

# 2024-2025 IT Master Plan Executive Summary

SINCLAIR COLLEGE | SEPTEMBER 1, 2024

## INFORMATION TECHNOLOGY



APPLICATIONS • OPERATIONS • SECURITY • SYSTEMS

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**Prepared By:**

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# WELCOME



A handwritten signature in black ink that reads "Scott McCollum".

**Scott McCollum**

Chief Information Officer (CIO)

Welcome to Sinclair’s IT Master Plan, a strategic blueprint for navigating the rapidly evolving landscape of Information Technology. IT services at Sinclair have been evolving for many years, but this transformation has accelerated significantly over the past decade. Central to this evolution are the rapid advancements and increasing adoption of both virtualization and cloud technologies, which have fundamentally reshaped how we manage infrastructure, deliver services, and structure our operations. This plan outlines our commitment to leveraging these technologies to enhance our capabilities, ensure robust security, and foster an environment of continuous innovation. Together, we will continue to build a more connected, secure, and forward-thinking college community.

Virtualization has played a pivotal role in optimizing our on-campus infrastructure. By enabling the creation of multiple virtual environments on a single physical server, virtualization has allowed us to maximize the utilization of our hardware, reduce physical space requirements, and lower energy consumption. This technology has provided us with greater flexibility in managing workloads, improving disaster recovery capabilities, and simplifying the maintenance of our systems. Virtualization has also been a crucial steppingstone toward our broader adoption of cloud technologies, as it laid the groundwork for more dynamic and scalable IT environments.

Complementing virtualization, cloud systems have further reduced our reliance on physical infrastructure by shifting many of our operations to cloud-based solutions. This transition has led to lower maintenance costs, increased operational flexibility, and a significant reduction in on-campus hardware. Additionally, cloud systems typically utilize subscription-based licensing models rather than requiring large capital expenditures for hardware and software purchases. This shift from upfront investments to ongoing operational expenses provides greater financial flexibility, allowing us to scale our resources up or down as needed without the burden of significant capital outlays. However, the move to cloud and virtualized environments introduces new challenges in budgeting and financial planning. Unlike traditional capital expenditures, which are generally predictable and planned well in advance, ongoing operational expenses tied to these technologies can fluctuate based on usage patterns, service demands, and evolving needs. This variability can make it more difficult to forecast costs accurately, potentially leading to budgetary pressures if usage spikes unexpectedly or if additional services are required to meet new demands.

Both cloud and virtualized systems can often be easier to deploy and maintain, as they reduce the need for extensive on-premises infrastructure. However, while these solutions may appear simpler to manage, they require significant effort behind the scenes to create and manage integrations with other systems. Ensuring that cloud and virtual environments seamlessly interact with each other and with our existing infrastructure involves complex configurations, data alignment, and rigorous security protocols.

These integrations are essential for maintaining a cohesive digital environment across the college, enabling us to deliver comprehensive and reliable services to our students, faculty, and staff.

As we continue to navigate this era of cloud and virtualization, we must continuously develop new skills and align our resources in the most optimal way to meet evolving demands. Traditional IT roles, once centered around managing physical on-premises systems, are evolving to emphasize expertise in cloud computing, virtualization management, application programming interfaces, artificial intelligence, and cybersecurity. We are committed to upskilling our team, fostering a culture of continuous learning, and ensuring that our resources are deployed where they can have the greatest impact. This strategic alignment allows us to maximize our capabilities, improve our service delivery, and maintain the agility needed to adapt to future technological changes.

Our strategic IT priorities for the next 3 to 5 years reflect our commitment to navigating these changes while ensuring that the college remains at the cutting edge of technological innovation. Enhancing cybersecurity, refining our learning environments, and leveraging AI for sustainable development are key components of our strategy. Yet, at the core of these initiatives is our focus on effectively managing the complex integrations that make both cloud and virtualized systems work seamlessly within our broader IT ecosystem.

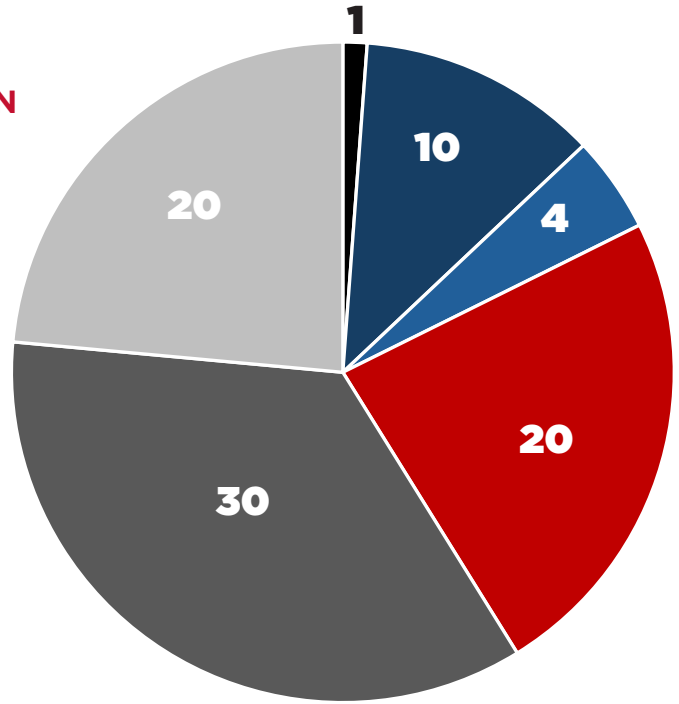
Our guiding principles—innovation, security, collaboration, and enterprise value—continue to drive our efforts. By adhering to these principles, we are confident in our ability to deliver long-term value to the college, ensuring that our IT infrastructure is not only equipped for today's challenges but also prepared to support the college's future aspirations.

Welcome to this new chapter in our IT journey. Together, we will build a more connected, secure, and innovative future for our college community, navigating the complexities of cloud and virtualization integration with the expertise and foresight that define our approach to technology leadership.

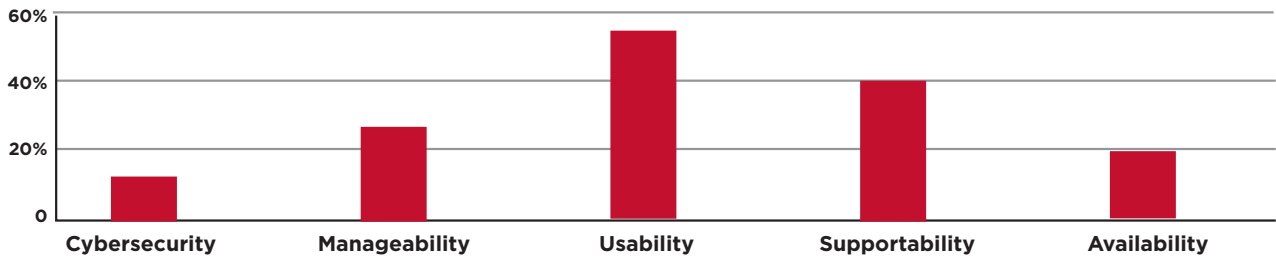
# PLAN SUMMARY

## PROJECT TOTALS BY COLLEGE DIVISION

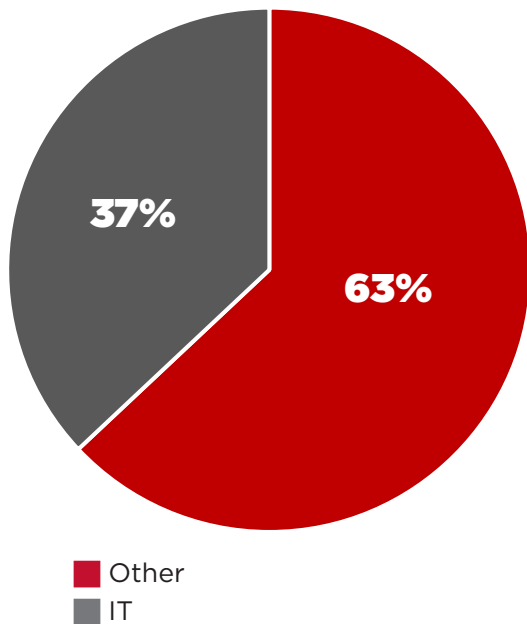
- Administration
- Chief Financial Officer
- Student Development
- Advancement & Regional Strategy
- Provost
- Workforce Development & Consulting



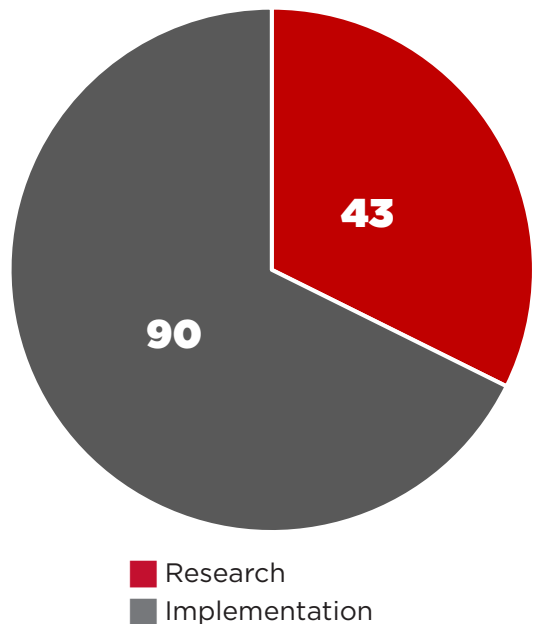
## TECHNOLOGY IMPROVEMENTS FROM PROJECTS INCLUDE



## IT VS. NON-IT PROJECTS

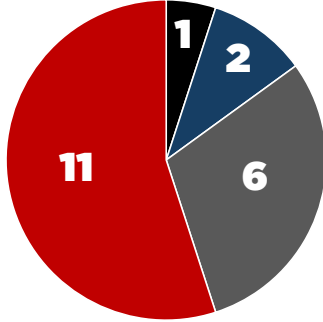


## PROJECTS BY TYPE



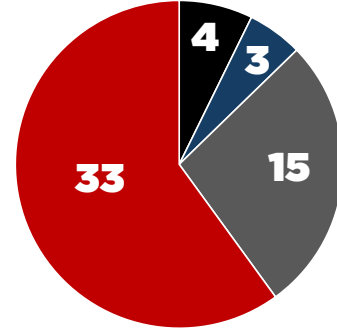
## PROJECTS IMPACTING COLLEGE STRATEGY AND INITIATIVES

### ACADEMIC EXCELLENCE



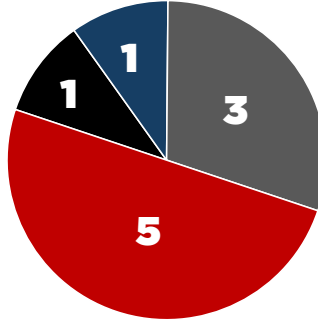
- Engage Students / Improve Campus Life
- Improve Learning Technologies
- Integrated Student Services
- Seamless Transition for Long-Term Success

### COLLEGE SUSTAINABILITY



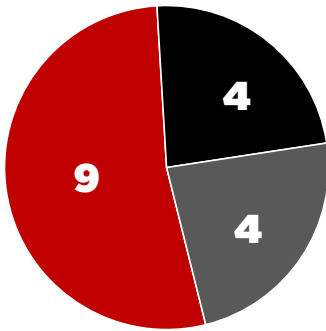
- Cost Savings
- Maintain / Sustain Tech Investment
- Compliance
- Enhance Security / Controls

### COMMUNITY ALIGNMENT



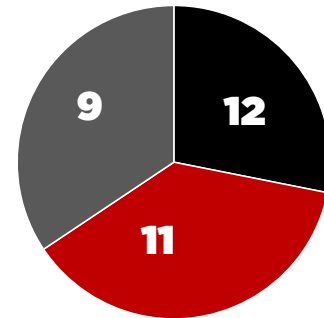
- College Credit Plus
- Increase the College Going Rate
- Correctional Institutions
- Increase Competency Based Education

### STUDENT SUCCESS



- Increase College Completion Rate
- Decision Support for Student Success
- Improve Course Success

### EMPLOYEE VITALITY



- Improvement of Digital Processes
- Improvements for Employees
- Digitalization of Analog Processes

## SAMPLING OF TOP PROJECTS

### PROJECT

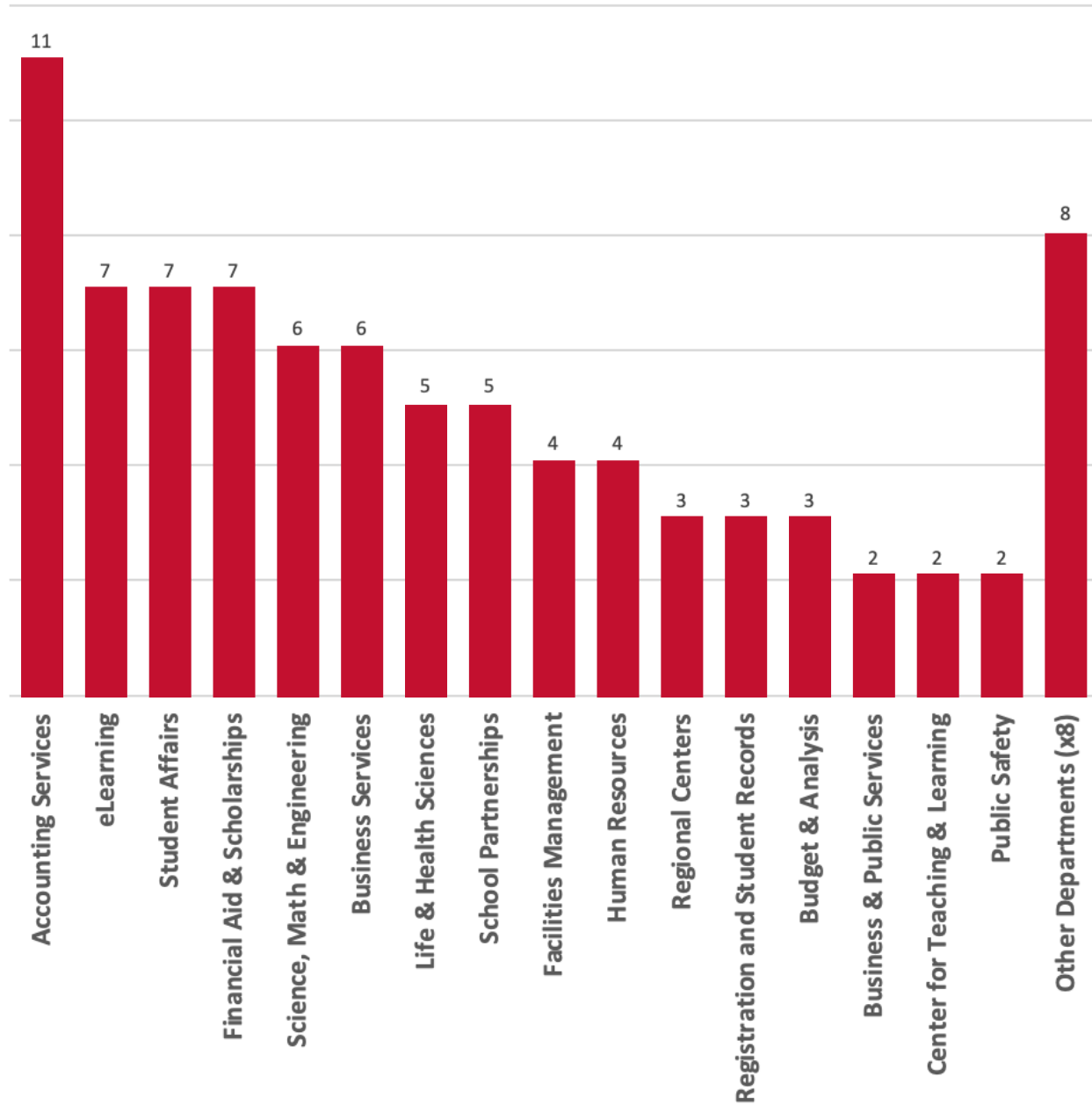
### STRATEGY

- |  |                        |
|--|------------------------|
| 1. my.Sinclair Governance.....                 | Academic Excellence    |
| 2. LER/Microcredential Research.....           | Academic Excellence    |
| 3. Applicant Fraud Prevention.....             | College Sustainability |
| 4. Incident Response/Tabletop Exercise.....    | College Sustainability |
| 5. CCP Portal Enhancements.....                | Community Alignment    |
| 6. AJT Billing & Reporting.....                | Community Alignment    |
| 7. Faculty Performance Evaluation .....        | Employee Vitality      |
| 8. Automate Employment Processes .....         | Employee Vitality      |
| 9. EAB Navigate Implementation.....            | Student Success        |
| 10. Coaching to Complete Data in Oneview+..... | Student Success        |



# PLAN DETAILS

## PROJECTS BY DEPARTMENT SUMMARY (EXCLUDES INTERNAL IT PROJECTS)



## Project List 2024-2025

PROJECT ID	PROJECT NAME	DEPARTMENT	PROJECT TYPE
<b>COLLEGE CREDIT PLUS</b>			
ITMP-804	Update School Partnerships Software	School Partnerships	Implementation
ITMP-835	CCP Billing & Reporting	Accounting Services	Implementation
ITMP-897	CCP Portal Enhancements	School Partnerships	Implementation
<b>COMPLIANCE</b>			
ITMP-810	Applicant Fraud Prevention	Financial Aid & Scholarships	Implementation
ITMP-811	Transition Adobe Acrobat Pro Licensing	Information Technology	Implementation
ITMP-859	SAP Process Improvement	Financial Aid & Scholarships	Implementation
ITMP-901	Security of Campus Police Systems	Public Safety	Implementation
<b>CORRECTIONAL INSTITUTIONS</b>			
ITMP-836	AJT Billing & Reporting	Accounting Services	Implementation
ITMP-911	AJT Database Improvements	AJT/Returning Citizens	Research
<b>COST SAVINGS</b>			
ITMP-826	Migrate Virtual Desktop Environment	Information Technology	Implementation
ITMP-851	Inclusive Access Implementation	Business Services	Implementation
ITMP-872	Tech Prep Portal Enhancements	School Partnerships	Implementation
<b>DECISION SUPPORT FOR STUDENT SUCCESS</b>			
ITMP-805	OneView+ Updates for EAB content	School Partnerships	Implementation
ITMP-809	EAB Navigate Implementation	Academic Advising	Implementation
ITMP-838	Electronic Forms for RAT Program	Life & Health Sciences	Implementation
ITMP-844	Clinical Evaluation Tool	Life & Health Sciences	Implementation
ITMP-845	Lab Sign-in/Sign-out Application	Life & Health Sciences	Implementation
ITMP-870	My.Sinclair Student Activity Portlet	Admissions	Implementation
ITMP-871	Enhance Franklin Pathway Integration	Financial Aid & Scholarships	Research
ITMP-873	Coaching to Complete Data in OneView+	Student Affairs	Research
ITMP-885	Case Management and Counseling Solution	Student Affairs	Implementation
<b>DIGITALIZATION OF ANALOG PROCESSES</b>			
ITMP-768	Automate Name Change Process	Information Technology	Implementation
ITMP-776	Facilities "Hot Work Permit" Form	Facilities Management	Implementation
ITMP-807	Scheduling Software Payroll Integration	Public Safety	Discovery
ITMP-818	Operating Budget Application	Budget & Analysis	Research
ITMP-819	Position Management	Budget & Analysis	Research
ITMP-829	Past Due Collections	Accounting Services	Implementation
ITMP-830	Payroll Integrations	Accounting Services	Research
ITMP-880	Self-Service Graduation Application	Reg and Student Records	Research
ITMP-883	Donor Assessment Form	Student Affairs	Implementation
ITMP-887	Facilities Non-Capital Request Form	Facilities Management	Implementation
ITMP-898	CCP Student Repeat Registrations	Student Affairs	Research
ITMP-912	eLearn Staff Enrollment	eLearning	Research
<b>ENGAGE STUDENTS / IMPROVE CAMPUS LIFE</b>			
ITMP-773	Digital Room Signage	eLearning	Research
ITMP-782	Advanced IT & Computing Center	Science, Math & Engineering	Research
ITMP-784	Dual Display Classrooms	Science, Math & Engineering	Implementation
ITMP-815	R&R Televisions and Monitors	Information Technology	Implementation
ITMP-857	Parking Lot Utilization	Business Services	Research
ITMP-891	my.Sinclair Governance	Information Technology	Research



**ENHANCE SECURITY / CONTROLS**

ITMP-775	Secure Colleague File Upload	Information Technology	Implementation
ITMP-780	R&R Security Camera Systems	Facilities Management	Implementation
ITMP-799	Network Performance Monitoring	Information Technology	Research
ITMP-821	Connectivity Request Workflow	Information Technology	Implementation
ITMP-823	Enhance Windows Update Process	Information Technology	Implementation
ITMP-825	Cloud-Based Device Management	Information Technology	Implementation
ITMP-827	Security Camera Network Enhancements	Information Technology	Implementation
ITMP-840	Disaster Recovery Updates	Information Technology	Implementation
ITMP-854	End User Computing Equipment Inventory	Business Services	Implementation
ITMP-855	Incident Response/Tabletop Exercise	Business Services	Implementation
ITMP-864	Security Operations Center	Information Technology	Research
ITMP-865	Zero Trust Security Architecture	Information Technology	Research
ITMP-908	Improve Microsoft Logging	Information Technology	Research
ITMP-913	MS365 Change Approval	Information Technology	Implementation
ITMP-914	Microsoft Copilot	Information Technology	Implementation

**IMPROVE COURSE SUCCESS**

ITMP-774	Update class schedule application	eLearning	Research
ITMP-816	Centerville Science Class Space	Regional Centers	Implementation
ITMP-858	Centerville CIS Classroom Improvements	Business & Public Services	Implementation
ITMP-884	Student Laptop Loan Application	Student Affairs	Implementation

**IMPROVE LEARNING TECHNOLOGIES**

ITMP-778	Electric Vehicle Lab Space	Science, Math & Engineering	Implementation
ITMP-781	Multi-Use VR Space	Regional Centers	Implementation
ITMP-796	Virtual Reality Treadmill	eLearning	Implementation
ITMP-808	One Button Recording Studio	Library	Implementation
ITMP-813	R&R Multimedia Class/Mtg Room	Information Technology	Implementation
ITMP-828	Upgrade Eaglesoft Dental Software	Life & Health Sciences	Implementation
ITMP-848	RT-PCR System Installation	Science, Math & Engineering	Implementation
ITMP-849	Smartboard Selection and Installation	Science, Math & Engineering	Implementation
ITMP-862	GM Training Program Multimedia	Workforce Dev & Corp Svc	Implementation
ITMP-892	MeasureLink Software and Equipment	Science, Math & Engineering	Implementation
ITMP-899	CS and IT Classroom Improvements	Business & Public Services	Research

**IMPROVEMENT OF DIGITAL PROCESSES**

ITMP-831	Payroll Verification Reports	Accounting Services	Research
ITMP-833	Bursar Document Imaging	Accounting Services	Implementation
ITMP-834	Deregistration Process Update	Accounting Services	Research
ITMP-837	Multiple Payment Voucher Process	Accounting Services	Research
ITMP-853	Unimarket Invoicing	Accounting Services	Implementation
ITMP-867	Faculty Performance Evaluation	Human Resources	Implementation
ITMP-869	Automate Employment Processes	Human Resources	Implementation
ITMP-895	Refactor Budget Transfer App	Budget & Analysis	Implementation
ITMP-900	Concur Budget Hierarchy	Accounting Services	Implementation
ITMP-907	Blackbaud Raiser's Edge Reporting	Advancement/Grants Dev	Research

**IMPROVEMENTS FOR EMPLOYEES**

ITMP-771	CTL Registration Improvements	Ctr for Teaching & Learning	Research
ITMP-772	Refresh the CTL Website	Ctr for Teaching & Learning	Implementation
ITMP-798	Telephony Next Generation	Information Technology	Research
ITMP-824	Cloud Departmental Shares	Information Technology	Implementation
ITMP-866	Secure Data Sharing	Human Resources	Implementation
ITMP-868	Staff Performance Evaluation	Human Resources	Implementation
ITMP-876	Ellucian Colleague HR Beta	Accounting Services	Research
ITMP-905	IT Organization Structure	Information Technology	Implementation
ITMP-910	Facilities Management Workflows	Facilities Management	Research

**INCREASE COMPETENCY BASED EDUCATION**

ITMP-801	Prior Learning Assessment	eLearning	Implementation
ITMP-909	Prior Learning History	eLearning	Research

**INCREASE THE COLLEGE COMPLETION RATE**

ITMP-874	Online Counseling Services	Student Affairs	Implementation
ITMP-888	my.Sinclair AI Recommender System	Information Technology	Research
ITMP-894	MFEC Student Auto-Enrollment	Student Affairs	Research

**INCREASE THE COLLEGE GOING RATE**

ITMP-860	FAFSA Simplification Act	Financial Aid & Scholarships	Implementation
ITMP-878	Financial Aid Award Letter	Financial Aid & Scholarships	Implementation
ITMP-879	my.Sinclair Student Portlet Design	Enrollment Operations	Research
ITMP-882	Scholarship System RFP	Financial Aid & Scholarships	Research
ITMP-902	Redesign of www.sinclair.edu	Marketing	Implementation

**INTEGRATED STUDENT SERVICES**

ITMP-856	Student Appointment Scheduling	School Partnerships	Research
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**MAINTAIN / SUSTAIN TECHNOLOGY INVESTMENT**

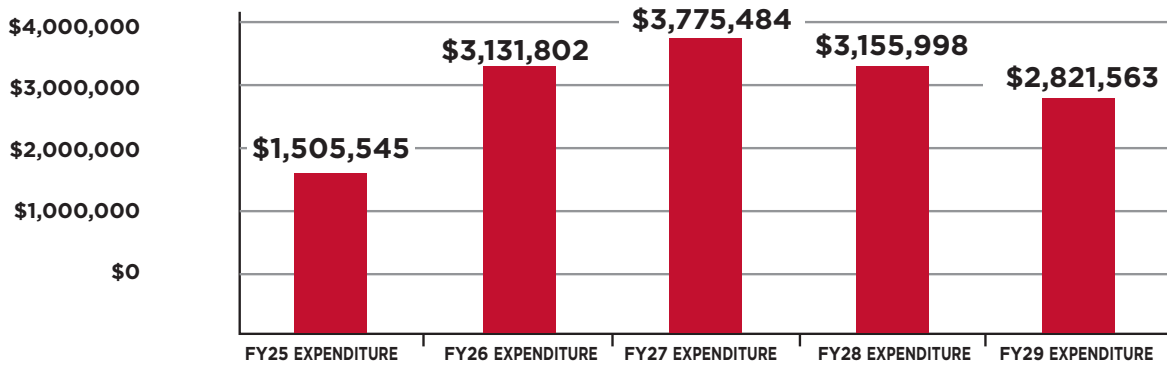
ITMP-785	R&R - Windows Desktop Replacement	Information Technology	Implementation
ITMP-786	R&R - Workstation Computers	Information Technology	Implementation
ITMP-787	R&R - PC Monitors	Information Technology	Implementation
ITMP-788	R&R - Mac Laptops	Information Technology	Implementation
ITMP-789	R&R - Macs - Desktops	Information Technology	Implementation
ITMP-790	R&R - Windows Laptops w/ Dock	Information Technology	Implementation
ITMP-791	R&R - Plotters	Information Technology	Implementation
ITMP-792	R&R - Printers	Information Technology	Implementation
ITMP-793	R&R - Satellite Copiers	Information Technology	Implementation
ITMP-794	R&R - Network Servers	Information Technology	Implementation
ITMP-795	R&R - Closet UPS's	Information Technology	Implementation
ITMP-797	R&R Wireless Network	Information Technology	Implementation
ITMP-802	Data Warehousing Tools Improvements	Information Technology	Implementation
ITMP-803	WWW Search Engine Indexing	Information Technology	Research
ITMP-806	Overlapping Term Years	Reg and Student Records	Research
ITMP-814	R&R Wireless Microphones	Information Technology	Implementation
ITMP-820	Centerville Paging/Intercom System	Regional Centers	Implementation
ITMP-822	Upgrade to Windows 11	Information Technology	Implementation
ITMP-839	R&R - Data Center Power Protection	Information Technology	Implementation
ITMP-841	Job Scheduling Improvements	Information Technology	Implementation
ITMP-843	Upgrade Video Capture System	Life & Health Sciences	Implementation
ITMP-850	Cash Register Replacement	Business Services	Implementation
ITMP-852	Colleague POS Integration	Business Services	Research
ITMP-861	Colleague Management/Communication	Information Technology	Research
ITMP-863	Research EDR/MDR Replacement	Information Technology	Research
ITMP-877	Student Ability to Benefit Calculation	Financial Aid & Scholarships	Research
ITMP-886	Colleague Self-Service Refactor	Information Technology	Implementation
ITMP-889	R&R Network Infrastructure	Information Technology	Implementation
ITMP-890	R&R Phone Infrastructure	Information Technology	Implementation
ITMP-896	Implement UI6 for Colleague	Information Technology	Implementation
ITMP-903	Cloud Test/Dev Server Migration	Information Technology	Implementation
ITMP-904	Cloud Hosting Evaluation	Information Technology	Research
ITMP-906	Classroom R&R Optimization	Information Technology	Research

**SEAMLESS TRANSITION FOR LONG-TERM SUCCESS**

ITMP-881	Colleague Transfer Equivalency	Reg and Student Records	Research
ITMP-893	LER/Microcredential Infrastructure	eLearning	Research

## RENEWAL/REPLACEMENT BUDGET

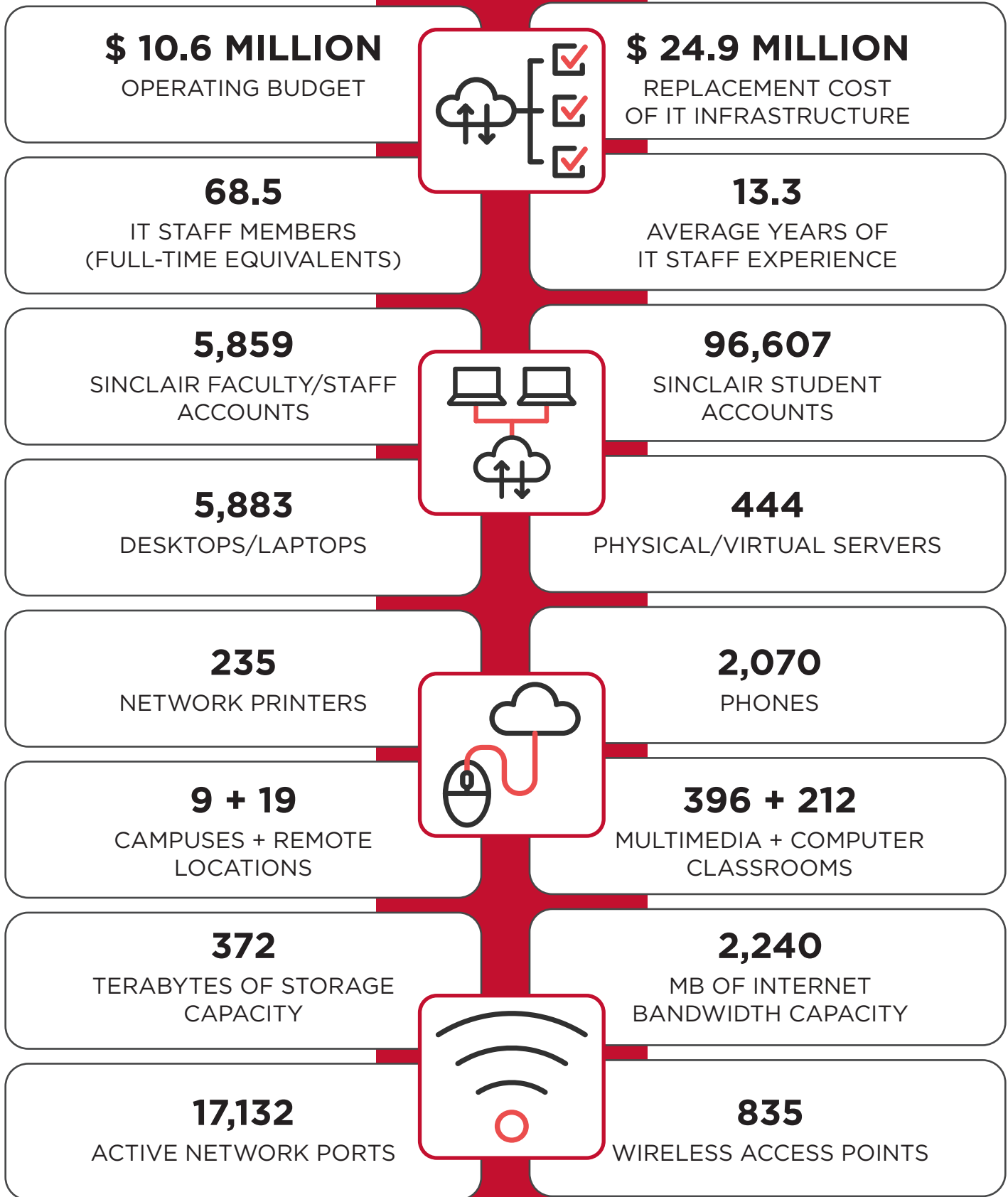
### Summary



### Detailed

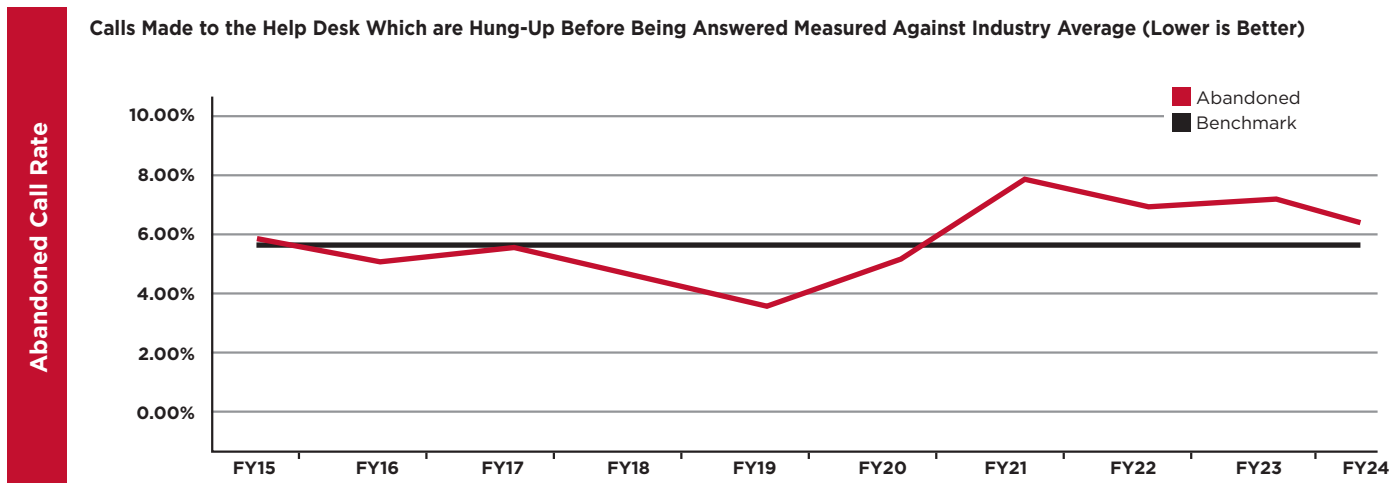
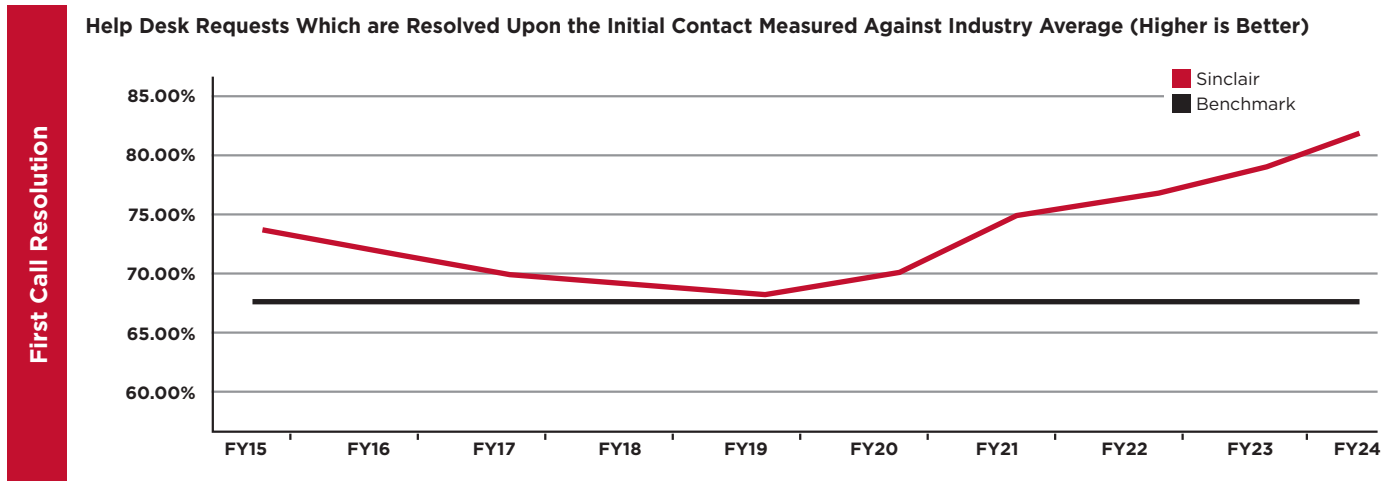
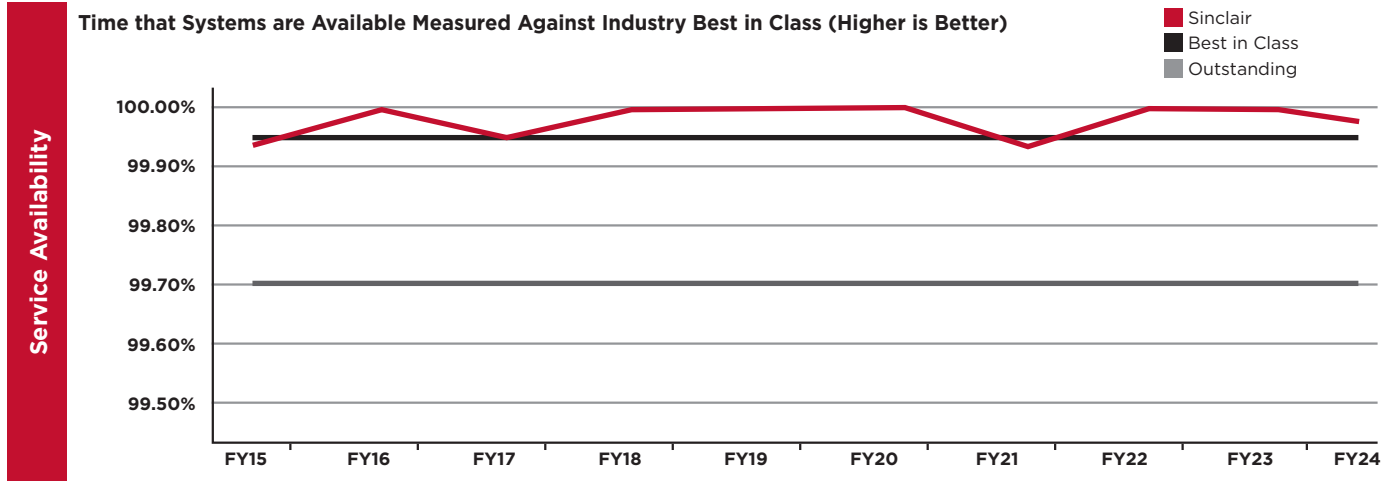
Item	Total Investment	Annual Funding	FY25 Expenditure	FY26 Expenditure	FY27 Expenditure	FY28 Expenditure	FY29 Expenditure
Windows desktop replacement	\$3,242,525	\$540,421	\$202,920	\$540,421	\$540,421	\$540,421	\$540,421
Workstation computers	\$1,057,500	\$176,250	\$65,000	\$25,000	\$152,500	\$52,500	\$176,250
PC Monitors	\$1,339,600	\$133,960	\$44,265	\$200,448	\$19,700	\$102,716	\$133,960
Macs - laptops	\$306,000	\$51,000	\$57,800	\$51,000	\$51,000	\$51,000	\$51,000
Macs - desktops	\$929,600	\$154,933	\$240,800	\$154,933	\$188,920	\$154,933	\$154,933
Windows laptops w/dock	\$2,261,000	\$452,200	\$68,200	\$452,200	\$452,200	\$452,200	\$452,200
Plotters	\$40,000	\$5,714	\$4,000	\$5,714	\$5,714	\$5,714	\$5,714
Printers	\$278,400	\$39,771	\$24,000	\$39,771	\$32,429	\$38,914	\$39,771
Satellite copiers	\$1,034,000	\$147,714	\$44,000	\$147,714	\$143,000	\$143,000	\$147,714
Network Servers	\$1,849,000	\$369,800	\$21,500	\$369,800	\$339,800	\$369,800	\$369,800
Closet UPS's	\$244,800	\$48,960	\$48,960	\$48,960	\$48,960	\$48,960	\$48,960
Network Infrastructure	\$3,700,000	\$528,571	\$90,000	\$100,000	\$100,000	\$300,000	\$100,000
Wireless Network Infrastructure	\$585,000	\$117,000	\$191,500	\$100,000	\$183,000	\$100,000	\$100,000
UNIX Servers	\$261,000	\$52,200	\$0	\$0	\$261,000	\$0	\$0
Hyper-converged systems	\$340,000	\$68,000	\$0	\$0	\$0	\$0	\$0
Video Capture Cameras	\$79,200	\$15,840	\$15,600	\$15,840	\$15,840	\$15,840	\$15,840
Backup infrastructure	\$510,000	\$102,000	\$0	\$410,000	\$0	\$0	\$0
Phone infrastructure	\$1,020,000	\$145,714	\$90,000	\$145,000	\$145,000	\$145,000	\$145,000
Load Balancers	\$300,000	\$50,000	\$0	\$0	\$0	\$0	\$0
Library System	\$35,000	\$7,000	\$0	\$0	\$35,000		\$0
Firewall	\$250,000	\$50,000	\$0	\$0	\$10,000	\$250,000	\$0
Multimedia classroom/mtg room	\$4,062,000	\$338,500	\$270,000	\$300,000	\$300,000	\$300,000	\$300,000
Bldg 14 forum	\$375,000	\$41,667	\$0	\$0	\$375,000	\$0	\$0
Bldg 8 stage multimedia	\$125,000	\$15,625	\$0	\$0	\$125,000	\$0	\$0
Great Hall multimedia	\$63,000	\$6,300	\$0	\$0	\$0	\$0	\$0
Phone UPS	\$40,000	\$40,000	\$0	\$0	\$0	\$50,000	\$0
Cable TV System	\$250,000	\$25,000	\$0	\$0	\$100,000	\$0	\$0
Wireless Microphone System	\$100,000	\$11,111	\$12,000	\$10,000	\$10,000	\$10,000	\$15,000
Charity Earley multimedia	\$126,000	\$12,600	\$0	\$0	\$126,000	\$0	\$0
Televisions and Monitors	\$150,000	\$21,429	\$15,000	\$15,000	\$15,000	\$25,000	\$25,000
<b>Total</b>	<b>\$24,953,625</b>	<b>\$3,769,281</b>	<b>\$1,505,545</b>	<b>\$3,131,802</b>	<b>\$3,775,484</b>	<b>\$3,155,998</b>	<b>\$2,821,563</b>

# APPENDIX 1: SINCLAIR IT **FAST FACTS**

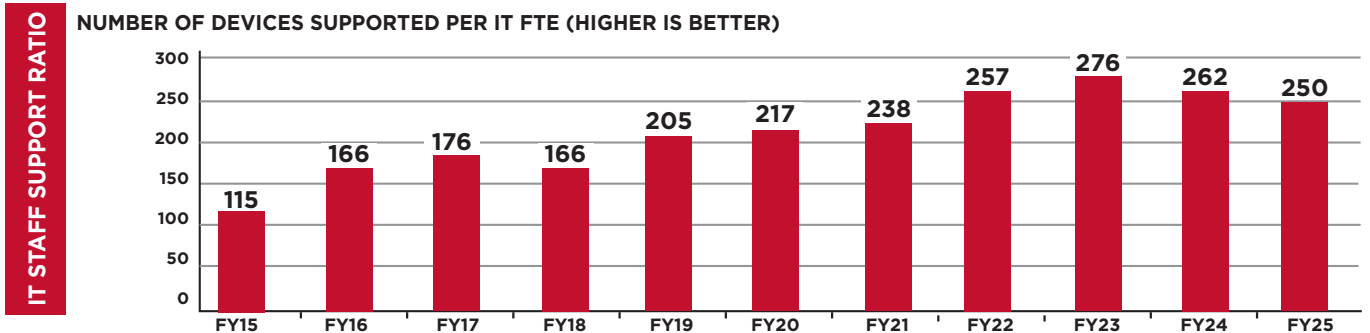
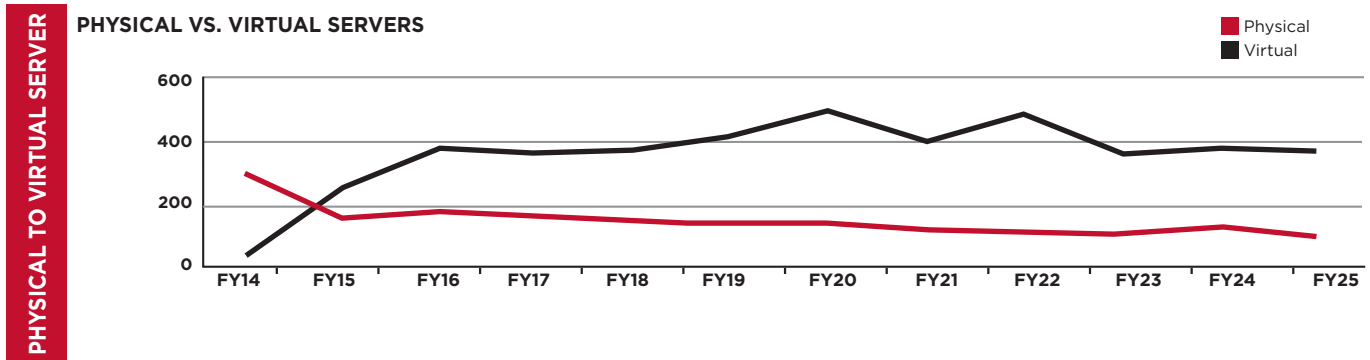
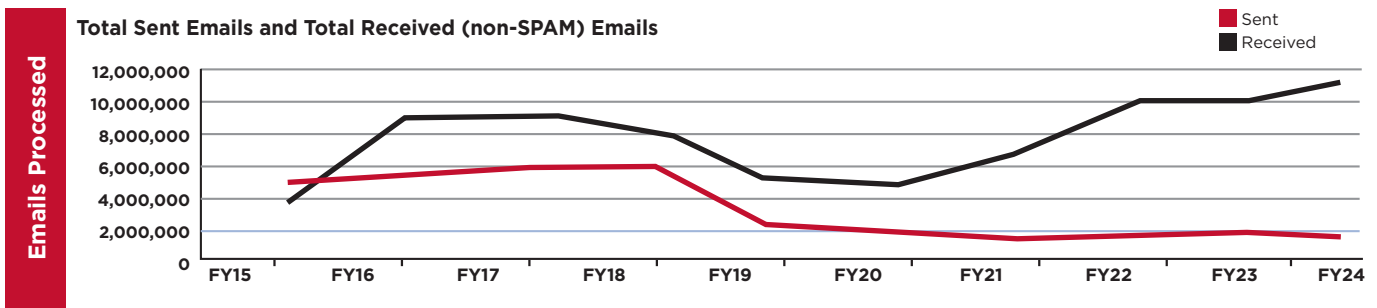
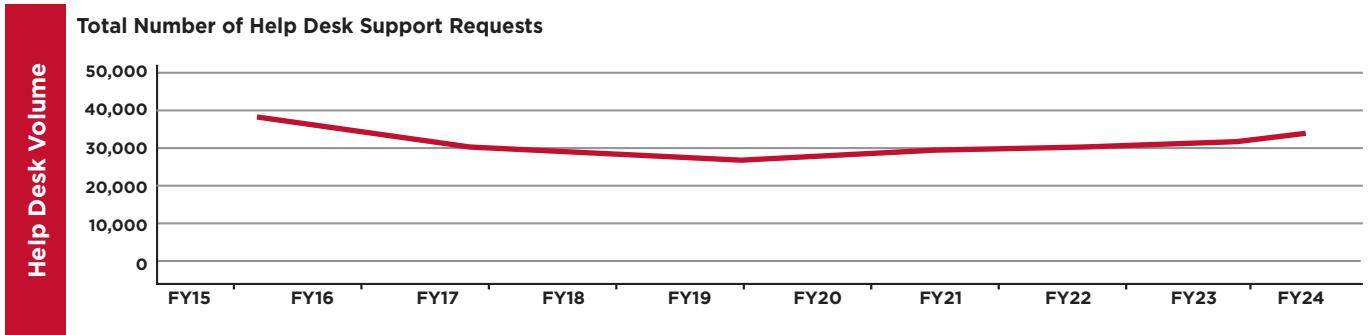


## Key Performance Measures Against Industry Benchmarks

Industry benchmark data provided by *Gartner*, the world's leading IT research and advisory company.



## Additional Service/System Usage Charts





## IT CHARTER

### VISION

To be recognized as a trusted partner and catalyst for business innovation through effective technology leadership.

### MISSION

The IT department is dedicated to providing students, faculty, staff, and stakeholders with the tools and services needed to enable efficient workflows, cooperation, and communication, supporting the achievement of organizational objectives.

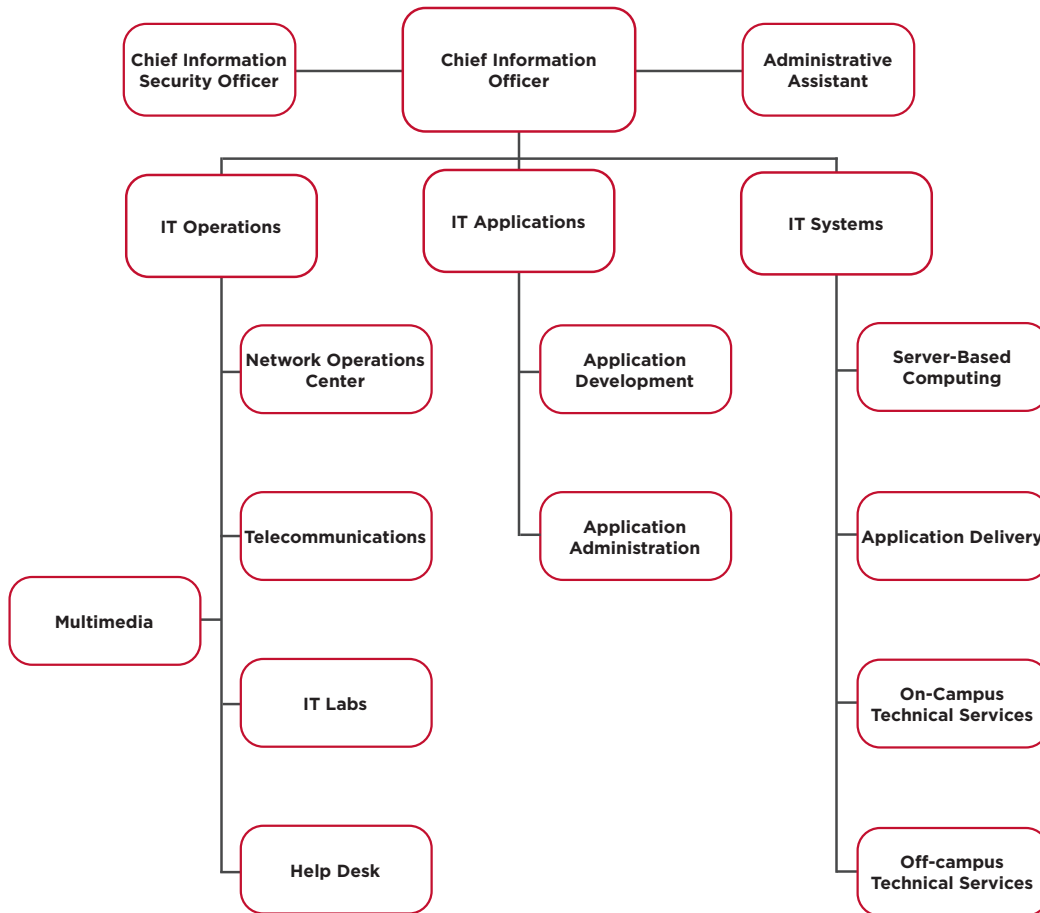
### GUIDING PRINCIPLES

- **Enterprise Value** – Our goal is to deliver substantial long-term value to the college by providing solutions that are fit for purpose and that reduce operational complexity and cost of ownership.
- **Customer-Centric** – We provide solutions that empower students, faculty, staff, and stakeholders with the resources they need to learn and work from anywhere.
- **Integration First** – We evaluate, select, and integrate the best commercially available solutions to meet the needs of the college. We only consider custom solutions as a last resort.
- **Information Management** – We provide secure and timely access to college data assets through well managed systems integration and access control procedures.
- **Innovative** – We seek new and creative ways to utilize technology to advance college priorities.
- **Secure** – We protect enterprise assets by building and maintaining a stable and secure technology environment that reflects the college’s appetite for risk.
- **Collaborative** – We support teamwork that is fostered through mutual communication, collaboration, and a culture of respect across the organization.
- **Compliant** – We operate within the applicable regulatory and legal mandates.

### HIGH-LEVEL RESPONSIBILITIES

- **Cybersecurity** – Ensuring strong systems security, data integrity, and privacy through proactive monitoring, continually improving systems protections, user awareness training, and incident response procedures.
- **Systems and Support** – Providing reliable, well-managed systems, and exceptional support.
- **Application Integration and Development** – Integrating, customizing, and maintaining applications that streamline college functions.
- **Solutions Advisory** – Helping departments evaluate, select, and implement solutions that address their needs and drive digital transformation.
- **Project and Change Management** – Managing technology projects and initiatives to success.
- **Governance** – Defining campus-wide technology standards and acceptable use policies.
- **Procurement and Fiscal Management** – Cost effective procurement of technology and overall budget management.

# ORGANIZATION STRUCTURE



## STRATEGY

### STRATEGIC IT PRIORITIES

Our approach for the upcoming 3 to 5 years will be shaped by the following priorities, as per the IT Environmental Scan detailed in this document. Recognizing the importance of these pivotal areas for change and transformation, we have incorporated them into our strategy to keep the college at the cutting-edge of technological progress.

- **Enhancing cybersecurity** – In light of increasing cybersecurity threats, the College’s defenses will be strengthened. We plan to proactively improve prevention and monitoring measures to effectively handle new threats. Building a culture of cyber awareness within our staff and establishing solid incident response plans are key components of this priority. Our goal is to protect our systems, data, and confidential information by ensuring a secure digital environment.
- **Advancing cloud-centric architecture** – As the industry continues to shift to cloud-based solutions, our focus is moving to a cloud-centric framework. This includes effective management of an expanding set of systems, meeting integration needs, and applying rigorous governance. Adopting cloud technologies will allow us to improve scalability, adaptability, and overall system performance.
- **Refining classroom and facilities** – We intend to propose modifications to optimize the number of physical classrooms and adapt the combination of spaces to the changing needs of in-person, virtual, and blended models of learning. The goal is to design smart, interactive environments that enhance the learning experience and increase operational productivity while keeping costs in check.

- **Investigating and employing AI** – Our objective is to leverage the potential of AI for sustainable development. By incorporating AI into various segments of the organization, we anticipate boosting efficiency, fostering innovation, and lowering expenses. Additionally, we understand the necessity to address the cybersecurity and privacy concerns linked with AI technology use thoughtfully.
- **Restructuring IT** – We will move away from the current org structure, which predates the advent of cloud computing, AI, and the surge in cybersecurity challenges. A transition to a new structure, designed to meet the present and future requirements of the college, is planned. This will highlight the significance of comprehensive technology governance, integration, and change management.

## ENVIRONMENTAL SCAN OF TECHNOLOGY

*Note the following key areas of technological change that we believe will impact the college over the next 2-3 years.*

- The exponential growth in cyber-attacks is increasing the time and cost required to stay secure.
  - There is a need for stronger prevention and monitoring capabilities.
  - This is elevating the importance of having a cyber-aware workforce.
  - It is increasing the need for continually improving incident response procedures.
- The adoption of cloud-based solutions is increasing the demand for integration.
  - Departments are unlocking new capabilities/efficiencies through the rapid adoption of cloud-based solutions.
  - Many of these solutions are expanding the capabilities of existing systems, like Colleague. Accordingly, the rate of adoption is increasing licensing costs to the college.
  - While this shift is decreasing the need for traditional software development projects, it is dramatically increasing the need to integrate and support these solutions to ensure they work well within Sinclair.
- AI innovations are introducing tremendous opportunities and tremendous risks.
  - Artificial intelligence is evolving at a faster pace than any technology in history.
  - While AI is driving innovations in teaching, learning, and digital transformation, it is also exposing threats to privacy, inclusion, and cybersecurity. As such, the need for AI governance and a comprehensive data management strategy is paramount.
- There is a growing burden of supporting legacy technology.
  - The hardware and licensing costs of legacy technologies is increasing.
  - Budget constraints have forced the college to extend the use of some systems beyond its planned life, which has increased the time required to support such systems.
  - The adoption of cloud-based systems can outpace the decommissioning of legacy systems they are replacing.
- The responsibilities of the IT department are evolving.
  - AI and cloud growth are driving the need for governance models and knowledge management solutions.
  - Tightening budgets and staff reductions have limited the ability to assist with business application support.
  - The importance of project and change management expertise has never been higher.
- Other emerging technology factors.
  - Converging physical networks (uniting data, AV, building controls, etc.).
  - Growth of virtual and augmented reality.
  - Commercialization of 3d printing.
  - Expansion of blockchain.
  - Emergence of quantum computing.

