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

DISTRICT-WIDE TECHNOLOGY PLAN 2019-2022

Key Steps in Plan Development:
Chancellor's Cabinet approved for District-wide review November 26, 2018
Communications Council informed December 4, 2018
District Technology Advisory Committee approved for District-wide review December 7, 2018
Circulated District-wide for Comment December 2018-January 2019
Chancellor's Cabinet approved January xx, 2019
District Technology Advisory Committee approved February xx, 2019
Presented to Chancellor and Board of Trustees March xx, 2109

Table of Contents

Purpose of the Plan

The purpose of the *District-wide Technology Plan 2019-2022* is to describe the technology themes, goals and initiatives that State Center Community College District (SCCCD) will work collectively across the District to achieve in order to deliver on its mission, vision, core values and goals.

The SCCCD *Technology Plan 2019-2022* is designed to be those technology themes, goals and initiatives that the campuses and District will work collaboratively together to accomplish. This plan is designed to work in concert with and in support of the campus strategic and technology plans, not to supersede or supplant those plans. By design, the *SCCCD Technology Plan 2019-2022* will focus on institutional effectiveness technology initiatives, whereas the campus plans focus more on educational excellence and community collaboration initiatives. Collectively, the technology plans will leverage technology to enable students to succeed and staff to be most productive in meeting the needs of students.

The SCCCD *Technology Plan 2019-2022* initiatives are designed to anticipate technology trends in society and higher education and sets forth a plan to leverage technology to meet the District mission, vision and goal while honoring the District core values.

This plan uses the fundamental organizing structure of the "People, Process, Technology" framework first attributed to Professor Harold Leavitt and expanded by the Gartner Research Company and ITIL, serving as a set of practices for Information Technology service management that focuses first on institutional needs. An understanding of the way in which technology supports the institution can reduce stress, improve productivity and encourage task understanding and teamwork guides technology planning:

People are at the heart of every institutional initiative. Student success is achieved through collaboration in support of strategic goals within a shared value system. A shared understanding of technology goals and initiatives serves as a foundation for informed, collective action.

Process incorporates the 'what' and 'how' of essential work. The best technology tools cannot make up for broken processes. Understanding of the current state and desired future state, along with how results will be measured enable the institution to prioritize and pursue opportunities for improvement in effectiveness and efficiency.

Technology is the essential enabler for supporting people and processes. Technology is the tool for achieving student success and institutional effectiveness. Alignment of people through collaboration and efficient and appropriate business processes leading to the selection and use of technology tools is the foundation of the technology plan.

This technology plan is built upon a foundation of collegial input and ongoing dialogue with students, faculty and staff. Feedback and comments about the plan are always welcome.

This document presents an overview of people, process and technology that will be used to align planning with District and campus priorities and the mission, values and goals of the District in executing common District-wide initiatives, priorities and projects.

District Profile

SCCCD was formed in 1964 when it assumed control of Fresno City College and Reedley College. SCCCD serves approximately 1.7 million people and 22 unified and high school districts in more than 5,500 square miles of urban and rural territory, including most of Fresno and Madera Counties and portions of Kings and Tulare Counties. SCCCD is governed by a seven-member Board of Trustees who represent seven trustee areas.

Fresno City College, established in 1910, enrolls in excess of 36,000 students, and offers more than 100 Associate of Arts and Science degree programs and 60 Certificate of Achievement programs in vocational/occupational areas.

Reedley College, established in 1926, is located in Reedley (approximately 25 miles southeast of Fresno) and enrolls approximately 10,000 students in a variety of courses and degree programs in occupational education and the arts and sciences.

Clovis Community College, the 113th Community College in California was granted college status in June of 2015 and enrolls more than 10,000 students.

SCCCD also operates three educational centers with a combined enrollment of approximately 8,000 students. Madera and Oakhurst Centers, located in their respective cities, offer programs in general education for transfer and two-year degrees. Additionally, the District offers occupational technical training at its Career and Technology Center as well as the Training Institute.

The District is in the process of developing four new College Centers; the New Career and Technology Center, First Responder Center, the West Fresno Center and the New Oakhurst Center. The New Career and Technology Center and the New Oakhurst Center will replace the current centers at new larger sites allowing for growth and expansion.

Planning Context

The framework for the *SCCCD Technology Plan 2019-2022* is the same used for the *SCCCD District Strategic Plan 2017-2020* and the campus strategic and technology plans. Below is the Mission and Vision Statement, Core Values and Goals from the *SCCCD District Strategic Plan 2017-2020* used as the framework for this plan:

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 transform our 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.

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.

Another important component in setting the context for the *SCCCD Technology Plan 2019-2022* are the goals from the strategic, educational and technology plans from each campus. The graphic below illustrates the interconnectedness of the plans. Each campus technology plan was formulated to fit within the goals of the campus strategic and/or educational plans using the District plans as a foundation. As a result, all campus and District plans are all integrated, with some initiatives being campus/District based, while other activities are inter-connected with District and/or other campus plans.

Reedley College Plans

Fresno City College Plans

Clovis Community College Plans

State Center CCD Plans
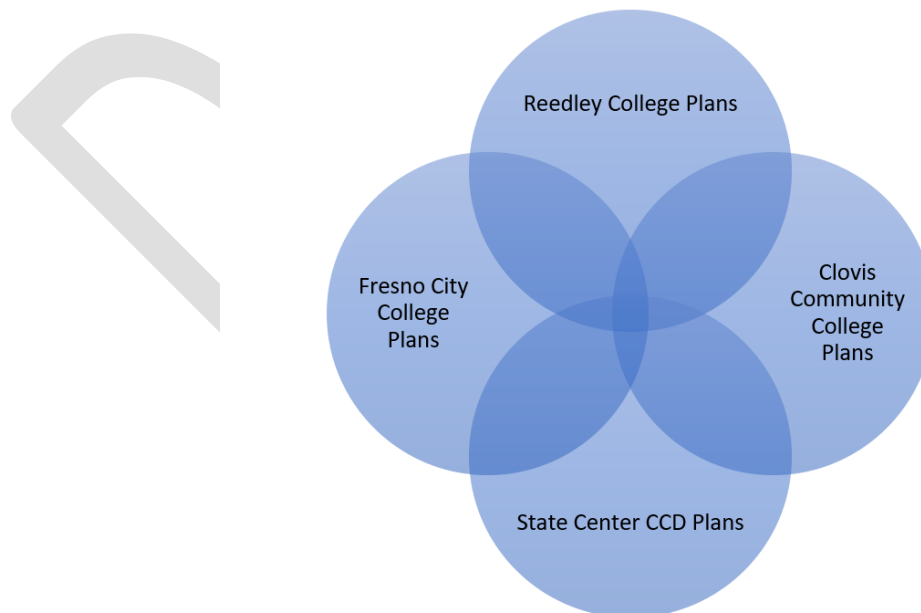
A summary of the campus plan technology goals is provided below for each of the three institutions:

Fresno City College/Career & Technology Center

2015-2019 Campus Technology Plan Goals

Rank	Goal
1	Provide equitable access to technology for all campus constituency groups as appropriate
2	Ensure network access and stability
3	Ensure and implement dedicated technology funding
4	Provide direction and recommendations to increase the efficiency and effectiveness of campus processes
5	Act in an advisory capacity to assist all constituencies with campus technology initiatives
6	Participate in the District Technology Committee

Source: *Fresno City College 2015-2019 Campus Technology Plan*

Reedley College/Madera Community College Center/Oakhurst Community College Center

Technology in its various forms has become essential to the daily activities of the educational institution. Reedley College continues to move forward in the development, use and application of technology in support of learning. These technology goals support the Reedley College Educational Master Plan (RC EMP), Strategic Plan (RC SP) and SCCCD District Strategic Plan (DO). These goals are supported with specific objectives and action plans to be achieved over the next five years. The budget planning process is done yearly which defines initiatives that will be implemented, at the end of the year the budget plans will be reviewed and updated with the next year's initiatives. The five-year replacement plan and the software plan are crucial in the annual action planning process. Replacing equipment on a regular cycle is crucial for the success of providing access to technology and supporting effective teaching and efficient work environments.

Technology Goals

1	Access to current and reliable technology
2	Provide support for effective instruction and work environment
3	Provide current and appropriate technology training
4	Provide ADA and 508 compliant accessibility to technology
5	Break-out planning for Madera Community College Center, transition to College status

Source: *Reedley College Technology Plan 2019-2022*

Clovis Community College

Technology Goals

In support of the college's mission, Education Master Plan and Strategic Plan, the Technology Plan has the following four goals:

1	All staff computers will meet the requirements for mid or high-level computers
2	All campus technology resources available to students will meet the minimum hardware requirements and software resources will be kept up to date
3	All current technology resources will be assessed for compliance with accessibility
4	All action plans will be reviewed to ensure that all new technology purchases meet recommended standards and accessibility requirements

Source: *Clovis Community College Technology Plan 2017-2020*

These goals were reviewed and aligned with the themes and goals of the *SCCCD Technology Plan 2019-2022.* This plan is designed to work in concert with and in support of the campus plans, not to supersede or supplant those plans.

Current Environment

District-wide IT Governance

The current District-wide IT Governance structure used in decision making is depicted below:
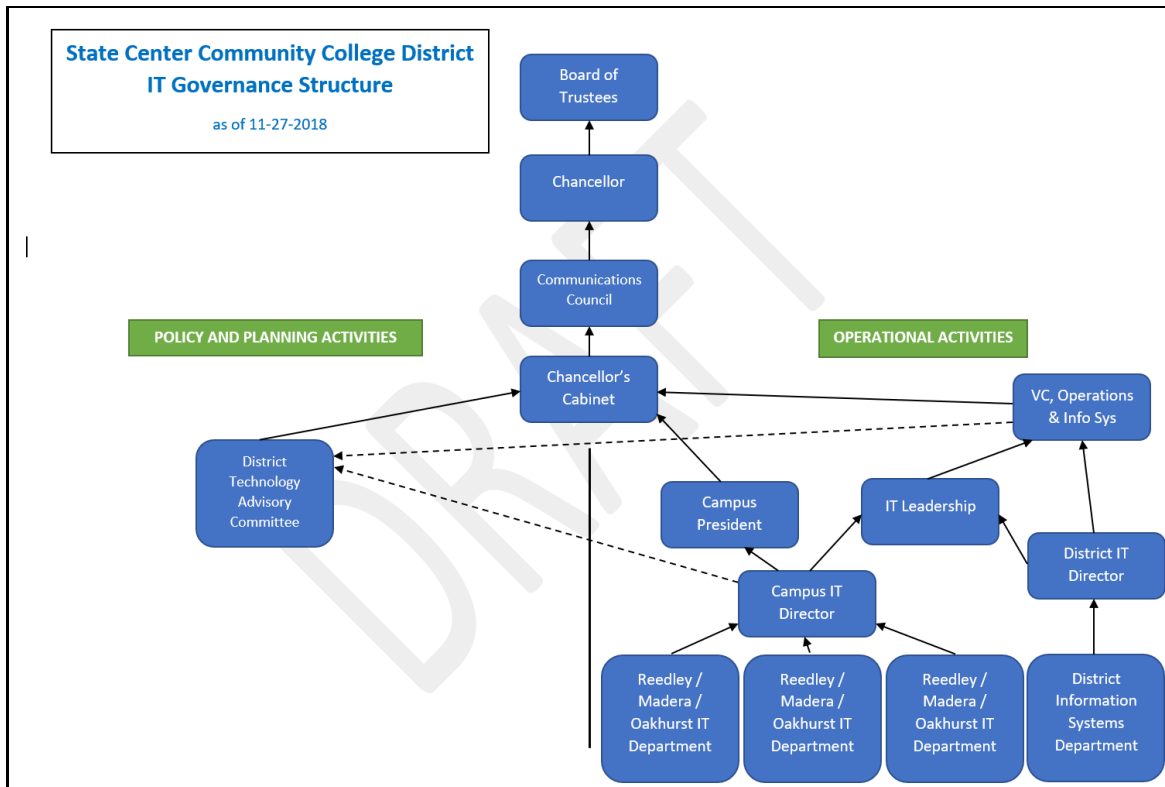
This shows the committees that support both policy/planning activities and operational decision making at SCCCD. The members of all the identified groups were invited to participate in the development of this plan.

District-wide Technology Support and Systems

The District Information Systems Department (IS) works very closely with the Campus IT Departments to support the full range of IT-related capabilities in the District. The Campus IT Departments are responsible for PC support, classroom IT support, help desk support, and campus resources such as shared folders.

The IS Department provides the following services for the entire District:

- **Enterprise Resource Planning System (Colleague)**: account creation, specialized programming, and all "care and feeding" of the system's hardware and software.
- **Telephony**: installation, changes, and troubleshooting.
- **Internet Services**: provide and ensure the proper operation of the District's connection to the Internet, including: firewall; remote access (VPN and dial-up); CENIC data and video gateways for videoconferencing; e-mail handling; and various other related critical security and configuration responsibilities.
- **Wide-Area Network**: planning, implementing, maintaining, and troubleshooting our inter-site network infrastructure and capabilities.
- **Teleconferencing**: our teleconference expert schedules complex video conferences, maintains equipment, and helps train users in operation of the equipment found at sites throughout the District.
- **Helpdesk**: primarily supports Colleague and telephone help requests; also supports District Office staff requests for PC/network assistance.

In addition, the IS Department helps the campuses/centers with their efforts in all these areas:
- CA Community College State Reporting
- Federal Reporting
- Financials (GL, AP, AR, Purchasing)
- Institutional Research
- Registration
- Human Resources Management and Payroll
- Student Record Management
- Student Financial Aid Support
- Campus Administration/Finance Support
- Campus Network Support
- Administrative Software Development, Maintenance and Support
- E-mail and Internet Maintenance and Support
- User Support
- District Web Site Maintenance & Development

Other Planning Considerations

There are other factors that need to be considered in the formulation of the plan. Those include the accreditation findings for the District and the trends in higher education technology.

Accreditation

Findings

In June 2018 the Accrediting Commission for Community and Junior Colleges (ACCJC) issued a ruling of "reaffirmed accreditation for seven years and require a follow-up report on the basis of the comprehensive evaluation" for Clovis Community College, Fresno City College and Reedley College. The commission issued two District Recommendations that will need to be addressed in the follow-up report which directly relate to technology usage across the District. As part of the *SCCCD Technology Plan 2019-2022* goals and initiatives are included in the plan to satisfy the resolution of these recommendations. The recommendations are:

> **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. (III.C.2)

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

References
Throughout this plan the associated Accreditation Standards are identified. The notation denotes the Standard such as (I.A.1).

Trends in Technology/Higher Education

As part of the planning process, several noted resources provided guidance for the future of technology in higher education. They include the Campus Computing Survey, Educause and Gartner Research. Below is information on the top issues, priorities and trends in higher education.

Campus Computing Survey

Top Campus IT Priorities, Fall 2018

Rank	Issue	Challenges (and yet...!)
1	**IT Data Security** (86%)	• Just 35% rate IT security as "excellent"
2	**Hiring/Retaining IT Talent** (74%)	• Four-fifths (79%) report it is hard to hire/retain IT talent because of off-campus competition and salaries
3	**Leveraging IT to Support Student Success** (68%)	• Only 40% say IT investments to support student success efforts have been very effective
4	**Assisting Faculty with the instructional integration of IT** (58%)	• Just 15% rate IT training for faculty as "excellent" • Only an eighth (12%) of campuses include faculty IT instructional initiatives as appropriate for promotion
5	**Learning and Managerial Analytics** (57%)	• Less than a fifth (19%) rate investments in data analytics as "very effective"

Scale: 1=not important; 7=very important; pct. 6/7

Source: *2018 Campus Computing Survey*

This year IT security emerged as the top IT priority for IT leadership, followed by hiring and retaining IT talent. Leveraging IT to support student success initiatives ranked third, followed by assisting faculty with the instructional integration of IT. These four issues have been among the top five IT priorities in the annual Campus Computing survey for the past several years. Interestingly, analytics is a newcomer to the Top Five IT priority list for fall 2018.

Educause

The 2019 issues selected by members of the EDUCAUSE community were announced at the EDUCAUSE Annual Conference in November 2018.

EDUCAUSE 2019 Top 10 IT Issues

1. Information Security Strategy
2. Student Success
3. Privacy
4. Student-Centered Institution
5. Digital Integrations
6. Data-Enabled Institution
7. Sustainable Funding
8. Data Management and Governance
9. Integrative CIO
10. Higher Education Affordability

Source: *Top 10 Issues in Higher Education*

Gartner Research

Gartner evaluates the top 10 business trends that will drive the global higher education industry each year and published the following in January 2018.

Trends Are Increasingly Enabled and Driven by Technology

Higher Education **Business** Trends

1. Reinventing Credentials
2. Analytics Everywhere
3. Personalization in Education
4. Ranking
5. Ecosystem
6. Ethical Use of Data
7. Revenue Diversification
8. Competency-Based Education
9. Mergers and Acquisitions
10. Maturing Online Learning

ID: 343300

© 2018 Gartner, Inc.
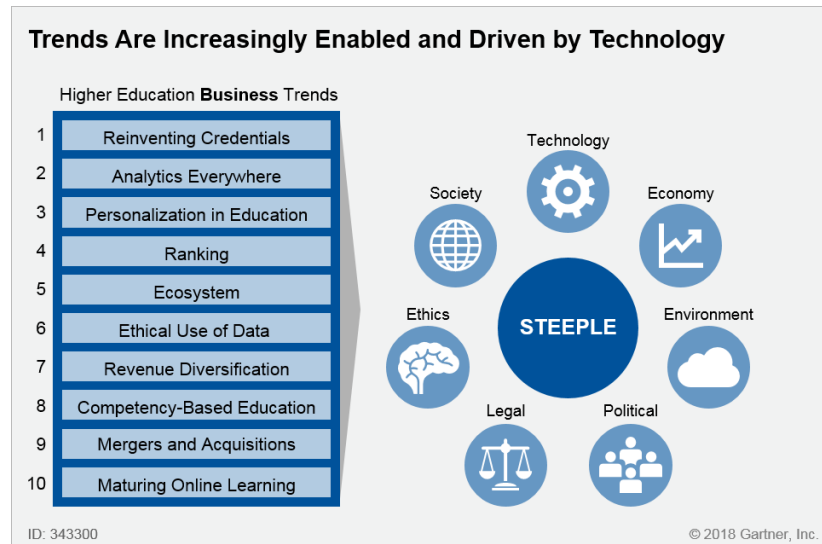
Source: *Top 10 Business Trends Impacting Higher Education in 2018*

Many of these issues and trends were closely aligned with those identified at SCCCD and are included in the plan. The themes and goals in the *SCCCD Technology Plan 2019-2022* reflect these and relate them to specific initiatives. Specifically, the trends indicate a focus on security, staff and resources, student success, use of data in decision-making (analytics) and online learning. This indicates that SCCCD is forward thinking, innovative and is creating a technology plan that will serve the institution for years into the future.

Plan Development

A flowchart of the process used in the formulation of the plan is shown below:

Technology Plan Development Process

```
┌──────────────────┐   ┌──────────────────────┐   ┌──────────────────┐
│ Review District  │   │ Review:              │   │ Interview Key    │
│ Mission,         │   │ District Wide        │   │ Stakeholders     │
│ Vision, Core     │   │ Strategic Plan       │   │ across the       │
│ Values & Goals   │   │ Campus Technology    │   │ District         │
└──────────────────┘   │ Plans                │   └──────────────────┘
         │             │ District IT Project  │            │
         ▼             │ List                 │            ▼
┌──────────────────┐   │ To find technology-  │   ┌──────────────────┐
│ Review District  │   │ based initiatives    │   │ Survey technology│
│ Strategic Plan   │   │ required to meet the │   │ committees across│
│ and previous     │   │ goals in each        │   │ the District     │
│ Technology Plans │   │ reviewed plan        │   └──────────────────┘
└──────────────────┘   └──────────────────────┘
         │                     │                          │
         └─────────────┐       ▼        ┌─────────────────┘
                  ┌──────────────────────────┐
                  │ Consolidate Information  │
                  │ gathered to create       │
                  │ skeleton Technology      │
                  │ Plan 2019-2022           │
                  └──────────────────────────┘
                              │
                              ▼
                  ┌──────────────────────────┐
                  │ Present to District      │
                  │ Technology Advisory      │
                  │ Committee,               │
                  │ Chancellor's Cabinet     │
                  │ and circulate to         │
                  │ District/College         │
                  │ constituents for input   │
                  └──────────────────────────┘
                              │
                              ▼
                  ┌──────────────────────────┐
                  │ Present to Chancellor    │
                  │ and Board of Trustees    │
                  └──────────────────────────┘
```

This flowchart above represents the steps taken to prepare the plan. A review of the District's Mission, Vision, Core Values and Goals along with a document review which included previous District Technology Plans, the District Strategic Plan, campus Technology Plans, and the District IT Project List was conducted. In addition, the key stakeholders were interviewed and/or surveyed including the Chancellor's Cabinet and selected staff, Campus and District IT Management, Campus and District Management, Senate and Union representatives, District and Campus technology staff, Distance Education staff, Research staff, Classified Leadership, Webmasters, Financial District directors, and Technology Advisory Committee members. Over 85 individuals were consulted during this interview and survey process.

Key Participants

Board of Trustees

Bobby Kahn, President
Deborah J. Ikeda, Vice President
Richard M. Caglia, Secretary
Miguel Arias, Trustee
John Leal, Trustee
Ronald H. Nishinaka, Trustee
Eric Payne, Trustee

Chancellor's Cabinet

Dr. Paul Parnell, Chancellor
Cheryl Sullivan, Vice Chancellor, Finance and Administration
Dr. Carole Goldsmith, President, Fresno City College
Donna Berry, Interim President, Reedley College, Madera and Oakhurst College Centers
Dr. Lori Bennett, President, Clovis Community College
Dr. Jerome Countee, Jr., Vice Chancellor, Educational Services and Institutional Effectiveness
Julianna Moser, Vice Chancellor, Human Resources
Christine Miktarian, Vice Chancellor, Operations and Information Systems
Lucy Ruiz, Executive Director, Public & Legislative Relations

Interviews/Survey/Summit Participants

Aaron Gomez	Aaron Hansen
Alex Adams	Andrew Ho
Andrew Rocha	Anthony Celaya
Amanda Phillips	Amanda Taintor
Brandon Bascom	Brandon Huebert
Carlos Calderon	Caroline Kubin

Charlie Lockbaum

Chris Martin

Dmitri Rogulkin

Donna Baker-Geidner

Doug Schreiner

Enrique Torres

Gary Sakaguchi

Jacque Gaston

Janice Offenbach

Jeremiah Ganner

Joe Lescoulie

John Forbes

Julian Delgado

Kevin Miller

Khan Boutthavong

Lijuan Zhai

Lorrie Hopper

Martin Spurrier

Michael Bourbonnais

Mirna Duarte

Nina Roby

Paul Rentfrow

Ralph Schwehr

Randy Vogt

Ricardo Alvarez

Robert Pimentel

Ryan Rooks

Scott Olds

Stephanie Curry

Steven Jones

Tammy Maddox

Teresa Ishigaki

Cheryl Sullivan

Debbie Nichols

Don Lopez

Doris Griffin

Drew Baker

Fred Rola

George Cummings

James Davis

Jason Mendez

Jodie Steely

John Bengston

Jon Wilson

Keith Johnson

Kevin Scritchfield

Kimberly Fischer

Liz Romero

Mark Nichols

Matt Levine

Mikki Johnson

Nathan Clark

Paul Johnson

Phil Howard

Ramon Escareno

Renee Craig-Marius

Robert Kim

Robin Torres

Sarah Edwards

Sean Martin

Steve Grusis

Susie Nitzel

Teng Her

Wendell Stephenson

Summary of Student, Staff and Administration Perspectives

As a result of the document review, interviews and surveys, thirty-six (36) "Key Items in a District-wide Technology Plan" were identified and are numbered in priority order in the table below. At a two-day District-wide Technology Summit, the key items along with the Mission, Vision, Core Values, Goals and accreditation findings were reviewed and the key items were grouped into ten (10) strategic themes. The themes and associated key items that were combined for each theme are listed below:

<table>
<tr><th colspan="2">State Center Community College District
Technology Plan Summit
Strategic Themes</th></tr>
<tr><th>Strategic Theme</th><th>Key Items (including priority ranking)</th></tr>
<tr><td rowspan="9">Effective Planning</td><td>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</td></tr>
<tr><td>13**. Assess equipment (network, servers, storage, A/V etc.); replacement planning**; performance improvement; Wi-Fi is not working well in all locations; equipment disposal</td></tr>
<tr><td>15. **Plan for support of mission critical applications**; administrative reviews; IT departments in reactive mode; focus on the agreed upon system</td></tr>
<tr><td>16. **Leadership and vision** for meeting technology demands; Strategic Planning on an ongoing basis</td></tr>
<tr><td>24. **Align with District/campus plans**; i.e. Facilities Master Plan, Distance Education, Technology Plan, etc.</td></tr>
<tr><td>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</td></tr>
<tr><td>27. **Identify new systems** that make the institution better; i.e. staff more effective and efficient</td></tr>
<tr><td>29. **Leverage Statewide projects**</td></tr>
<tr><td>32. **Annual Review of the plan** is part of the plan</td></tr>
<tr><td rowspan="5">Adequate Staff and Resources</td><td>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 a CIO; succession planning</td></tr>
<tr><td>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</td></tr>
<tr><td>17. **Help for end users-staff and students**; shared help desk; after hours support plan; self-help services i.e. question answering</td></tr>
<tr><td>33. **District as a support organization** to campuses</td></tr>
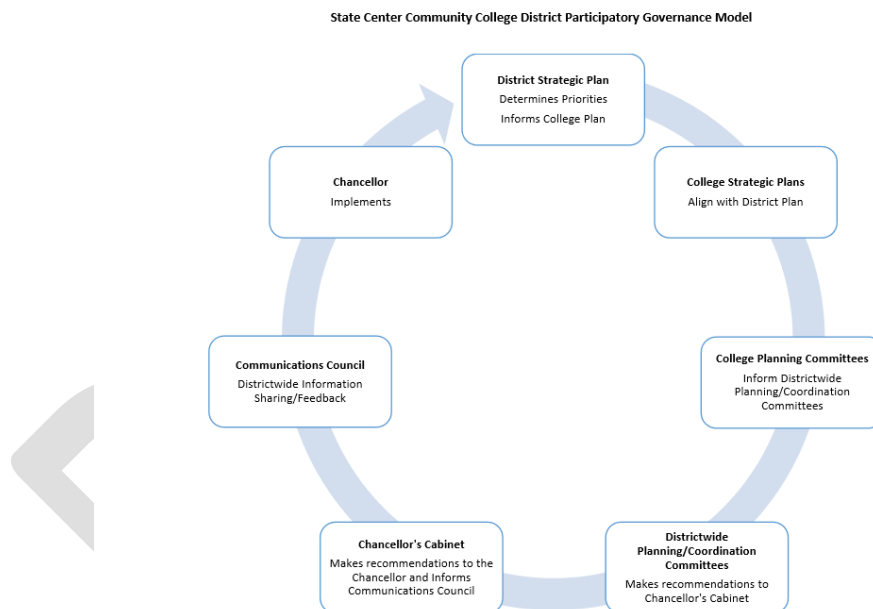<tr><td>36. **Inadequate work space** for technical staff</td></tr>
</table>

Effective Policies/Procedures/ Standards/Guidelines	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**
Secure Data and Systems	4. **Security planning and assessment**, standards and proper staffing; mitigate risks i.e. Active Directory; consider a Security Officer
Effective Governance and 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**
Effective Communications/Training	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**
Optimization of Technology	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**
	30. **Cloud evaluation** for systems
Process Improvement	18. **Review technology acquisition processes**; document and communicate
	19. **Business process analysis** and alignment with systems; streamline processes
Emergency Preparedness	7. **Disaster recovery/business continuity planning**; safety of data centers; fire suppression
Support Instruction	26. **Support for instruction and curriculum** development including LMS; Canvas support from one campus; pedagogy to drive technology

The group then organized the ten strategic themes to align with the three District Strategic Goals. The result was one strategic theme associated with the Excellence in Education District Strategic goal, eight themes aligned with the Institutional Effectiveness District Strategic goal and one theme for the Community Engagement District Strategic Goal. This formed the framework for presentation and organization of the plan.

Finally, the team used the strategic themes and key items to develop specific technology goals and initiatives using the Mission, Vision, accreditation findings and key items. The results of this work formed the initial draft of the plan.

Steps to Adoption

SCCCD used the following Participatory Governance Model process to develop and adopt the plan:

State Center Community College District Participatory Governance Model

District Strategic Plan — Determines Priorities, Informs College Plan

College Strategic Plans — Align with District Plan

College Planning Committees — Inform Districtwide Planning/Coordination Committees

Districtwide Planning/Coordination Committees — Makes recommendations to Chancellor's Cabinet

Chancellor's Cabinet — Makes recommendations to the Chancellor and Informs Communications Council

Communications Council — Districtwide Information Sharing/Feedback

Chancellor — Implements

Approved: Chancellors Cabinet, April 25, 2016

As noted previously the plan was built based on the District and College plans. The initial draft of the plan was presented to Chancellor's Cabinet and the District Technology Advisory Committee where it was approved for District-wide review and input. Communications Council was informed of the draft and the draft was then circulated District-wide for input and comment. Needed changes were incorporated and the updated draft was presented to Chancellor's Cabinet and the District Technology Advisory Committee for approval. Communications Council was informed of the updated draft. The final version was presented to the Chancellor and Board of Trustees.

Correlation Between District and Campus Goals

To further validate the plan themes and goals the following analysis of alignment between the District Strategic Goals and the campus technology goals was completed. During this analysis and the interview process it was evident that many across the District share a common vision for technology and the role it plays in student success and the effectiveness of the institution. Below is the analysis of the alignment:

District Strategic Goal	District Strategic Themes	Fresno City College Goals	Reedley College Goals	Clovis Community College Goals
Excellence in Education	Support Instruction	1,4,5	1,2,4	2,3,4
Institutional Effectiveness	Effective Planning	3	1,5	2,4
Institutional Effectiveness	Adequate Staff and Resources	1,2,3,4,5	1,2	1,2
Institutional Effectiveness	Effective Policies / Procedures / Standards / Guidelines		4	3,4
Institutional Effectiveness	Secure Data and Systems			
Institutional Effectiveness	Effective Governance and Decision-making	3,6		
Institutional Effectiveness	Effective Communications and Training	5	3	
Institutional Effectiveness	Optimization of Technology	1,2	1,2,4	1,2,4
Institutional Effectiveness	Process Improvement	4		
Community Collaboration	Emergency Preparedness			

Plan Format

The following pages contain the resulting *SCCCD District-wide Technology Plan 2019-2022*. The plan is organized into three sections, one for each of the District Strategic Plan Goals of Excellence in Education, Institutional Effectiveness, and Leader in Higher Education and Community Collaboration.

For each District Strategic Goal, the appropriate technology Strategic Themes are listed. Each Strategic Theme has Strategic Goals, Initiatives, Responsible Party and Target Completion presented in a columnar fashion for easy understanding. The definition for each is:

- **Strategic Goals** describe the outcome that will address the Strategic Theme and District Strategic Goal.
- **Initiatives** describe the actions that are undertaken to move the institution towards meeting the Strategic Goal.
- **Responsible Party** identifies the individual or group assigned the responsibility to launch, oversee and complete the Initiative. The Responsible Party may complete the Initiative or collaborate with others to complete the Initiative.
- **Target Completion** is a date or timeframe within which the institution strives to initially complete the Initiative. Some Initiatives will be ongoing.

Note that each Initiative has a citation for the most closely associated Accreditation Standard(s).

Two columns have been provided for use during the annual review of the plan. They include a column for Yearly Outcome and Implications for Next Year's Plan to be completed each year by the institution to provide for continuous review, evaluation and revision of the plan. The definition for each is:

- **Yearly Outcome** is a brief statement describing the results for the year in completion of the Initiative.
- **Implications for Next Year's Plan** describes adjustments that may be needed if the outcome described in the previous column requires changes.

SCCCD District-wide Technology Plan 2019-2022

District Strategic Plan Goal: Excellence in Education

Strategic Goals	Initiatives	Responsible Party	Target Completion		Yearly Outcome	Implications for Next Year's Plan
Strategic Theme #1: Support Instruction						
1.a Provide system (s) for instruction/curriculum development	**1.a.1** Evaluate options, select and implement a curriculum management system District-wide (II.A.2) (IV.A.4)	District Director of Information Systems in consultation with the Vice Chancellor, Educational Services and Institutional Effectiveness and campus Vice Presidents of Instruction	Spring 2020			
1.b Optimize Learning Management System (Canvas) support	**1.b.1** Identify needed LMS support improvements to increase efficiency and effectiveness District-wide (II.B.1) (II.C.1)	Vice Presidents of Instruction in consultation with District Director of Information Services	Fall 2019			

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

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #2: Effective Planning						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
2.a Improve District IT project completion rate and service to the campuses	*2.a.1 Develop, document and communicate the process for introducing projects to be included on District IT Project List which includes Total Cost of Ownership analysis and identification of benefits (III.B.4) (III.C.2) (IV.A.1)*	*District Director of Information Services*	*Spring 2019*			
	2.a.2 Establish an operational workgroup to recommend District IT Project List priorities (IV.A.1) using the following criteria: • *alignment with student success (III.C.1)* • *Total Cost of Ownership (TCO) (III.B.4)* • *District Mission, Vision, and Goals (I.B.3)* • *other factors as identified*	*Vice Chancellor, Operations and Information Systems in consultation with the District Director of Information Systems and the campus Directors of Technology*	*Spring 2019*			
	2.a.3 Assign a sponsor and a manager for each project to: • *monitor progress* • *ensure completion*	*District Director of Information Systems in consultation with key*	*Spring 2019*			

	• *monitor on-going effectiveness (III.C.1) (IV.A.1)*	*functional users for each project*				
2.b Provide adequate enterprise hardware resources *Note: Campus PC's, Servers and Storage should be addressed in campus plans*	*2.b.1 Develop a hardware replacement plan for:* • *Network equipment (District-wide)* • *Phone equipment (District-wide)* • *PC's (District Office)* • *Servers (District Office)* • *Storage (District Office)* *(III.B.2) (III.B.3) (III.C.1) (III.C.2)*	*Vice Chancellor, Operations and Information Systems in consultation with District Director of Information Services and campus Directors of Technology*	*Spring 2019*			
	2.b.2 Consider the feasibility, implications, costs and benefits of reducing hardware acquisitions and moving systems to the cloud (III.B.3) (III.C.2)	*Vice Chancellor, Operations and Information Systems in consultation with District Director of Information Services and staff*	*Spring 2020 or as new hardware is acquired*			
2.c Improve technology planning	*2.c.1 Annually review the SCCCD District-wide Technology Plan 2019-2022 and update goals and initiatives as needed based on previous year progress. Add new Goals and Initiatives and*	*District Technology Advisory Committee*	*Annually each spring*			

	remove Goals and Initiatives as needed. (I.B.9) (III.C.2)				

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #3: Adequate Staff and Resources						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
3.a *Determine best organizational structure and staffing levels for IT District-wide*	**3.a.1** *Review IT organizational structure and staffing Districtwide considering District needs and the goals of this plan; evaluate other District best practices; consider need for new positions such as:* • *Chief Technology Officer* • *Chief Information Security Officer* • *Business Process Analyst* • *Others as identified and determine best IT organization and structure for the District; re-evaluate regularly (III.A.1) (III.A.9) (III.A.10) (III.C.1)*	*Vice Chancellor, Operations and Information Systems in consultation with the Vice Chancellor, Human Resources*	*Spring 2019 with re-evaluation every 2 years thereafter*			
3.b *Provide adequate funding for District IT*	**3.b.1** *Develop a District Services Administrative Review process (I.B.5) to be used in allocating resources for District IT including:* • *Staff* • *Facilities* • *Hardware/Software*	*Vice Chancellor, Operations and Information Systems*	*Spring 2019*			

	(III.C.1) (III.C.2) (III.D.1)					

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #4: Effective Policies / Procedures / Standards / Guidelines						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
4.a *Effective Policies, Procedures, Standards and Guidelines*	**4.a.1** *Review existing Policies, Procedures, Standards and Guidelines District-wide; document and update as needed (III.C.5) (IV.A.2)*	*Vice Chancellor, Operations and Information Systems in consultation with District Technology Advisory Committee*	*Spring 2019*			
	4.a.2 *Identify and develop new District-wide Policies, Procedures, Standards and Guidelines including the following:* • *data governance* • *data sharing standards for both internal and external systems* • *network usage and security* • *software and hardware acquisition* • *computer related equipment* • *accessibility*	*Vice Chancellor, Operations and Information Systems in consultation with District Technology Advisory Committee*	*Fall 2019*			

	• *construction minimum standards* • *drone usage* • *website development* • *cloud usage* • *mobile computing device* • *others as identified* *(III.C.5) (IV.A.2)*				
	4.a.3 *Make the District community aware of the Policies / Procedures / Standards / Guidelines (III.C.4) (IV.A.6)*	*Vice Chancellor, Operations and Information Systems, District Director of Information Services and campus Directors of Technology*	*Fall 2019*		

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #5: Secure Data and Systems						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
5.a Ensure integrity/security of electronic systems and confidential data	*5.a.1 Identify best alternative to provide District-wide leadership and accountability regarding information and network security; i.e. consider hiring a Chief Information Security Officer (III.C.3)*	*Vice Chancellor, Operations and Information Systems and District Director of Information Systems*	*Spring 2019*			
	5.a.2 Identify "shadow systems" where data is potentially duplicated, unsecure and inaccurate; consolidate data into a single system where District users can access and use appropriately (III.C.3)	*District Director of Information Systems and Database Administrator(s)*	*Spring 2019*			
	5.a.3 Identify obsolete systems that contain required data and integrate the data and functionality into current systems (III.C.3)	*District Director of Information Systems and campus Directors of Technology*	*Summer 2019*			
	5.a.4 Hire a consultant to conduct an independent information security assessment and implement	*Vice Chancellor, Operations and Information Systems and District Director*	*Spring 2019*			

	recommendations (II.B.4) (II.C.8) (III.A.15) (III.C.3)	of Information Systems				

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #6: Effective Governance and Decision-making						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
6.a Strengthen IT Governance	**6.a.1** Review and strengthen IT governance structure to maintain focus on enterprise-wide decisions; identify improvements; document and create District-wide understanding of IT decision-making and governance processes; annually evaluate governance effectiveness and improve as needed (I.B.7) (IV.A.1) (IV.A.6)	District Technology Advisory Committee	Spring 2019 with evaluation annually			
	6.a.2 Improve communications of key decisions to constituents (III.C.4) (IV.A.1) (IV.A.6) (IV.D.6)	District Technology Advisory Committee and Communications Council	Fall 2019			
	6.a.3 Establish user groups to assist with functional and operational effectiveness (III.C.2) (IV.A.1) (IV.A.6) (IV.D.6)	Vice Chancellor, Operations and Information Systems in consultation with the District Director of Information	Summer 2019			

		Systems and the campus Directors of Technology				
	6.a.4 Establish a District IT project priority setting committee (see Effective Planning 2.a.2)	Vice Chancellor, Operations and Information Systems in consultation with the District Director of Information Systems and the campus Directors of Technology	Spring 2019			
6.b Clarify IT Roles and Responsibilities District-wide	6.b.1 Re-evaluate roles and responsibilities for technology staff and committees District-wide with a focus on eliminating duplication of effort; document roles and responsibilities (III.C.1) (IV.A.1) (IV.A.6) (IV.D.2)	Vice Chancellor, Operations and Information Systems and College Presidents (staff roles) in consultation District Technology Advisory Committee (committee roles)	Fall 2019			
	6.b.2 Communicate roles and responsibilities of staff and committees District-wide to	District Technology Advisory	Fall 2019			

	increase understanding of who to call for assistance (III.C.4) (IV.A.1) (IV.A.6) (IV.D.2) (IV.D.6)	Committee; Communications Council; Public Information Officers				

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #7: Effective Communications and Training						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
7.a *Train users in effective use of systems and understanding of technology related policies and procedures*	***7.a.1*** *Assess current technology and policy training for end users; develop a comprehensive training program and set of reference materials to include the following:* • *FERPA* • *HIPPAA* • *information security* • *network security* • *accessibility* • *optimal application usage* • *other areas as identified during assessment* *Coordinate with other staff development efforts (III.A.14)*	*Vice Chancellor, Human Resources and District Director of Information Systems*	*Fall 2020*			
	7.a.2 *Identify technical leads who are cross trained for each system to assist end users with functional use issues/questions (III.C.4)*	*Senior Systems and Network Administrator, Lead Programmer Analyst and*	*Summer 2019*			

		Database Administrator				
	7.a.3 *Assess help desk services for effectiveness and efficiency and implement improvements including consideration of a single help desk system and/or self-help services (III.C.4)*	*District Director of Information Systems, campus Directors of Technology, Senior Systems and Network Administrator and Lead Programmer Analyst*	*Fall 2019*			
7.b *Provide adequate IT staff training*	*7.b.1* *Identify training, conference and certification needs of IT staff considering District needs, goals of this plan, cross-training needs, retirement replacement needs, project management, faster delivery methods such as DevOps/agile etc. and future technology directions; develop a comprehensive training plan and allocate appropriate resources (II.A.14)*	*District Director of Information Systems, campus Directors of Technology and staff*	*Spring 2019*			
	7.b.2 *Implement practices to keep technology staff current on the newest technology offerings (III.C.4)*	*District Director of Information Systems and campus Directors of Technology*	*Summer 2019*			

7.c Build District-wide understanding of technology projects	7.c.1 Regularly communicate the need for, priority of and status of technology projects (I.B.8) (IV.D.6)	District Director of Information Systems and campus Directors of Technology	Spring 2019			

Note: Effective communication initiatives are also identified in other parts of this plan. Specifically, the initiatives are identified in 4.a.3, 6.a.1, 6.a.2, 6.b.2 and 9.a.2 and are addressed in those sections to provide a comprehensive initiative.

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #8: Optimization of Technology						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
8.a *Increase effectiveness and efficiency of existing technology and systems*	**8.a.1** *Create and maintain a comprehensive inventory of systems District-wide (III.C.1)*	*District Director of Information Systems and campus Directors of Technology*	*Spring 2019*			
	8.a.2 *Analyze inventory of systems to identify:* • *duplication of effort* • *consolidation opportunities* • *opportunities to utilize existing systems* • *identify new technology solutions* *and implement solutions (III.C.1) (III.C.2)*	*Vice Chancellor, Operations and Information Systems and District Director of Information Systems*	*Spring 2019*			
8.b *Identify new technologies and systems*	**8.b.1** *Assess functional and analytic needs Districtwide and identify gaps; use the District IT Project List process developed in 2.a.1 to initiate the solution (I.A.2) (III.C.1) (III.C.2)*	*Vice Chancellor, Operations and Information Systems and District Director of Information Systems*	*Fall 2019*			

	8.b.2 Implement technology solution(s) as identified in the District IT Project List to address identified gaps using existing systems or statewide initiatives where possible and introducing new systems where needed (III.C.1) (III.C.2)	District Director of Information Systems	Ongoing			
8.c Provide better and more consistent experiences for students	8.c.1 Analyze alternatives, select and implement a single electronic student educational planning system (III.C.1)	District Director of Information Systems in consultation with the Vice Chancellor, Educational Services and Institutional Effectiveness and campus Vice Presidents of Student Services	Fall 2019			

District Strategic Plan Goal: Institutional Effectiveness

Strategic Theme #9: Process Improvement						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
9.a Streamline business processes	*9.a.1 Identify staff to analyze key business processes, align with system capabilities and identify improvements in business processes (III.C.2)*	*Chancellor's Cabinet*	*Fall 2019*			
	9.a.2 Review, optimize, document and widely distribute the process for technology (hardware and software) acquisition including involvement of appropriate IT and purchasing department resources (III.C.2)	*Vice Chancellor, Operations and Information Systems in consultation with Director of Purchasing and District Director of Information Systems*	*Summer 2019*			

District Strategic Plan Goal: Leader in Higher Education and Community Collaboration

Strategic Theme #10: Emergency Preparedness						
Strategic Goals	**Initiatives**	**Responsible Party**	**Target Completion**		**Yearly Outcome**	**Implications for Next Year's Plan**
10.a *Ensure safety and security of all students, staff and visitors*	**10.a.1** *Analyze mass notification emergency communication options; select solution(s) and implement a single system District-wide in consultation with facilities/safety departments (III.C.3)*	*Vice Chancellor, Operations and Information Systems, District Director of Information Systems and Director of Facilities Planning and Construction*	*Summer 2019*			
	10.a.2 *Develop a comprehensive Business Continuity / Disaster Recovery Plan for the District (III.C.3)*	*Vice Chancellor, Operations and Information Systems*	*Fall 2019*			
	10.a.3 *Assess data center safety and security and implement improved practices (III.C.3)*	*Vice Chancellor, Operations and Information Systems in consultation with the District Director of Information Systems, the campus Directors of*	*Summer 2019*			

		Technology and Director of Facilities Planning and Construction				