



North Idaho College

NORTH IDAHO COLLEGE INFORMATION TECHNOLOGY MASTER PLAN

2019-2024

North Idaho College’s Vision: *As a comprehensive community college, North Idaho College strives to provide accessible, affordable, quality learning opportunities. North Idaho College endeavors to be an innovative, flexible leader recognized as a center of educational, cultural, economic, and civic activities by the communities it serves.*

North Idaho College’s Mission: *North Idaho College meets the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning.*

Values: North Idaho College is dedicated to these core values which guide its decisions and actions.

Student Success

A vibrant, lifelong learning environment that engages students as partners in achieving educational goals to enhance their quality of life

Educational Excellence

High academic standards, passionate and skillful instruction, professional development, and innovative programming while continuously improving all services and outcomes

Community Engagement

Collaborative partnerships with businesses, organizations, community members, and educational institutions to identify and address changing educational needs

Stewardship

Economic and environmental sustainability through leadership, awareness, and responsiveness to changing community resources

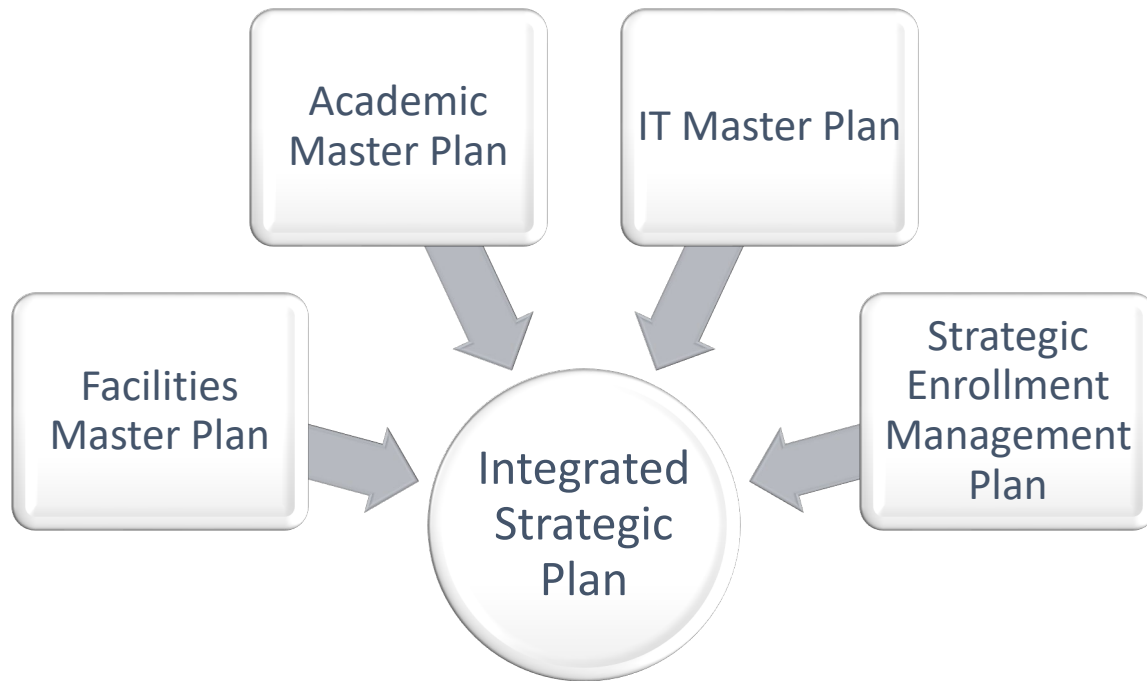
Diversity

A learning environment that celebrates the uniqueness of all individuals and encourages cultural competency

Introduction

In the fall of 2016, North Idaho College (NIC) embarked on a process to develop an integrated strategic plan. The project was intended to be a collaborative, campus-wide effort whose goal was to “cultivate” an adaptive culture, one that is able to absorb disruptions, learn from challenges that arise, and is responsive to the educational needs of community and region North Idaho College serves.

A preliminary planning process began with a SWOT analysis and environmental scan. These internal and external assessments laid the groundwork for three critical planning processes: The Academic Master Plan, the Facilities Master Plan, and the Information Technology (IT) Master Plan, in order that they address the diverse challenges and opportunities brought to light from the two preliminary assessments. Together, these three master plans act as precursors to the Integrated Strategic Plan and serve to inform its core themes and objectives.



Purpose of the Information Technology Master Plan

The Information Technology (IT) master plan serves to support the integrated strategic plan, academic master plan, facilities master plan, and strategic enrollment management plan. This plan links vision, mission, services, resources, people, and priorities to provide collaborative and intentional decision-making and action. Moreover, the IT master plan provides both a framework and a roadmap from which to implement responsive technologies that support multiple strategic actions to enhance learning; services, and promote student success.

The Information Technology Master Plan Process at NIC

The IT planning process began as a collaborative effort by a team consisting of IT staff, NIC staff and faculty. The process began in the late fall of 2017 and culminated during the spring/summer of 2018. The IT planning team evaluated the technology environment, identified future aspirations, and current strengths and challenges. The team also reviewed research done by Educause such as current IT issues, technologies, and trend data. This informed the teams planning principles which then led to the development of initial goals and objectives.

Information Technology Master Plan Goals:

1. ADVANCE TEACHING AND LEARNING

NIC aspires to support student learning by providing and supporting IT resources that encourage adoption, creation, implementation, and use of effective and innovative technology.

2. IMPROVE SYSTEM PROCESSES

NIC aspires to improve administrative processes by developing, integrating, and delivering college-wide IT services to support effective management of physical, financial, technical, and human resources.

3. IMPROVE USER EXPERIENCES AND OUTCOMES

NIC aspires to transform the user experience by creating a globally accessible, digital ecosystem that supports student retention, timely graduation, and cost-effective education.

4. PROMOTE DATA INFORMED DECISION-MAKING

NIC aspires to support decision makers in using data to understand and analyze organizational performance.

5. PROMOTE COLLABORATION AND SHARED DECISION-MAKING

NIC aspires to foster a collaborative and transparent planning, management, and communications protocol to effectively deliver, coordinate, and prioritize IT services.

6. PROVIDE A SECURE TECHNOLOGY ENVIRONMENT:

NIC aspires to reduce risk and ensure availability by designing, implementing, and maintaining a secure IT environment.

7. SUPPORT AND MAINTAIN A ROBUST INFRASTRUCTURE

NIC aspires to establish a sustainable, secure, compliant, robust, and reliable infrastructure that enables a consistent technology experience for all users.

INFORMTATION TECHNOLOGY MASTER PLAN ALIGNMENT

Information Technology Plan		Advance Teaching and Learning	Improve system processes	Improve user experiences and outcomes	Promote data-informed decision-making	Promote collaboration and shared decision-making	Provide a Secure Technology Environment	Support and maintain a robust infrastructure
Core Themes	Student Success	X	X	X	X	X		X
	Academic Excellence	X	X	X	X	X		X
	Diversity			X	X	X		X
	Community Engagement			X		X		X
	Stewardship	X	X	X	X	X	X	X
Integrated Planning Objectives	Provide integrated, informed, and aligned student experiences.	X	X	X	X			X
	Improve curricular and student support infrastructure to enhance access, quality, success, and transfer	X	X		X		X	
	Provide excellent teaching and learning opportunities to a larger, more diverse student population	X		X	X		X	X
	Develop a culture of leadership, respect and accountability at every level of the organization.	X	X	X	X	X	X	X
	Redesign, reinvent, and re-set systems, processes, and facilities for improvement and efficiency efforts throughout the institution		X		X		X	X
	Develop a culture of interdepartmental collaboration and communication.	X		X	X	X	X	
	Strengthen connections between students, employers, and our community.		X	X	X			X
	Support and cultivate entrepreneurship and innovation.	X	X	X	X	X	X	X
Academic Master Plan	Strategically investing in systems, facilities, and technology for a 21st century education.	X	X	X	X	X	X	X
	Ensuring appropriate academic support services, co- and extra-curricular activities, and access to educational opportunities.	X	X	X	X	X	X	X
	Cultivating an inclusive culture that values collaborative communication	X	X	X	X	X		X
	Promoting the impact of NIC's contributions to the greater community.	X	X	X	X	X	X	X
	Fostering innovation to advance meaningful, diverse, and relevant educational experiences.	X	X	X	X	X	X	X
	Facilities Master Plan	X			X		X	X

GOAL 1: ADVANCE TEACHING AND LEARNING

NIC aspires to support student learning by providing and supporting IT resources that encourage adoption, creation, implementation, and use of effective and innovative technology.

OBJECTIVE 1.1 CLASSROOM, LAB, AND LEARNING SPACES

NIC IT will work with faculty, staff, and students to provide optimal services in learning spaces. A well-articulated model that defines the requirements of students, faculty, the college, and IT support will be developed and communicated. IT will collaborate with college personnel to educate, encourage, review, and assist with adoption of these standards.

Strategy 1.1.1: Review and implement a standard classroom equipment model for learning spaces.

Strategy 1.1.2: Implement a training program for the use of technology in learning spaces at NIC.

OBJECTIVE 1.2 ASSIST FACULTY IN THE CREATION, IMPLEMENTATION, AND USE OF INNOVATIVE TECHNOLOGY THAT ENHANCES INSTRUCTION

NIC IT will work closely with faculty and others to understand challenges and opportunities for technology that would be beneficial to instruction in the classroom and online and seek solutions to meet these needs.

Strategy 1.2.1: Implement a method to inform, share ideas, and collaborate about new technology solution that enhance instruction.

OBJECTIVE 1.3: PROMOTE A CULTURE OF STUDENT-CENTERED LEARNING

NIC IT will provide access to students that extends traditional classroom spaces. Students will be given greater access to tools that foster collaboration and content creation.

Strategy 1.3.1: Continue to expand Cardinal Information Corners (computer clusters) around campus.

Strategy 1.3.2: Continue to investigate and implement tools that promote student collaboration.

OBJECTIVE 1.4: PROVIDE STUDENTS WITH MORE PERSONALIZED LEARNING

NIC IT will explore methods that support learning styles and collaboration. NIC IT will strive to provide more learning spaces and opportunities for students to engage in personalized learning opportunities while using technology.

Strategy 1.4.1: Implement a team to review new technologies and foster innovation of such technologies with faculty members.

OBJECTIVE 1.5: ADDRESS THE NEED FOR PHYSICAL SPACE WHERE INNOVATIONS CAN BE TESTED AND ASSESSED BY FACULTY.

NIC IT will work with instruction, facilities, and administration to find spaces for testing innovative technology that can be readily accessed by students, faculty, and staff.

Strategy 1.5.1: Promote and support a teaching and learning resource center for faculty.

OBJECTIVE 1.6: SUPPORT ONGOING EQUIPMENT REPLACEMENT AND INVESTMENT IN LEARNING ENVIRONMENTS SO THEY CAN BE EQUIPPED WITH APPROPRIATE LEVELS OF TECHNOLOGY FOR INNOVATION TO OCCUR.

NIC IT will review, enhance, and continue to support the equipment replacement schedule (ERS) used for ensuring up to date technology in learning areas on campus.

Strategy 1.6.1: Conduct a full review the current ERS and reduce or grow replacement equipment as needed.

Strategy 1.6.2: Implement a more formal process of adding equipment to the ERS requiring an IT staff member review.

Strategy 1.6.3: Enhance the ERS by providing more line item detail for schedules beyond schedule D. (Network, server, storage, etc.).

GOAL 2: IMPROVE SYSTEM PROCESSES

NIC aspires to improve administrative processes by developing, integrating, and delivering college-wide IT services to support effective management of physical, financial, technical, and human resources.

OBJECTIVE 2.1: WEBSITE TECHNOLOGY AND DESIGN

NIC IT will work with other departments to enhance our current web technology platforms making them more accessible and usable.

Strategy 2.1.1: Conduct a formalized review of the NIC website.

Strategy 2.1.2: Redesign, update, and launch the new NIC website in a cloud hosted platform.

OBJECTIVE 2.2: DOCUMENT MANAGEMENT AND WORKFLOW

NIC IT will implement enterprise systems that allow centralized document management and facilitate online workflow for current paper processes.

Strategy 2.2.1: Implement document management for the college's business office.

Strategy 2.2.2: Continue to implement forms and workflow for the campus.

OBJECTIVE 2.3: PERFORM AN IT ENTERPRISE SYSTEMS NEEDS ASSESSMENT

NIC IT will complete a full enterprise system needs assessment. This process will include an evaluation process to determine appropriate timing of new IT/Enterprise systems, upgrades, and replacements. The review incorporates functional, technical, and financial specifications.

Strategy 2.3.1: Conduct a formal review of the student information system and provide findings to campus.

Strategy 2.3.2: Formalize a review process for technology platforms.

OBJECTIVE 2.4: CONDUCT A BUSINESS PROCESS REVIEW

NIC IT will formally document operational processes and seek opportunities for improvement through technological solutions.

Strategy 2.4.1: Create a formalized process in the information technology department for change management.

Strategy 2.4.2: Continue to refine IT project management and reporting at NIC.

OBJECTIVE 2.5 ESTABLISH SERVICE LEVEL AGREEMENTS FOR IT SERVICES DELIVERY.

NIC IT will establish standards for services to meet user expectations in a clearly defined way.

Strategy 2.5.1: Create a set of service level agreements (SLA) for common service requests on campus

GOAL 3: IMPROVE USER EXPERIENCES AND OUTCOMES

NIC aspires to transform the user experience by creating a globally accessible, digital ecosystem that supports student retention, timely graduation, and cost-effective education.

OBJECTIVE 3.1: ASSESSMENT OF ADEQUATE SERVICES

NIC IT will foster collaborative relationships in support of the larger college mission.

Strategy 3.1.1: Implement a method to provide user feedback on current IT needs.

OBJECTIVE 3.2: IT WILL CREATE A COMPREHENSIVE STUDENT ENGAGEMENT PROGRAM

NIC IT will establish a student ambassador program. These students will help market IT services, and obtain opinions of peers via face-to-face feedback, written surveys, as well as in-person focus groups on a regular basis.

Strategy 3.2.1: Implement a method to provide training on technology used at NIC for students.

Strategy 3.2.2: Partner with other NIC areas to provide training and support of students at NIC.

OBJECTIVE 3.3 DESIGN NEW LEARNING SPACES TO ENHANCE STUDENT AND FACULTY SUCCESS.

NIC IT will continue to create spaces on campus that support active learning and engagement. IT will also provide more opportunities for students to engage with technology in physical spaces outside of computer labs. A plan will be implemented to support the technology and applications associated with these new physical spaces.

Strategy 3.3.1: Implement a plan to review physical spaces on a regular basis.

Strategy 3.3.2: Provide a list of potential technology improvements to campus leadership for consideration.

OBJECTIVE 3.4: ENSURE EXCELLENT SERVICE TO ENABLE THE EFFECTIVE USE OF TECHNOLOGY.

NIC IT will provide students, faculty, and staff with training and information resources on the use of campus IT services.

Strategy 3.4.1: Continue to document, update, and provide training material to the campus.

Strategy 3.4.2: Investigate and implement ways to communicate technology tips or information to the campus on a regular basis.

OBJECTIVE 3.5: EVALUATE AND IMPLEMENT NEW TECHNOLOGIES TO IMPROVE AND SUPPORT STUDENT DECISION MAKING.

NIC IT will work with various departments to find solutions that support the student experience and admissions process. These solutions will enhance the concept of the “one stop” enrollment services model and will help students make meaningful, productive connections with peers, faculty, staff, and others.

Strategy 3.5.1: Investigate and implement modern technology that provides innovative solutions which support student decision making.

OBJECTIVE 3.6: CREATE CAMPUS-WIDE UNIVERSALLY ACCESSIBLE IT SYSTEMS AND INFORMATION RESOURCES.

NIC IT will strive to ensure all technology systems are universally accessible.

Strategy 3.6.1: Continue to implement universal workstations at NIC locations.

Strategy 3.6.2: Provide more formal training opportunities in the use and creation of accessible resources.

GOAL 4: PROMOTE DATA INFORMED DECISION-MAKING

NIC aspires to support decision makers in using data to understand and analyze organizational performance.

OBJECTIVE 4.1: DEPLOY A SUITE OF REPORTING TOOLS TO ALLOW FOR IMPROVED REPORT WRITING.

NIC IT will assist and train report writers and users on tools that enhance the ability to provide customized and timely reporting.

Strategy 4.1.1: Continue to develop, train, and implement the Colleague Reporting, Operations and Analytics (CROA) tool at NIC.

Strategy 4.1.2: Investigate and implement a tool to provide dashboard reporting at NIC.

Strategy 4.1.3: Continue to investigate methods to provide more near real-time reporting at NIC.

OBJECTIVE 4.2 ESTABLISH A DATA GOVERNANCE GROUP.

NIC IT will work with the office of Planning, Strategy, and Effectiveness and others to develop a stewardship group to review definitions, elements, cleanup, classification, and usage of data at NIC.

Strategy 4.2.1: Formalize a committee to oversee data governance at the college.

OBJECTIVE 4.3: IMPROVE AWARENESS AND TRANSPARENCY OF REPORTING METHODS.

NIC IT will document what reports are available, versioning, feedback of how those reports are compiled, and how they may be used.

Strategy 4.3.1: Continue to provide training and awareness of reporting capabilities at NIC.

Strategy 4.3.2: Implement a formalize data dictionary tool at NIC.

OBJECTIVE 4.4: IMPROVE USE AND GOVERNANCE OF SURVEY INSTRUMENTS.

NIC IT will investigate and implement a single survey instrument across-campus. NIC IT strongly recommends that NIC review the need for a local Institutional Review Board (IRB).

Strategy 4.4.1: Formalize an Institutional Review Board committee at NIC.

GOAL 5: PROMOTE COLLABORATION AND SHARED DECISION-MAKING

NIC aspires to foster a collaborative and transparent planning, management, and communications protocol to effectively deliver, coordinate, and prioritize IT services.

OBJECTIVE 5.1: IMPROVE IT GOVERNANCE

NIC IT will actively engage with the college community as a partner in the direction, creation and execution of IT strategies and services at NIC. A review and redesign of the IT governance processes and committees will be implemented to ensure wide-spread engagement and inclusion.

Strategy 5.1.1: Investigate and implement a more effective IT governance model at NIC

OBJECTIVE 5.2: IMPROVE IT COMMUNICATION

NIC IT will seek to effectively communicate new and continued services, updates, and project statuses to the campus community. NIC IT will provide this information in an easily consumable manner and provide methods of input from the campus community.

Strategy 5.1.2: Investigate and implement a more effective way to communicate IT project statuses to constituents at NIC.

Strategy 5.1.2: Continue to investigate and find tools that promote inclusive communication about project management.

OBJECTIVE 5.3: PROMOTE MECHANISMS TO ENCOURAGE TWO-WAY COMMUNICATION WITHIN THE COLLEGE COMMUNITY

NIC IT will investigate real-time methods of collaboration across campus. NIC IT will implement systems that offer two-way communication, documents sharing, and archiving those communications to help enhance collaboration across campus.

Strategy 5.3.1: Create a cross-departmental team to explore and recommend a way to promote communication across campus.

OBJECTIVE 5.4: PROVIDE MECHANISMS FOR SHARING IT RELATED ADVANCES, INNOVATIONS, AND BEST PRACTICES ACROSS THE COLLEGE.

NIC IT will convene appropriate stakeholders regularly to discuss new and innovative technologies so that advances in technology and best practices can be shared more broadly across the campus.

Strategy 5.4.1: Create a team to explore and recommend a way to communicate advances in technology more fluently to the campus community.

OBJECTIVE 5.5: FIND OPPORTUNITIES FOR COLLABORATION IN IT ACQUISITIONS

NIC IT will facilitate collaboration among entities with aligned, specialized IT needs to share costs and reduce duplication of efforts, hardware, software, and personnel.

Strategy 5.5.1: Provide a mechanism to communicate the current IT portfolio and allow users to identify needs or suggestions.

GOAL 6: PROVIDE A SECURE TECHNOLOGY ENVIRONMENT

NIC aspires to reduce risk and ensure availability by designing, implementing, and maintaining a secure IT environment.

OBJECTIVE 6.1 STRENGTHEN USER AUTHENTICATION

NIC IT will acquire and implement a solution that requires multifactor authentication for staff, faculty and administrators who access NIC protected information from off campus.

Strategy 6.1.1: Implement multi-factor authentication for employees for sensitive services.

Strategy 6.1.2: Explore the use of multi-factor authentication for students.

OBJECTIVE 6.2 ESTABLISH A CORE SET OF USER COMPETENCIES

NIC IT will acquire and implement a security awareness training program for all employees that is comprehensive and aligned with individual roles at the college. This training will help educate users about common security topics and threats, and will ultimately help NIC better protect its data assets.

Strategy 6.2.1 Implement a security awareness training program for all employees.

OBJECTIVE 6.3 ESTABLISH A CORE SET OF SECURITY STANDARDS AND PROCEDURES

NIC IT will institute and formalize security operations based on the critical security controls as defined by the Center for Internet Security in alignment with other higher education institutions in Idaho.

Strategy 6.3.1: Implement and measure NIC's maturity in meeting the first six identified security controls.

Strategy 6.3.2: Establish a long-term roadmap for NIC to meet all of the security controls.

OBJECTIVE 6.4 PASSWORD MANAGEMENT

NIC IT will acquire and implement tools that allow for an easier and more secure method of changing of user passwords.

Strategy 6.4.1: Implement a new password reset tool and process for NIC accounts.

OBJECTIVE 6.5 IDENTITY MANAGEMENT

NIC IT will investigate and acquire a comprehensive tool to manage user identities. This tool will allow for account claiming, provisioning, and de-provisioning of users and provide access in a centralized manner.

Strategy 6.5.1: Implement a new identity management tool used to provide and remove user entitlements to technology systems at NIC.

OBJECTIVE 6.6 IMPROVE DEVICE SECURITY MANAGEMENT

NIC IT will enhance efforts of monitoring, patching, and securing NIC owned and managed devices through centrally controlled systems. NIC will also work to improve the security of NIC owned and managed equipment used outside of NIC's network.

Strategy 6.6.1: Explore and make recommendations on secure and automated patch management of third-party software updates.

Strategy 6.6.2: Explore and implement security tools to protect NIC owned equipment when it is not connected to the NIC local network.

OBJECTIVE 6.7: IMPROVE AND UPDATE THE COLLEGE'S DISASTER RECOVERY AND BUSINESS CONTINUITY PLAN.

NIC IT will re-examine its plans for disaster recovery of critical infrastructure services as well as work with the college's emergency management team on improved options for business continuity.

Strategy 6.7.1: Beginning in the Fall 2020, conduct at least one disaster recovery round-table exercise each semester.

Strategy 6.7.2 Beginning in the Summer 2021, conduct an annual IT disaster recovery exercise.

GOAL 7: SUPPORT AND MAINTAIN A ROBUST INFRASTRUCTURE

NIC aspires to establish a sustainable, secure, compliant, robust, and reliable infrastructure that enables a consistent technology experience for all users.

OBJECTIVE 7.1 MEDIA SERVICES AND DIGITAL CONTENT

NIC IT will continue to invest in infrastructure, equipment, and spaces for digital content, including but not limited to video streaming, capture, editing, captioning, and storage.

Strategy 7.1.1: Continue to implement new technology to support teaching and learning via video.

Strategy 7.1.2: Continue to investigate ways to centralize video services on campus.

OBJECTIVE 7.2: THE IT INFRASTRUCTURE NEEDS OF EXISTING AND FUTURE BUILDINGS MUST BE ADDRESSED PRIOR TO RECONSTRUCTION OR REMODELING.

NIC IT will ensure that considerations for network needs in spaces scheduled for renovation and construction are addressed early in the process. NIC must ensure that all technology requirements are considered before construction begins so that network needs may be analyzed and hardware may be acquired for the available space. Projects will be clearly communicated early in the planning process, even if the construction ultimately does not happen.

Strategy 7.2.1: Formalize a process if IT review for building changes and additions at NIC.

OBJECTIVE 7.3: SAFETY AND SECURITY

NIC IT will work to ensure that construction and remodel designs consider safety and security. Standards will be developed for alert systems, wired locks, and camera systems to promote a safe and secure campus.

Strategy 7.3.1: Continue to invest in security camera and monitoring systems at NIC locations.

Strategy 7.3.2: Continue to enhance safety and security technology used at NIC locations.

OBJECTIVE 7.4: CONTINUE TO PROVIDE STUDENTS, FACULTY, AND STAFF WITH A ROBUST AND FLEXIBLE NETWORK. INTERNET CONNECTIONS MUST BE ABLE TO READILY HANDLE LARGE VOLUMES OF TRAFFIC AND STRIVE TO BE FLAWLESS IN AVAILABILITY AND RELIABILITY.

NIC IT will continue to support continuous infrastructure investments as appropriate to meet the evolving needs and expectations of users.

Strategy 7.4.1: Improve network services and bandwidth to all NIC locations.

Strategy 7.4.2: Continue to improve network bandwidth for the campus whenever possible.

OBJECTIVE 7.5: WIRELESS MUST BE SECURE, UBIQUITOUS, AND ABLE TO READILY MEET THE EXPANDING USAGE OF THE COLLEGE COMMUNITY AND USERS.

NIC IT will ensure widespread and continuous wireless coverage of its campus spaces to provide a positive user experience.

Strategy 7.5.1: Create a roadmap and plan to provide 100% wireless coverage on the main campus.

Strategy 7.5.2: Create a roadmap and plan to provide 100% wireless coverage at NIC remote locations.

OBJECTIVE 7.6: FISCAL STEWARDSHIP

NIC IT will continue to be effective stewards of fiscal resources while meeting the technological needs of the college.

Strategy 7.6.1: Continue to keep ERS replacement of schedule A and B at 90% or better per year.

Strategy 7.6.2: Create and provide a summary of all IT services under contract, expiration of contract, and any cost escalators within the contract to the business office annually for budget forecasting.

Information Technology planning principles:

The following planning principles were designed and agreed upon by the planning team in order to ensure that the plan goals and objectives would be relevant to the planning process.

CUSTOMER SERVICE:

NIC will seek to meet the technology needs of users through a balance of centralized and unit level systems support, and actively pursue collaboration from users. NIC will provide support, education, and training for faculty, staff and students so that technology may be effectively used in pursuit of both individual and collegiate goals.

INNOVATIVE AND RELEVANT TECHNOLOGY

NIC will invest in technology that furthers the mission of the college, supports the college's operational needs, implements best practices, and maintains compliance. NIC will encourage and support the development and acquisition of innovative IT services that enhance teaching, learning, and improves processes. Solutions will be designed with an integrated view of college processes and reflects the needs of faculty, students, and staff. NIC will strive to implement consolidated services in order to improve efficiencies across departments. NIC promotes a culture of innovative thinking to solve identified problems purposefully and to enhance organizational excellence.

SECURITY:

NIC's systems, data and associated intellectual property must be stable, resilient and secure. At the same time, accurate and usable information needs to be accessible to the right person at the right time. NIC shall use standard risk management principles and procedures to identify and manage risks associated with IT security

USER EXPERIENCE:

NIC will address accessibility, availability, and usability as part of the review, selection, and implementation of technology systems. NIC will, to the best of its ability, anticipate and respond to user needs, seek input, and aspire to the usability of essential services.

Implementation, Reporting and Assessment

Implementation, oversight and coordination of this plan will reside with the Chief Information Officer. However, as evidenced by the broad range of campus constituents participating in the development of the IT Master plan, members of Presidents Cabinet, the instructional deans, dean of enrollment services, division chairs, directors, and IT staff members will play a central role in facilitating working groups, committees and teams charged with carrying out the activities and initiatives needed to accomplish the priorities reflected in this plan.

NIC continues to establish a culture of evidence by using data and assessment findings in order to inform planning and decision making. Thus, this dynamic document will be continually updated to reflect college wide strategic planning, data, assessments, and new challenges. Timelines for implementation of initiatives will be established annually, and will be communicated to the general college campus in a timely manner. Progress reports will be shared at least annually with the President, Faculty Assembly, Staff Assembly, and the campus at large.

The Information Technology Master Plan team members:

Ken Wardinsky - CIO

Melissa Jessen - IT

Amy Mayer - IT

CJ Banks - IT

Dennis Noordam -IT

Dotty Heberer – Health Professions

George McAlister - Library

Holly Moore - IT

Jessica Grantham -Business Office

Karen Thurston – Instruction

Kathy Kraus – Financial Aid

Melissa Mewhinney – Comm/Marketing

Randy Graves - Instruction

Robert Gibson - IT

Sandra Jacquot – Business Office

Suzie Deane – Human Resources

Tammy Robertson - IT

Thomas Scott - eLearning

Tim Gerlitz - DSS