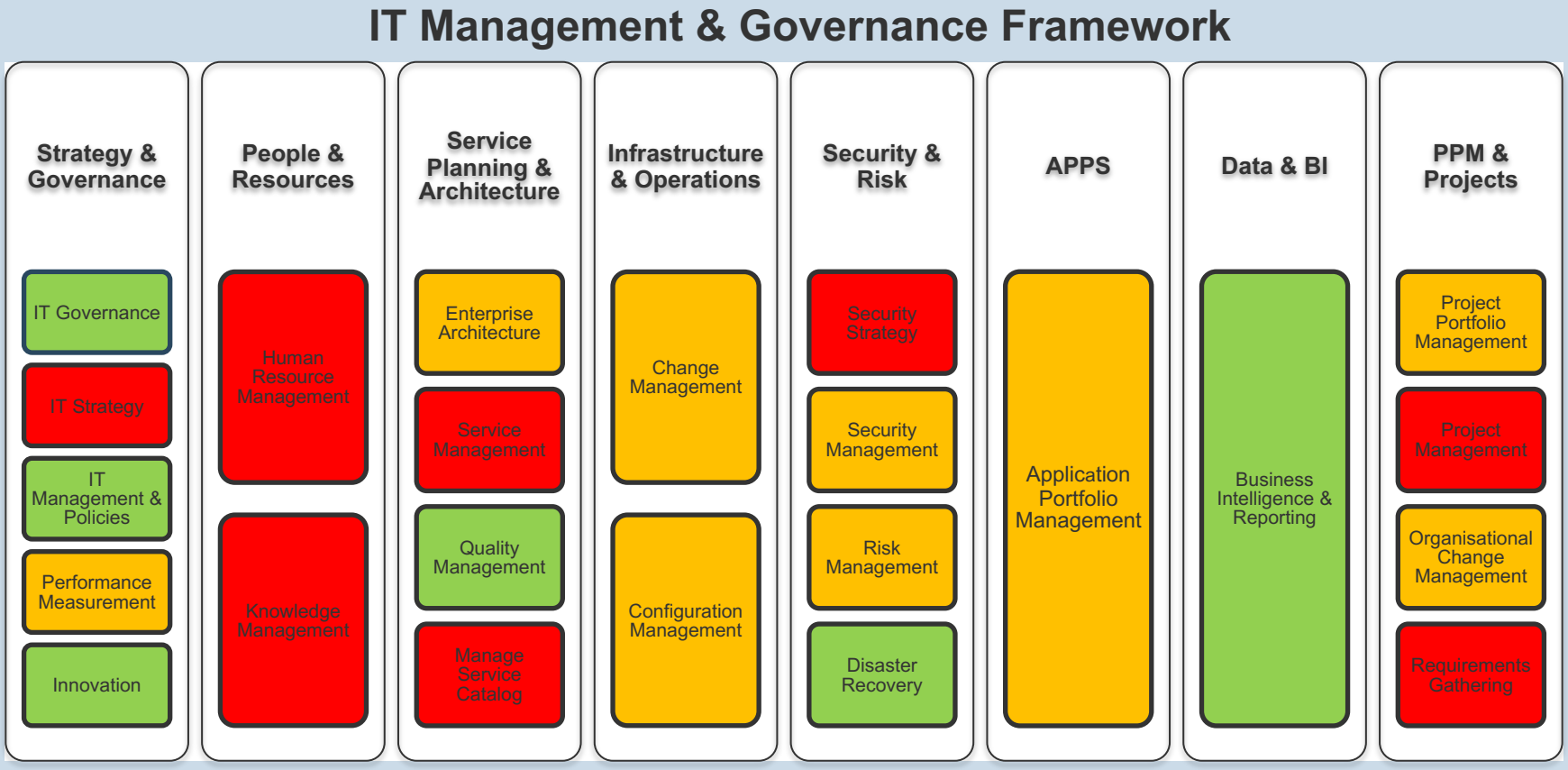
Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

Some key capabilities associated with the levels



IT's current state: maturing and growing

The workshop team conducted an introspective analysis that revealed certain priority areas for IT process refinement and improvement illustrated below:



Red indicates no formal process in place
Yellow indicates process in place but could be improved
Green indicates formal process in place and working well

Strategy & Governance Priority Initiatives

Initiative	Priority H,M,L	Responsible	Year
1. Create Security Governance	H	Ron	1-2
2. Circulate existing policies for review and updating 3. Develop Construction Guide (missing Door systems, telepresence, Fiber, etc.)	M	All	1
4. Establish IT Performance Dashboard - Exploit Tools – ServiceNow, Jira	M	Rusty	2-3
5. Create Innovation Contest 6. Create Faculty Innovation Lab (FRC – Faculty Resource Center reuse opportunity)	L	Ron	2-3

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People & Resources Priority Initiatives

People & Resources

- Human Resource Management
- Knowledge Management

Initiative	Priority H,M,L	Responsible	Year
1. Fill open positions, fix salaries and job descriptions and titles	H	Ron	1-3
2. Create new positions: 1 Training; 1 Security; 2 PMs + 1 "QA" person who is embedded with the department ; 1 Systems (Admin/Engineer)	H	Ron	1-3
3. Document systems and processes (and dependencies)	H	All	1-3
4. Cross training	H	All	1-3
5. Establish Knowledge Management repository (for knowledge cases, ServiceNow/Confluence)	H	All	1-3

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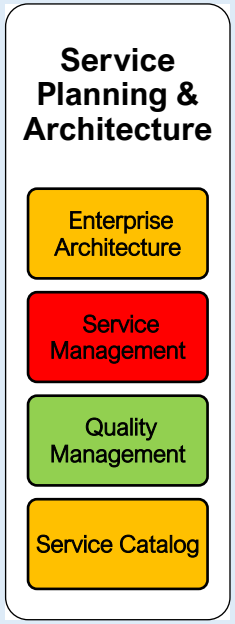
Service Planning & Architecture Priority Initiatives



	Initiative	Priority H,M,L	Responsible	Year
1.	Define/Document Business Processes including dependencies	H	Pete	2-3
2.	Define Info/Data to support business processes	H	John	1-3
3.	Define/ID Required Applications	H	Kelly	1-3
4.	Define SLAs	L	All	1-3
5.	ID Resource Needs	M	All	1-3
6.	Enforce Testing and End User Commitment	H	PM	1-3
7.	Incorporate QA into Delivered Services	H	QA	1-3
8.	Need someone to work with Departments (i.e., Finances, student services, etc) to see what they really need (Scott – asking them is not enough, SID – BRM value proposition)	H	QA	1-3
9.	Revamp Service Catalog	H	Rusty	1
10.	Incorporate SLAs	L	Rusty	2-3
11.	Establish Status Dashboard	M	Rusty	2-3

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Infrastructure & Operations Priority Initiatives

Infrastructure & Operations

- Change Management
- Configuration Management

Initiative	Priority H,M,L	Responsible	Year
1. Establish CAB	H	PM	1-3
2. Institute improved change communications	H	Rusty	1-3
3. Acquire ServiceNow CM Module	H	Rusty	1
4. Establish a Reporting Environment for State Reporting	H	Chris	1
5. Establish Training Division of IT (Documentation, Videos, Classes – online and in person)	H	Rusty	1
6. Establish Standards and Documentation	H	Pete	1-3
7. Develop Service Availability Dashboards	H	Rusty	1

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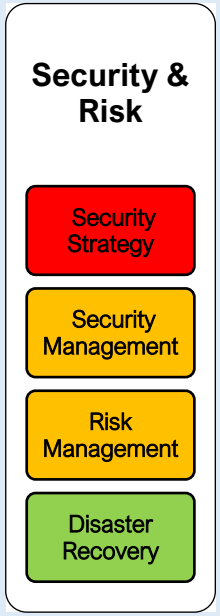
Security & Risk Priority Initiatives



	Initiative	Priority H,M,L	Responsible	Year
1.	**Creation a security policy procedure separate from IT Policies and Procedures Manual.**	M	John	1-2
2.	**Incorporate Security Risk Assessment into SDLC Initial Phase**	M	John	3
3.	**Institute contract reviews for all contracts where risk is owned (them versus us)**	H	John	2-3
4.	**Revamp DRP Documentation**	H	John	1
5.	**ID Vendor plans for DRP**	H	John	2-3
6.	**Revamp College wide Business Continuity Plan for IT**	L	John	1

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Applications Priority Initiatives

Initiative	Priority H,M,L	Responsible	Year
1. **Document App and Cloud List (Name, Purpose – are they duplicates, Cost, Who Owns, How many licenses, how many licensees used)**	H	Kelly	1

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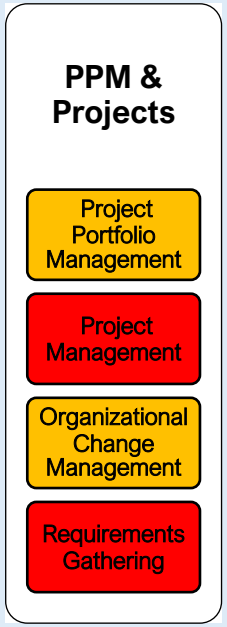
PPM & Projects Priority Initiatives



Initiative	Priority H,M,L	Responsible	Year
1. Create Intake Process- Project Request and Approval Flow through IT Governance to CLC & Cabinet	H	Barbara Bronson	1
2. Classify Project Categorization – determine the review and approval needs by category	H		1
3. Establish PMO Office	H	Business Leads	1-3
4. Establish Training Team and Incorporate CH Activities into SDLC & PM Methodology	H	Charles Miller	1-3
5. Standardize the Requirements process	H		1-3

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Data & BI Priority Initiatives

Initiative	Priority H,M,L	Responsible	Year
1. **BI Cloud Implementation**	H	Chris	1
2. **Work with Users to define KPIs**	H	Chris	1
3. **Develop and Execute End-user Training Plan**	H	Chris	1-3

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How can Info-Tech help?

Empower Agile, Innovative, and Effective Delivery of Programs and Services

- Enterprise Architecture
- Innovation
- Performance Measurement
- Service Management
- Manage Service Catalog
- Availability & Capacity Management

- Configuration Management
- Change Management
- Quality Management
- Application Portfolio Management

Provide Value Through Collaboration and Alignment to Business Outcomes

- IT Governance
- IT Management & Policies
- Project Portfolio Management
- Project Management
- Requirements Gathering
- Organizational Change Management

Enable the Use of Information for Decision Making and Sustainability

- BI & Reporting

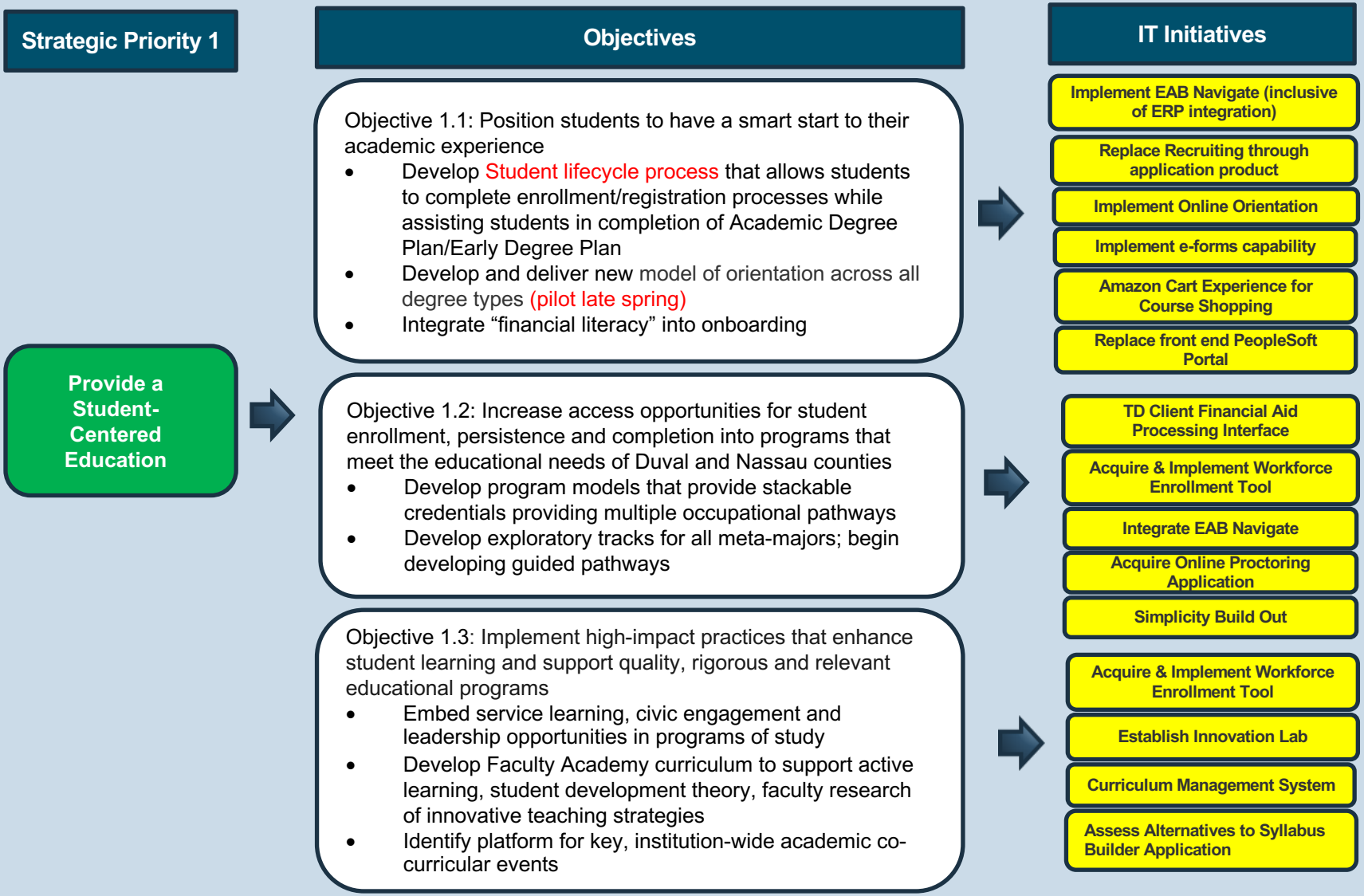
- Human Resources Management
- Knowledge Management

Tailor best practices to effectively manage information security and risk.

- Security Strategy
- Security Management
- Risk Management
- Disaster Recovery Planning

IT Strategic Initiatives

FSCJ STRATEGIC PRIORITY 1: PROVIDE A STUDENT-CENTERED EDUCATION

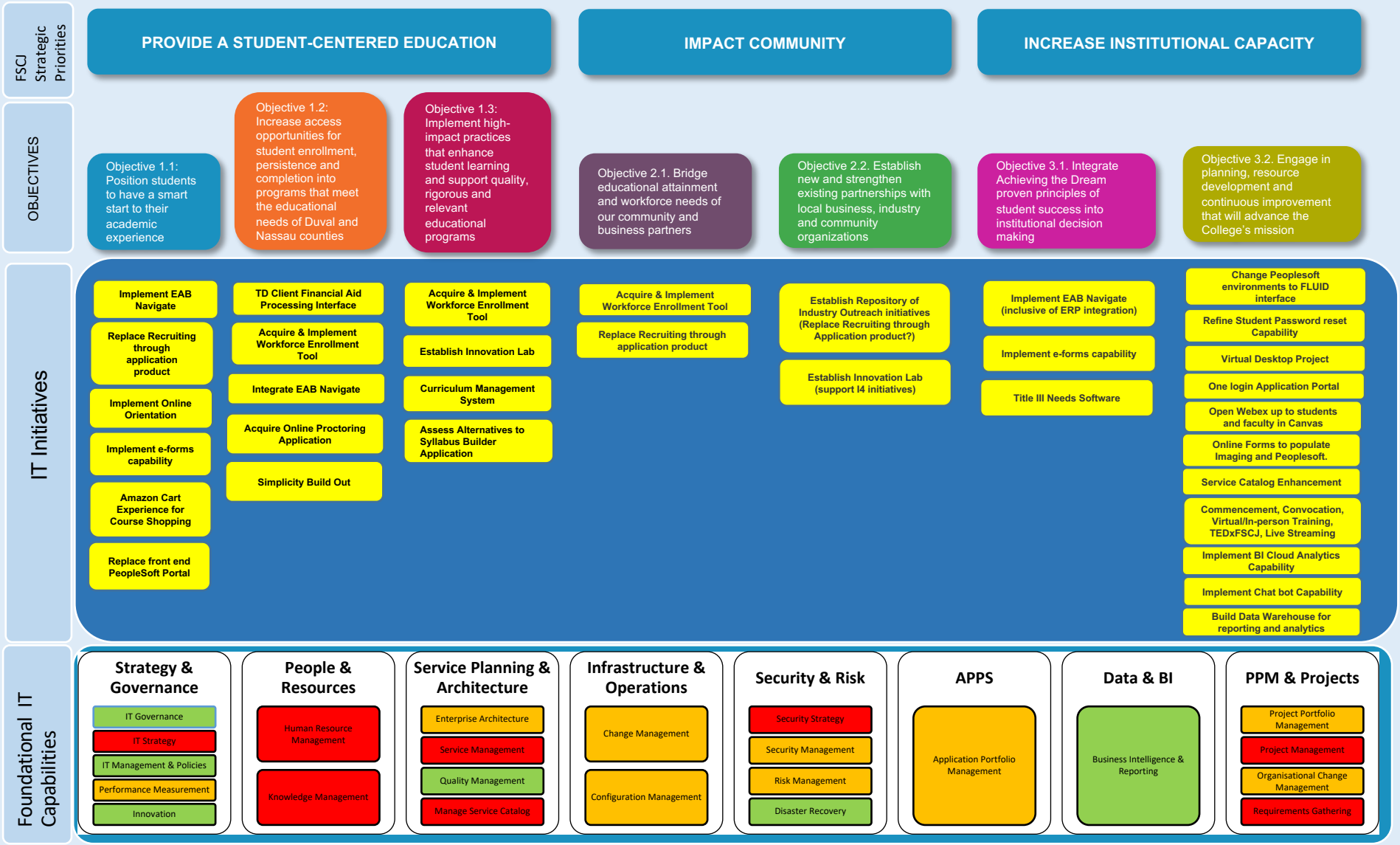


FSCJ STRATEGIC PRIORITY 2: IMPACT COMMUNITY

FSCJ STRATEGIC PRIORITY 3: INCREASE INSTITUTIONAL CAPACITY

Strategic Priority 3	Objectives	IT Initiatives
Increase Institutional Capacity	Objective 3.1. Integrate Achieving the Dream proven principles of student success into institutional decision making • Develop FSCJ's student lifecycle map to review policies and practices that impact student success • Strengthen use of data using Achieving the Dream action plan	Implement EAB Navigate (inclusive of ERP integration) Implement e-forms capability Title III Needs Software
	Objective 3.2. Engage in planning, resource development and continuous improvement that will advance the College's mission • Institute program review process to improve effectiveness of programs and their impact on student learning and student outcomes • Align software and technology needs and use throughout the College and ensure optimal instructional technologies to promote student success	Change Peoplesoft environments to FLUID interface Refine Student Password reset Capability Virtual Desktop Project One login Application Portal Open Webex up to students and faculty in Canvas Online Forms to populate Imaging and Peoplesoft. Service Catalog Enhancement Commencement, Convocation, Virtual/In-person Training, TEDxFSCJ, Live Streaming Implement BI Cloud Analytics Capability Implement Chat bot Capability Build Data Warehouse for reporting and analytics

The IT Strategy is aligned with the FSCJ Strategic Priorities



FSCJ Florida State College at Jacksonville

Execution Plan and Roadmap

Strategic Initiatives

Provide a Student-Centered Education

Category	Strategy Objective	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
New Apps	1.1	Replacement of Recruiting thru Enrollment products (Hobsons, Gheko, Lyris, OAA, Constant Contact)	Herman	Year 1					
New Apps	1.1	Amazon Cart Experience for Course Shopping	Herman	Year 3-5					
New Apps	1.1	Implement Online Orientation	Herman	Year 1					
New Apps	1.1	Replace Front-end Peoplesoft Portal	Herman	Year 1-2					
New Apps	1.2	Find and install a workforce enrollment tool	Chris	Year 1					
New Apps	1.2	TD Client Financial Aid Processing Interface	Herman	TBD					
New Apps	1.2	Acquire Online Proctoring application	Pete	Year 1					
New Apps	1.2	Simplicity Build Out	Pete	Year 1-3					
New Apps	1.3	Curriculum Management System	Herman	TBD					
New Apps	1.3	Blue Wave Syllabus Builder Items	Herman	Year 1					
New Apps	1.3	Assess Alternatives to Syllabus Builder Application	Rusty	Year 2-3					

Objective
1.1. Position students to have a smart start to their academic experience
1.2 Increase access opportunities for student enrollment, persistence and completion into programs that meet the educational needs of Duval and Nassau counties
1.3 Implement high-impact practices that enhance student learning and support quality, rigorous and relevant educational programs

Strategic Initiatives

Impact Community

Category	Strategy Objective	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
New Apps	2.1	Find and install a workforce enrollment tool	Chris	Year 1					
New Apps	2.1	Replacement of Recruiting thru Enrollment products (Hobsons, Gheko, Lyris, OAA, Constant Contact)	Herman	Year 1					
New Apps	2.2	Establish Repository of Industry Outreach Initiatives (Replace Recruiting through Application product?)	Chris	Year 1-2					
Infrastructure	2.2	Establish Innovation Lab (support I4 initiatives and technologies)	Jeff	Year 1					

Objective
2.1. Bridge educational attainment and workforce needs of our community and business partners
2.2. Establish new and strengthen existing partnerships with local business, industry and community organizations

Strategic Initiatives

Increase Institutional Capacity

Category	Strategy Objective	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
New Apps	3.1	Implement EAB Navigate (inclusive of ERP integration)	Chris	Year 1-3					
New Apps	3.1	Implement e-forms capability	Chris	Year 1-3					
New Apps	3.1	Implement Title III Needs Software	Chris	Year 1-2					
Infrastructure	3.2	Open Webex up to students and faculty in Canvas	Jason	Year 1					
Infrastructure	3.2	Standardize classroom desktop environment with VDI, make installing software in labs faster and provide software to students from home.	Pete	Year 1-10					
Leveraging Data	3.2	Build Data Warehouse for reporting and analytics	Chris	Year 1					
New Apps	3.2	Create Online Forms Capability including connecting to PeopleSoft and Imaging	Chris	Year 2					
New Apps	3.2	Commencement, Convocation, Virtual/In-person Training, TEDxFSCJ, Live Streaming	Rusty	Year 1-5					
Risk Management	3.2	PeopleSoft OneLogin SSO (Appsian)	Herman	Year 1					
KTLO	3.2	Change Peoplesoft Environments to FLUID interface	Herman	Year 1-2					
Risk Management	3.2	Replace Student Password Reset Capability	Pete	Year 1					
IT Mgt	3.2	Service Catalog Enhancements	Rusty	Year 1					
New Apps	3.2	Implement Chatbot Capability	Herman	Year 1-2					

Objective
3.1. Integrate Achieving the Dream proven principles of student success into institutional decision making
3.2. Engage in planning, resource development and continuous improvement that will advance the College's mission

Process Initiatives

Strategy & Governance

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
IT Mgt	IT Governance	Create Security Governance	Ron	Year 1-2					
IT Mgt	Performance Measurement	Establish IT Performance Dashboard- Exploit Tools – ServiceNow, Jira	Rusty	Year 2-3					
IT Mgt	IT Management & Policies	Team to update the policies to review after the workshop; Construction Guide (missing Door systems, telepresence, Fiber, etc.)	All	Year 1					
IT Mgt	Innovation	Create Innovation Contest	Ron	Year 2-3					

Process Initiatives

People and Resources

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Maximizing Human Capital	Human Resources Management	Fill open positions, fix salaries and descriptions and titles	Ron	Year 1-3					
Maximizing Human Capital		Create new positions: 1 Training; 1 Security; 2 PMs + 1 “QA” person who is embedded with the department ; 1 Systems (Admin/Engineer)	Ron	Year 1-3					
Maximizing Human Capital	Knowledge Management	Document systems and processes (and dependencies)	All	Year 1-3					
Maximizing Human Capital		Cross training	All	Year 1-3					
Maximizing Human Capital		Establish Knowledge Management repository (for knowledge cases, ServiceNow/Confluence)	All	Year 1-3					

Process Initiatives

Service Planning & Architecture

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
IT Mgt	**Service Management**	Define SLAs	All	Year 1-3					
IT Mgt		ID Resource Needs	All	Year 1-3					
IT Mgt	**Service Catalog**	Revamp Service Catalog	Rusty	Year 1					
IT Mgt		Incorporate SLAs	Rusty	Year 1					
IT Mgt		Establish Status Dashboard	Rusty	Year 2-3					
Infrastructure	**Enterprise Architecture**	Define/Document Business Processes including dependencies	Pete	Year 2-3					
Leveraging Data		Define Info/Data to support business process	John	Year 1-3					
Infrastructure		Define/ID Applications	Kelly	Year 1-3					
KTLO	**Quality Management**	Enforce Testing and End User Commitment	PM	Year 1-3					
IT Mgt		Incorporate QA into Delivered Services	QA	Year 1-3					
BRM		Need someone to work with Departments (i.e., Finances, student services, etc) to see what they really need (Scott – asking them is not enough, SID – BRM value proposition)	QA	Year 1-3					
KTLO	**Change Management**	Establish CAB	PM	Year 1-3					
IT Mgt		Institute improved change communications	Rusty	Year 1-3					
Infrastructure		Acquire ServiceNow CM Module	Rusty	Year 1					
Infrastructure		Establish a Reporting Environment for State Reporting	Chris	Year 1					
IT Mgt		Establish Training Division of IT (Documentation, Videos, Classes – online and in person)	Rusty	Year 1					
KTLO	**Configuration Management**	Establish Standards and Documentation	Pete	Year 1-3					
Infrastructure		Develop Service Availability Dashboards	Rusty	Year 1					

Process Initiatives

Security & Risk

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Risk Management		Creation a security policy procedure separate from IT Policies and Procedures Manual.	John	Year 1-2					
Risk Management		Incorporate Security Risk Assessment into SDLC Initial Phase	John	Year 3					
Risk Management		Institute contract reviews for all contracts where risk is owned (them versus us)	John	Year 2-3					
Risk Management	DRP	Revamp DRP Documentation	John	Year 1					
Risk Management		ID Vendor plans for DRP	John	Year 2-3					
Risk Management		Revamp College wide Business Continuity Plan for IT	John	Year 1					

Process Initiatives

Applications

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
KTLO	Application Portfolio Management	Document App and Cloud List (Name, Purpose – are they duplicates, Cost, Who Owns, How many licenses, how many licensees used)	Kelly	Year 1					

Process Initiatives

PPM and Projects

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
IT Mgt	Project Portfolio Management	Create Intake Process- Project Request and Approval Flow through IT Governance to CLC & Cabinet	**Ron**	Year 1					
KTLO		Classify Project Categorization – determine the review and approval needs by category	Ron	Year 1					
IT Mgt		Establish PMO Office	Ron	Year 1 -3					
IT Mgt	Requirements Gathering	Standardize the Requirements process	PM	Year 1-3					
IT Mgt	Organizational Change Management	Establish Training Team and Incorporate CH Activites into SDLC & PM Methodology	Rusty	Year 1-3					

Process Initiatives

Data and Reporting

Category	Process	Initiative	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Leveraging Data	Business Intelligence & Reporting	BI Cloud Implementation	Chris	Year 1					
Leveraging Data	Business Intelligence & Reporting	Work with Users to define KPIs	Chris	Year 1					
Leveraging Data	Business Intelligence & Reporting	Develop and Execute End-user Training Plan	Chris	Year 1-3					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Infrastructure		Convert Florida Lamda Rail to Internet 2 and setup redundancy and perr relationships for data	Jason	Year 2					
Infrastructure		Bid out and install a Dark Fiber Lease to connect all locations in a redundant loop to eliminate non-redundant leased bandwidth	Jason	Year 1					
Infrastructure		Get the rest of the MDFs on Generator power circuits.	Jason	Year 1-3					
Infrastructure		Get the rest of the IDFs on Generator power circuits.	Jason	Year 1-10					
Infrastructure		Cisco DNA for network automation, management, analytics, and security.	Jason	Year 1-10					
Infrastructure		Expand Door Security System to Whole College	Jason	Year 1-10					
Infrastructure		Convert CenturyLink to eBGP to support dual Internet connections and failover.	Jason	Year 2					
Infrastructure		Replace multimode fiber between IDFs and MDFs to OM4. Replace outdoor fiber to single-mode fiber to OM4.	Jason	Year 1-10					
Infrastructure		Include Door and Security Devices to Construction Guide	Jason	Year 1					
Infrastructure		Move CUCM, Unity, UCCX, TMS over to co-residency on VM Farm	Jason	Year 1-2					
Infrastructure	Increase Institutional Capacity	Open Webex up to students and faculty in Canvas	Jason	Year 1					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Infrastructure		Open Webex up to students	Jason	Year 1					
Infrastructure		Migration to 802.11ax Wi-Fi 6 to improve high-density capacity, speed, and security.	Jason	Year 1-10					
Infrastructure		Add Intellence to Security Camera System	Jason	Year 2-5					
Infrastructure		Replace physical servers that run virtual datacenter	Pete	Year 1-2					
Infrastructure		Welcome Email to IT Resources for staff and students	Pete	Year 2-3					
Infrastructure		Current hardware is EOL expected to be end of support in 2 years	Pete	Year 2-3					
Infrastructure		Move Citrix functions to Vmware Horizon	Pete	Year 1					
Infrastructure		Core switch replacents for storage area network	Pete	Year 1					
Infrastructure		Reduce products used to mass message staff and student.	Pete	Year 1-3					
Infrastructure	Increase Institutional Capacity	Standardize classroom desktop environment with VDI, make installing software in labs faster and provide software to students from home.	Pete	Year 1-10					
Infrastructure		Finds dashboard alternative that allows public and private use	Rusty	Year 2-3					
IT Mgt		Open Webex up to students and faculty in Canvas	Chris	Year 1					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
IT Mgt		Create Image File Lifecycle process	Chris	Year 3					
IT Mgt		provide web statistices of college web applications	Herman	Year 1-2					
IT Mgt		Reduce classroom computers to fix funding gap in AV replacement.	Jeff	Year 1 - 3					
IT Mgt		Present IT Costs of Programs to Cabinet	Jeff	Year 3-7					
IT Mgt		Display Ongoing costs of adding a College Program	Jeff	Year 2					
IT Mgt		Display Whole Budget by Project	Kelly	Year 2-4					
Risk Management		Consolidate all log data with log analytics/analysis	Pete	Year 1-2					
IT Mgt		Enterprise Automation and job scheduling	Pete	Year 1-2					
IT Mgt		Change Management for Systems and Network Team	Pete	Year 1-4					
IT Mgt		Culture Hack. Build out recognition program within IT	Ron	Year 1-3					
IT Mgt		Re-Align Governance to College-wide Governance	Ron	Year 2-3					
IT Mgt		Formalize IT Measurements	Ron	Year 2-4					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
IT Mgt		Cont comm of ongoing feature changes	Rusty	Year 1-3					
IT Mgt		Create and implement focus group/survey to determine needs and communications	Rusty	Year 1-2					
IT Mgt		Creating content and publishing weekly emails, collegewide	Rusty	Year 1-3					
IT Mgt		Promoting new tech - ie. Google Expeditions in LLC	Rusty	Year 1					
IT Mgt		Visual Org Chart of Department with responsibilities and pictures	Rusty	Year 2-3					
IT Mgt		Service Portfolio	Rusty	Year 1					
IT Mgt		Service Catalog	Rusty	Year 1					
IT Mgt		Determining standards around LTI usage and integration	Rusty	Year 1-2					
IT Mgt		Contact nearby schools to connect others in similar positions	Rusty	Year 1					
IT Mgt		Comm., planning on further dept integration	Rusty	Year 1-2					
IT Mgt		Include IT section, promote IT services and changes	Rusty	Year 1-3					
IT Mgt		Build out social media communications for IT to customers	Rusty	Year 1-3					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
KTLO		Online Admissions Applications (OAA) Version 3.0	Herman	Year 1-3					
KTLO		Ongoing Maintance for PeopleSoft	Herman	Year 1-10					
KTLO		PeopleTools Upgrades	Herman	Year 1-5					
KTLO		Align IT Library to Tech Plan	Ron	Year 1					
Leveraging Data	Increase Institutional Capacity	Build Data Warehouse for reporting and analytics	Chris	Year 1					
Leveraging Data		Display what Data Lives Where	John	Year 2-4					
Maximizing Human Capital		Create IT Project Manager Position.	Ron	Year 1					
Maximizing Human Capital		Fill Vacancies	Ron	Year 1					
Maximizing Human Capital		Re-align Tech Support Pay Grades	Ron	Year 1-2					
Maximizing Human Capital		Re-align IT Leadership	Ron	Year 1-3					
New Apps	Increase Institutional Capacity	Create Online Forms that connect to PeopleSoft and Imaging	Chris	Year 2					
New Apps	Provide a Student-Centered Education	Find and install a workforce enrollment tool	Chris	Year 1					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
New Apps	Impact Community	Find and install a workforce enrollment tool	Chris	Year 1					
New Apps	Provide a Student-Centered Education	Replacement of Recruiting thru Enrollment products (Hobsons, Gheko, Lyris, OAA, Constant Contact)	Herman	Year 1					
New Apps	Provide a Student-Centered Education	Curriculum Management System	Herman	TBD					
New Apps	Provide a Student-Centered Education	Blue Wave Syllabus Builder Items	Herman	Year 1					
New Apps	Provide a Student-Centered Education	EAB Navigate Degree Planning Interface	Herman	Year 1 - 3					
New Apps		Change Peoplesoft environments to FLUID interface	Herman	Year 1-3					
New Apps		Instructure Bridge Interface Professional Development	Herman	Year 1					
New Apps		Nelnet Enterprise Payment Processing	Herman	Year 1					
New Apps		Online Orientation - Advantage Design	Herman	Year 1					
New Apps		Replace front end PeopleSoft Portal	Herman	Year 1-3					
New Apps	Provide a Student-Centered Education	TD Client Financial Aid Processing Interface	Herman	TBD					
New Apps		Automate Intructor Pay and Assignment Process	Herman	Year 1					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
New Apps	Provide a Student-Centered Education	Amazon Cart Experience for Course Shopping	Herman	Year 3-5					
New Apps		Create one panel to message outages to all or partial outlets based on content	Pete	Year 1					
New Apps		Series of three animated videos - grant project	Rusty	Year 1					
New Apps		Showcasing IT staff and services	Rusty	Year 1-2					
New Apps		Add Teams Sites	Rusty	Year 1-3					
New Apps	Increase Institutional Capacity	Commencement, Convocation, Virtual/In-person Training, TEDxFSCJ, Live Streaming	Rusty	Year 1-5					
New Apps		Series of YouTube videos - How to be successful in your courses	Rusty	Year 1					
New Apps		Plagarism Framework pilot during Summer term	Rusty	Year 1					
New Apps		Series to be added to new Elearning course	Rusty	Year 1					
Risk Management	Increase Institutional Capacity	PeopleSoft OneLogin SSO (Appsian)	Herman	Year 1					
Risk Management		PeopleSoft Object Level MFA	Herman	Year 2					
Risk Management		Appsian for Payroll Direct Deposit Changes	Herman	Year 1					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Risk Management		Replace current Antivirus slution	Jeff	Year 1-2					
Risk Management		Secure internal systems and data points by testing of environments	John	Year 1-2					
Risk Management		Assign NIST Audit and Checkup Items to teams	John	Year 1-2					
Risk Management		Build Security Governance Team	John	Year 1-2					
Risk Management		Make a separate Security Section for Policy and Proceedure Manual	John	Year 1-2					
Risk Management		Filter, monitor and block Https traffice to and from web applications	John	Year 1-2					
Risk Management		Awareness Campaign and Testing around USB	John	Year 1-2					
Risk Management		Expand Cyber Awareness Program	John	Year 1-2					
Risk Management		Secure logins to college applicaions using additiaonl factor to password	Pete	Year 1-2					
Risk Management		Manage and audit account and data access by privilege users	Pete	Year 2-3					
Risk Management		Backup/archive/communication	Rusty	Year 1					
Risk Management		IE & IT create DB, associated policies, determine access	Rusty	Year 1-3					

Operational Initiatives

Pre-existing Projects

Category	Strategic Priority	Related IT initiative(s)	Accountable	Year	FY20	FY21	FY22	FY23	FY24
Maximizing Human Capital		Additional FTE	Rusty	Year 1					
Risk Management		Backup CISO FTE	John	Year 1					
Risk Management		Encrypt Residency	Chris	Year 2-3					

Communications Plan

FSCJ's IT Stakeholder Communication Plan

Communication Activity	Target Audience	Person Responsible	Communication Medium	Frequency	Date
VP Business Affairs Briefing	VP BA	CIO	In person meeting with PowerPoint	Once	TBD
IT Strategy Introduction	Executive Staff/Cabinet	CIO	Individual in person meetings with PowerPoint	Once	
President Briefing	CEO	CIO	In person meeting with PowerPoint	Once	
IT Strategy Introduction	Board of Trustees	CIO	In person meeting with PowerPoint	Once	
IT Strategy Introduction	College Leadership Council	CIO	In person meeting with PowerPoint	Once	
IT Strategy Introduction	Deans Council	CIO	In person meeting with PowerPoint	Once	
IT Strategy Introduction	IT staff	CIO	Division Meeting with PowerPoint	Once	
IT Strategy Introduction	ERP Steering Committee	CIO	In person meeting with PowerPoint	Once	
IT Strategy Introduction	Academic Technology Committee	CIO	In person meeting with PowerPoint	Once	

FSCJ's IT Stakeholder Communication Plan

Communication Activity	Target Audience	Person Responsible	Communication Medium	Frequency	Date
IT Strategy Updates	College Leadership Council	CIO	In person meeting with PowerPoint	Semi-annual	
	Board of Trustees	CIO	In person meeting with PowerPoint	Annual	
	Deans Council	CIO	In person meeting with PowerPoint	Semi-annual	
	ERP Steering Committee	CIO	In person meeting with PowerPoint	Monthly	
	Academic Technology Committee	CIO	In person meeting with PowerPoint	Monthly	
	IT & Organization Staff	CIO	Townhall Meetings	Semi-annual	

Enact a refresh plan to prevent your strategy from going stale

Make sure the regular planning cycle is not the primary trigger for strategy review. Put a process in place to review the IT strategy that makes the IT organization proactive. Start by examining the changes to the business context and how the effect would trickle downwards.

Changing business context

Any component of the business context can change during the time horizon that the IT strategy covers.

Impacts IT implications

Changing business context will ultimately change the IT implications that the target state is built upon.

Need to refresh IT strategy

Changes to the target state may result in changes, reprioritizations, and other updates to the IT strategy.

Source: Bradley et. al, "Managing the strategy journey."

FSCJ's IT Strategy Refresh Plan

The IT Strategy should be reviewed, updated, and refreshed regularly to ensure that IT activities are in alignment with the strategy and that changes in direction are accounted for and documented appropriately

Frequency	Audience	Scope
Annually	Cabinet	• Review existing IT strategy • Gain input into new direction • Revise IT strategy
Annually	IT leadership	• Review existing IT strategy • Gain input into new direction • Revise IT strategy
Quarterly	IT Executive Committee or Cabinet	• Demonstrate last quarter's accomplishments or issues • Discuss upcoming quarter's initiatives or potential roadblocks • Identify any business or departmental changes that may have an effect on the IT strategy
Monthly	IT leadership	• Discuss strategic projects' status, potential roadblocks, etc.

Keep in mind the following metrics to gauge strategy success

Goal of IT Strategy	Key Metric
IT strategy is built to support the business.	• Percent of capabilities in the IT strategy that support the business capabilities. • Percent of college goals for which support can be traced to the initiative level. • The increase in IT budget that is granted to the IT organization from stakeholders because of the IT strategy. • Changes in the level of business stakeholder satisfaction survey feedback before and after IT strategy development.
The IT strategy provides the vision for the IT organization.	• Number of new roles, processes, data, technology, and sourcing options identified by developing the IT strategy. • Number of IT capabilities that are created, enhanced, and removed. • Changes in communication satisfaction from the business stakeholders before and after approving IT strategy.
There is awareness of the IT strategy and a clear assignment of accountability for execution.	• Percentage of IT strategy components that are integrated as part of staff performance goals. • Frequency of assessment to the published IT strategy for refresh. • Percentage of strategic initiatives with accountability assigned.

Start tracking these metrics now to see how well you've improved later.

Source: COBIT 5, "A Business Framework for the Governance and Management of Enterprise IT."

Appendices

Strategy & Governance

IT Governance: Provide a consistent approach so that IT-related decisions are made in line with the business strategies and objectives. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

IT Strategy: Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities so they are understood by all, with the IT strategic options identified, structured and integrated with the business plans.

IT Management & Policies: Provide a consistent approach to enable IT to meet the business governance requirements, covering management processes, organisational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies.

Performance Measurement: Manage IT and process goals and metrics. Monitor and communicate that processes are performing against expectations, and provide transparency of performance and conformance.

Innovation: Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology innovation to create a competitive advantage, enable business innovation, or achieve improved operational effectiveness and efficiency.

Stakeholder Relations: Manage the relationship between the business and IT to ensure that the stakeholders are satisfied with the services they need from IT and have visibility into IT processes.

Financial Management

Business Value: Secure optimal value from IT-enabled initiatives, services and assets by delivering cost-efficient solutions and services and by providing a reliable and accurate picture of costs and benefits.

Cost & Budget Management: Manage the IT-related financial activities and prioritize spending through the use of formal budgeting practices. Provide transparency and accountability of the cost and business value of IT solutions and services.

Cost Optimization: Ensure that adequate and sufficient IT-related capabilities e.g., people, process and technology, are available to support business objectives effectively at optimal cost.

Vendor Management: Manage IT-related services provided by all suppliers, including the selection of suppliers, management of relationships, management of contracts, and reviewing and monitoring of supplier performance.

People & Resources

Human Resources Management: Manage structuring, placement, decision rights and skills of human resources. This includes communicating the defined roles and responsibilities, learning and growth plans, and performance expectations.

IT Organizational Design: Set up the structure of IT's people, processes, and technology as well as roles and responsibilities to ensure that they're best meeting the needs of the business.

Leadership, Culture & Values: Ensure that the IT department reflects the values of your organization. Improve the leadership skills of your team to generate top performance.

Knowledge Management: Maintain the availability of knowledge to support all process activities and to facilitate decision making. Provide the knowledge required to support all IT staff in their work activities.

Service Planning & Architecture

Enterprise Architecture: Establish a management practice to create and maintain a coherent set of principles, methods, and models that are used in the design and implementation of the enterprise's business processes, information systems, and infrastructure.

Service Management: Align IT-enabled services and service levels with business needs and expectations, including identification, specification, design, publishing, agreement, and monitoring of IT services, service levels and performance indicators.

Quality Management: Define and communicate quality requirements in all processes, procedures and business outcomes. Ensure the consistent delivery of IT solutions and services to meet the quality requirements of the business and satisfy stakeholder needs.

Manage Service Catalog: Produce, maintain, and promote a service catalog containing accurate information on all operational IT services, as well as those being prepared to be run operationally.

Infrastructure & Operations

Availability & Capacity Management: Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements.

Change Management: Manage all IT system changes in a controlled manner, including standard changes and emergency maintenance relating to business processes, applications and infrastructure. Enable fast and reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

Asset Management: IT assets through their life cycle to make sure that they deliver value at optimal cost, remain operational, are accounted for and physically protected. Ensure that the assets are reliable and available as needed.

Configuration Management: Provide sufficient information about IT service assets to enable the service to be effectively managed. Define and maintain descriptions and relationships between key resources and capabilities required to deliver IT-enabled services.

Release Management: Successfully implement new IT solutions and services in line with the agreed-on expectations and outcomes. Ensure that the implementation of new solutions and services has the necessary support, from planning to execution to post-implementation support and staff training.

Operations Management: Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities.

Service Desk: Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.

Incident & Problem Management: Identify and classify problems and their root causes and provide timely resolution to prevent recurring incidents. Reduce the number of operational problems.

Security & Risk

Security Strategy: Define, operate and monitor a system for information security management. Keep the impact and occurrence of information security incidents within the business' risk appetite levels.

Security Management: Protect enterprise information as required by the business. Establish and maintain information security roles and access privileges, and perform security monitoring to minimize the business impact of operational information security vulnerabilities and incidents.

Business Process Controls & Internal Audit: Manage business process controls such as self-assessments and independent assurance reviews to ensure that information related to and used by business processes meets security and integrity requirements.

External Compliance: Ensure that IT processes and IT-supported business processes are compliant with laws, regulations and contractual requirements.

Risk Management: Continually identify, assess and reduce IT-related risk within levels of tolerance set by the business.

Business Continuity: Establish and maintain a plan to enable the business to respond to incidents and disruptions in order to continue operation of business and IT processes.

Disaster Recovery Planning: Establish and maintain a plan to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.

Applications

Application Portfolio Management: Manage the organization's suite of applications by determining each application's ability to provide value to the business relative to its cost. Identify which applications to retire, grow or replace, repurpose or sustain.

Enterprise Application Selection & Implementation: Manage the selection and implementation of enterprise applications, off-the-shelf software and Software as a Service, to ensure that IT provides the business with the most appropriate applications at an acceptable cost.

Application Development Throughput: Establish a timely and cost-effective system for the development of applications capable of supporting the business' strategic and operational goals.

Application Development Quality: Implement standard procedures in the application development process, including testing strategies, testing preparation and testing execution, to ensure that the quality of the applications meet business requirements.

Application Maintenance: Manage the constant improvement and changes to the organization's applications after they have been originally delivered and implemented.

Data & BI

Business Intelligence & Reporting: Develop a set of capabilities, including people, processes and technology, to enable the transformation of raw data into meaningful and useful information for the purpose of business analysis.

Data Architecture: Manage the business' databases, including the technology, the governance processes and the people that manage them. Establish the principles, policies, and guidelines relevant to the effective use of data within the organization.

Data Quality: Put policies, processes and capabilities in place to ensure that appropriate targets for data quality are set and achieved to match the needs of the business.

PPM & Projects

Portfolio Management: Manage the project portfolio of IT programs and services, demand within resource and funding constraints, while ensuring that the portfolio meets the business' priorities. Monitor the performance of the overall portfolio of services and programs to ensure that the IT investments meet the business' expectations.

Project Management: Manage all IT programs and projects from the portfolio in alignment with the business strategy. Initiate, plan, control, and execute programs and projects to ensure that the business realizes project benefits while experiencing few delays and cost overruns.

Requirements Gathering: Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

Organizational Change Management: Implement or optimize the organization's capabilities for managing the impact of new business processes, new IT systems, and changes in organizational structure or culture.