

Evidence dated 11/01/2018

Technology Planning Summit – Interview and Survey Analysis

Interview and Survey Analysis-Final

State Center Community College District	
Interview Topic Matrix	
Key Items Needed in District Technology Plan	
1. IT Project List assessed, prioritized, managed and communicated; software evaluation process documented; clear goals; who screams the loudest gets projects done; IT says "Yes" to everything	59
2. Organizational review and staffing analysis; roles and responsibilities between campus and district defined; review of job descriptions and required skills; why not centralized management; need at CIO; succession planning	53
3. Policies/procedures/guidelines/standards need to be reviewed, documented, standardized across District, agreed too and followed; currently based on personal integrity; construction standards; drone policy	52
4. Security planning and assessment, standards and proper staffing; mitigate risks i.e. Active Directory; consider a Security Officer	47
5. IT Governance needs to be reviewed, strengthened, clarified, documented; constituents not getting information about issues and decisions; clarify role of DTAC; each campus does their own thing; need a CIO to represent the department	43
6. Review, clarify, document and enhance technology decision-making process	43
7. Disaster recovery/business continuity planning; safety of data centers; fire suppression	40
8. IT departments unable to meet demand; result in end arounds or duplicate systems; IT departments not working together; no incentive to coordinate; IT (campus and District) not involved from beginning	35
9. Data Governance; too many people have too much access; shadow systems; some need more access to do their jobs	31
10. Training on systems and security for users; technical staff in need of more training; cross training of technical staff; training for new employees	30
11. Better communications across the District; improved emergency communications; outage notifications	28
12. Systems portfolio analysis; how will we sustain all systems; eliminate duplication; ensure continued operation; licensing needs reviewed	25
13. Assess equipment (network, servers, storage, A/V etc.); replacement planning; performance improvement; Wi-Fi is not working well in all locations	22
14. Standardization of systems and equipment across the District for effectiveness and efficiency; i.e. Help Desk, Network, etc.	22
15. Plan for support of mission critical applications; administrative reviews; IT departments in reactive mode; focus on the agreed upon system	20
16. Leadership and vision for meeting technology demands; Strategic Planning on an ongoing basis	18
17. Help for end users-staff and students; shared help desk; after hours support plan; self-help services i.e. question answering	17
18. Review acquisition processes; document and communicate	17
19. Business process analysis and alignment with systems; streamline processes	12
20. Evaluate ERP (Colleague); assess effectiveness and use; leverage capabilities	12
21. Interface to outside systems; integration of systems	11
22. Email is limiting ability to do work; postmaster accounts not used properly	11
23. Use economies of scale when acquiring and/or managing technology across the District; inefficiencies	11
24. Align with District/campus plans; i.e. Facilities Master Plan, Distance Education, Technology Plan, etc.	8
25. Link plan to student success initiatives like Guided Pathways etc. which are clearly defined and used for prioritization; define how technology can help us meet the goals in these areas	8
26. Support for instruction and curriculum development including LMS; Canvas support from one campus; pedagogy to drive technology	8
27. Identify new systems that make the institution better; i.e. staff more effective and efficient	7
28. Accessibility support; need a standard	6
29. Leverage Statewide projects	4
30. Cloud evaluation for systems	2
31. Define what the plan is so it is not misunderstood	2
32. Annual Review of the plan is part of the plan	2
33. District as a support organization to campuses	1
34. Put plan through a shared governance process	1
35. Student labs with more hours and access	1
36. Inadequate work space for technical staff	1



The slide features a green background with white and red text. In the top left corner is the State Center Community College District logo, which consists of a blue square containing the letters 'S', 'C', 'C', 'D' in a grid. To the right of the logo, the text reads 'STATE CENTER COMMUNITY COLLEGE DISTRICT' followed by 'FRESNO • REEDLEY • OAKHURST • MADERA • CLOVIS'. In the top right corner, the 'CW/P' logo is displayed in red. The main title 'TECHNOLOGY PLAN SUMMIT' is centered in large white letters. Below the title, it says 'Facilitated by Deborah Ludford, Director of Technology Services, Cambridge West Partnership, LLC'. In the bottom right corner, there is a large number '1' and the date 'November 8, 2018'.

STATE CENTER
COMMUNITY COLLEGE DISTRICT
FRESNO • REEDLEY • OAKHURST • MADERA • CLOVIS

CW/P

TECHNOLOGY PLAN SUMMIT

Facilitated by Deborah Ludford, Director of Technology Services,
Cambridge West Partnership, LLC

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November 8, 2018



The slide has a green background with white text. It lists an agenda of eight items, each preceded by a right-pointing arrow. The items are: 'Lunch, Welcome and Introductions', 'Reason for the Plan', 'Context and Scope for the Plan', 'Development Process', 'Key Items to Address in the Technology Plan', 'Identify, Organize and Identify Key Items', 'Identify Strategic Goals and Initiatives', and 'Next Steps'. The word 'AGENDA' is written in large white letters at the bottom left. In the bottom right corner, there is a large number '2' and the date 'November 8, 2018'.

- ▶ Lunch, Welcome and Introductions
- ▶ Reason for the Plan
- ▶ Context and Scope for the Plan
- ▶ Development Process
- ▶ Key Items to Address in the Technology Plan
- ▶ Identify, Organize and Identify Key Items
- ▶ Identify Strategic Goals and Initiatives
- ▶ Next Steps

AGENDA

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Technology Planning Summit Presentation 11-1-18 (Continued)

District Recommendation #3
(Compliance): In order to meet the Standard, the team recommends that the District **implement an administrative program review process to inform District planning efforts for technology and complete its District technology plan.**
(III.C.2)

District Recommendation #4
(Compliance): In order to meet the Standard, the team recommends that the **District and Colleges strengthen its planning to ensure reliable access, safety, and security of information.**
(III.C.3)

REASON FOR THE PLAN

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Mission Statement

State Center Community College District (SCCCD) is committed to empowering our colleges in their efforts to promote exemplary educational opportunities and to provide safe, inclusive, and supportive learning environments leading to student success and global competitiveness which will region.

Vision Statement

Empowering Through Educational Excellence

Core Values

STEWARDSHIP

We are committed to the enhancement, preservation, conservation, and effective utilization of our resources

COLLABORATION

We are committed to fostering a spirit of teamwork internally with our students, faculty, classified professionals and administrators while expanding our external partnerships with education, industry, and our community.

INTEGRITY

We are accountable, transparent and adhere to the highest professional standards.

INNOVATION

We are committed to an educational environment promoting actions and processes that create new methods, ideas, or products.

INCLUSIVITY

We are committed to and intentional in creating an environment that cultivates, embraces, and celebrates diverse

CONTEXT FOR THE PLAN

SOURCE: SCCC DISTRICT STRATEGIC PLAN 2017-2020

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GOALS

EXCELLENCE IN EDUCATION

SCCCD is committed to empowering our colleges to cultivate excellence in educational programs and student support services.

INSTITUTIONAL EFFECTIVENESS

SCCCD is committed to data-informed but people-driven continuous quality improvement of processes and resources.

LEADER IN HIGHER EDUCATION AND COMMUNITY COLLABORATION

SCCCD is committed to being a force for positive change by expanding partnerships in education and workforce development.

CONTEXT FOR THE PLAN

SOURCE: SCCC DISTRICT STRATEGIC PLAN 2017-2020

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Technology Planning Summit Presentation 11-1-18 (Continued)

DEVELOP A TECHNOLOGY MASTER PLAN DRIVEN BY DISTRICT AND CAMPUS CONSTITUENCIES.

SCOPE OF THE PROJECT

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TECHNOLOGY PLAN DEVELOPMENT PROCESS

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District Strategic Plan Goal:

Strategic Theme:					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan

TECHNOLOGY PLAN FORMAT - DRAFT

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Technology Planning Summit Presentation 11-1-18 (Continued)

- ▶ Reviewed Mission, Vision, Core Values, Goals
- ▶ Reviewed Previous Technology Plans
- ▶ Reviewed District and College Strategic Plans and Technology Plans
- ▶ Affirmed Technology Plan as highest priority with Chancellor's Cabinet
- ▶ Conducted Interviews of key constituents thus far including:
 - ▶ Chancellor's Cabinet and selected staff
 - ▶ Campus and District IT Management and selected lead staff
 - ▶ Campus and District Management staff
 - ▶ Senate and Union representatives
 - ▶ District and Campus Technology Staff
 - ▶ Distance Education staff
 - ▶ Research staff
 - ▶ Classified leadership
 - ▶ Webmasters
- ▶ Met with District Technology Advisory Committee (DTAC)
 - ▶ Conducted survey to get input; interviewed 10
- ▶ Developed matrix of "Key Items Needed in District Technology Plan"

PROCESS USED TO COLLECT INFORMATION

59 Interviews conducted with follow-up emails sent to each for additional input

21 surveys sent to DTAC members; 10 survey responses; 10 interviews; District/Campus IT staff interviews with follow-up survey

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Question	Response
What are the key items that should be included in a Technology Plan for the District?	
How secure do you feel SCCC systems are?	
What vulnerabilities concern you the most?	
How does I.T. Governance work at SCCC?	
How sufficient is I.T. support at the District?	
What is the current I.T. structure District-wide?	
What are the campus responsibilities vs. the District I.T. responsibilities?	
How do you or your department obtain needed resources?	
How does the District prioritize I.T. projects?	
What is the decision-making process for requesting I.T. projects or computer needs?	
What policies does I.T. currently have?	
What policies are needed?	
How well do the systems work for staff?	
How well do the systems work for students?	
What specific systems work well?	
What specific systems do not work well?	
What new systems are needed?	
How well prepared are District systems for a disaster or failure?	
General Comments	

QUESTIONS FOR INTERVIEWS AND SURVEY

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MATRIX OF KEY ITEMS TO INCLUDE IN THE DISTRICT TECHNOLOGY PLAN

36 "Key Items Needed in District Technology Plan" identified

9 Items were noted by over half the respondents

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Technology Planning Summit Presentation 11-1-18 (Continued)

- ▶ **IT Project List** assessed, prioritized, managed and communicated; software evaluation process documented
- ▶ **Organizational review and staffing analysis**; roles and responsibilities between campus and district defined; review of job descriptions and required skills
- ▶ **Policies/procedures/guidelines** need to be reviewed, documented, standardized across District, agreed too and followed; currently based on personal integrity; construction standards
- ▶ **Security planning and assessment**, standards and proper staffing; mitigate risks i.e. AD directory
- ▶ **IT Governance** needs to be reviewed, strengthened, clarified, documented; constituents not getting information about issues and decisions; clarify role of DTAC
- ▶ Review, clarify, document and enhance **technology decision-making process**

KEY ITEMS TO ADDRESS IN TECHNOLOGY PLAN-IN ORDER BY NUMBER OF INTERVIEWEES WHO MENTIONED THE ITEM

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- ▶ **Disaster recovery/business continuity planning**; safety of data centers; fire suppression
- ▶ **IT departments unable to meet demand**; result in end arounds or duplicate systems; **IT departments not working together**; no incentive to coordinate; IT not involved from beginning
- ▶ **Data Governance**; too many people have too much access; shadow systems; some need more access to do their jobs
- ▶ **Training** on systems and security for users; technical staff in need of more training; cross training of technical
- ▶ **Better communications** across the District; improved emergency communications
- ▶ **Systems portfolio analysis**; how will we sustain all systems; eliminate duplication; ensure continued operation
- ▶ **Assess equipment** (network, servers, storage, A/V etc); replacement planning; performance improvement

KEY ITEMS TO ADDRESS IN TECHNOLOGY PLAN - CONTINUED

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- ▶ **Standardization of systems and equipment** across the District for effectiveness and efficiency; i.e. Help Desk, Network, etc.
- ▶ **Plan** for support of mission critical applications; **administrative reviews**; IT departments in reactive mode
- ▶ **Leadership and vision** for meeting technology demands; Strategic Planning on an ongoing basis
- ▶ **Help for end users-staff and students**; shared help desk; after hours support plan; self-help system
- ▶ **Review acquisition processes**; document and communicate
- ▶ **Business process analysis** and alignment with systems; streamline processes
- ▶ **Evaluate ERP (Colleague)**; assess effectiveness and use; leverage capabilities
- ▶ **Interface** to outside systems; **integration** of systems

KEY ITEMS TO ADDRESS IN TECHNOLOGY PLAN - CONTINUED

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Technology Planning Summit Presentation 11-1-18 (Continued)

- ▶ **Email** is limiting ability to do work
- ▶ Use **economies of scale** when acquiring and/or managing technology across the District; inefficiencies
- ▶ **Align with District/campus plans**; i.e. Facilities Master Plan, Distance Education, Technology Plan, etc.

- ▶ **Link plan to student success initiatives** like Guided Pathways etc. which are clearly defined and used for prioritization; define how technology can help us meet the goals in these areas
- ▶ **Support for instruction and curriculum development** including LMS
- ▶ **Identify new systems** that make the institution better; i.e. staff more effective and efficient

KEY ITEMS TO ADDRESS IN TECHNOLOGY PLAN - CONTINUED

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- ▶ **Accessibility support**
- ▶ **Leverage Statewide projects**
- ▶ **Cloud evaluation** for systems
- ▶ **Define what the plan is** so it is not misunderstood
- ▶ **Annual Review of the plan** is part of the plan

- ▶ **District as a support organization** to campuses
- ▶ Put the plan through a **shared governance process**
- ▶ **Student labs with more hours and access**
- ▶ **Inadequate work space** for technical staff

KEY ITEMS TO ADDRESS IN TECHNOLOGY PLAN

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In your groups:

1. Remove items that are not strategic goals or initiatives
2. Combine like items
3. Add any items that the group feels might be missing
4. Report out your findings

EXERCISE TO REMOVE / CONSOLIDATE / ADD KEY ITEMS

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As a group:

1. Put each item into one of the three Strategic

Goals:

1. EXCELLENCE IN EDUCATION
2. INSTITUTIONAL EFFECTIVENESS
3. LEADER IN HIGHER EDUCATION AND COMMUNITY COLLABORATION

2. Identify themes in each area

EXERCISE TO GROUP INTO STRATEGIC THEMES

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Divide up each item and in each group:

1. Write 1-2 Goals and/or Initiatives for each item
2. Report out your results

EXERCISE TO WRITE GOALS AND INITIATIVES

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Technology Planning Summit Presentation 11-1-18 (Continued)

▶ Consolidate what we did today and prepare a draft

▶ Circulate draft for District-wide input

▶ Approve the plan using the governance process

▶ Present to the Chancellor and Board

NEXT STEPS

Can you support the key items to address?

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THANK YOU!

ANY FINAL THOUGHTS?

TECHNOLOGY SUMMIT ADDITIONAL MEETING:
11/2 FROM 9-11 A.M. AT HERNDON CAMPUS,
BLDG A, ROOM 210

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Technology Plan Summit – Sign-in Sheet for 11-1-18

TOTAL = 30

SCCCD TECHNOLOGY SUMMIT SIGN IN SHEET				
Project:	Technology Summit		Meeting Date:	November 1, 2018
Facilitator:	Deborah Ludford, Cambridge West		Place/Room:	HC One-story, HC-309
Name	Campus	Department	Phone Ext.	E-Mail
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CWP