



2021-2025

Technology Master Plan



Document History

Version	Date	Author(s)	Description
0.1	9/30/21	Matt Donaldson	Initial document structure
0.2	10/4/21	Matt Donaldson	Initial draft for departmental review
0.3	10/6/21	Technology Services staff	Updated after departmental review and for presentation to TAC
0.4	10/18/21	TAC	Updated after feedback from TAC and for presentation to Administrative Services Council
0.5	11/5/21	IPB	No changes were proposed by Administrative Services; updated after feedback from IPB; no change from College Council
1.0	11/10/21	Matt Donaldson	Finalized document for submission to Board of Trustees

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Introduction

This chapter introduces the College of the Siskiyous' Technology Master Plan for 2021-2025. It begins with the mission, vision, and values that have been defined for both the College and the Technology Services department and that guide the planning processes. It then describes the current structure of the Technology Services Department and other departments that have direct responsibility for technology. Finally, it describes the process used to develop this plan and explains the document's structure.

Mission, Vision, and Values

This section sets forth the mission, vision, and values that have been defined for both the College and the Technology Services department and that guide the planning process.

College

The following mission, vision, and values have been defined for the entire College:

Mission

College of the Siskiyous promotes learning and provides academic excellence for the students of Siskiyous County, the State of California, that nation and the world. COS provides accessible, flexible, affordable, and innovative education leading to associate degrees, certificates, college transfer, career and technical education, workforce training, and basic skills preparation.

Vision

College of the Siskiyous is a proud member of the California Community Colleges system. Our vision is to be the first choice for higher education in the communities we serve and beyond. COS provides:

- Rigorous and comprehensive transfer programs
- General education programs
- Technological literacy
- Basic skills acquisition
- Workforce training and certification
- Career and technical education
- Cultural and community enrichment

all of which drive and support the economy of our region.

We are the support team who increases student access, encourages success, and improves retention, persistence, and completion.

Values

Integrity – Our decisions and actions reflect honesty, trust, and respect for all.

Excellence – Our decisions and actions reflect our commitment to accountability, innovation, and learning.

Openness – Our decisions and actions reflect open-minded transparent dialogue.

Technology Services Department

The following is the mission statement for the Technology Services Department:

Mission

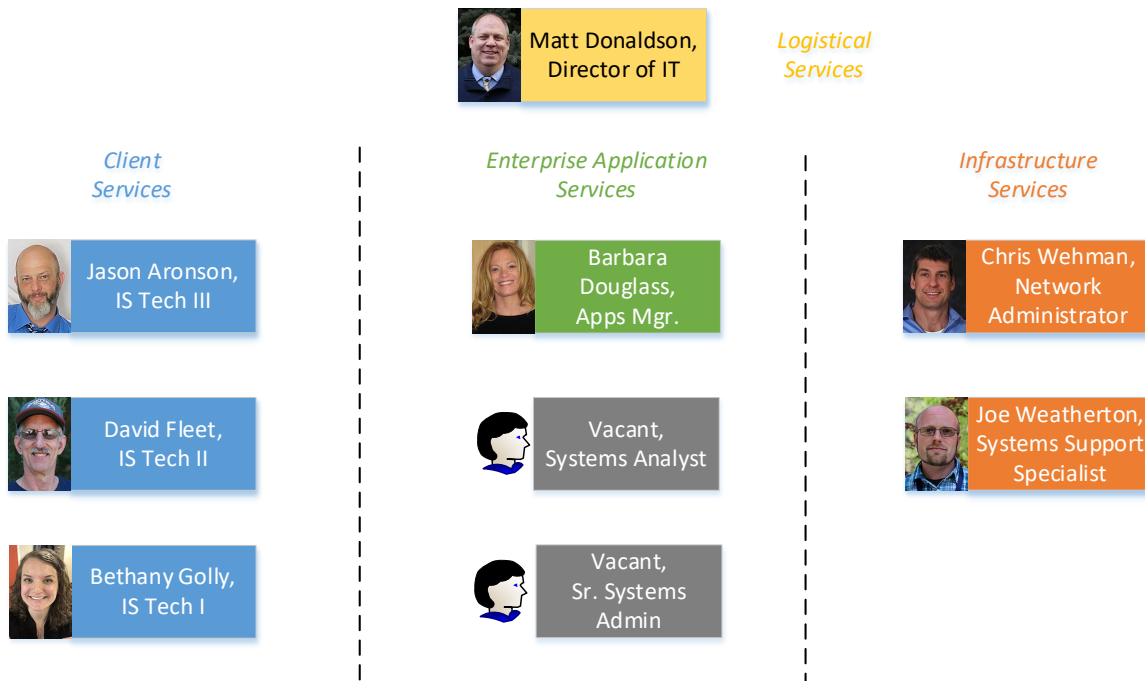
The mission of the Technology Services Department is to provide secure, reliable, efficient, and effective technology services to the faculty, staff, and students of the District. We are committed to excellence, striving to provide technology leadership and long-term vision, sustainability through innovation, high-quality service and support, and continuous improvement to assist in student learning and support of the College in its mission and vision.

Organizational Structure

This section describes the structure of those portions of the COS organization that have direct responsibility for technology.

Technology Services Department

The Technology Services department has been structured along the defined lines of service as illustrated in the following diagram:



Logistical Services

Logistical Services are provided primarily by the Director of Information Technology with the assistance of other Technology Services staff.

Client Services

The Client Services team consists of three Information System Technician positions of increasing levels of technical expertise and responsibility.

Enterprise Application Services

The Enterprise Application Services team consists of two filled position and one vacant position that is currently filled by outside consultants. The Applications Manager has primary responsibility for the College’s enterprise applications and oversees all work performed in relation to them. The Systems Analyst performs regular maintenance, handles most tickets and service requests related to Enterprise Applications, and troubleshoots basic issues that arise. Currently, the Senior Systems Administrator position is vacant and funds for this position as used to engage outside consultants who provide subject matter expertise on the Ellucian Banner application and its modules.

Infrastructure Services

The Infrastructure Services team consists of two filled positions. The Network Administrator position has responsibility for the College’s Local Area Network, Wide Area Network, and security systems. It also takes the lead on all infrastructure-related incident, initiatives, and projects. The Systems Support Specialist has responsibility for the servers and providing high-level support to the Client Services team.

Other Departments

There are three other groups outside of the Technology Services that have responsibility for portions of the College’s technology.

Student Help Desk

Academic Affairs has a Student Help Desk that provides technology-related support and tutoring to students. It is staffed by one part-time employee and several student workers. When absent, the part-time position is backed-up by one of two full-time employees.

Weblinks Team

Academic Affairs also has a Weblinks team that has responsibility for the layout and content of the College’s public web site. It is comprised of the Distance Learning Coordinator and the Instructional Support Specialist.

Research and Evaluation

The Research and Evaluation team consists of a Director and a Data Analyst <report to President>. It assists all departments in producing federal and state mandated reports and in performing data analysis to guide decision-making.

Planning Process

This section describes the process used to develop this plan, enumerates documents that relate to this plan, and explains this document’s structure.

Development and Adoption

The following diagram illustrates the process by which this plan was developed and will be adopted, which is described in the text that follows:



The initial draft of this document was created through a collaborative process within the Technology Services department. This draft has been distributed to members of the Technology Advisory Committee (TAC) for their review. The plan will be discussed in the TAC meeting held 10/11/21 and

be updated accordingly. The updated document will then be presented to the Administrative Council on 10/30/21, to the Integrated Planning and Budget (IPB) committee on 11/5/21, and to the College Council on 11/10/21. Each of these presentations may result in additional revisions. Presentation of the final will be made to the Board of Trustees on 11/16/21.

Related Documents

The following are documents that have been produced and that, in some way, relate to this Technology Master Plan.

Institutional Master Plan

Normally, the Technology Master Plan is developed after the production of the College's Institutional Master Plan. The most recent Institutional Master Plan covered 2015-2020. Unfortunately, the COVID-19 pandemic of 2020-21 interrupted efforts to produce the plan for 2021-2025. The 2015-2020 Institutional Master Plan identified the following three key strategies that informed this Technology Master Plan:

1. Remove barriers and increase efficiencies in our institutional processes and business practices.
2. Deliver high quality instructional programs, learning support services, and administrative support services that ensure and sustain students' successful completion of their educational and personal goals.
3. Decisions and actions will be based on verifiable, shared, and accessible data including the selection of standardized baselines and benchmarks used to generate meaningful information for both internal and external assessments.

Once a new Institutional Master Plan is completed, this Technology Master Plan will be revised to ensure that it harmonizes with the Institutional Master Plan.

Facilities Master Plan

In January 2021, the Technology Services department provided input to the development of the Facility Master Plan for 2020-2030. This included information about the data network, telecommunications, physical security, utilities, and classrooms\labs.

Accreditation Report

In July 2021, the Technology Services department produced the "Technology Services Self-Evaluation Report for ACCJC Accreditation Standard III" document. This document demonstrated the College's compliance with the Western Association of Schools and Colleges (ACCJC)'s Standard III. C. Technology Resources. It represents the department's contribution to the standard accreditation process.

Non-Academic Program Plan Review

Each year the College's Administration performs a non-academic program review. Moving forward, the goal\strategy\themes for the Technology Services program area will be drawn from the goals, objectives, and activities defined in this Master Plan.

Document Structure

The Technology Master Plan is organized into three levels:

Goal

Each chapter specifies a goal to be reached.

Objectives

For each goal, several objectives are listed that must be achieved in order to achieve the goal.

Activities

For most objectives, several activities are listed that must be performed in order to accomplish the objective.

Technology Master Plan
2021-2025

1.0 Enable Student Success

The College will utilize technology to create a positive learning environment and to provide services to students in order to maximize student success.

The ultimate objective of the College of the Siskiyous is to enable student success. The College will deploy technology in the classroom that creates a positive learning environment in which students can achieve their educational goals. It will also implement technology to increase the quality of services given to students so that students may thrive.

1.1 Institute Classroom\Lab Technology Refresh Cycle

The College will define and implement a technology refresh cycle for all classrooms and labs used by faculty and students.

The Technology Services will perform a complete inventory of all technology currently deployed in all classrooms and used for all labs and then create a replacement lifecycle for all technology. It will then work with Academic Affairs to determine priorities and develop a plan to regularly maintain all technology used in both classrooms and labs. This plan will also identify regular funding sources for this technology. (Also see 3.1.2 below.)

1.2 Implement Student Services Platform

The College will implement a student services platform as a tool to improve the quality of services provided to students.

A student services platform is a software suite that provides an interface for users to schedule appointments with staff from various programs online. It also collects data about student interactions with staff that helps the College develop a student narrative and to create needed state and federal reports. Ideally, such a system will integrate with Banner, the College's Student Information System (SIS), and DegreeWorks, the College's academic advising software.

1.3 New Lodge Building

The Technology Services department will participate in the design and construction of the new Lodge building.

The College is currently looking to construct an additional Lodge building within the next five years. The Technology Services department will participate in the planning and implementation processes to assure that students' technological needs are met by the design and construction. Particular attention will be given to providing students with Internet access via WiFi and to security systems such as locks and video surveillance cameras.

1.4 Enhance Public Web Site

The College will continually improve its public web site to better serve prospective, current, and former students.

The College's web site (www.siskiyous.edu) is the one of the main ways prospective, current, and former students interact with the College. Consequently, the College will continually identify ways in which the site can be improved to better meet the needs of students. Specifically, the College will look to implement a Content Management System (CMS) to simplify the process of maintaining web site content. (Also see 2.1.1 below.)

1.5 Support Digital Student Body

The College will seek to increase students' ability to receive services and interact with the College using digital tools.

As students increasingly utilize digital technology (particularly smart phones) to interact with both individuals and institutions, the College needs to provide students the ability to interact with COS in the same way. First and foremost, this means providing robust Distance Learning opportunities. In addition, wherever possible, the College will supplement direct interactions (in-person and phone) with digital tools to enable similar interactions through technology.

1.6 Ensure ICT Accessibility

The College will ensure that information and communication technology (ICT) is accessible to all staff, faculty, and students.

The College has a legal obligation to make information and communication technology (ICT) it employs accessible to all staff, faculty, and students. Primary responsibility for fulfilling this obligation rests with the College's ADA Coordinator who is assisted in this responsibility by the ICT Accessibility Committee. The committee will develop procedures to ensure that all software and instructional material used by the College is either accessible or that accommodations have been implemented.

2.0 Support and Improve Institutional Processes

The College will seek to utilize technology to support and improve the College's business processes.

2.1 Continually Improve ERP System

The College will continually improve its Enterprise Resource Planning (ERP) system through upgrades and expanding its use to improve business processes.

2.1.1 Upgrade to SSB 9

Self-service Banner (SSB) is a tool for executing business processes within Banner, the College's ERP system. Currently, the College has deployed SSB version 8. Version 9 – which provides a much better interface, particularly for students – has been available for some time and, eventually, version 8 will no longer be supported by Ellucian. Consequently, the College will upgrade to version 9.

2.1.2 Replace Luminis with Experience

Luminis provides a web-based interface to the College's Enterprise Resource Planning (ERP) system known as MySiskiyous. Ellucian intends to retire this solution to be replaced by a new solution known as Experience. The College's existing license for Luminis expires June 2023 so it will look to implement the replacement by then.

2.1.3 Digitize Additional Business Processes

The College will continue its efforts to migrate business processes tied to paper forms into the ERP system, thereby automating workflow and reducing the need for paper forms.

2.1.4 Support CCCCCO Efforts to Develop a CDP

The California Community College Chancellor's Office (CCCCO) has initiated a project to consider the development of a Common Data Platform (CDP) that would be available to all districts in the CCC system. The CDP's objectives are to lower costs, improve support, align business processes, increase agility and resiliency, and reduce technical and functional staff effort. Because COS has a significant interest in the realization of the CDP's objectives, the College will continue to assist the CCCCCO in these efforts.

2.2 Document Enterprise Applications

The Technology Services department will work with other departments to document the College's enterprise applications.

2.2.1 Document Implemented Technologies Configurations

The Technology Services department will document the configuration of all technologies associated with the College's enterprise applications. This documentation will improve the department's ability to support these applications and allow it to analyze the existing configuration to identify areas for improvement.

2.2.2 Create Enterprise Applications Run Book

The College will create a run book that defines both automatic and manual processes that are performed to maintain its enterprise application systems. This run book will allow the College to standardize its processes and provide a mechanism for training when there is turnover in a position.

3.0 Maintain an Efficient, Durable, and Secure Technology Infrastructure

The Technology Services department will maintain an efficient, durable, and secure technology infrastructure that will meet the needs of all information systems that utilize it.

The College's technology infrastructure consists of all components that allow users to utilize information systems, such as personal computers, servers, network cables and switches, wireless access points, routers, and firewalls. This infrastructure is the platform on which information systems run and through which they are accessed by both students and employees. It must be efficient by providing these systems with sufficient processing power and bandwidth. It must be durable by being able to continue providing services in the face of disruptions such as power outages and by being able to recover from disasters such as regional fires. Finally, the infrastructure must be secure by ensuring that systems are only accessible to authorized users and that protections are in place to prevent unauthorized access.

3.1 Implement Technology Standards

The Technology Services department will define and implement standards for all the technological components in its infrastructure.

Defining and implementing standards for the type of technology deployed as well as for its installation and configuration is an industry best practice. It assures that technology is consistently deployed in a manner that is efficient, durable, and secure. It also simplifies systems administration.

3.1.1 Implement Workstation Standard

The Technology Services department define both the hardware and software standard for all workstations used by COS employees. Hardware standards will be applied when procuring desktops and laptops, and software standards will be applied when deploying new COS workstations and will be enforced throughout the workstations' lifecycle. This standard will be regularly updated as technology changes and a system will be created to deploy, update, and continually enforce this standard.

3.1.2 Implement Classroom\Lab Standard

The Technology Services department will work with Academic Affairs to define a standard for equipment deployed to all classrooms and labs such as projectors, screens, podium computers, and video conference equipment. The standard will also define what software is installed on podium computer.

Hardware standards will be applied when procuring desktops and laptops, and software standards will be applied when deploying new COS workstations and will be enforced throughout the workstations' lifecycle. This standard will be regularly updated as technology changes and a system will be created to deploy, update, and continually enforce this standard.

3.1.3 Implement Server Standard

The Technology Services department will define a standard for the configuration of all servers deployed within the College's infrastructure. This standard will be regularly updated as technology changes. A system will be created to deploy, update, and continually enforce this standard to ensure the efficiency and security of these systems.

3.1.4 Standardize Network Switches

Currently, the College's data network is built with switches from two different vendors, Cisco and Meraki. The College has experienced some issues with interoperability and has a higher total cost-of-ownership (TCO). In order to eliminate these issues and reduce TCO, the Technology Services department will standardize on Meraki network switches and phase out Cisco switches.

3.2 Employ Cloud Technology

The College will seek to employ cloud technology for its information systems and infrastructure.

Cloud technology is a term used to describe any information system or technological component that exists in the Internet. This technology has several benefits. Generally speaking, cloud technology is less costly, more durable and secure, and is theoretically accessible anywhere in the world. All of these features would be beneficial to the College.

3.2.1 Adopt a Cloud-First Approach

The College will adopt a cloud-first approach towards new or upgraded information systems as well as infrastructure components. It will first look to implement a Software-as-a-Service (SaaS) solution. If this is not possible, the College will seek to host the systems in an Infrastructure-as-a-Service (IaaS) solution. Systems will only be locally hosted if SaaS and IaaS are not feasible as may be the case with HVAC and security camera systems that run on-campus hardware.

3.2.2 Migrate Local Servers to MS Azure Cloud

In accordance with the previous activity, the Technology Services department will migrate all existing servers that do not need to be ran locally to the Microsoft Azure Cloud.

3.3 Implement Security Best Practices

To properly protect its information systems, the College will implement cyber security best practices.

3.3.1 Retire Antiquated Technology

The Technology Services department will retire old technology that is no longer supported by the vendor and, consequently, vulnerable to attack.

3.3.2 Implement Two-Factor Authentication for Remote Access

Two-factor authentication requires an additional factor beyond username and password in order to authenticate and gain access to an information system. There are three types of additional factors: something a person knows, such as personal identification number (PIN); something a person has, such as smartphone; and something a person is, such as fingerprints. Requiring an additional factor would prevent malicious individuals who have successfully obtained a user's name and password from accessing the system because that individual would still not have the additional factor, such as the user's smartphone or fingerprints.

Nearly all successful cyber-attacks against California Community Colleges could have been prevented if two-factor authentication was required. Consequently, COS will implement two-factor authentication and require it whenever a user attempts to access its information systems from outside of its own data network.

3.3.3 Implement Cyber Security Training Program

The College will implement a cyber security training program for all staff and faculty. This program will consist primarily of online training that all employees will be required to complete annually. The content of this training will be updated to include emerging threats. This will be supplemented by a flyer summarizing best practices that will be distributed to all employees. In addition, the Technology Services department will perform regular phishing tests to verify that users are properly evaluating email to verify its legitimacy. Users failing a phishing test may be required to repeat the required training.

3.3.4 Perform Regular Penetration Testing

The College will engage outside organizations to periodically perform penetration testing to try to identify any vulnerabilities the College may have to external cyber-attack.

3.3.5 Explore Data Loss Protection Solutions

Data Loss Prevention (DLP) is the practice of detecting and preventing unauthorized exfiltration or destruction of sensitive data. DLP software can detect potential breaches and unauthorized transmissions of data by monitoring, detecting and blocking sensitive data while in use (endpoint actions), in motion (network traffic), and at rest (data storage). The Technology Services department will perform a cost/benefit analysis of potential DLP software solutions to see if there is a solution that meets the College's needs within the available resources.

3.4 Refresh Technology

The College will refresh aging technology.

3.4.1 Implement New Copier Lease

The College's current copier lease will expire July 2024. The Technology Services department will work with all other departments to assess the College's printing needs and develop a plan to meet those needs after the lease expires.

3.4.2 Update Telecommunications System

The College employees a Voice-Over-IP (VOIP) telecommunications system. The system's servers and software are regularly updated by the Technology Services department, but the individual phones are nearly two decades old. Eventually, the VOIP software will no longer support the phones currently deployed so, over the next few years, the College will need to refresh its phones.

3.5 Develop Support for Mobile Workforce

The Technology Services department will develop improved methods to support a more mobile workforce.

Societal trends, accelerated by the recent pandemic, suggest that the College will need to support a more mobile workforce. In anticipation, the College needs to evaluate technologies that will allow the Technology Services department to support such a workforce.

3.5.1 Explore Mobile Device Management

COS staff are increasingly using their College-issued systems off campus. When these systems are outside of the College's infrastructure, they cannot be properly secured or managed. Consequently, the Technology Services department will explore mobile device management (MDM) solutions that

make it possible to secure and administer these systems through the Internet. Such solutions can also be used to manage the growing inventory of tablets used by the College.

3.5.2 Explore Virtual Desktop Infrastructure

Virtual desktop infrastructure (VDI) is a technology that provides multiple user desktops from a centralized server farm. This technology has several benefits when serving a mobile workforce. It also can reduce the total cost-of-ownership (TCO) for workstations. Consequently, the Technology Services department will perform an analysis to determine whether VDI would be a good solution for the College.

3.6 Improve Business Continuity

The Technology Services department will make changes to the College's infrastructure to improve its ability to continue business in spite of component failure or natural disasters.

3.6.1 Identify and Eliminate Single Points-of-Failure

The Technology Services department will analyze the College's technology infrastructure to identify components which, if they fail, would stop an entire information system from functioning. It will then develop plans to eliminate these single points of failure either by adding redundant components or eliminating the need for it.

3.6.2 Create Disaster Recovery Plan

The College will create a disaster recovery plan that defines how it will respond to and recover from potential disasters, such as a regional fire or substantial weather event.

4.0 Institute Best Practices

The College will implement industry best practices to assure maximum efficiency of its technology-related operations.

Best practices are procedures that experience shows produce optimal results and, consequently, are widely adopted. The College will adopt technology-related best practices to benefit from the experience of other organizations.

4.1 Implement Service Management

The Technology Services department will implement Information Technology Service Management (ITSM) throughout its operations.

The College of the Siskiyous' (COS) Technology Services department has adopted the Information Technology Infrastructure Library's (ITIL's) Information Technology Service Management (ITSM) as its approach to meeting the technology needs of the College. Under this industry-standard approach, the department will define its work in terms of services that it provides to the faculty, staff, and students of COS, assuring the department is directed to meet the College's needs. This approach will also allow the College to clearly see the true cost of services and make technology-related decisions accordingly.

4.1.1 Define All Services in a Service Portfolio

The Technology Services department will formally define all of the services it provides to both students and employees in a "Technology Services Portfolio" document. For each service, this document will describe the service offered, list the customers who receive the service, identify its funding source(s), and set forth either the Service Level Agreement (SLA) or Operational Level Agreement (OLA) associated with it. This document will provide a shared understanding of what services the department provides and at what level. By implication, it will also indicate what services are not provided by the department. It is expected that the department will complete the portfolio by mid-2024.

4.1.2 Perform Annual Service Reviews

Once all Client Services have been defined in the portfolio, the department will establish an annual service review process with all other departments. These service reviews will include an analysis of the department's performance pertaining to SLAs as reflected in reports generated from the Help Desk ticketing system (HappyFox) in order to identify areas needing improvement and a re-evaluation of the service definition to identify any adjustments that may be needed. As the remaining services are defined, these will be added to the annual review process. The department anticipates beginning these service reviews in conjunction with planning for FY23-24.

4.1.3 Perform Service Cost Analysis

Once services are defined, the Technology Services department will perform an analysis of the costs for delivering each service. After quantifying the cost, the analysis will look to identify ways to reduce costs and/or to increase the benefits received through existing costs.

4.2 Develop Project Management Methodology

The College will develop and implement a standard project management methodology to be used for all technology-related projects.

Over the next five years, the College anticipates executing several large technology-related projects requiring significant funding and large amounts of staff time. With extremely limited resources, it is essential that the College implement project management to assure that the projects achieve their objectives with clearly defined resources and schedules.

4.2.1 Create Project Document Templates

The College will create the following project document templates that will be used to implement a standard project methodology:

- Project Charter
- Project Plan
- Business Requirements
- Technical Requirements
- Design
- Post-Project Briefing

4.2.2 Perform Enterprise Resource Management

As a small, rural community college, COS has very limited staff that must spend nearly all of its time on regular business operations, leaving little time for project work. Consequently, it's essential that what time is available for projects is put to good use. To this end, the College will implement an Enterprise Resource Management system that determines the type and number of resource hours available for project work and properly allocates it for project work.

4.2.3 Develop Technology Governance

At any given point there are numerous technology-related initiatives and projects demanding both fiscal and human resources. To assure that these extremely limited resources are allocated in the best manner, the College will further develop the Technology Advisory Committee's governance process to enumerate and prioritize initiatives and projects as well as manage resource hours in harmony with the College's mission, vision, and values.