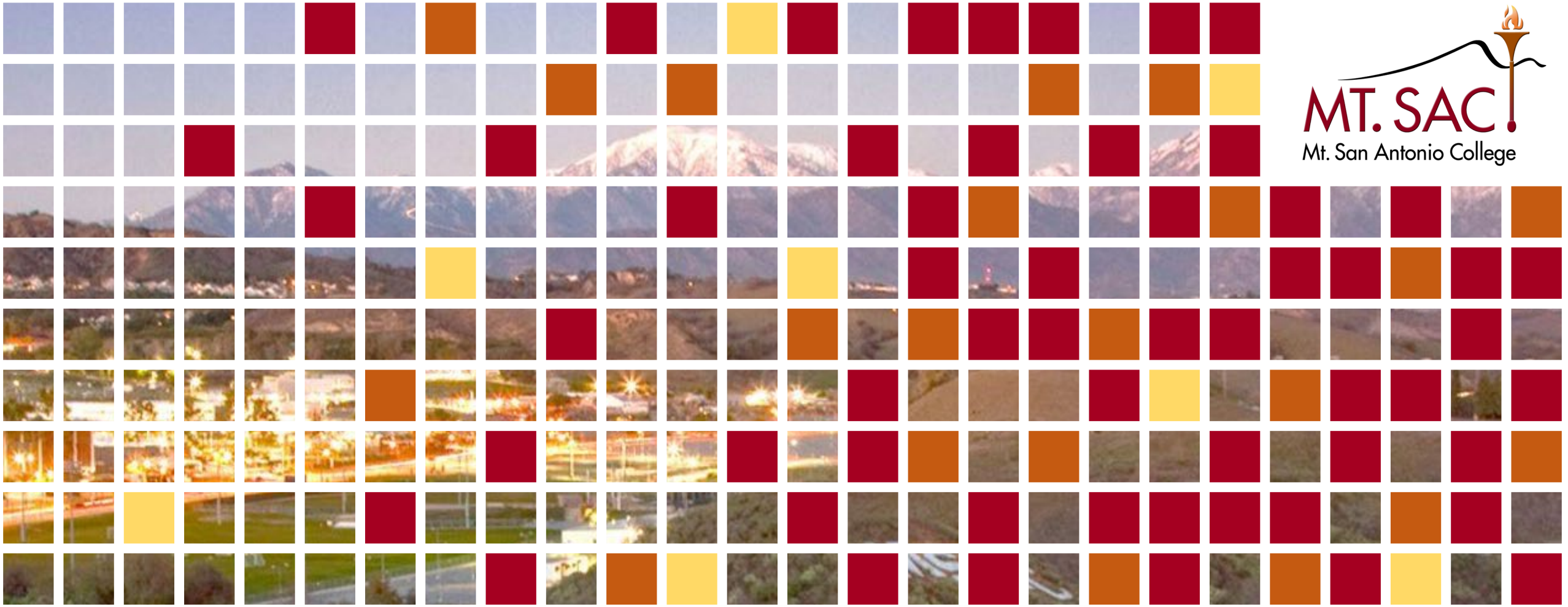
Information Technology **Master Plan 2023 – 2028**



MT. SAC
Mt. San Antonio College

Executive Summary

IT Master Plan Objective

The IT Master Plan provides a framework to guide the IT team at Mt. San Antonio College (Mt. SAC). The IT Master Plan focuses on improving the structure of operations and processes in the IT department as a cohesive team; providing high-quality technology and innovative solutions to address campus needs; building and strengthening strategic partnerships across the Mt. SAC community; and providing an environment of reliable and secure technology resources. This IT Master Plan was developed in support of the College's Strategic Plan, as well as the Education and Facilities Master Plans; the mission, vision, and core values expressed in these documents make Mt. SAC the empowering and supportive institution that it is today.

IT Master Plan Overview

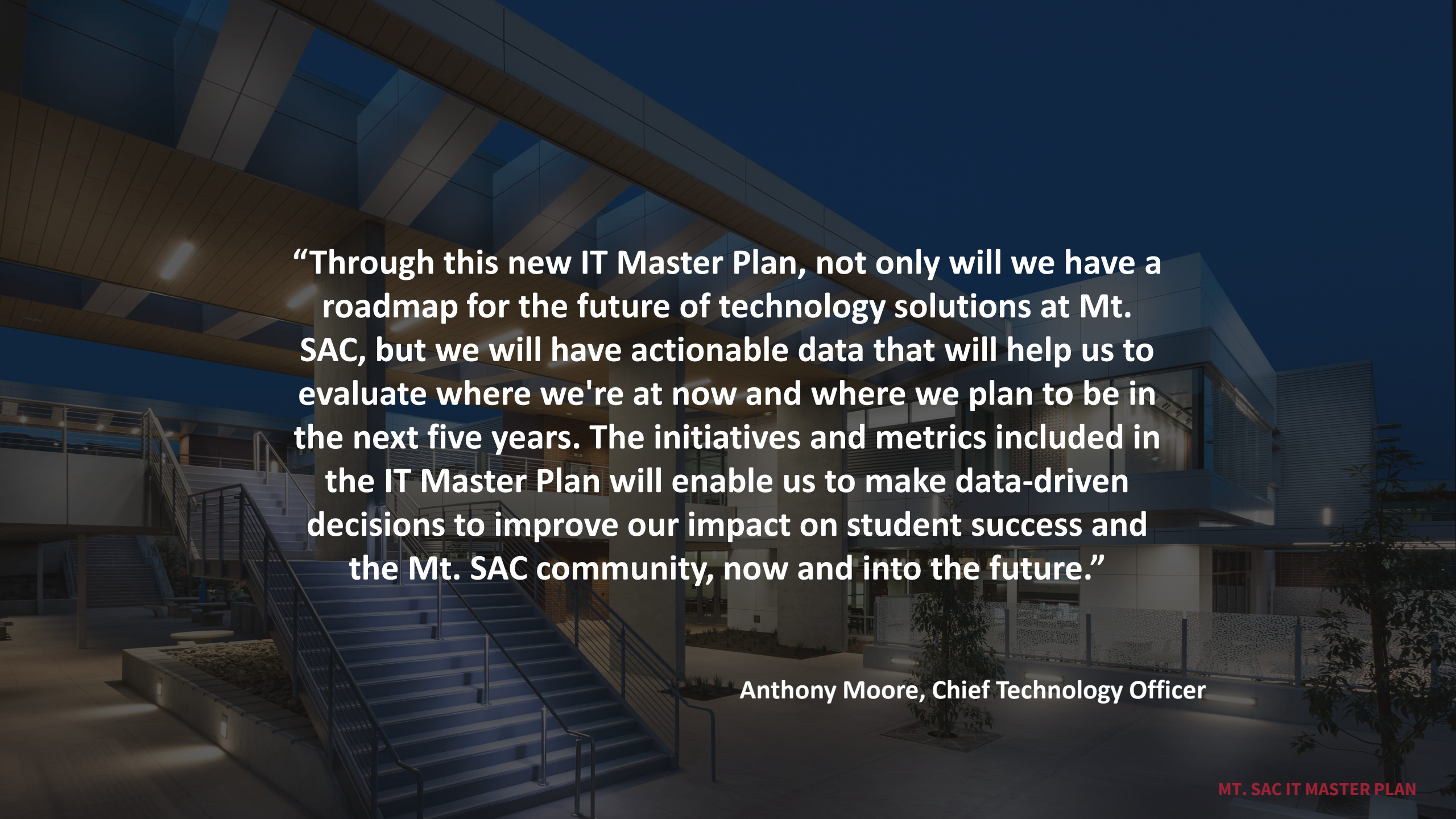
The IT Master Plan is organized into four Strategic Pillars that encompass the IT team's objectives to improve technology in support of student success at Mt. SAC.

1. Operational Efficiency and Effectiveness
2. Modern and Reliable Technology to Support Student Success
3. IT as a Strategic Partner
4. IT Security and Risk Management

Each Strategic Pillar includes specific Goals, Tactics, and Metrics of Success that support the IT team's ability to make definitive steps towards these key technology priorities, in collaboration with the Information Technology Advisory Committee (ITAC), Mt. SAC leadership, and other campus stakeholders.

Goals are calls to action for IT.
Tactics are specific methods to achieve each goal.
Metrics of Success are ways for IT to gauge the team's progress on each Goal and Pillar.

The IT Master Plan is designed to be a sustainable approach to the future of technology at Mt. SAC over the next five years, in accordance with ACCJC accreditation standards (see Appendix). However, this Plan should be considered a living document, and it will be reviewed and updated to monitor progress on an annual basis. The IT Master Plan provides these key initiatives as a roadmap for the future of IT at Mt. SAC, to empower the team in adapting to the technology changes of the future and enable IT to solve the unprecedented challenges of Higher Education in the 21st century.



“Through this new IT Master Plan, not only will we have a roadmap for the future of technology solutions at Mt. SAC, but we will have actionable data that will help us to evaluate where we're at now and where we plan to be in the next five years. The initiatives and metrics included in the IT Master Plan will enable us to make data-driven decisions to improve our impact on student success and the Mt. SAC community, now and into the future.”

Anthony Moore, Chief Technology Officer

*Out of over 1,900 survey respondents, students rated the overall quality of IT services at an overall score of **4.56 out of 5**, and 228 faculty, staff, and managers rated the overall quality an average of **4.08 out of 5**.*

The IT Master Plan is designed to build upon the existing strengths of IT and best serve the campus community now and into the future.

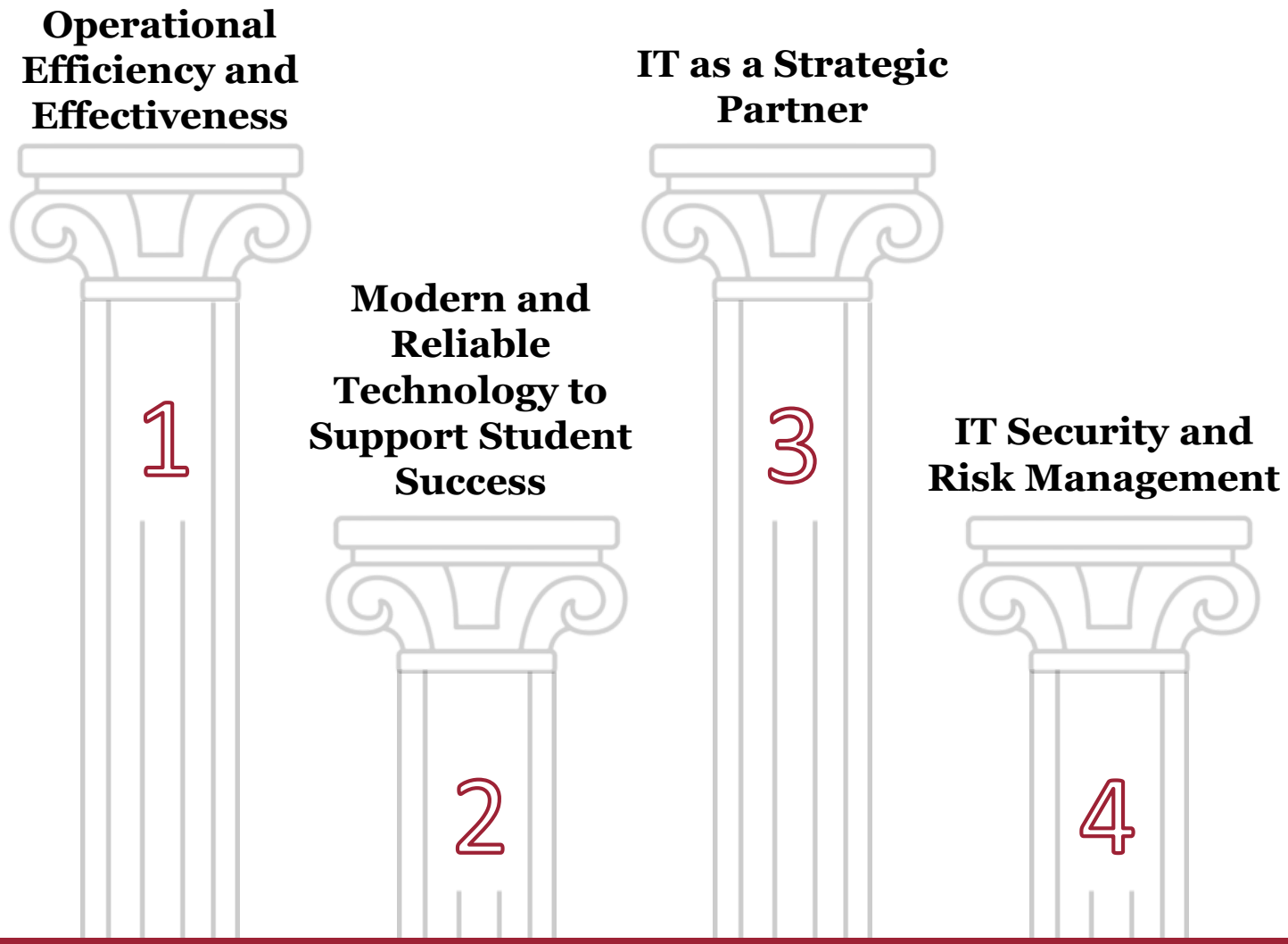
Our Mission

Provide reliable, equitable, and high-quality technology solutions to enhance student success and empower the Mt. SAC community.

Our Vision

Advance the College's use of technology to help students achieve their academic goals and become contributing members of a diverse, sustainable, global society.

Strategic Pillars



Strategic Pillars: Goals and Core Values

1 Operational Efficiency and Effectiveness

Goals:

1.1 | Foster an inclusive environment where staff feel valued and engaged

1.2 | Build capabilities to support current technology and enable innovation

1.3 | Establish clear project intake and prioritization processes

1.4 | Strengthen information sharing, coordination, and knowledge management.

2 Modern and Reliable Technology to Support Student Success

Goals:

2.1 | Engage with the campus community to proactively identify campus needs

2.2 | Promote technology literacy

2.3 | Effectively track, manage, and leverage technology assets

2.4 | Maintain and develop internal expertise

3 IT as a Strategic Partner

Goals:

3.1 | Provide support for strategic decision-making

3.2 | Clearly communicate capacity and priorities

3.3 | Demonstrate the value of IT to the Mt. SAC community

3.4 | Share relevant metrics with the Mt. SAC community

3.5 | Strengthen and support technologies to enable remote work

4 IT Security and Risk Management

Goals:

4.1 | Establish a Security Operations Center (SOC) at Mt. SAC

4.2 | Proactively secure technology resources and mitigate risk

4.3 | Create a culture of security across the Mt. SAC community

Mt. SAC Core Values


Integrity


Equity and Diversity


Community Building


Student Focus


Social Justice


Anti-Racism


Lifelong Learning


Positive Spirit


Effective Stewardship


Sustainability

Operational Efficiency and Effectiveness

1

Providing quality services is a top priority for the IT department at Mt. SAC. Streamlining internal operations will enable the department to help more students and spend more time on the services that create a better technology experience for the Mt. SAC community.

With these priorities in mind, the IT team identified the following four goals, to help IT streamline operations.

1.1 | Foster an inclusive environment where staff feel valued and engaged

1.2 | Build capabilities to support current technology and enable innovation

1.3 | Establish clear project intake and prioritization processes

1.4 | Strengthen information sharing, coordination, and knowledge management.

Operational Efficiency and Effectiveness

1

1.1 Foster an inclusive environment where staff feel valued and engaged

Tactics

1.1.1 Conduct regular staff meetings. Establish a regular cadence for department meetings that inform and engage the entire IT department, with the purpose of helping IT staff feel more connected with colleagues throughout the department.

1.1.2 Create and support opportunities for IT staff to collaborate. Establish opportunities for staff from across the department to meet and collaborate internally. Leverage existing platforms for communication within IT to promote collaboration and engagement throughout IT. Create opportunities for informal networking and relationship building such as team events. Continue collaborative activities such as the DiSC profile that allow staff to work together more seamlessly.

1.1.3 Recognize and celebrate success. Allocate time during staff meetings to recognize individual and team accomplishments. Call attention to meaningful successes and emphasize the things that make IT staff take pride in their work.

Metrics of Success

- ❑ Scheduled regular meetings (e.g., quarterly) with opportunities for discussion and engagement
- ❑ Each team in IT provides opportunities for its team to collaborate internally on a regular basis
- ❑ Regular activity in the department-wide collaboration tools such as Microsoft Teams
- ❑ New staff have the opportunity to learn about and participate in the DiSC assessment
- ❑ Recognition of individual and team accomplishments is continually included in meetings and becomes ingrained in the culture of the department
- ❑ Members of IT at all levels understand and celebrate the accomplishments that are most meaningful to them and to their teammates

Operational Efficiency and Effectiveness

1

1.2 Build capabilities to support current technology and enable innovation

Tactics

1.2.1 Align job descriptions with responsibilities. Review job descriptions to identify gaps between current job descriptions and existing staff responsibilities. Follow appropriate campus channels to review and update job descriptions. Develop a regular schedule to review IT job descriptions within the department, including considerations to align with Accessibility and DEISA standards.

1.2.2 Identify capabilities needed to enable innovation. Continually assess the department's staffing needs to support institutional goals. This will require defining the skillsets needed to support future services, enable increased automation, and create a platform for innovation.

1.2.3 Bolster student employee program. Build upon existing success in the student employee program to hire more students and foster student development in professional roles. Deepen student employee partnership with the CIS Department.

Metrics of Success

- ❑ Job descriptions up to date with existing responsibilities
- ❑ Defined process and cadence to maintain job descriptions going forward
- ❑ New roles are defined and filled according to department staffing needs
- ❑ Total number of IT student employees increases
- ❑ Number of student employees that continue or advance in their technology career increases

1.3 Establish clear project intake and prioritization processes

Tactics

1.3.1 Establish proposal intake process and facilitate decision-making. Define a clear process for IT to receive and organize requests and project proposals, and consistent criteria to evaluate new requests in light of existing priorities. Define clear priorities and organizational expectations for IT staff to manage project work on a day-to-day basis.

1.3.2 Rollout and communicate new process expectations. Empower IT staff to follow identified processes regarding requests, proposals, and project management. Collaborate with existing committees on campus to establish and communicate with campus stakeholders on the updated intake process. Provide regular status updates, priority levels, and expected timing to each requester.

Metrics of Success

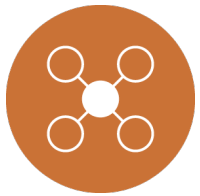
- ❑ Established project intake process is documented and made available to IT and the campus community
- ❑ Clear expectations for IT staff to prioritize and organize their daily work are documented and communicated to all staff
- ❑ New processes for IT support are communicated to the Mt. SAC community

Operational Efficiency and Effectiveness

1

1.4 Strengthen information sharing, coordination, and knowledge management.

Tactics



1.4.1 Standardize tools and systems for common processes. Increase efficiency by establishing the same set of tools and systems for processes that can be standardized throughout the department. Expand the use of Freshservice to share tickets internal to IT.

1.4.2 Establish expectations and processes for documentation. Processes and procedures are documented and made available in a central location. Documentation is reviewed on a periodic basis and kept up to date. Resources and time are allocated to creating and maintaining documentation.

1.4.3 Develop staff cross-training and learning opportunities. Establish a cross-training program to provide learning opportunities for staff, including designated time for cross-training, clear goals, and defined processes to make use of the skills that are developed. Staff should have the ability to establish goals for cross-training at the beginning of each year, and management can assist with identifying the appropriate training resources and timing to empower staff to meet their learning goals.

Metrics of Success

- ❑ Duplicative systems are reduced
- ❑ Freshservice tickets created for internal collaboration
- ❑ Procedures for documentation are established and accessible to IT stakeholders
- ❑ Staff have defined time to document key process and procedures
- ❑ Documentation is accurate, valuable, and enables the department to better serve the campus community
- ❑ Shadow IT systems are reduced and removed
- ❑ Cross-training program established
- ❑ Number of hours of cross-training completed each year is measured and increased
- ❑ Increased staff satisfaction and retention, measured via annual survey

"IT services are very reliable and helpful in bettering our success."

"When I'm stuck, I get perfect service."

"The entire IT department has been nothing less than a blessing."

Mt. SAC Students

Modern Solutions for Evolving Student Needs

2

The landscape of technology is continuously changing. It is important that the IT department continue to innovate and deliver new services and technologies to best support student success and evolving campus needs.

With that in mind, the IT team identified four key goals to accomplish this pillar:

2.1 | Engage with the campus community to proactively identify campus needs

2.2 | Promote technology literacy

2.3 | Effectively track, manage, and leverage technology assets

2.4 | Maintain and develop internal expertise

Modern Solutions for Evolving Student Needs

2

2.1 Engage with the campus community to proactively identify campus needs

Tactics

2.1.1 Conduct an annual campus survey. Construct a set of questions for the Mt. SAC community to gauge their satisfaction with existing IT services and support. Include questions regarding future IT service offerings and use the survey results to improve IT and the technology experience at Mt. SAC.

2.1.2 Increase engagement with the Mt. SAC community. Collaborate with campus partners (e.g., Student Services) to engage the campus community on a regular basis. Identify opportunities to interact with different areas of the campus community (students, remote students, faculty, staff, managers, etc.).

2.1.3 Create workshops for technology-related topics. Leverage the survey results to identify technology-related topics that are of interest to the campus community. Conduct workshops in alignment with academic terms and/or existing professional development days. Ensure that workshops are open to the campus community. Ensure hybrid availability.

Metrics of Success

- ❑ Survey is created and distributed on an annual basis
- ❑ Survey results are analyzed in an understandable and actionable way
- ❑ Survey results are shared and discussed with ITAC
- ❑ Action items identified from survey results are implemented in the department
- ❑ Mt. SAC community has an increased understanding of IT services on campus
- ❑ IT has collaborated with campus partners on specific initiatives regarding community support and engagement
- ❑ Technology topics of interest to the Mt. SAC community are identified
- ❑ Cadence for technology workshops is established
- ❑ Needed resources are identified (e.g., research, IT staff, guest speaker, hybrid-capable presentation environment)
- ❑ The number of participants that attend each session is tracked and recorded

Modern Solutions for Evolving Student Needs

2

2.2 Promote technology literacy

Tactics

2.2.1 Include technology training in staff onboarding and student orientation. Expand upon current technology onboarding materials for employees. Incorporate IT training materials into student orientation programs. Identify essential technology in the Mt. SAC experience (e.g., Wi-Fi access) and make intuitive resources known and available to the community. Market technology training and onboarding to help ensure awareness and utilization of resources.

2.2.2 Expand upon current technology training resources. Develop comprehensive training materials in conjunction with onboarding efforts. Identify gaps in technology training resources and available materials and allocate resources to fill identified gaps. Seek feedback from the campus community and ask about the effectiveness of technology onboarding/ orientation in the annual survey. Develop new materials to address emerging needs and adjust existing materials as needed.

Metrics of Success

- ❑ Technology training is incorporated into existing onboarding and orientation materials
- ❑ Essential technology knowledge and needs are identified and addressed
- ❑ The Mt. SAC community has increased awareness and utilization of technology onboarding materials
- ❑ Additional resources (time, staff, etc.) are allocated specifically to technology training and/or onboarding
- ❑ IT training materials are produced
- ❑ Regular review process established
- ❑ Technology literacy is reported on as an ITAC goal

Modern Solutions for Evolving Student Needs

2

2.3 Effectively track, manage, and leverage technology assets

Tactics

2.3.1 Expand technology inventory. Consolidate existing data into an enterprise-wide technology asset inventory. Gather additional data to gain insight into all of the assets that currently exist on campus. Identify inventory tools and preferred method(s) for tracking inventory going forward.

2.3.2 Establish an enterprise approach to asset management. Identify duplicative systems and opportunities to reduce technical debt. Collaborate with the procurement office to establish a technology review and approval process, with the goal of reducing technical debt.

2.3.3 IT asset replacement forecasting. Establish technology replacement cycles for IT assets. Create annual forecasts to project the timing and costs of future replacements. Proactively communicate updated projections to College Leadership to advocate for funding.

2.3.4 Expand the Project Management Office (PMO). Allocate resources to the PMO in order to improve consistency and execution of technology initiatives, lead business process transformations across campus, and manage change.

Metrics of Success

- ❑ A technology inventory of systems across campus is established by the PMO
- ❑ Inventory systems and processes are defined
- ❑ Duplicative systems are identified and reduced resulting in cost savings for the College
- ❑ Review and approval process established for technology purchases
- ❑ Replacement cycles are identified and planned
- ❑ Forecast planning is established for sustained funding
- ❑ Inventory needs are itemized and ranked based on risk
- ❑ Documentation is created to explain and demonstrate funding needs
- ❑ Additional resources allocated to the PMO

Modern Solutions for Evolving Student Needs

2

2.4 Maintain and develop internal expertise

Tactics

2.4.1 Increase awareness and understanding of IT services. Staff will develop and maintain a comprehensive understanding of current service offerings to better serve the campus community. Allocate time for learning about IT service offerings, current and in development, across the department. This is particularly important for IT staff in customer-facing roles.

2.4.2 Facilitate technology learning. Encourage IT staff to stay up to date on emerging technologies across the industry. Ensure that publications and learning resources are made available to IT staff regarding technology trends. Identify conferences that would assist in furthering the IT staff's understanding about available technology in higher education. Create opportunities for knowledge-sharing. Allocate time and resources for staff to acquire relevant training and certifications.

2.4.3 Engrain data tracking into IT staff culture. Train IT staff on the importance of tracking relevant metrics. Develop internal dashboards as needed for IT teams to support their operations. Leverage Freshservice where possible as a central source of truth for IT staff to track metrics and team effectiveness.

Metrics of Success

- ❑ Documentation is created with explanations/training for IT staff regarding IT services
- ❑ Time and sustainable resources are allocated for staff development and training
- ❑ Discussion regarding emerging technology is included in department-wide communications
- ❑ Relevant resources are identified and made available to IT staff
- ❑ Number of IT staff attending relevant conferences is recorded year-to-year
- ❑ Sustainable funding for conferences and other technology learning opportunities is allocated
- ❑ Training documentation regarding data-driven decision-making is established for IT staff
- ❑ Internal dashboards are developed as needed to keep staff up-to-date on relevant metrics
- ❑ Freshservice usage increases across IT teams

IT as a Strategic Partner

3

Strategic partnerships between IT and the campus community are key to addressing modern technology challenges in Higher Education. Not only is it important that IT work to continually deepen its team's understanding of the priorities and needs of the Mt. SAC campus community, but it is equally vital that IT facilitates the community's understanding of how IT operates and prioritizes its day-to-day functions. This will help IT to be engaged as a strategic partner throughout the technology decision-making and acquisition processes to provide the greatest value to Mt. SAC.

The goals set forth by IT to become a strategic partner in collaboration with the Mt. SAC community are listed below:

3.1 | Provide support for strategic decision-making

3.2 | Clearly communicate capacity and priorities

3.3 | Demonstrate the impact of IT

3.4 | Share relevant metrics with the Mt. SAC community

3.5 | Strengthen and support technologies to enable remote work

IT as a Strategic Partner

3

3.1 Provide support for strategic decision-making

Tactics

3.1.1 Seek strategic partnership for technology purchasing. Communicate technology acquisition review and approval process to campus. Develop clear structure to involve IT up front and create a seamless transition for technology acquisition.

3.1.2 Help campus to spend strategically. Reach out at a particular cadence each year to help the different areas of campus spend technology funding (e.g., year-end funding) in a strategic way. Initiate planning processes with campus stakeholders to use those funds on technology that will provide the most impact.

3.1.3 Understand campus priorities. Encourage campus stakeholders to discuss and define technology priorities for their respective areas on an annual basis. Further develop relationships on campus to assist the campus community in defining their technology-related needs throughout the year. Utilize reported needs to inform project prioritization. Communicate standard project intake process used across campus, and request inclusion of expected benefit to campus.

Metrics of Success

- ❑ Guidance created for the collaborative purchase of technology systems which IT supports
- ❑ IT is consistently engaged early in the process of relevant technology acquisition
- ❑ Available funding is spent strategically on high-impact technologies
- ❑ IT is engaged each year on a regular cadence
- ❑ Campus needs are documented and incorporated into project prioritization processes
- ❑ Project request form includes field for the expected benefit to campus and this explanation is factored into project prioritization

3.2 Clearly communicate capacity and priorities

Tactics

3.2.1 Determine the department's capacity for project work. Use data to develop a baseline for the amount of time the department spends on operations. Clearly quantify capacity for projects and communicate this capacity to campus stakeholders.

3.2.2 Quantify effort and cost associated with projects. Establish processes to estimate the effort associated with IT projects before they are accepted and prioritized. Use these estimates to establish a process to quantify the cost of projects and initiatives to stakeholders.

3.2.3 Increase project transparency. Prioritize projects according to established prioritization process and communicate this to requestors. Make list of project priorities visible to campus. Communicate priority and estimated timeline for each project. Publish information on new and completed projects.

Metrics of Success

- ❑ IT department has an established understanding of the time required to support operations
- ❑ Project capacity is established and communicated to campus stakeholders
- ❑ Processes are established to estimate project effort and cost to the institution before they are accepted and prioritized
- ❑ Documentation is created for a campus-facing project priority list
- ❑ Process for timeline estimation is identified
- ❑ Methods of communication for priority levels and estimated timelines are identified and utilized
- ❑ Product lifecycle costs are calculated by IT during purchasing and decision-making processes

IT as a Strategic Partner

3

3.3 Demonstrate the impact of IT on the Mt. SAC community

Tactics

3.3.1 Quantify the impact of IT. Regularly follow up on projects to evaluate success. Determine processes to create metrics that demonstrate the impact of IT projects on the campus community. Identify metrics of impact that resonate with Mt. SAC stakeholders (e.g., time saved or cost reduction).

3.3.2 Communicate the impact of IT. Find new opportunities within existing meetings to communicate IT services effectively. Leverage quantified value metrics and make information available to relevant parties on campus. Publish IT 'success stories' on a regular basis through existing communication channels. Leverage the Mt. SAC website and social media to communicate IT services. Create website functionality such as outage notifications, news, and status updates.

Metrics of Success

- ❑ Process for quantifying project impact is established
- ❑ Clear estimates for increased efficiency are available to IT staff and to campus
- ❑ New opportunities are developed for communicating IT impact and services
- ❑ Additional communication platforms are identified and utilized (e.g., newsletter, letter from the CIO, etc.)
- ❑ Mt. SAC IT website receives increased engagement
- ❑ Additional website features are added

3.4 Share relevant metrics with the Mt. SAC community

Tactics

3.4.1 Provide information to address campus needs. Refine existing data dashboards to display metrics that are meaningful to the Mt. SAC community. Adjust data display depending on changing campus needs and priorities. Communicate additional important information including system updates and service outages with corresponding explanations that are understandable to the Mt. SAC community.

3.4.2 Connect IT metrics with the value provided to students. Refine existing metrics to address the impact of IT initiatives on student success. Leverage new and existing data collection to create new metrics that directly correspond to measures of student success at Mt. SAC.

Metrics of Success

- ❑ Dashboard display is updated regularly to correspond with evolving Mt. SAC needs and shared with ITAC
- ❑ System updates, service outages, and other relevant updates are explained and communicated to the Mt. SAC community
- ❑ Existing IT metrics are refined to specifically address impact on the Mt. SAC community
- ❑ New metrics specific to student success at Mt. SAC are created and displayed in visually meaningful dashboards

IT as a Strategic Partner

3

3.5 Strengthen and support technologies to enable remote work

Tactics

3.5.1 Define equipment standards. Identify equipment requirements for remote work, which will likely include a laptop, docking station, single monitor, and optional second monitor. Create an equipment standard policy to establish a baseline of technology resource needs and connectivity requirements to enable remote work capabilities.

3.5.2 Support employee transition to hybrid or fully remote work. Define the funding needed to equip employees with the baseline technology to work remotely. Update, maintain, and communicate the existing "Working Remotely Guide" to support employees in their transitions to a flexible work environment. Build employee awareness of the tools available to them through training and communication.

3.5.3 Continually assess and adapt to employee needs. Provide support for additional remote technology considerations as they arise, such as printing resources and on-campus hybrid meeting spaces. Utilize the annual survey to obtain feedback and make changes to remote capabilities as needed to provide ongoing support.

Metrics of Success

- ❑ Remote work equipment standard and corresponding policy are established
- ❑ Funding estimates to rollout the technology baseline for Mt. SAC employees are identified
- ❑ Working Remotely Guide is updated, and a regular cadence is defined for review and updates
- ❑ Employees are effectively transitioned to remote/hybrid work environments with minimal impact to services
- ❑ Annual survey includes feedback on remote work capabilities and needs
- ❑ Changes are made based on the survey feedback received from the campus community

IT Security and Risk Management

4

The IT team has already dedicated many hours to help Mt. SAC protect its staff and student data. This plan serves to leverage these efforts in formalizing the information security program and risk management plan. Focusing efforts on IT security and risk management will help Mt. SAC reduce its overall institutional risk, protect its data, and help reduce or prevent the disruption of critical business processes in the event of an incident.

The goals that IT identified to help ensure the implementation of key security and risk management measures across the institution are as follows:

4.1 | **Establish a Security Operations Center (SOC) at Mt. SAC**

4.2 | **Proactively secure technology resources and mitigate risk**

4.3 | **Create a culture of security across the Mt. SAC community**

4.1 Establish a Security Operations Center (SOC) at Mt. SAC

Tactics

4.1.1 Focus on security initiatives by establishing the SOC. Define a strategy for the SOC, including goals, tools, and resources. Define the security functions that will be carried out by the SOC. Develop processes for identifying, investigating, and responding to security incidents. Establish security policies, procedures, and guidelines to monitor and enforce security operations.

4.1.2 Allocate staffing and resources to the SOC. Assess resource needs to carry out the functions identified in Tactic 4.1.1**.** Review current capabilities and upskill existing staff where possible to fill desired SOC positions. Fill remaining positions through strategic hiring.

Metrics of Success

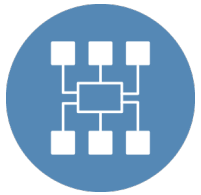
- ❑ SOC is designed, approved, and supported by College leadership
- ❑ Resource needs for the SOC are identified, quantified, and allocated accordingly
- ❑ SOC implemented and operational
- ❑ Improved security threat detection, analysis, and response reduces overall College risk profile

IT Security and Risk Management

4

4.2 Proactively secure technology resources and mitigate risk

Tactics



4.2.1 Maintain a disaster recovery plan. Complete existing disaster recovery planning initiatives to finalize a disaster recovery plan for the college. Share finalized plan with the appropriate resources on campus. Define a regular schedule for reviewing and updating the disaster recovery plan (e.g., annually).

4.2.2 Define compliance standards and conduct regular internal audits. Identify areas where technical controls do not exist and there is a high risk of established security polices and processes not being followed. Develop internal audit processes to address these high-risk areas to help enforce compliance with policies and processes. Determine a regular cadence for internal audits and a process for addressing audit findings.

4.2.3 Automate IT security functions. Partner with HR to establish automated processes for onboarding and offboarding. Enable the system to automatically deactivate user access and protect data at Mt. SAC. Identify additional opportunities to automate IT security functions and allocate needed resources to refining those processes.

Metrics of Success

- ❑ Existing disaster recovery initiatives finalized
- ❑ Appropriate resources are allocated for the development of a new plan
- ❑ Disaster recovery plan is established with a regular cadence scheduled for plan review and updates
- ❑ Compliance standards for internal audits are identified and implemented into audit planning
- ❑ Internal audits are conducted across the IT department at various levels, as needed
- ❑ Internal audit results are analyzed and leveraged to improve IT department compliance and performance
- ❑ A regular cadence for continued internal auditing processes is established
- ❑ Measure and evaluate Recovery Time Objective (RTO) requirements for College systems and functions
- ❑ Partnership established with HR to automate onboarding and offboarding processes
- ❑ Key security functions/processes are identified and automated

IT Security and Risk Management

4.3 Create a culture of security across the Mt. SAC community

Tactics

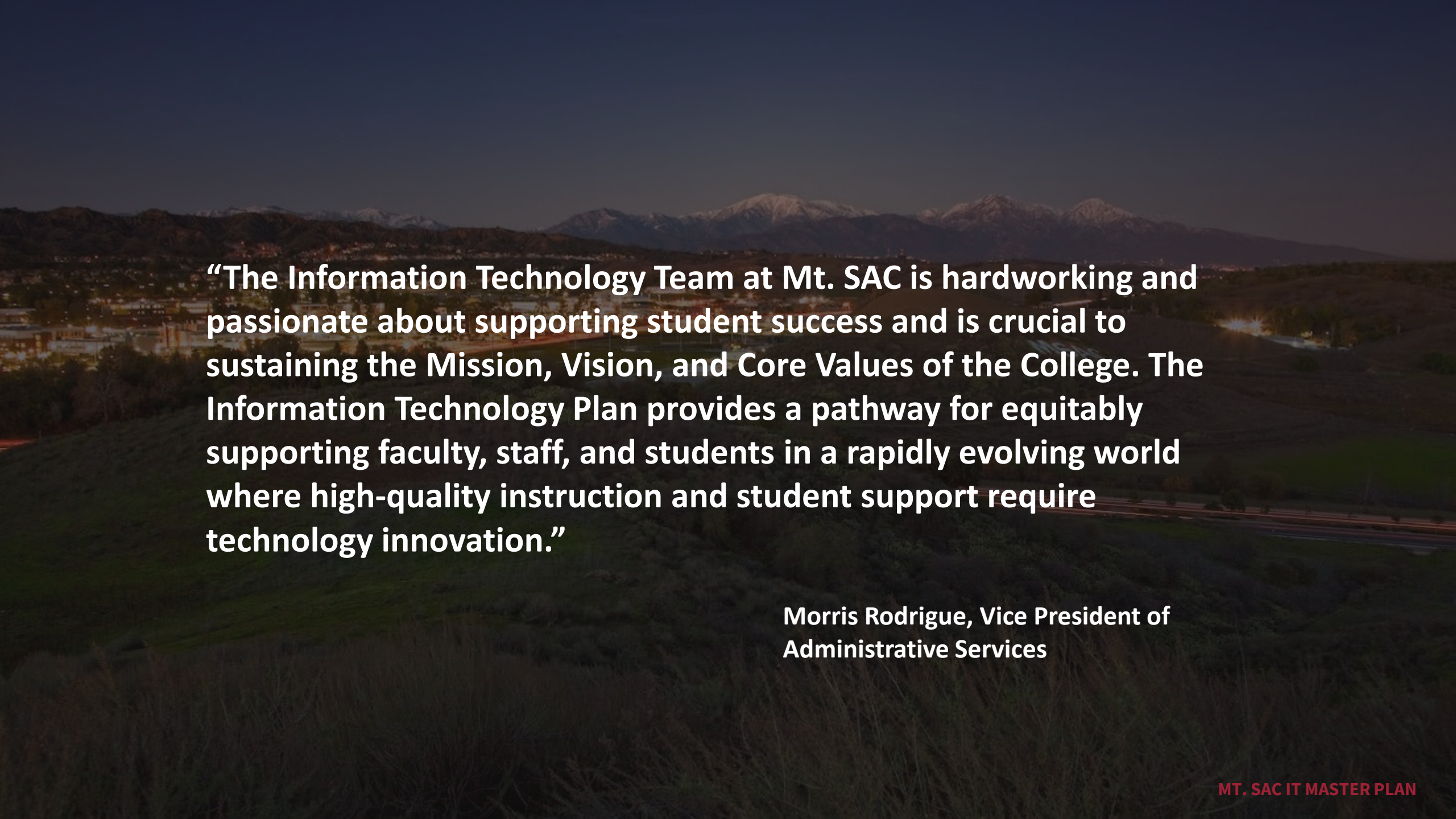
4.3.1 Create a culture of security. Provide security training resources to campus stakeholders. Leverage participation in meetings across campus to communicate the importance of security initiatives. Educate IT staff on Mt. SAC security resources and initiatives to cultivate consistency across the IT teams.

4.3.2 Assess security awareness. Create questions to include on the annual survey (Tactic 2.1.1) to regularly track campus security awareness, within the Mt. SAC campus community as well as internal to IT. Allocate time and resources to survey analysis and planning to address security weaknesses in the Mt. SAC community.

4.3.3 Communicate security initiatives. Leverage the Mt. SAC website to create communications regarding new IT security initiatives. Allocate time needed for staff to design creative and meaningful communication methods to increase awareness and understanding of security initiatives at Mt. SAC.

Metrics of Success

- ❑ Security training resources are provided to campus stakeholders
- ❑ Resources are allocated to identifying new opportunities or mechanisms to assist the Mt. SAC community in developing security skillsets
- ❑ Meeting agendas include time for discussion of key security initiatives
- ❑ Annual survey includes questions to gauge security knowledge and awareness across the Mt. SAC community
- ❑ Time and resources are allocated to identifying security weaknesses
- ❑ Plans are created for addressing these identified areas for improvement
- ❑ New security initiatives are publicized on the Mt. SAC website, including notification as well as explanation of these steps
- ❑ Security awareness increases over time



“The Information Technology Team at Mt. SAC is hardworking and passionate about supporting student success and is crucial to sustaining the Mission, Vision, and Core Values of the College. The Information Technology Plan provides a pathway for equitably supporting faculty, staff, and students in a rapidly evolving world where high-quality instruction and student support require technology innovation.”

Morris Rodrigue, Vice President of Administrative Services

Appendix

ACCJC Accreditation Standards

This document was created with the intent of maintaining compliance with the Accrediting Commission for Community and Junior Colleges (ACCJC) accreditation process. The ACCJC requirements associated with technology resources, aligning with the goals and initiatives presented in this document, are listed below.

1 Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.

IT Master Plan: Goals 1.4, 2.3, 2.4, 4.1

2 The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.

IT Master Plan: Goals 1.3, 1.4, 3.1, 3.5, 4.2

3 The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.

IT Master Plan: Goals 2.3, 3.2, 3.5, 4.1, 4.2, 4.3

4 The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.

IT Master Plan: Goals 2.2, 3.2, 3.4, 3.5, 4.3

5 The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

IT Master Plan: Goals 3.3, 3.4, 3.5, 4.3