

Evidence dated 11/02/2018

Technology Planning Summit Presentation 11-2-18



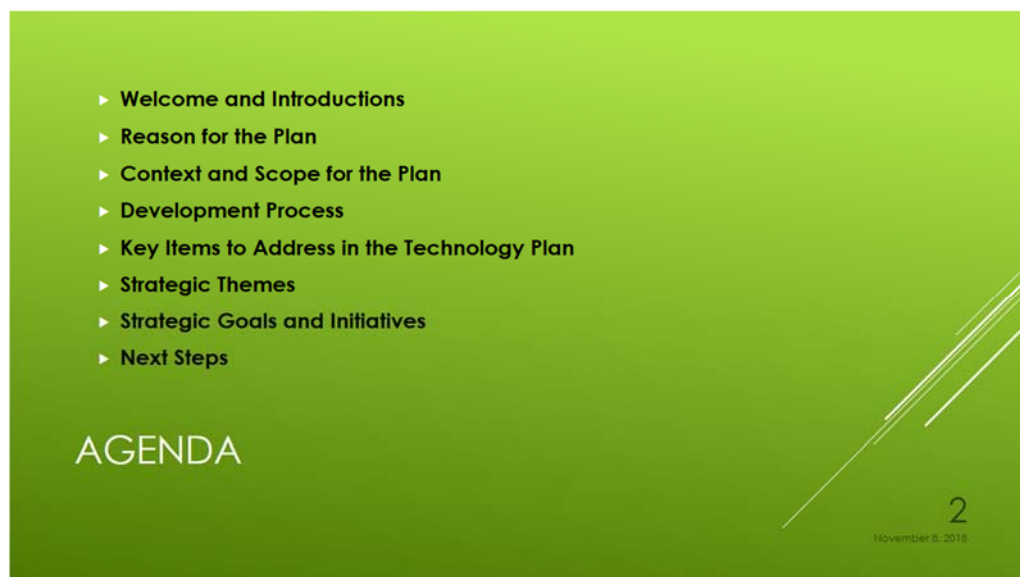
STATE CENTER
COMMUNITY COLLEGE DISTRICT
FRESNO • REEDLEY • OAKHURST • MADERA • GLOVIS

CW/P

TECHNOLOGY PLAN SUMMIT

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

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November 8, 2018



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

AGENDA

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Technology Planning Summit Presentation 11-2-18 (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 diversity

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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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 11-2-18 (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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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	

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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- ▶ **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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- ▶ **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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The participants at the Technology Plan Summit:

1. Removed items that were not strategic goals or initiatives
2. Combined like items
3. Added items that the group felt were missing
4. 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
5. Identified themes in each area
6. Wrote 1-2 Goals and/or Initiatives for each item

WORK COMPLETED AT TECHNOLOGY PLAN SUMMIT

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Technology Planning Summit Presentation 11-2-18 (Continued)

State Center Community College District Technology Plan Summit		
Theme	Key Items	
Planning	1. IT Project list assessed, prioritized, managed and communicated software evaluation process documented; clear goals and actions the leader gets projects done. IT is a "do it or learn it"	
	13. Assess equipment (network, servers, storage, A/V) etc; replacement planning performance improvement. IT is not working well at locations, equipment dated	
	15. Plan for support of major critical applications; administrative reviews. IT departments in reactive mode; focus on the agreed upon system	
	16. Leadership and vision for meeting technology demands Strategic Planning on an ongoing basis	
	24. Align with District campus plans, i.e. Facilities Master Plan, Distance Education, Technology Plan, etc.	
	26. Use plan to student success initiatives like Guided Pathways etc, which are clearly defined and used for prioritization; define how technology can help in these areas	
	27. Identify new systems that make the institution better i.e. staff more effective and efficient	
	28. Leverage disruptive projects	
	32. Annual Review of the plan is part of the plan	
	Resources/Staff	2. Organizational review and staffing analysis; role and responsibilities between campus and district defined; review of job descriptions and required skills; why not centralized management; need of CIO succession planning
Policy/Procedure	5. IT equipment unable to meet demand; result to end grounds for obsolete systems. IT departments not working together; no incentive to coordinate. IT (campus and District) not involved from beginning	
	17. Help for end user staff and students; shared help desk; after hours support plan; self-help services i.e. question answering	
	33. District as a support organization to campuses	
	34. Inadequate work space for technical staff	
	3. Policies/procedures/guidelines/standards need to be reviewed, documented, standardized across District, agreed too and followed; currently based on personal integrity; construction standards drive policy	
	4. Data Governance: too many people have too much access; obsolete systems; some need more access to do their job	
	21. Interface to outside systems; integration of systems	
	25. Accessibility standards	
	Security	4. Security planning and assessment; standards and proper staffing; mitigate risk i.e. Active Directory; consider Security Officer
	7. Disaster recovery/business continuity/planning safety of data centers; fire suppression	
Decision Making	5. IT Governance needs to be reviewed, strengthened, clarified, documented; constituents not getting information about issues and decisions; clarify role of CIO; each campus does their own thing; need a CIO to represent the department	
Training/Communications	6. Review, clarify, document and enhance technology decision-making process	
	10. Training on systems and security for users; technical staff in need of more training; cross training of technical staff; training for new employees	
Technology Optimization	11. Better communications across the District; improved emergency communications; outage notifications	
	17. Help for end user staff and students; shared help desk; after hours support plan; self-help services i.e. question answering	
Process Improvement	28. Accessibility support	
	12. Systems portfolio analysis; how will we sustain all systems; eliminate duplication; ensure continued operation; licensing needs reviewed; minimize automation	
Support Instruction	14. Disposition of systems and equipment across the District for effectiveness and efficiency; i.e. Help Desk, Network, etc.	
	22. Ensure EOL Catalogue; assess effectiveness and use; leverage capabilities	
	22. Email's linking ability to do work; password reset accounts not used properly	
	23. Use economies of scale when acquiring and/or managing technology across the District; efficiencies	
	29. Leverage disruptive projects	
	30. Cloud education for systems	
	18. Review technology acquisition processes; document and communicate	
	19. Business process analysis and alignment with systems; streamline processes	
	24. Support for instruction and curriculum development including LMS; Canvas support from one campus; pedagogy to drive support instruction technology	

IDENTIFIED NINE THEMES

- Planning
- Resources/Staffing
- Policies Procedures
- Security
- Decision Making
- Training/Communications
- Technology Optimization
- Process Improvement
- Support Instruction

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► In groups of 2-3 develop additional goals and initiatives

WRITE GOALS AND INITIATIVES

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- Consolidate 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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Technology Planning Summit Sign-in Sheet for 11-2-18

TOTAL = 24

SCCDD TECHNOLOGY SUMMIT SIGN IN SHEET

Project:	Technology Summit	Meeting Date:	November 2, 2018
Facilitator:	Deborah Ludford, Cambridge West	Place/Room:	HC Bldg. A, 2-story, Room 210

Name	Campus	Department	Phone Ext.	E-Mail
Aaron Gomez	DO	IS	7336	saraa.gomez@ sccd.edu
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KEVIN M...ER	DO	IS	7332	KEVIN.M...ER@ sccd.edu
NINA ROBY	CCC	PRO	5235	NINA.ROBY@CLONISCOLLEGE.EDU
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Arthur Colyn	DO	IS		arthur.colyn@sccd.edu
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Carlos Calderin	DO	IS	5931	Carlos.calderin@sccd.edu
Ralph Schuler	DO	IS	5963	Ralph.Schuler@sccd.edu
Lummary Alder	FCC	Admin Service	2267	lummary.alder@fresnocitycollege.edu
Amranda Phillips	FCC	A-R	8606	amranda.phillips@ fresnocitycollege.edu
Susi Pitzel	FCC	Prof Dev	2214	@fresno city college.edu

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Technology Planning Summit Districtwide Technology Plan Themes

State Center Community College District Technology Plan Summit Themes	
Theme	Key Items
Planning	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 13. Assess equipment (network, servers, storage, A/V etc); replacement planning; performance improvement; Wifi is not working well in all locations; equipment disposal 15. Plan for support of mission critical applications; administrative reviews; IT departments in reactive mode; focus on the agreed upon system 16. Leadership and vision for meeting technology demands; Strategic Planning on an ongoing basis 24. Align with District/campus plans; i.e. Facilities Master Plan, Distance Education, Technology Plan, etc. 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 27. Identify new systems that make the institution better; i.e. staff more effective and efficient 29. Leverage Statewide projects 32. Annual Review of the plan is part of the plan
Resources/Staff	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 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 17. Help for end users-staff and students; shared help desk; after hours support plan; self-help services i.e. question answering 33. District as a support organization to campuses 36. Inadequate work space for technical staff
Policy/Procedure	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 9. Data Governance; too many people have too much access; shadow systems; some need more access to do their jobs 21. Interface to outside systems; integration of systems 28. Accessibility standard

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Technology Planning Summit Districtwide Technology Plan Themes (Continued)

Security	4. Security planning and assessment, standards and proper staffing; mitigate risks i.e. Active Directory; consider a Security Officer
	7. Disaster recovery/business continuity planning; safety of data centers; fire suppression
Decision Making	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
	6. Review, clarify, document and enhance technology decision-making process
Training/Communications	10. Training on systems and security for users; technical staff in need of more training; cross training of technical staff; training for new employees
	11. Better communications across the District; improved emergency communications; outage notifications
	17. Help for end users-staff and students; shared help desk; after hours support plan; self-help services i.e. question answering
	28. Accessibility support
Technology Optimization	12. Systems portfolio analysis; how will we sustain all systems; eliminate duplication; ensure continued operation; licensing needs reviewed; minimize customizations
	14. Standardization of systems and equipment across the District for effectiveness and efficiency; i.e. Help Desk, Network, etc.
	20. Evaluate ERP (Colleague); assess effectiveness and use; leverage capabilities
	22. Email is limiting ability to do work; postmaster accounts not used properly
	23. Use economies of scale when acquiring and/or managing technology across the District; inefficiencies
	29. Leverage Statewide projects
Process Improvement	30. Cloud evaluation for systems
	18. Review technology acquisition processes; document and communicate
Support Instruction	19. Business process analysis and alignment with systems; streamline processes
	26. Support for instruction and curriculum development including LMS; Canvas support from one campus; pedagogy to drive technology



TECHNOLOGY PLAN 2016-2018

Reviewed by

Purpose

Planning Context

District Goals

Specific IT Goals in District Strategic Plan

Specific IT Goals in Campus Plans

Other Planning Considerations

Accreditation Findings

Budget – 10 Year Ongoing Cost Projection

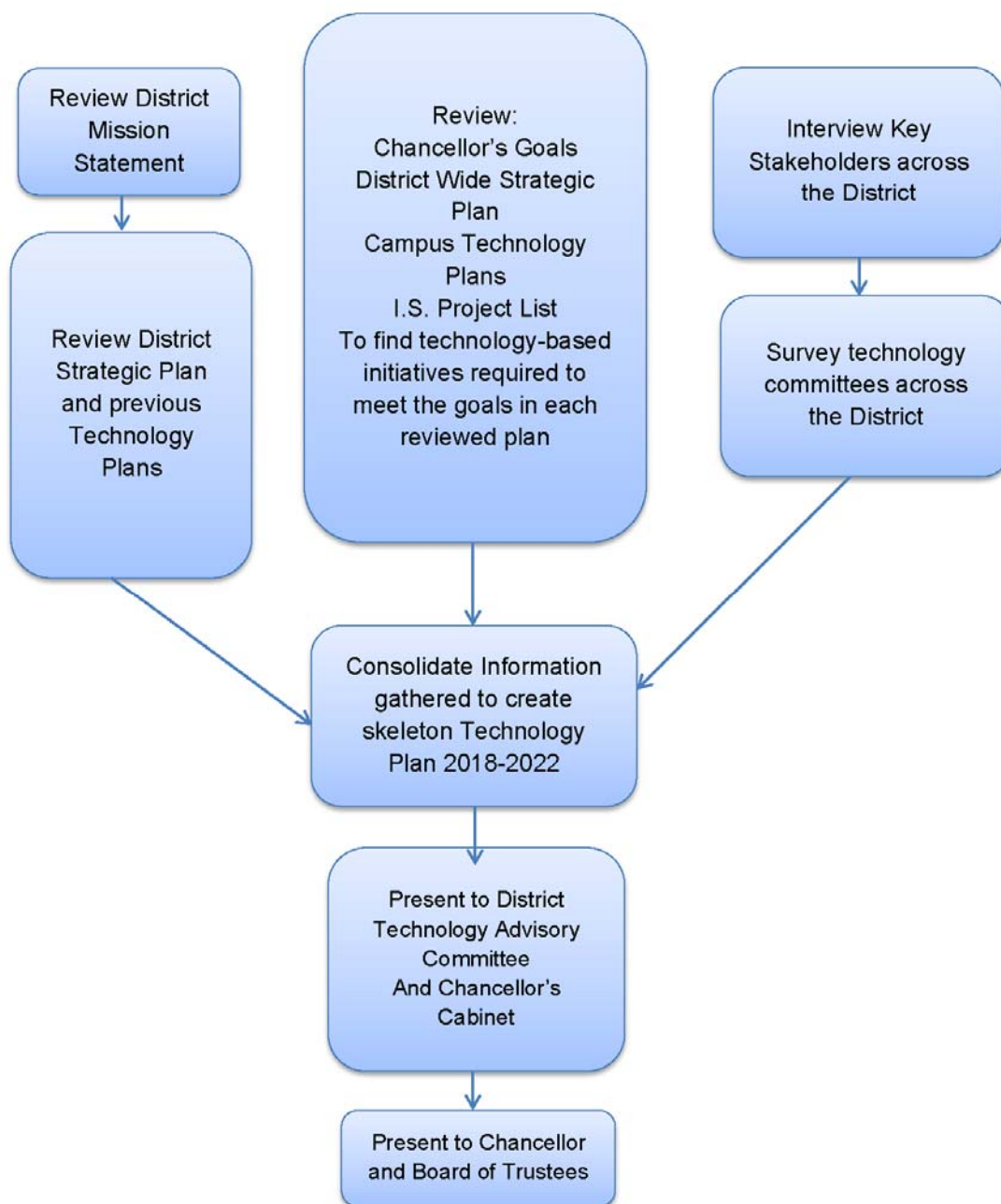
Trends in Technology/Higher Ed

Campus Computing Survey

Educause

Gartner

Technology Plan Development Process



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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

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Summary of Student, Staff and Administration Perspectives

Peer Institution Perspectives

Strategic Themes

Chart correlating with District and Campus Goals

Strategic Goals

Initiatives

District-wide

District Office

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Excellence in Education

Strategic Theme: Support Instruction					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Provide system (s) for instruction/curriculum development	Evaluate options, select and implement a curriculum management system				
Optimize LMS support	Identify needed LMS support improvements to increase efficiency and effectiveness				

Note: Technology for instruction is a campus function and should be included in campus technology plans.

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Plan for Technology					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Improve I.T. Project Completion Rate	Establish a committee to recommend technology project priorities using alignment with student success and TCO criteria				
	Develop, document and communicate the process for introducing projects to be included on technology project list				
Consolidate technology initiatives to provide better and more consistent experiences for students, improve effectiveness and efficiency	Analyze alternative, select and implement a single electronic student educational planning system				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Adequate Resources and Staff					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Determine best organizational structure and staffing levels for IT	Review IT organizational structure and staffing Districtwide; evaluate other District best practices and determine best IT organization and structure for the District				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Effective Policies / Procedures					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Effective Policies & Procedures	Review existing policies/procedures/guidelines and standards and document/update as needed				
	Identify and develop new policies/procedures/guidelines /standards as needed				
	Develop comprehensive Data Governance policy				
	Develop data sharing standards				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Secure Data and Systems					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Ensure integrity/security of electronic systems and confidential data	Identify best alternative to provide leadership and accountability regarding security				
	Develop a comprehensive Disaster Recovery Plan for the District				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Effective Decision Making					
<i>Strategic Goals</i>	<i>Initiatives</i>	<i>Responsible Party</i>	<i>Target Completion</i>	<i>Yearly Outcome</i>	<i>Implications for Next Year's Plan</i>
<i>Strengthen IT Governance</i>	<i>Create understanding of IT Governance</i>				
	<i>Improve communications to constituents</i>				
	<i>Review existing IT decision making and identify improvements</i>				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Effective Training and Communications					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Improve technology training offerings for end users	Assess current technology training and develop a comprehensive training program				
	Assess help services for effectiveness and efficiency and implement improvement				
Improve communications to and from IT governance and coordinate with campus technology planning	Review and strengthen IT governance structure to maintain focus on enterprise-wide decisions				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Technology Optimization					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Comprehensive system portfolio	Create and maintain an inventory of systems				
	Analyze inventory of systems for effectiveness and efficiency; identify duplication and consolidation opportunities; fully implement systems already in place to take advantage of				
Increase effectiveness and efficiency of existing systems	Assess technology needs Districtwide and identify gaps				
Train users in effective use of systems	Identify training needs and develop training opportunities				

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Technology Planning Summit Draft Districtwide Technology Plan-Day 1 Results (Continued)

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme: Process Improvement					
Strategic Goals	Initiatives	Responsible Party	Target Completion	Yearly Outcome	Implications for Next Year's Plan
Streamline business processes	Analyze key business processes, align with system capabilities and identify improvements				
	Review, optimize, document and widely distribute the process for technology acquisition				