



IT MASTER PLAN EXECUTIVE SUMMARY

**SINCLAIR COLLEGE
SEPTEMBER 1, 2026**

APPLICATIONS

OPERATIONS

SECURITY

SYSTEMS



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WELCOME



A handwritten signature in black ink that reads "Scott McCollum". The signature is fluid and cursive, written over a white background.

Scott McCollum
Chief Information Officer (CIO)

As we begin the 2026-27 academic year, I am pleased to present Sinclair College's IT Master Plan. This plan outlines the technology initiatives, investments, and strategic priorities that will help advance the college's mission while supporting the goals of being the College of Choice, Employer of Choice, Dependable Partner, and Innovator of Distinction.

Technology is increasingly embedded in every aspect of how we serve students, support employees, engage our community, and manage operations. As expectations continue to evolve, our focus is not simply on implementing new systems, but on modernizing business processes, improving decision-making, and creating more connected digital experiences across the college.

This year's portfolio reflects that evolution. Investments in artificial intelligence, automation, data management, and cloud-enabled services will strengthen institutional capabilities and improve the experiences of students and employees. We will also begin planning for the future of Sinclair's enterprise administrative systems, engaging stakeholders across the college to develop a long-term modernization strategy that supports student success, operational excellence, and sound financial stewardship. Together, these initiatives position Sinclair to operate more efficiently, make better-informed decisions, and remain responsive to the evolving needs of the college community.

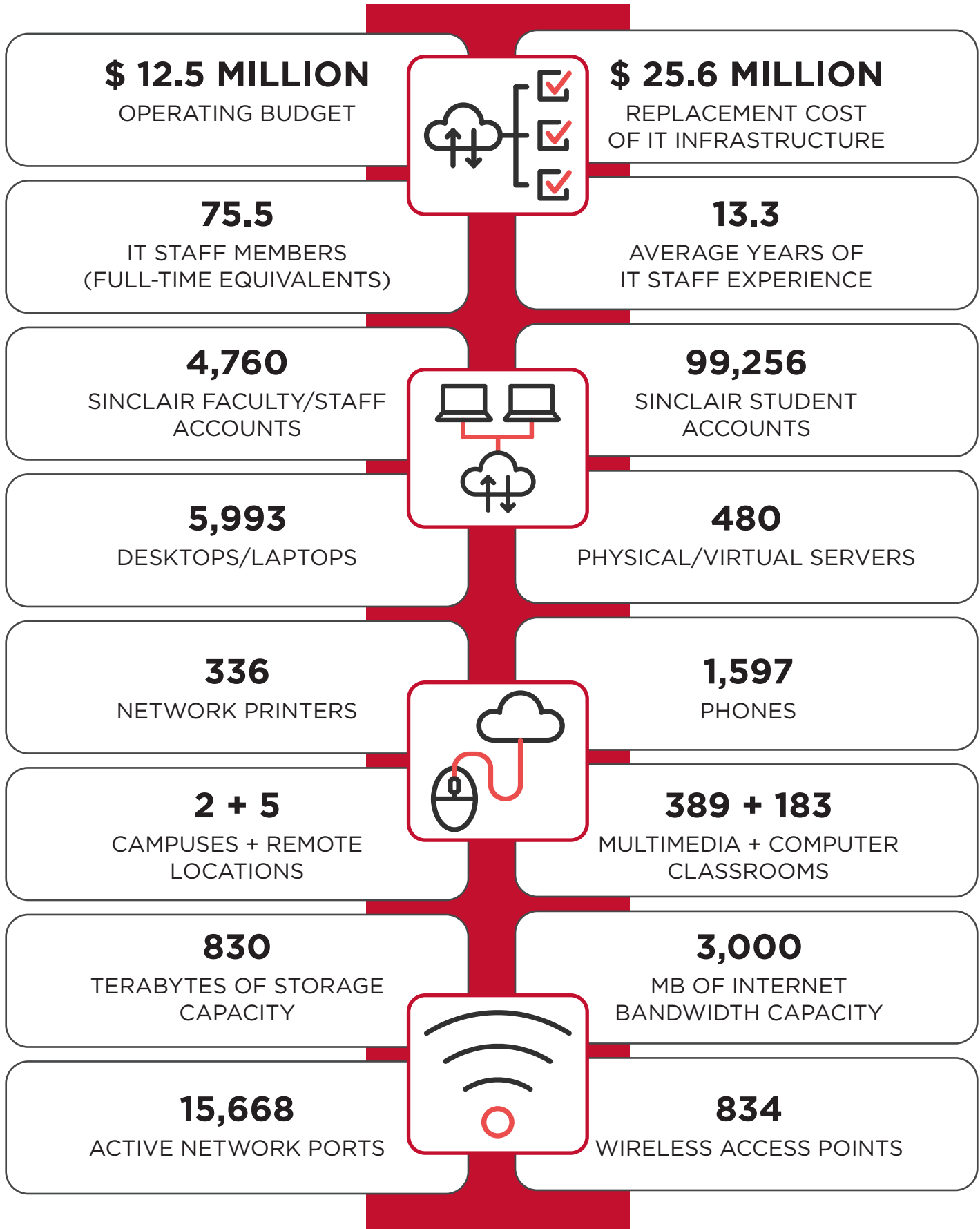
Innovation must be balanced with responsible stewardship. The plan includes significant investments in cybersecurity, identity management, data protection, business continuity, accessibility, and infrastructure modernization. These initiatives strengthen institutional resilience while ensuring the technology foundation supporting the college remains secure, reliable, and sustainable.

What excites me most about this year's plan is the growing emphasis on innovation with purpose. Across the college, departments are exploring how emerging technologies can streamline workflows, enhance student support, and create new opportunities for learning and engagement. Whether through AI pilots, business process automation, enhanced analytics, or modernized services, these initiatives demonstrate Sinclair's commitment to practical innovation that delivers measurable value.

Most importantly, this plan is the result of collaboration. Every project included here reflects partnerships between Information Technology and departments across the college. Together, we are building solutions that address real challenges, support strategic priorities, and help Sinclair remain responsive to the changing needs of students, employees, and the communities we serve.

I would like to thank our campus partners for their collaboration and trust, and the members of the Information Technology division for their dedication, expertise, and commitment to service. Working together, we are creating a technology environment that strengthens the college today while preparing us for the opportunities of tomorrow.

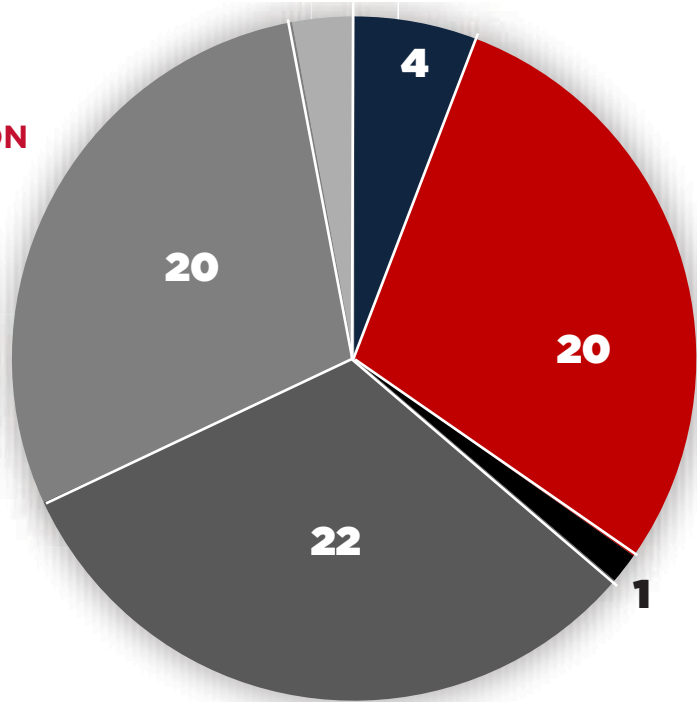
FAST FACTS



PLAN SUMMARY

PROJECT TOTALS BY COLLEGE DIVISION EXCLUDES INTERNAL IT PROJECTS

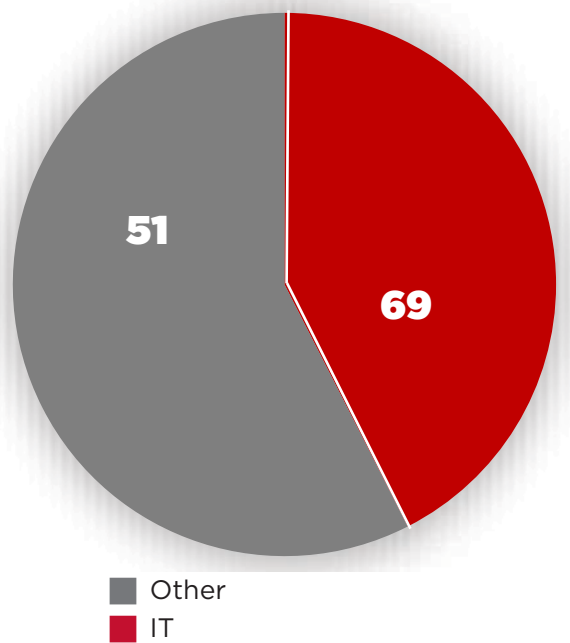
- Administration
- Chief Financial Officer
- President
- Provost
- Student Development
- Workforce Development & Consulting



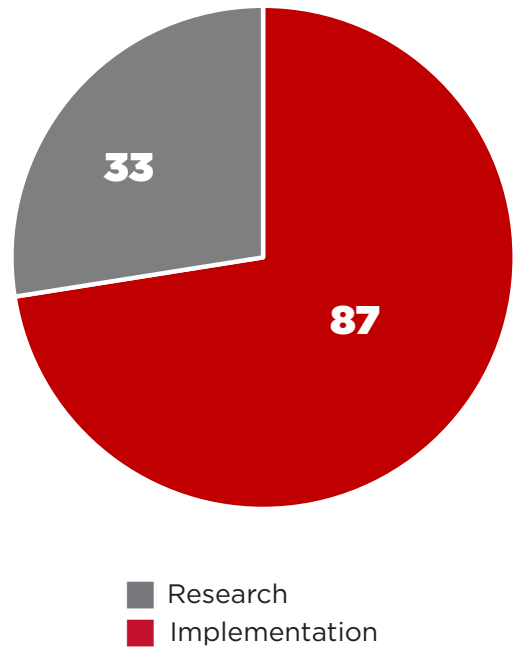
TECHNOLOGY IMPROVEMENTS FROM PROJECTS INCLUDE



INTERNAL IT VS. OTHER PROJECTS



PROJECTS BY TYPE



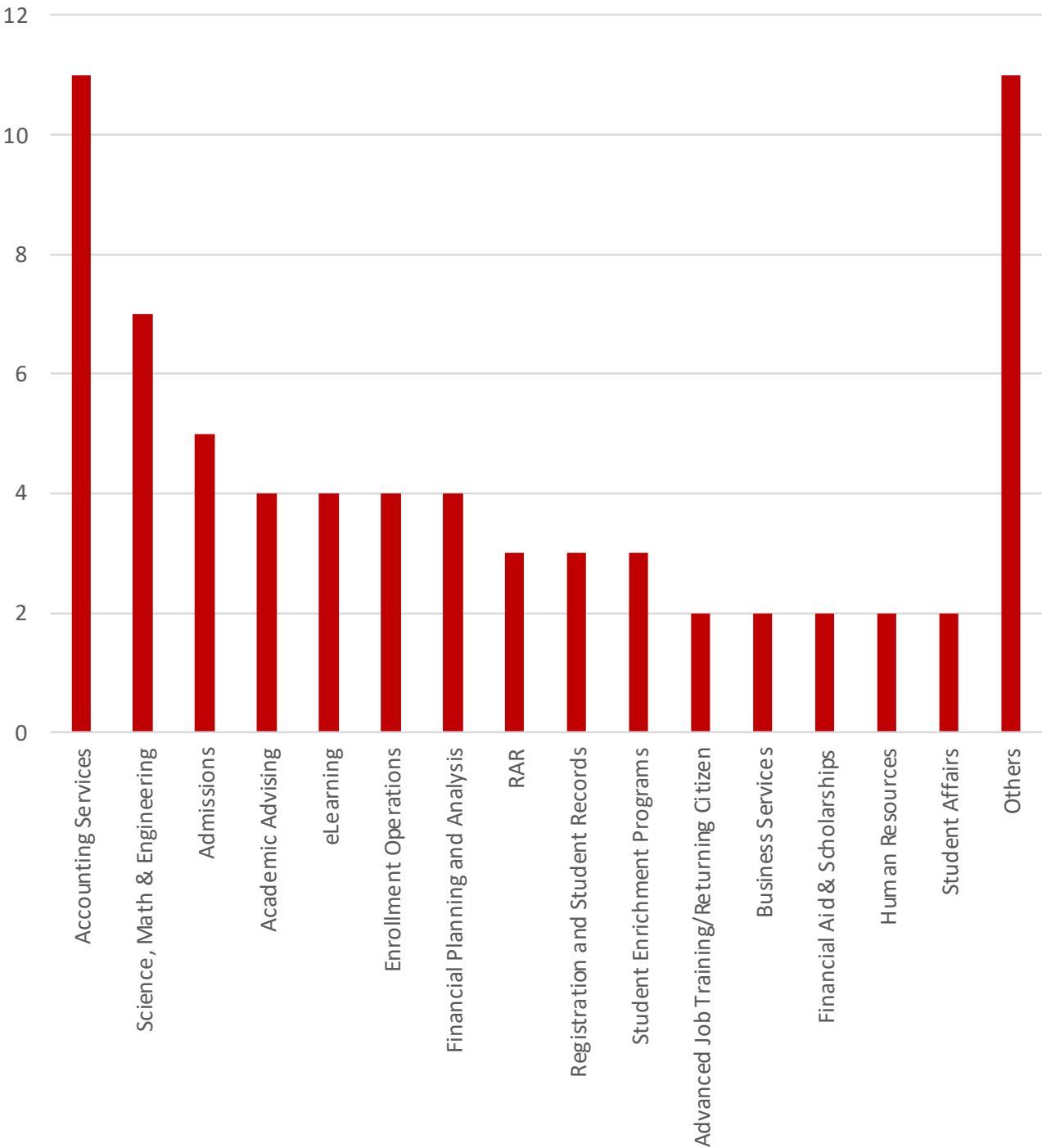
PROJECTS ALIGNED TO COLLEGE STRATEGY AND OBJECTIVES

STRATEGY	OBJECTIVES	PROJECTS
Be the College of Choice	1. More students choose Sinclair as their preferred educational institution. 2. Ensure students advance toward their self-defined educational goals. 3. Sinclair graduates are well-prepared for careers that provide financial stability.	• Admissions CRM Implementation • Ellucian Student Planning • Sinclair Direct Admit • High School Administrator Portal
Be an Employer of Choice	1. Maintain a culture of recognition, support, inclusivity, and increased employee engagement and satisfaction. 2. Develop a Talent Management Strategy. 3. Support a positive work-life balance.	• Flexible Work Agreement • Payroll Process Improvements • Intranet Website • Center for Teaching and Learning Website

STRATEGY	OBJECTIVES	PROJECTS
Be a Dependable Partner	1. Partners will demonstrate high satisfaction and value of Sinclair’s collaboration. 2. Demonstrate community support through the sponsorship of events at the college’s conference center. 3. Demonstrate regional engagement and support through college-wide involvement on regional boards and improving the structure of college-wide advisory boards. 4. Ensure regular and informed government relations through frequent public relations / civic engagements by leadership.	• ITEC Network Design • Centralized Employer Repository • Third Party Risk Management • Sponsor Billing Automation
Be an Innovator of Distinction	1. Sinclair will be a leader in adopting AI and innovative technologies. 2. Develop and expand innovation labs to enhance digital fluency and experiment with emerging education and workforce development technologies. 3. Sinclair will intentionally seek new ideas and partnerships that support continuous community alignment and student outcomes improvement.	• NebulaONE AI Platform • AI Chatbot for Student Data • Internal Knowledge Assistant (IKA) • AI-in-a-Box

PLAN DETAILS

PROJECTS BY DEPARTMENT SUMMARY (EXCLUDES INTERNAL IT PROJECTS)



Project List 2026-2027

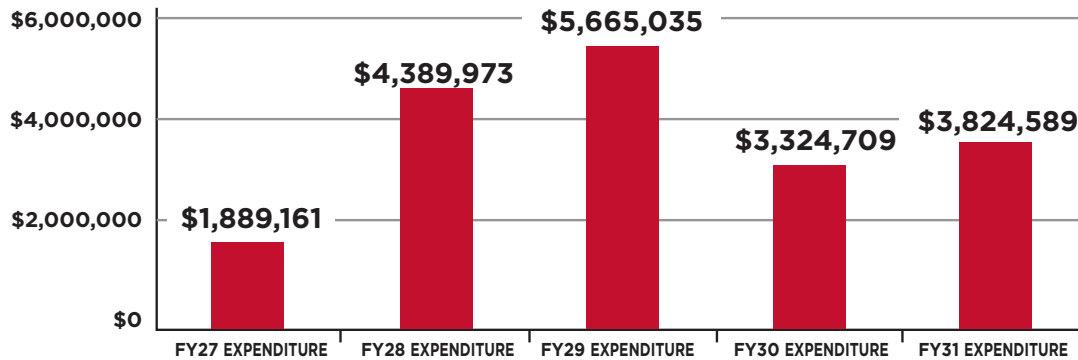
DEPARTMENT	PROJECT	ID	TYPE
Academic Advising	EAB Navigate Integration - Canvas	27-1171	Implementation
	Ellucian Student Planning	27-1145	Implementation
	Student Texting Opt-in/Out	27-1066	Implementation
	Academic Advising AI pilots	27-1104	Research
	EAB Navigate Integration - Colleague	27-1172	Research
Accounting Services	Bursar Digital Signage	27-1160	Implementation
	AG Debt Manager System	27-1099	Implementation
	Document Image Retention	27-1094	Research
	Deregistration Process Optimization	27-1093	Research
	Concur Cost Object Approval	27-1091	Implementation
	Sponsor Billing Automation	27-1090	Research
	Automated Invoice Vouchering	27-1070	Research
	Payroll Process Improvements	27-1088	Research
	State Wage Reporting	27-1087	Research
	CCP Billing and Reporting	27-1086	Implementation
	Assignment Contracts	27-1095	Research
	Past-Due Statement Enhancements	27-1089	Research
Associate/Assistant Provosts	Transfer Explorer Pilot	27-1082	Implementation
	Modernizing Course Planning	27-1141	Implementation
Financial Planning & Analysis	Finance/Budget AI Agent	27-1133	Implementation
	AJT Student Tracking	27-1069	Research
	Budget Manager Hierarchy	27-1097	Implementation
	Operating Budget Application	27-1096	Research
Business Services	Campus Store POS System	27-1062	Implementation
	Parking System Upgrade	27-1061	Implementation
Center for Teaching & Learning	Center for Teaching & Learning Website	27-1076	Research
Conference Center	Conference Center HyFlex Room	27-1157	Implementation
Diversity	Community Connections Website	27-1146	Research
eLearning	Prior Learning Assessment Credit	27-1098	Implementation
	Individualized Degree Form	27-1132	Implementation
	AI Tools Pilot Support	27-1124	Implementation
	Canvas Grade Passback	27-1144	Implementation
Registration & Student Records	Identity Verification	27-1128	Implementation
	Modernizing Registration Portal	27-1130	Implementation
	Academic Scheduling Advisory	27-1125	Research
	Self-Service for Students	27-1186	Implementation
	Colleague Transfer Equivalency	27-1165	Implementation
Facilities Management	Building Automation System Evaluation	27-1060	Research
Financial Aid & Scholarships	ISIR Regulatory Update	27-1167	Implementation

Human Resources	C.A.M.P.U.S. Act	27-1166	Implementation
	Human Resources AI pilots	27-1106	Research
	Flexible Work Agreement	27-1179	Implementation
	Enhance Employee Directory	27-1187	Implementation
Library	Library Digital Signage	27-1059	Research
Marketing	Intranet Website	27-1065	Implementation
Public Safety	Campus Police Communication	27-1139	Implementation
Research, Analytics & Reporting	RAR SQL Server Upgrade	27-1063	Research
	SAS Portal Replacement	27-1067	Implementation
	SAS Viya Modernization	27-1182	Research
	RAR AI pilots	27-1105	Research
School Partnerships	CCP Re-Registration Block	27-1184	Implementation
	High School Administrator Portal	27-1127	Implementation
Science, Technology, Engineering & Mathematics	Large Format 3D Printers	27-1138	Implementation
	Chemistry Lab Prep Room	27-1164	Implementation
	Airport Hanger Laptops	27-1137	Implementation
	Organic Chemistry Lab	27-1162	Implementation
	Renovate Computer Science Classrooms	27-1161	Implementation
	Honda Scan Tool	27-1136	Implementation
	Circuit Board Plotter	27-1135	Implementation
Student Affairs	Emergency Grant Approval	27-1068	Research
	Tutoring & Learning AI pilots	27-1102	Research
	MFEC Replacement of Dynamic Forms	27-1072	Implementation
Student Enrichment Programs	Relocate SOAR Office	27-1163	Implementation
Work-Based Learning	Centralized Employer Repository	27-1111	Research
Workforce Dev & Corp Svc	Skills Track Sign-up/Check-in	27-1178	Implementation
Admissions	Reach CRM Improvements	27-1185	Implementation
	SAT Score Import into Colleague	27-1064	Implementation
	Sinclair Direct Admit	27-1085	Implementation
	Admissions CRM Implementation	27-1084	Research
Information Technology	Integration Platform as a Service (iPaaS)	27-1081	Research
	Data Loss Prevention (DLP)	27-1174	Implementation
	Third Party Risk Management	27-1175	Implementation
	Identity Management Modernization	27-1176	Implementation
	Hyland Perceptive Modernization	27-1083	Research
	Post-Quantum Cryptography	27-1180	Implementation
	Cybersecurity Awareness Strategy	27-1177	Implementation
	R&R - Network Infrastructure	27-1155	Implementation
	R&R - Charity Early Multimedia	27-1154	Implementation
	R&R - Wireless Microphones	27-1151	Implementation
	R&R - Multimedia Rooms	27-1150	Implementation
	Change Notification	27-1149	Implementation
	Secure Network Monitoring	27-1148	Implementation
	Security/Network Operations Center	27-1147	Implementation

Information Technology	Colleague Sensitive Data Discovery	27-1074	Research
	ColdFusion SSO Modernization	27-1183	Research
	Informer 4 Migration	27-1080	Implementation
	Internal Knowledge Assistant (IKA)	27-1142	Implementation
	Inactive Account Archiving	27-1073	Implementation
	Phone System Strategy Assessment	27-1092	Implementation
	ColdFusion 2025 Upgrade	27-1181	Implementation
	Containers for Application Deployment	27-1077	Research
	Azure DevOps Implementation	27-1078	Implementation
	R&R - Phone Infrastructure	27-1153	Implementation
	R&R - UPS Units	27-1122	Implementation
	Web Application Protection	27-1168	Implementation
	R&R - Mac - Desktops	27-1115	Implementation
	R&R - Windows Laptops	27-1116	Implementation
	R&R - Plotters	27-1118	Implementation
	R&R - Printers	27-1119	Implementation
	R&R - PC Monitors	27-1113	Implementation
	R&R - Servers	27-1121	Implementation
	R&R - Workstation Computers	27-1112	Implementation
	Business Continuity Impact	27-1058	Research
	Informer Software Factory	27-1126	Research
	Web Application Accessibility	27-1129	Implementation
	Modernizing CMT	27-1131	Implementation
	Centerville Multimedia Access Control	27-1159	Implementation
	Centerville Sound And Video Booth	27-1158	Implementation
	R&R - Satellite Copiers	27-1120	Implementation
	R&R - Video Capture Cameras	27-1123	Implementation
	Wi-Fi Optimization	27-1170	Implementation
	ITEC Network Design	27-1169	Implementation
	AI-in-a-Box	27-1143	Implementation
	R&R - Wireless Network	27-1156	Implementation
	R&R - Mac - Laptops	27-1114	Implementation
	NebulaONE AI Platform	27-1101	Implementation
	3 Year Cybersecurity Plan	27-1173	Implementation
	Iron Mountain Replacement	27-1140	Research
	R&R - Televisions and Monitors	27-1152	Implementation
	GlobalProtect Use On Personal Devices	27-1108	Research
	R&R - Windows Desktop Replacement	27-1110	Implementation
Enrollment Operations	Student Orientation Tracking	27-1079	Implementation
	AI Chatbot for Student Data	27-1134	Implementation
	Welcome Center AI pilots	27-1103	Research
Adv Job Training/Returning Citizen	AJT Student Application Process	27-1109	Implementation
	AJT Faculty Onboarding	27-1107	Implementation

RENEWAL/REPLACEMENT BUDGET

Summary



Detailed

Item	Total Investment	Annual Funding	FY26 Expenditure	FY27 Expenditure	FY28 Expenditure	FY29 Expenditure	FY30 Expenditure
Windows desktop replacement	\$4,898,810	\$816,468	\$99,574	\$1,515,802	\$2,165,006	\$119,120	\$766,835
Workstation computers	\$790,720	\$131,787	\$279,000	\$116,480	\$67,200	\$60,480	\$47,040
PC Monitors	\$845,277	\$84,528	\$85,988	\$149,000	\$74,500	\$92,529	\$101,171
Macs - laptops	\$229,500	\$38,250	\$13,312	\$30,600	\$76,500	\$38,250	\$65,025
Macs - desktops	\$905,660	\$150,943	\$22,060	\$38,814	\$148,787	\$71,159	\$278,167
Windows laptops w/dock	\$3,374,210	\$674,842	\$442,416	\$528,640	\$902,405	\$861,105	\$365,505
Plotters	\$40,000	\$5,714	\$4,000	\$5,714	\$5,714	\$5,714	\$5,714
Printers	\$286,800	\$40,971	\$32,400	\$40,971	\$40,971	\$40,971	\$40,971
Satellite copiers	\$1,089,000	\$155,571	\$113,151	\$155,571	\$155,571	\$155,571	\$155,571
Network Servers	\$2,660,000	\$532,000	\$221,000	\$560,000	\$560,000	\$560,000	\$420,000
Closet UPS's	\$360,000	\$51,429	\$49,756	\$51,429	\$51,429	\$51,429	\$51,429
Network Infrastructure	\$3,700,000	\$528,571	\$50,000	\$300,000	\$300,000	\$600,000	\$600,000
Wireless Network Infrastructure	\$585,000	\$117,000	\$25,000	\$100,000	\$100,000	\$100,000	\$100,000
UNIX Servers	\$261,000	\$52,200	\$0	\$0	\$0	\$0	\$0
Video Capture Cameras	\$100,800	\$20,160	\$15,700	\$15,840	\$15,840	\$15,840	\$20,160
Backup infrastructure	\$510,000	\$102,000	\$0	\$0	\$110,000	\$75,000	\$0
Phone infrastructure	\$1,020,000	\$145,714	\$45,000	\$145,000	\$145,000	\$145,000	\$145,000
Firewall	\$250,000	\$50,000	\$0	\$0	\$260,000	\$0	\$25,000
Multimedia class/mtg room	\$4,062,000	\$338,500	\$213,804	\$300,000	\$300,000	\$300,000	\$300,000
Bldg 14 forum	\$375,000	\$41,667	\$0	\$250,000	\$0	\$0	\$0
Bldg 8 stage multimedia	\$125,000	\$15,625	\$0	\$0	\$0	\$0	\$0
Great Hall multimedia	\$63,000	\$6,300	\$0	\$0	\$0	\$0	\$300,000
Phone UPS	\$40,000	\$4,000	\$0	\$50,000	\$0	\$0	\$0
Cable TV System	\$250,000	\$25,000	\$0	\$0	\$150,000	\$0	\$0
Wireless Microphone System	\$100,000	\$11,111	\$12,000	\$11,111	\$11,111	\$11,111	\$12,000
Charity Earley multimedia	\$126,000	\$12,600	\$150,000	\$0	\$0	\$0	\$0
Televisions and Monitors	\$150,000	\$21,429	\$15,000	\$25,000	\$25,000	\$21,429	\$25,000
Total	\$27,197,777	\$4,174,381	\$1,889,161	\$4,389,973	\$5,665,035	\$3,324,709	\$3,824,589

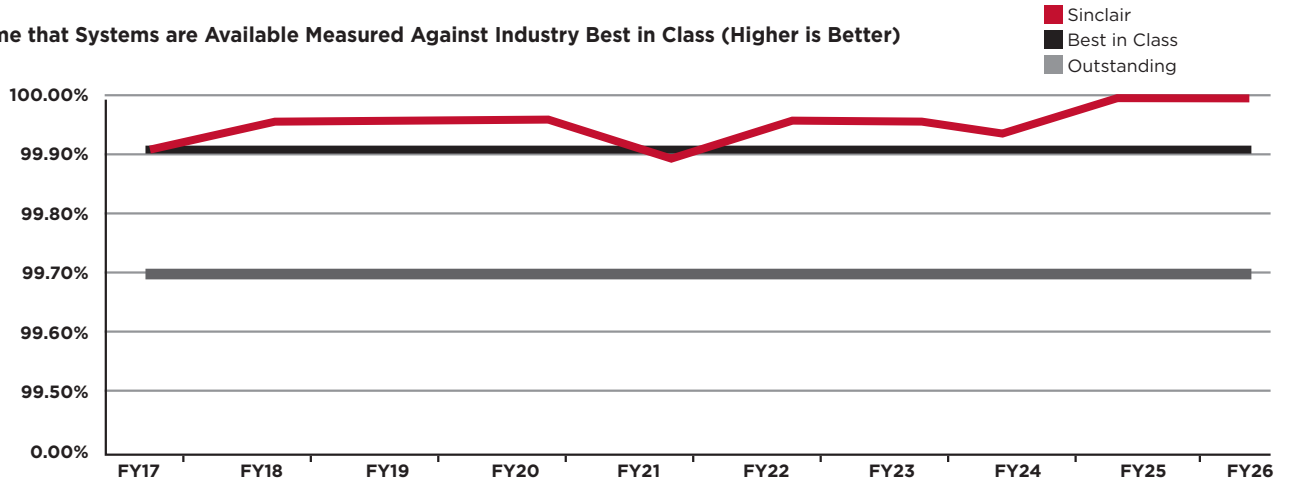
APPENDIX 1: SINCLAIR IT

Key Performance Measures Against Industry Benchmarks

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

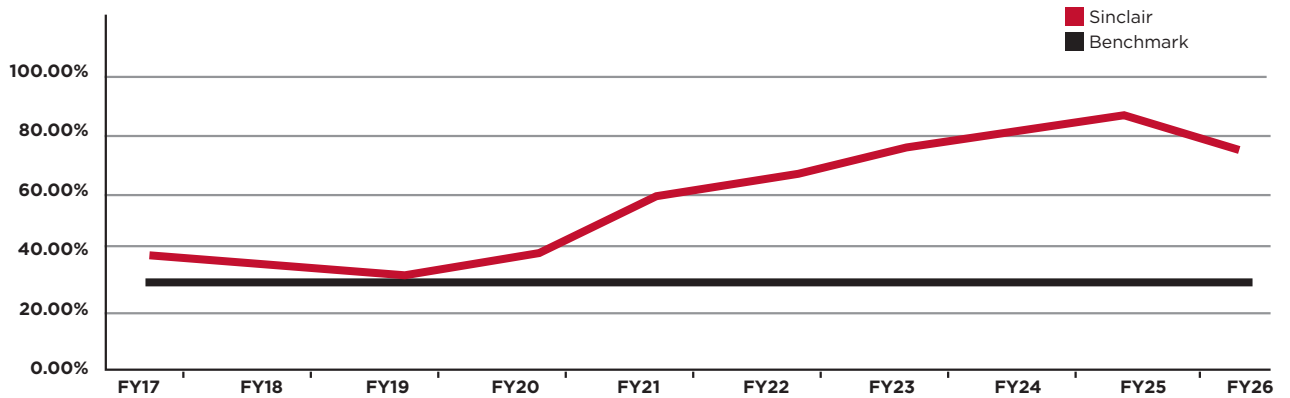
Service Availability

Time that Systems are Available Measured Against Industry Best in Class (Higher is Better)



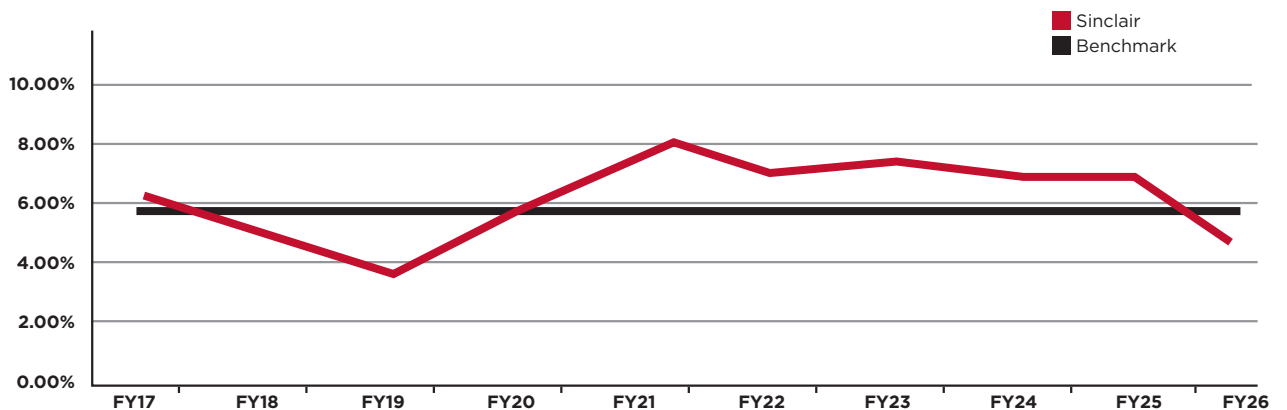
First Call Resolution

Help Desk Requests Which are Resolved Upon the Initial Contact Measured Against Industry Average (Higher is Better)



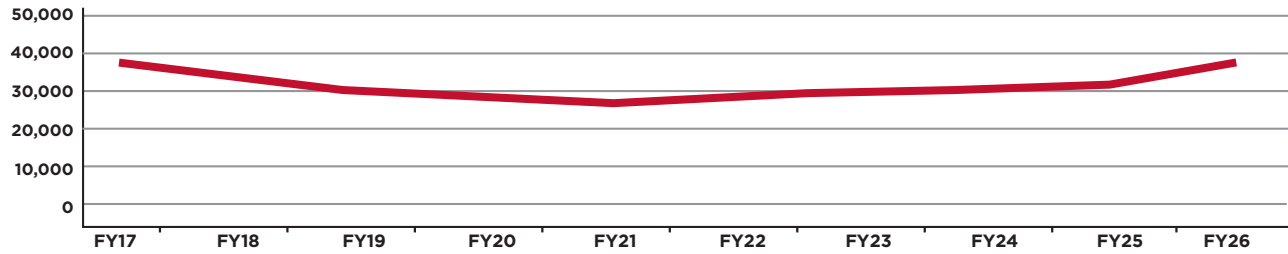
Abandoned Call Rate

Calls Made to the Help Desk Which are Hung-Up Before Being Answered Measured Against Industry Average (Lower is Better)

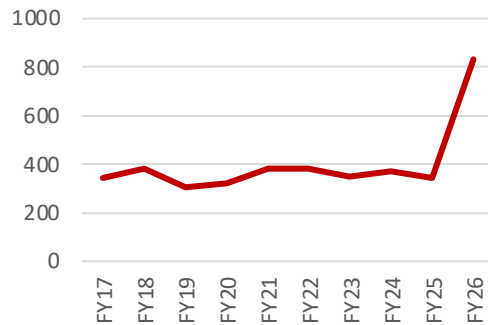


Additional Service/System Usage Charts

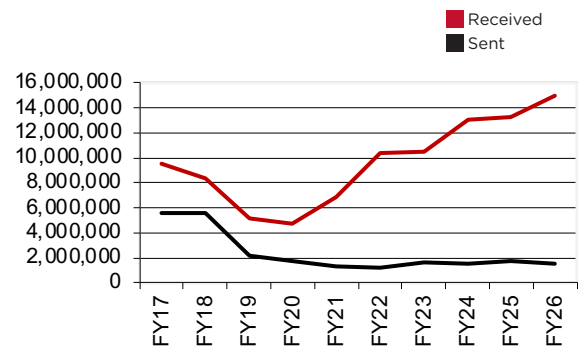
Help Desk Volume



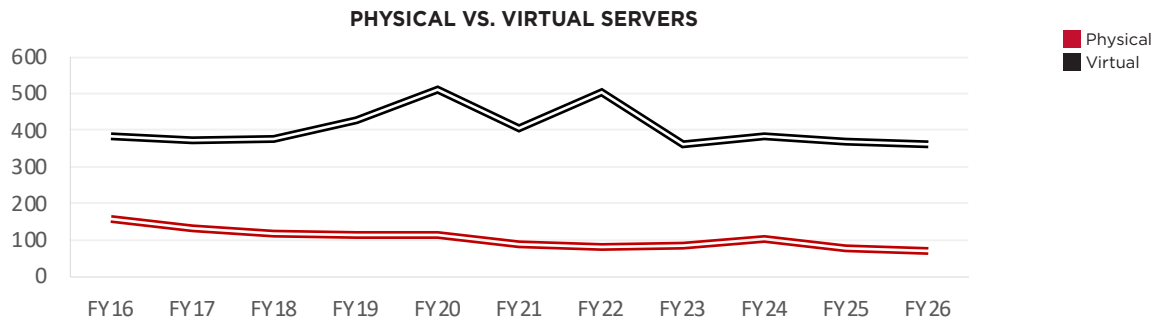
Storage (Terabytes)



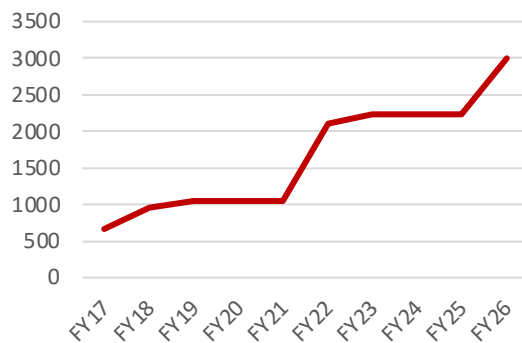
Emails Processed



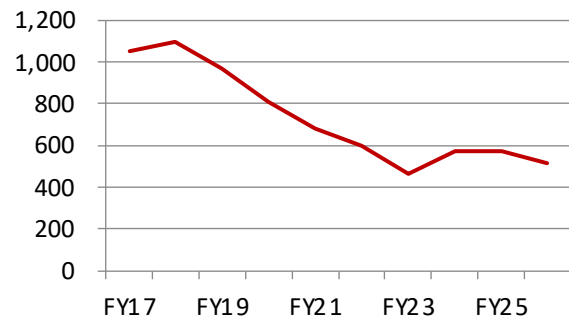
Physical to Virtual Server



Internet Bandwidth (MB)



Voice Calls (Thousands)



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.

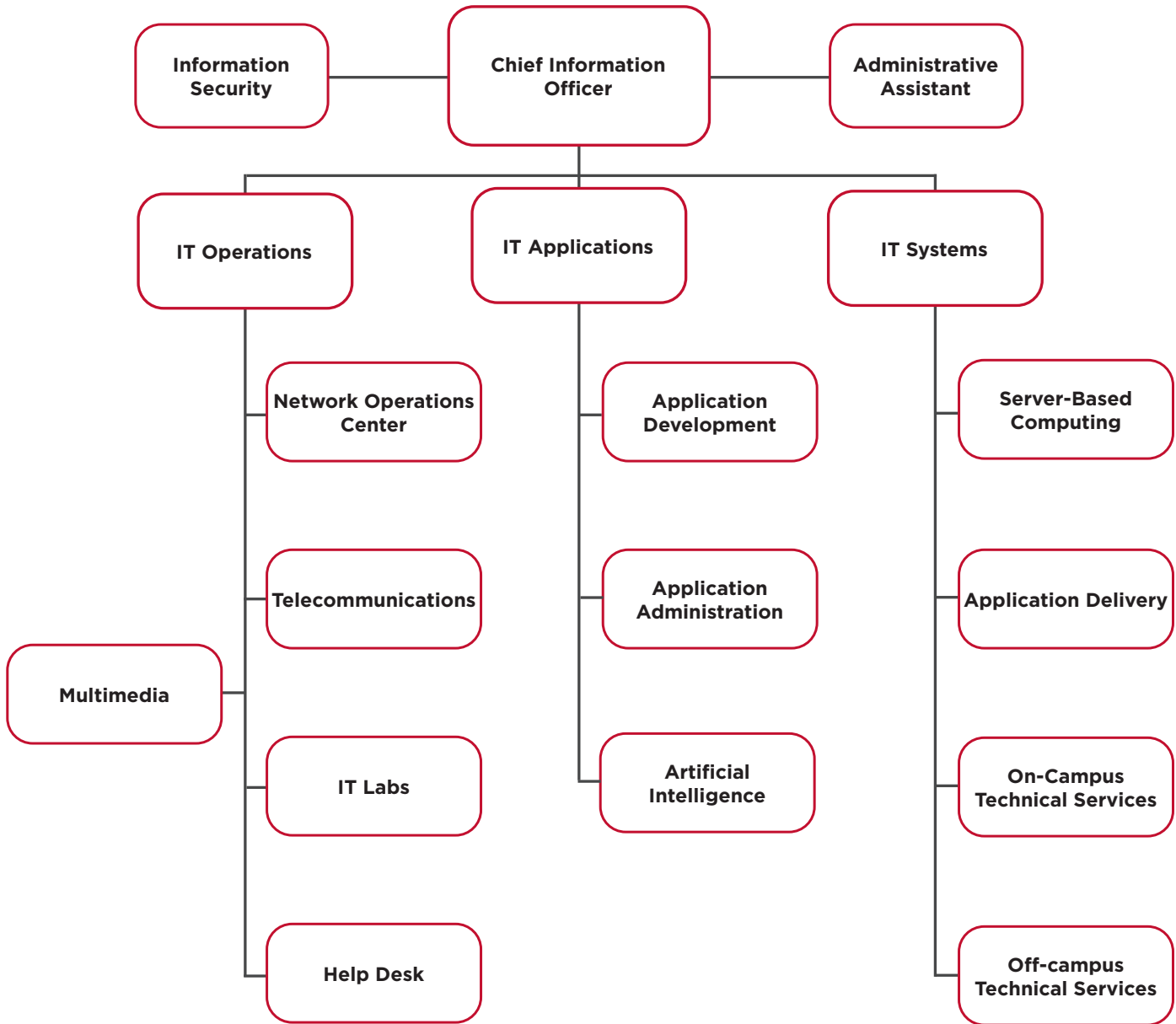
GUIDING PRINCIPLES

- **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, reflecting the rapidly evolving technological landscape and the critical need for institutional adaptability. Recognizing these pivotal areas for transformation, we have incorporated them into our strategy to ensure the college remains at the forefront of technological innovation while maintaining security and operational excellence.

Strengthening Cybersecurity Through Zero-Trust Architecture

In response to the exponential growth in sophisticated cyber-attacks and the complexity of multi-cloud security management, our cybersecurity approach is evolving from traditional perimeter-based defense to a comprehensive zero-trust architecture.

Advancing Cloud-First Architecture and Integration

Building on our cloud-centric approach, we will implement a comprehensive cloud-first strategy that focuses on strategic cloud adoption, seamless integration, and establishing the foundation for future scalability while optimizing performance, security, and cost management.

Establishing Comprehensive AI Governance and Innovation

Moving beyond experimental AI adoption, we are implementing production-ready AI governance frameworks while leveraging AI for institutional transformation:

Modernizing Legacy Systems and Infrastructure

Addressing the growing burden of technical debt while preparing for emerging technologies:

Transforming IT Organization and Capabilities

Restructuring IT operations to address evolving responsibilities and emerging technology demands:

Embracing Emerging Technologies for Enhanced Learning

Integrating cutting-edge technologies to transform educational delivery and campus operations:

These strategic priorities reflect our commitment to navigating the complex technological landscape while ensuring the college remains secure, innovative, and prepared for future challenges. Our focus on governance, integration, and strategic modernization will enable us to deliver exceptional value to students, faculty, and staff while maintaining fiscal responsibility and operational excellence.

