

IT Services Strategy Framework 2024-2026

**How ITS Will Support the College of New
Caledonia's Institutional Strategy**

Executive Summary

Situation

- Historical underfunding of IT Services (significant 'Technical Debt')
- Historical lack of best-practices adopted in IT Service Delivery
- Historical lack of focus in cyber security (risk likelihood/impact is severe)
- CNC's most vital technical systems in need of attention (Colleague, Moodle, Network Infrastructure, Classrooms)
- Absence of technology governance (policies and structure)
- No enterprise project management framework or resources
- Lack of business analyst(s), business units often replicating status quo
- Increasing 'digital skills' gap in CNC's workforce

Recommendations

- Continue to pay down technology debt & identify, mitigate & manage risk
- Support creation of governance mechanisms to ensure alignment & strategic technology investments
- Shore up investment, support and attention to vital systems
- Big change is coming ... invest in it: Project Management, Business/Systems Analyst, Change Management
- Adopt continuous improvement frameworks – seek feedback and measure everything!

IT Strategy Framework Purpose

- Mechanism to help:
 - Align IT Services' work to support CNC's strategy
 - Determine IT Service's Priorities
 - Identify the most important work
 - Align individual ITS team members' work
 - Measure value of ITS's contribution
- Audience:
 - Any CNC Stakeholder who is interested



SECTION 1

Analyze the business context

An identification of strategic goals and supporting capabilities from an IT perspective

CNC's Strategic Framework Overview

Vision

Learning together, changing lives, creating futures.

Ihulh whuts'odutel'eh (we will learn together),

Ihk'enazdulkat (we change ourselves),

nus 'uztelelh (we will create the future).

Successful achievement of the goals will help CNC deliver on our vision

1. Learning Across a Lifetime

- 1.1 Provide Learning Opportunities for All
- 1.2 Re-imagine the 'CNC Student Experience'
- 1.3 Develop a Strategic Enrolment Management (SEM) Culture

2. Student Success Focused Education and Training

- 2.1 Empower a Vibrant Learning Community
- 2.2 Provide Responsive, Reflective, and Experiential Learning Opportunities

3. Organizational Strength and Agility

- 3.1 Improve Focus, Coordination, and Accountability
- 3.2 Indigenize the College
- 3.3 Empower and Enable Employees
- 3.4 Foster Collaboration, Diversity, and Inclusion
- 3.5 Rejuvenate College Infrastructure

4. Community Engagement and Partnerships

- 4.1 Revitalize Indigenous, Community, and Stakeholder Connections
- 4.2 Continue to Respond to the TRC Calls to Action, the UNDRIP, and the B.C. DRIPA in the College's Plans, Practices, and Programming
- 4.3 Respond to Community Needs
- 4.4 Engage Alumni

Our mission and values provide a foundation that anchors our strategic plan.

Mission

Provide access to lifelong learning and to facilitate the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.

Values

Respect, Accountability, Integrity, Transparency, Relationships

Cascading Plans and Strategic Influencers

Academic Plan Framework - Themes and Goals

The plan is intentionally future-focused and broad.

The academic themes and goals align to the CNC Strategic Plan, integrate with Strategic Enrolment Management directions, and will guide activities and action planning throughout the academic portfolio.

Lenses	Truth and Reconciliation (TRC) and Declaration of the Rights of Indigenous Peoples Act (DRIPA)	
	Climate Action	
Themes	Access and Flexibility We provide flexible programming options that meet students where they are and get them where they want to go	Quality We provide quality experiential learning in a community college context
	Relevance We provide programming that responds to regional workforce and community needs. Graduates are knowledgeable, practice-ready, technologically literate, environmentally aware, culturally competent, resilient, and future-flexible	Academic Culture We provide an innovative, collaborative, and supportive educational environment

**Strategic Enrolment
Management (SEM) Plan**
(in development)

Indigenous Education Plan
(in development)

Enterprise Risk Management

UNDRIP, TRC

CNC International Framework 2023-2028

Desired Future State

A vibrant learning environment
A diverse community of learners
A lasting and positive impact in communities

<p>Goal 1 Manage Marketing, Recruitment, and Enrolment Planning</p> <p>Objectives</p> <p>1.1 Enrolment Planning Embed international enrolment planning within CNC's strategic enrolment management process</p> <p>1.2 Student Recruitment Develop and implement a marketing and recruitment plan in support of international enrolment targets</p> <p>1.3 Responsive Admissions Identify and mitigate barriers to international student admission and enrolment</p> <p>1.4 Enhanced Technology Coordinate and automate marketing, recruitment, and enrolment processes where possible</p>	<p>Goal 2 Deliver an Integrated and Inclusive Student Experience</p> <p>Objectives</p> <p>2.1 Holistic Supports Offer robust, relevant, and coordinated services and supports to international students</p> <p>2.2 Service Culture Support development of CNC's student-centered experience model and culture</p> <p>2.3 Student Success Support international student readiness and success</p> <p>2.4 Student Life Encourage international students to participate in College and community activities</p>	<p>Goal 3 Create a Vibrant and Diverse Learning Environment</p> <p>Objectives</p> <p>3.1 Cultural Competence Provide faculty, staff, and students with cultural awareness supports and training</p> <p>3.2 Learning Environment Incorporate international perspectives in program and course outcomes; curriculum development; and teaching, learning, and assessment practices (where possible)</p> <p>3.3 Programming Offer relevant programming that appeals to international students and meets CNC regional labour market and community needs</p>	<p>Goal 4 Build Collaborative and Beneficial Partnerships</p> <p>Objectives</p> <p>4.1 Agent Management Proactively manage protocols, expectations, processes, targets, accountabilities, and performance measures for agents and in-country representatives</p> <p>4.2 International Partnerships Implement and monitor frameworks focused on developing and maintaining relevant, sustainable, and value-added international partnerships</p> <p>4.3 Regional and Local Partnerships Cultivate cross-departmental, local, and regional relationships to help students integrate into the community</p> <p>4.4 Alumni Support international students in their transition to the workplace and build an international alumni network</p>
--	---	--	---

Linkages: Strong linkages exist between 1.1 and 1.2. Enrolment targets are set in 1.1. Marketing and recruitment to those targets happens under 1.2

Ministry Mandate Letter

Program Quality (QAPA)

Legislative Changes



SECTION 2

Assess the current state of IT

An assessment of the current landscape IT is operating within and the identification of areas for improvement.

IT Satisfaction Scorecard



Relationship



Security Friction



Business Satisfaction and Importance for Core Services

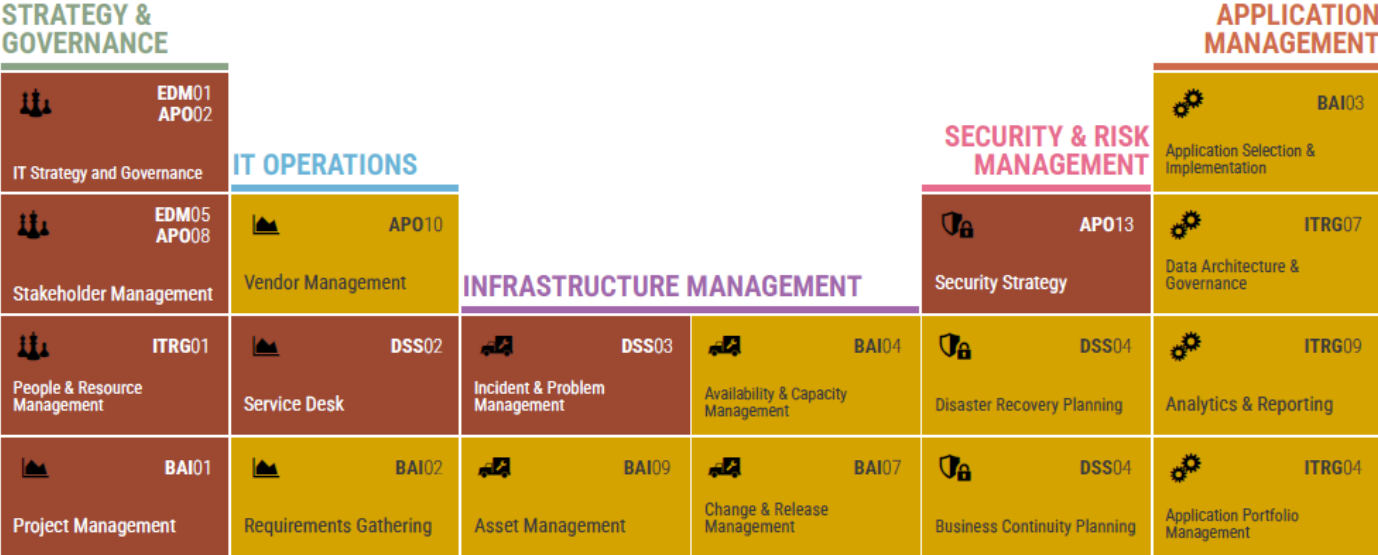
The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Faculty and Staff Devices	Satisfaction with provided desktop, laptop, tablet & mobile devices	72 ⁻ Down 11% from last year	9 TH
IT Security	IT Security	72 ⁻ Down 2% from last year	5 TH
Work Orders	Satisfaction with small requests & improvements to existing technology	71 ⁻ Down 6% from last year	10 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	70 ⁻ 0% from last year	14 TH
Administration Applications	Satisfaction with applications used by faculty and staff for running the institution	66 ⁻ Up 11% from last year	7 TH
Service Desk	Satisfaction with supporting end user issues & problems	65 ⁻ Down 10% from last year	4 TH
Project Management	Satisfaction with large department or institution wide initiatives	64 ⁻ Down 7% from last year	6 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	62 ⁻ Down 9% from last year	12 TH
Data Quality	Satisfaction with providing reliable and accurate data	62 ⁻ Up 8% from last year	7 TH
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals, excluding Wi-Fi	62 ⁻ Down 15% from last year	1 ST
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, etc...	59 ⁻ Down 9% from last year	11 TH
Classroom Technology	Satisfaction with podiums, smart boards, audio, video, etc...	57 ⁻ Down 2% from last year	3 RD
Campus Wi-Fi	Satisfaction with access, reliability, and speed of Wi-Fi	57 ⁻ Down 6% from last year	2 ND
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	51 ⁻ Up 3% from last year	13 TH

The ITS assessed its internal IT capabilities and identified areas (in red and orange) that require improvement

SE IT Management & Governance Framework

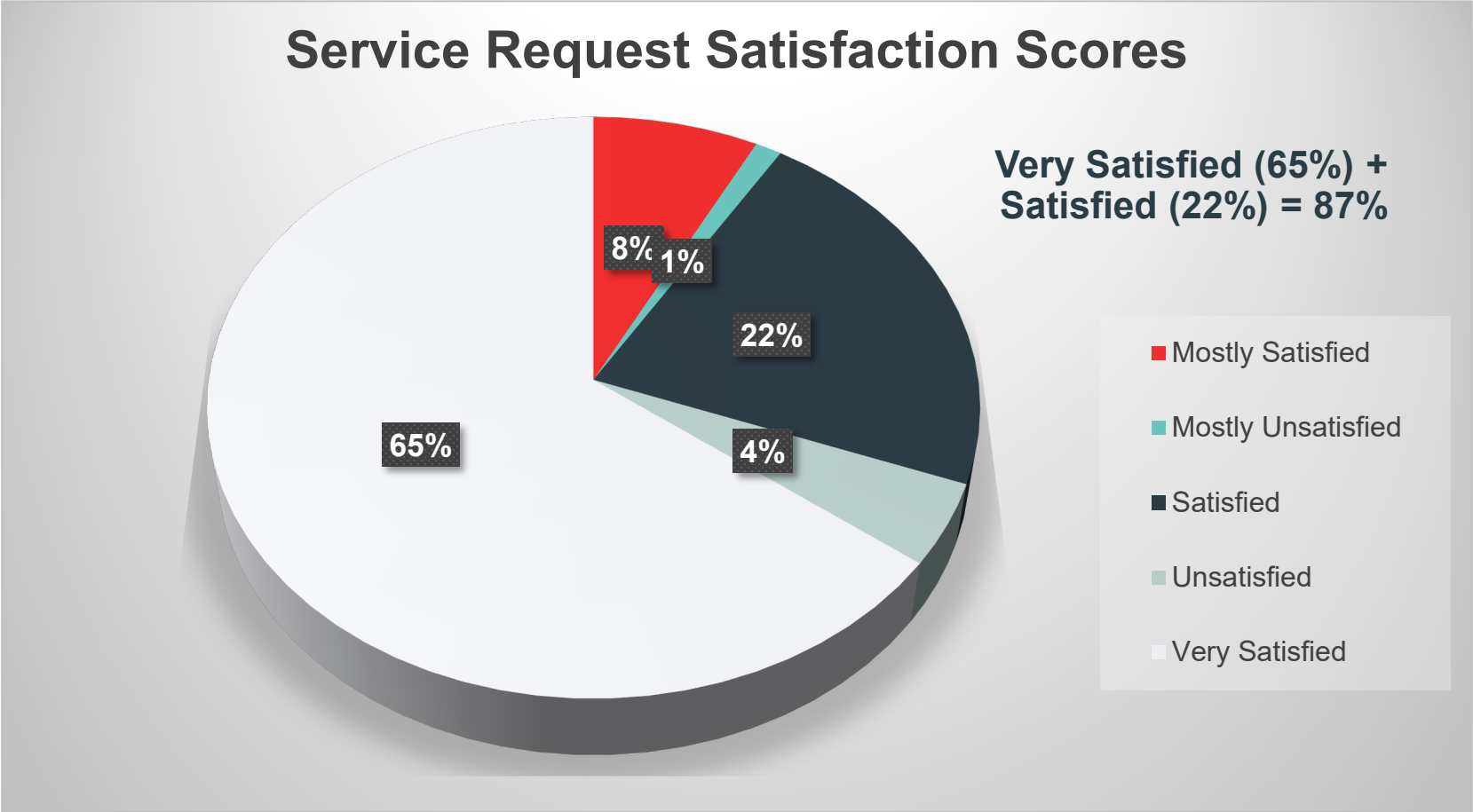
A comprehensive and connected set of research to help you optimize and improve your core IT processes



This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been colour coded based on your team's importance and effectiveness scores for each IT process. Use this page to help you prioritize your IT process improvement initiatives.



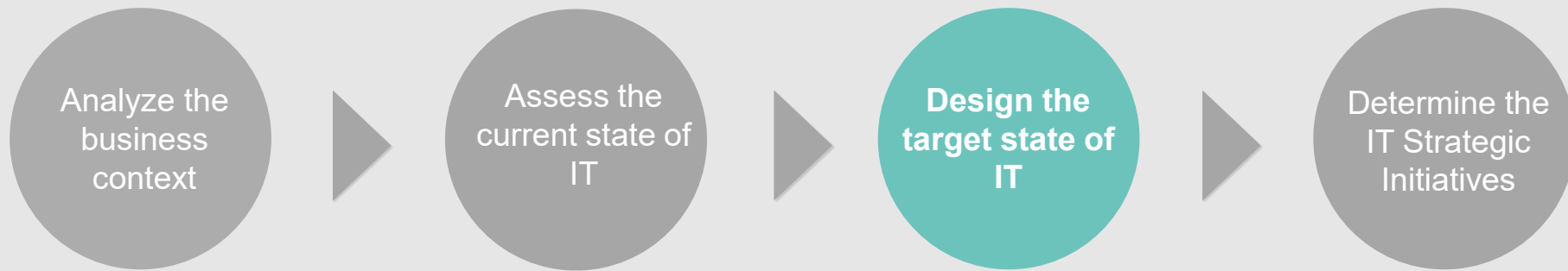
IT Service Request Satisfaction Scores



n= 329 survey responses received between Jan-Nov 2023

The College of New Caledonia IT SWOT Analysis

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none">• Departmental culture (engaged, desire to provide high quality service)• Long-term staff – business knowledge• Nimbleness –ability to respond and adapt• Good working relationships with business• Custom development and business enablement tools	<ul style="list-style-type: none">• Demand exceeds resource availability• Absence of Governance (both business and IT)• Core process capabilities lacking in maturity• Planning time constraint due to “firefighting”; unplanned work• Project, Business analysis & change/process improvement capability lacking• Cybersecurity
Opportunities (External)	Threats (External)
<ul style="list-style-type: none">• AI• Greater use of Cloud solutions• CANARIE / BCNET relationships• Co-managed services (e.g. Network, Security)	<ul style="list-style-type: none">• AI• Domestic enrollment decline; Lack of diversity in International enrollment• New more nimble entrants into education sector• Sophistication of Cybersecurity Threats• Recruiting experienced IT Professionals



SECTION 3

Design the target state of IT

A description of future IT and a roadmap towards the achievement of business objectives.

Select the target maturity level that aligns with CNC's goals



Note: Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

CNC IT Services

VISION

To be a trusted partner in digitally enabling the college's mission of delivering excellent education and student services.

MISSION

ITS is an engaged, positive and skilled team that works closely with the CNC community to deliver continuously improved and dependable technology solutions in support of excellence in education and student services.

GUIDING PRINCIPLES

Culture We strive to create a safe work culture. We support teamwork that is fostered through mutual communication, collaboration, a culture of respect across the organization.

Student Centricity We partner with faculty and staff towards delivering best digital experiences for our students.

Continuous Improvement We will seek feedback, measurements and adopt a 'Plan-Do-Check-Act' cycle.

Enterprise Value We aim to provide maximum long-term benefits to the college by providing solutions that are fit for purpose and that reduce the operational complexity and cost of ownership.

Information Data is an enterprise asset owned by the college. We will partner with the data stewards to work towards ensuring the integrity and availability of this asset.

Cybersecurity We manage security to foster a safe, stable and secure digital environment.

Suggested IT Services 3 Goals – 2024-2029



MAKE STUDENT
EXPERIENCES
MATTER



OPERATIONAL
EXCELLENCE

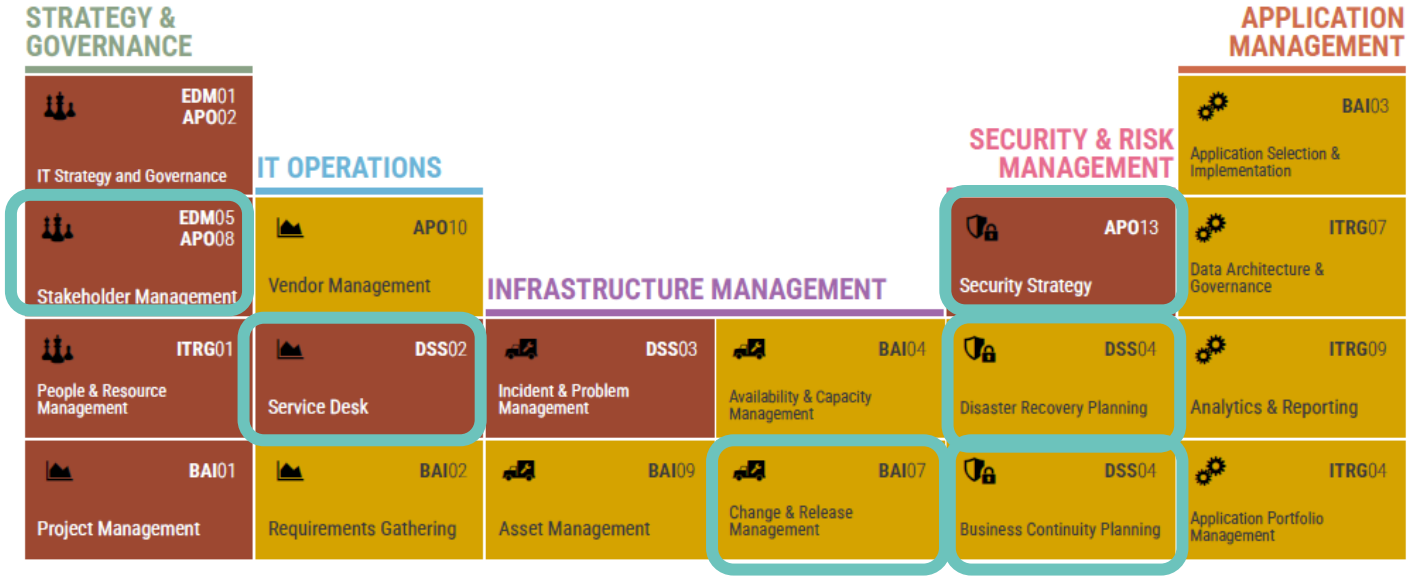


IDENTIFY, MITIGATE &
REDUCE RISK

6 Key Capabilities to Focus on Over the Next Year to Improve the IT Maturity level.

SE IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes



This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been colour coded based on your team's importance and effectiveness scores for each IT process. Use this page to help you prioritize your IT process improvement initiatives.

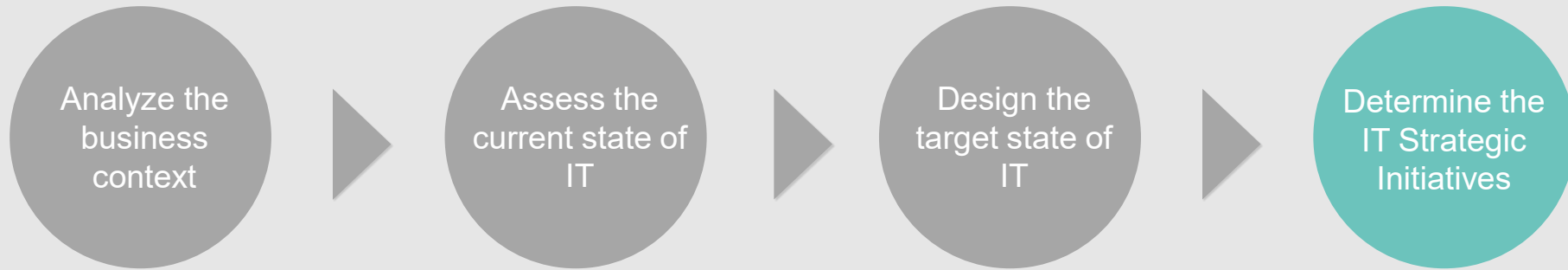
Improve Process Immediately	High Importance and Low Effectiveness	Evaluate Process	Low Importance and Low Effectiveness	Maintain Process	Low Importance and High Effectiveness	Leverage Process	High Importance and High Effectiveness
-----------------------------	---------------------------------------	------------------	--------------------------------------	------------------	---------------------------------------	------------------	--



IT Services Team Principles

- Follow through on commitments and try to be timely (Try to remember, you judge yourself on intent, others judge you on action...)
- Do unto others (e.g., make sure that, if you can't make a commitment that you ensure your teammates know, and that your responsibilities are covered)
- Any topic is open for discussion, if it's: 1) well intended; 2) it's constructive
- Constructive conflict is encouraged as long as we maintain professional respect each other
- To the extent possible, decisions should be made collaboratively
- When in doubt, do what is in the best interest of students
- When in doubt, communicate and engage more (don't assume that people already know!)
- Where possible, try to focus on addressing the root cause of the problem and not the symptom
- Mistakes are made for learning
- Be accountable: own the problem, don't assume that it's someone else's job to do
- There are no "dumb" questions. The only "dumb" questions are those not asked
- Ask questions, listen without interruption
- Respond with clear answers limit technospeak (clarify if necessary)
- Be patient, encourage conversation to gain a better understanding of the issue

[ITS Team Principles.docx](#)

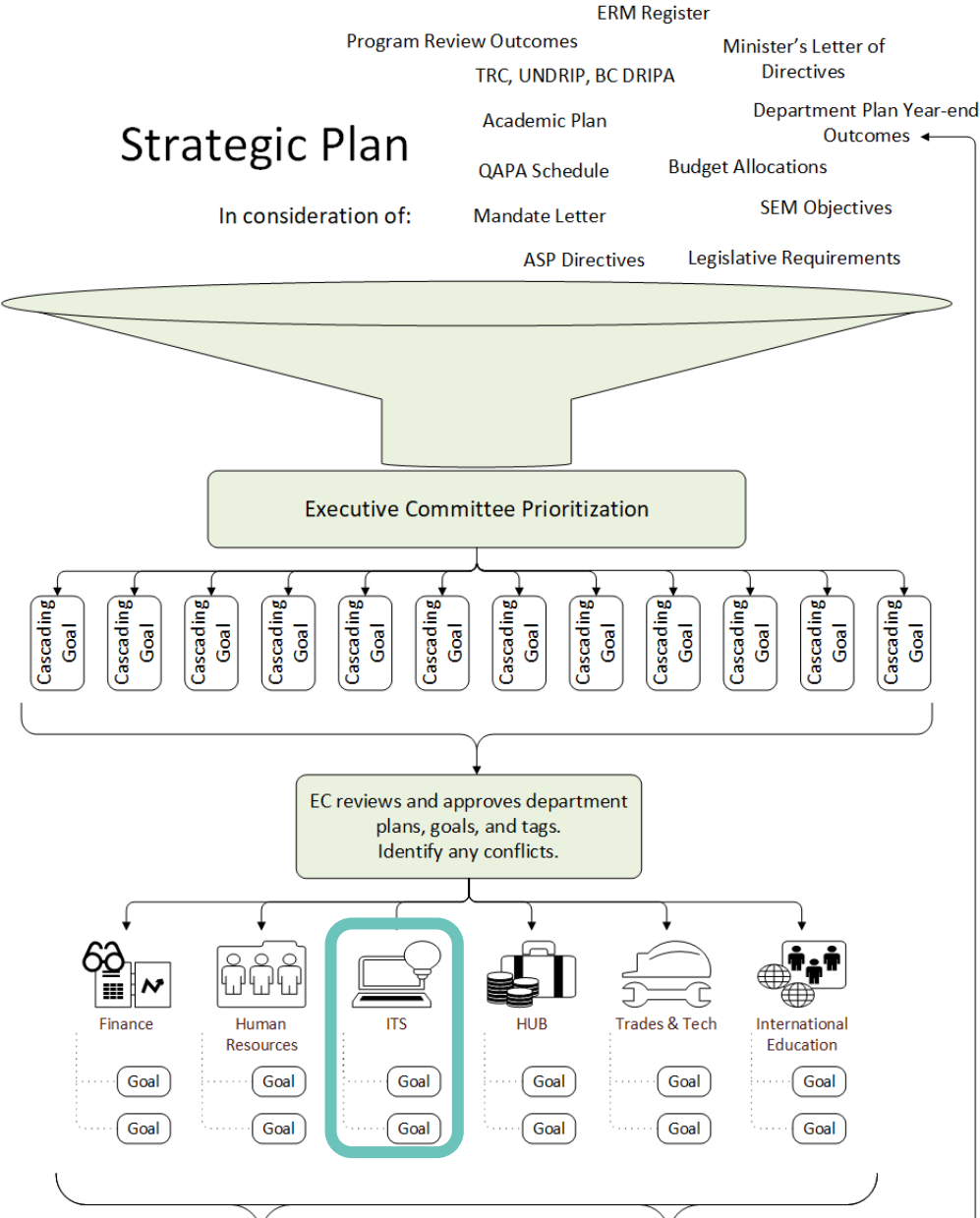


SECTION 4

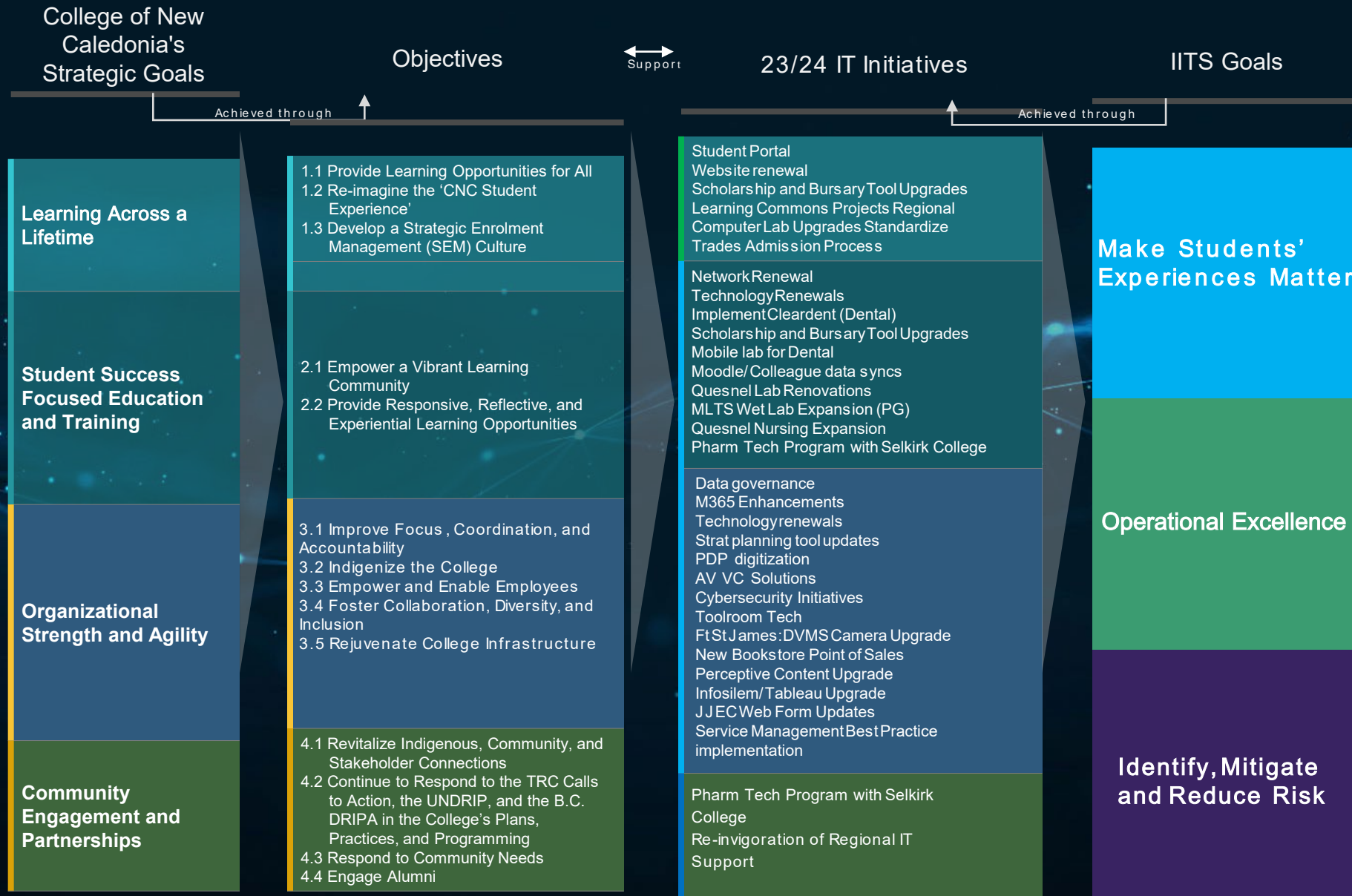
Determine the IT Strategic Initiatives

Identify the IT initiatives that assist CNC in achieving its strategic goals.

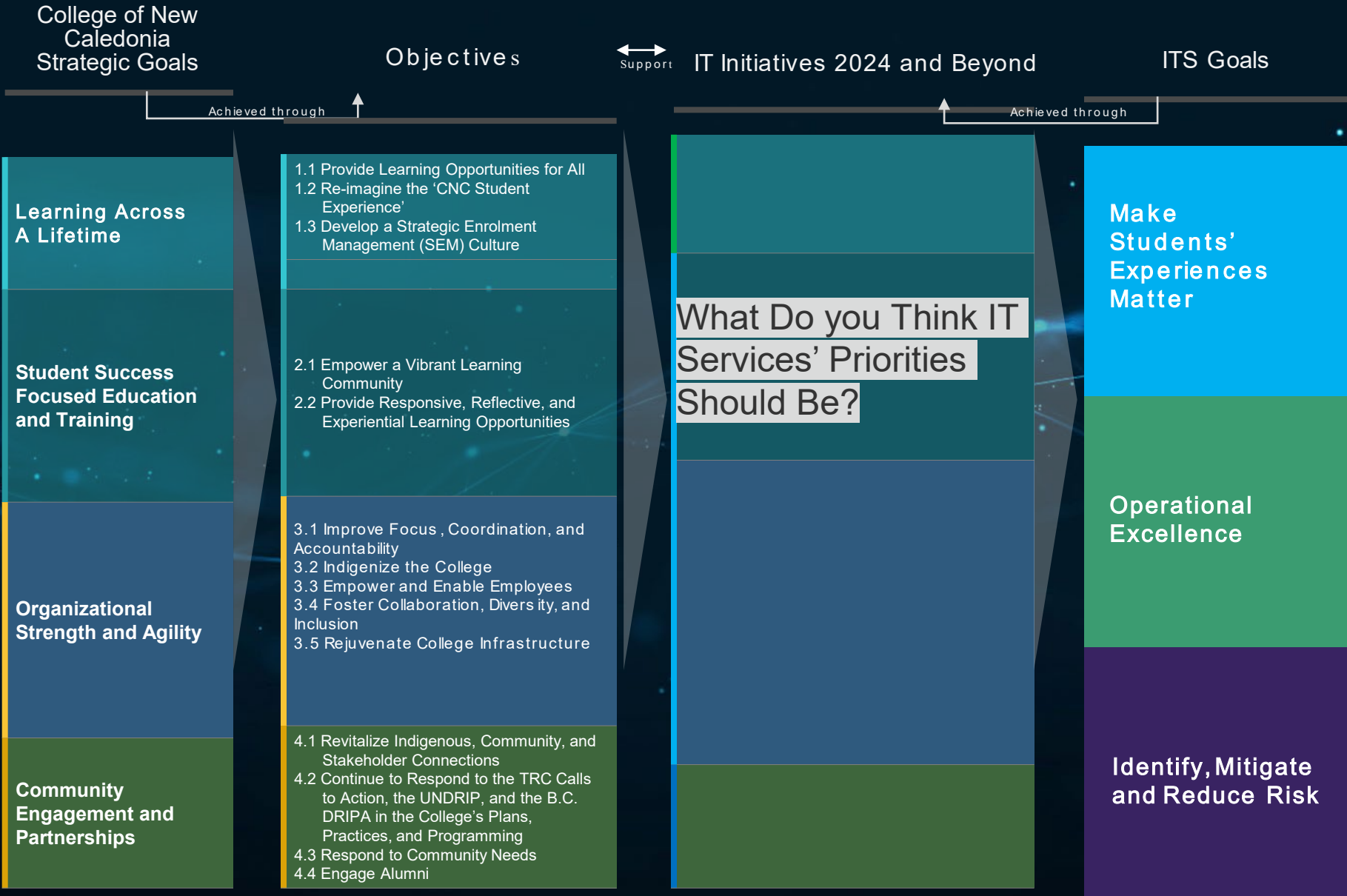
Governance: Clear & Measurable Priorities



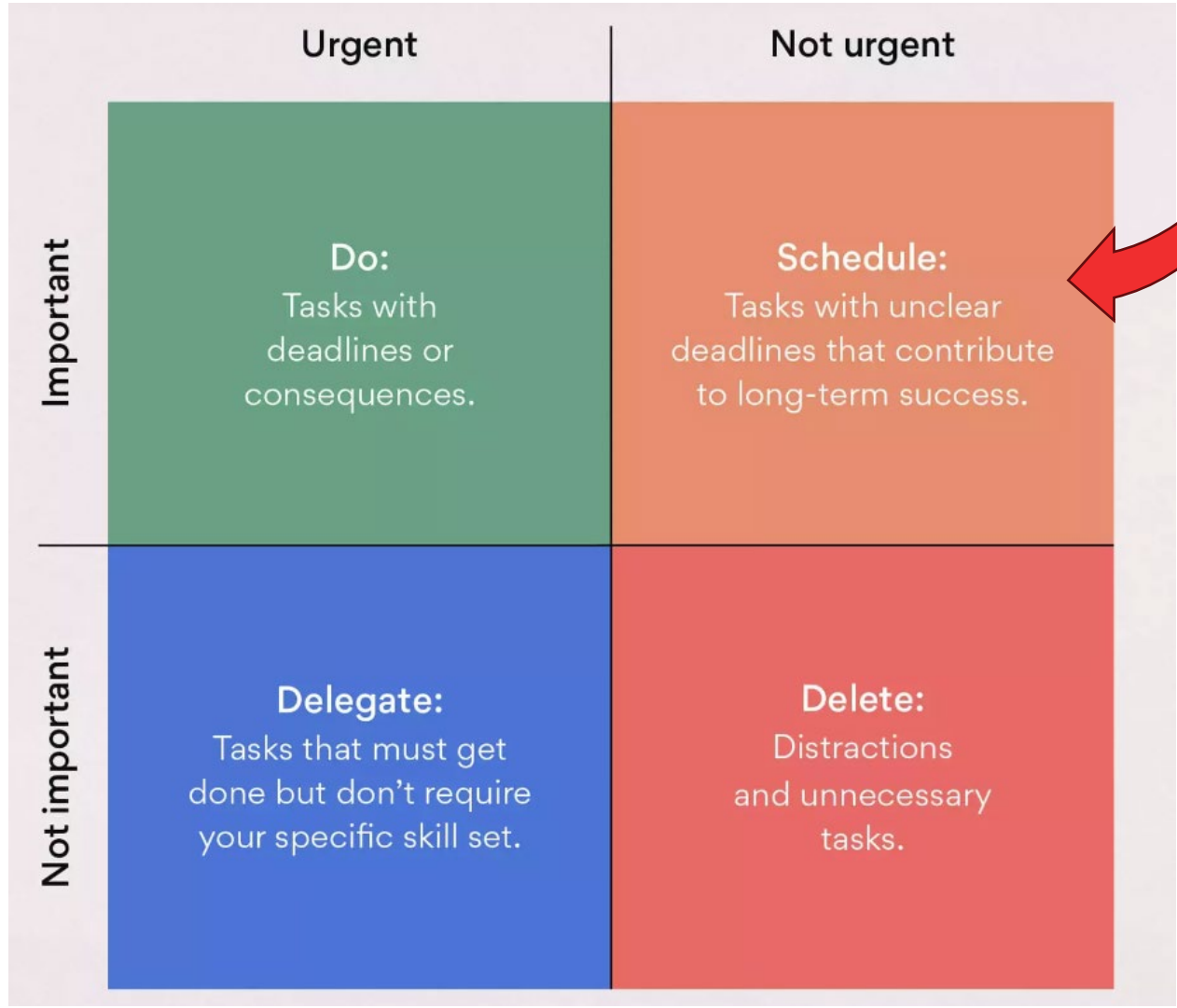
Ensuring That IT Initiatives Align Directly To Support the Success of CNC's Strategic Goals and Objectives



Looking Forward



Quadrant 2 is a productivity multiplier!



Questions, Suggestions or Comments?