Modified Plan AB – Technology has an important role

Premise: Information Technology has an important role to play in the success of any organization, and specifically in an Institution of Higher Learning. The fast changing technology landscape coupled with high cost of IT and its pervasive use as a critical resource by all units dictates that it should be managed efficiently at the executive level. Additionally HCC strives to be an outstanding leader in the delivery of IT services to students, administration, faculty and staff. Honolulu Community College recognizes that Information Technology is a strategic asset that contributes to the success of the college including recruitment, retention and student success. IT decisions can be complex and far reaching given the increasing dependence of all units on technology, the fast changing technology landscape and the ramifications from potential misuse or abuse of technology assets by persons both associated with the college and external to the college; therefore IT decision making must be managed at the executive level.

Given that budgets are not unlimited and fiscal restraint is required in times of budget shortfalls the following set of reduced objectives are presented.

Important objectives of IT reorganization process based on the above premise

1. Provide strategic leadership along with effective policy development and efficient operational management of the broad range of Information Technology resources at Honolulu Community College
2. Align the IT function with the strategic objectives of the college
3. Create a structure that focuses on service operation
4. Designate a function to be responsible for technology integration and emerging issues
5. Create increased communication opportunities between various functions and units for the sharing of IT knowledge.
6. Enhance collaborative IT leadership and shared technology planning through the consolidation of technology resources.
7. Pool IT resources and skills for effectiveness and efficiency of operation
8. Provide centralized ownership of critical IT processes such as planning, security, compliance, architecture design, and incident handling.
9. Ensure a clear understanding of the services offered by the IT function.
10. Enhance IT staff career and skill development
Strategies for reaching objectives
1. Create a position that will provide central IT leadership, including long-term strategic and tactical planning for the development, enhancement, and implementation of an effective cutting edge applications and systems in support of all college departments, divisions and units.

2. Provide for alignment of the IT function and efforts with the strategic plan of the college by placing the educational technology component of IT directly under a dean level position specializing in academic support.

3. The adopting of standard IT management frameworks such as ITIL and Cobit that would ensure that the structure of the Information Technology at the college would be based on service operation and assigning this responsibility to a single IT leader position. This strategy would insure that communication channels exist across all levels of the organization through the use of shared cross functional processes.

4. Providing better service to campus technology customers by combining services requiring similar knowledge, technical skills and management methods under single leadership. A central help desk closely coupled with the management and support of Computer Labs and Classrooms along with deployment of individual work stations is an example.

5. Assign ownership of critical IT processes to the Information Technology Leader position. These would include the processes for planning, security, incident management, compliance, change management and Service Catalog management and IT staff training and advancement.

Note: In this plan, the IT leadership position is not located at the executive and management level therefore the Vice-Chancellor and Dean would take a more active role in the IT Governance process. They would not have to know all the answers, but should know the questions.
Cross Functional Process Example 1

Classroom technology Design, Development, Deployment and Maintenance

**Process owner** – Dean of Academic Support  
**Process manager** – Director of EdTech group

Functions involved in the process - EdTech Group, Faculty, Campus AV Services, Campus Fiscal Officer, Information Technology Leader, Other Campus Stakeholders

**Process trigger**

Faculty member requests information about new technology such as “Lecture Capture System” from the EdTech Group. Alternatively the EdTech group may suggest the technology to the faculty.

**Process Activity Details**

1. EdTech group does research and development on various products and systems and along with faculty and other stakeholders develops design requirements and metrics for an acceptable system.
2. EdTech group consults with Campus AV Services on feasibility of implementation and maintenance of various systems.
3. Campus AV Services consults with Network Infrastructure and User Support group on compatibility, capability and capacity issues of various proposed systems.
4. EdTech group proposes systems to faculty.
5. Candidate systems are presented to the Technology Leader, Fiscal and other designated campus organizations for approval.
6. AV services purchases, installs the system and works with faculty to test the system against design requirements and metrics.
7. Management of the equipment is the responsibility of AV Services. Operation of the equipment or system is designated to EdTech Group or other campus function.
8. Overall evaluation of the effectiveness of the system on an ongoing basis is the responsibility of the Dean of Academic Support.