



College of the Canyons
**TECHNOLOGY MASTER PLAN
2022-2027**

College of the Canyons
TECHNOLOGY MASTER PLAN
2022-2027



Key Steps in Plan Development:

Chancellor's Executive Cabinet Review – March 29, 2022

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PURPOSE OF THE PLAN

The purpose of the *College of the Canyons Seventh Technology Master Plan 2022-2027* is to describe the technology themes, goals and initiatives that College of the Canyons (COC) will work collaboratively to achieve in order to deliver on its Mission, Vision, Strategic Goals and Institutional Commitments.

This Plan is designed to operate in concert with and in support of the *College's Educational & Facilities Master Plan* as well as the *College's Strategic Plan 2019-2022* aligning with the three strategic plan goals of Access, Engagement and Success. *The College of the Canyons Technology Master Plan 2022-2027* will leverage current and emerging technology trends to guide the college's technology innovation in order to enable students to succeed and employees to be most productive in meeting the needs of the institution, the students and the community.

The Plan incorporates collegial input through ongoing dialogue with students and employees both during the development process utilizing interviews, a Summit and a two-week review period. It was developed using data while adhering to externally mandated structural constraints and regulations. The Plan will be reviewed annually with the Technology Committee assessing progress and making recommendations for adjustments to account for changes in technology or institutional goals. Information Technology will work collaboratively with other departments within the organizational structure to carry out the initiatives identified in the Plan. All initiatives are dependent on the identification of funding and staff resources.

This Plan uses the fundamental organizing framework of the "People, Process, Technology" first attributed to Professor



Harold Leavitt and expanded by the Gartner Research Company and the Information Technology Infrastructure Library (ITIL). The framework serves 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 to guide 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 document presents an overview of people, process and technology that will be used to align technology planning to meet the mission, vision, goals, and institutional commitments of the District in executing initiatives.



PLANNING CONTEXT

The foundation for the *College of the Canyons Technology Master Plan 2022-2027* is built on a commitment to equity and based on the District's Mission, Vision, Philosophy, Foundational Institutional Commitments, and Strategic Goals. It is the Strategic Goals that provide the overarching framework upon which this Plan is presented.

MISSION

College of the Canyons delivers an accessible, holistic education for students to earn associate degrees, certificates, and credentials, to prepare for transfer, and to attain workforce skills. The College champions diversity, equity, inclusion, and global responsibility, while providing clear pathways in an engaging, supportive environment where all students can successfully achieve their educational goals.



VISION

College of the Canyons is dedicated to being a leading two-year college, recognized locally, regionally, statewide and nationally for technical advancement, institutional effectiveness, student support, model academic and professional programs, excellence in teaching and learning, fostering a broad range of community partnerships, maximizing student access, and for the sense of community that we provide to our students and staff.

PHILOSOPHY

We believe in the following values:

- **Teaching and Learning:** We honor and reward high performance in teaching and learning.
- **Respect for all People:** We foster a climate characterized by civility, collegiality and acceptance. We expect honesty, integrity, social responsibility and ethical behavior.
- **Partnership with the Community:** We create relationships providing the foundation of success for chosen current and future partnerships with local schools, colleges and universities, businesses, government, and social agencies. These partnerships advance the educational, intellectual, artistic, civic, cultural, and economic aspirations of our surrounding community.
- **Excellence:** We set the highest standards for ourselves and support the professional development of faculty, staff and administrators.
- **Creativity and Innovation:** We are an innovative and creative community college. We encourage members of the college community to be entrepreneurial, forward-thinking, creative, persistent, spontaneous, and welcome changes that will enhance the college's ability to fulfill its mission.

FOUNDATIONAL INSTITUTIONAL COMMITMENTS

Teaching and Learning – College of the Canyons will provide a positive environment and necessary resources to support excellent teaching, student learning, and the completion of students’ goals including attaining degrees and certificates and transfer.

Student Support – College of the Canyons will provide student support to facilitate equitable student success and maximize opportunity for all students.

Cultural Diversity – College of the Canyons will promote, encourage, and celebrate the diversity of students and staff in our campus community.

Human Resources – College of the Canyons will select and develop high-quality staff.

Institutional Advancement – College of the Canyons will generate support, resources, networks and information to enhance the college’s success.

Institutional Effectiveness – College of the Canyons will use outcomes data on progress being made towards college goals – including student learning outcomes, administrative unit outcomes, and other accountability measures – on a regular basis to inform planning and decisions.

Financial Stability – College of the Canyons will provide support, direction and oversight for all district financial resources to ensure fiscal compliance, proper accounting and positive audits and develop financial resources to maintain and improve programs and services consistent with institutional commitments (mission, goals, and objectives) and in alignment with our enrollment management plans.

Technological Advancement – College of the Canyons will utilize state-of-the-art technologies to enhance programs, services and operations.

Physical Resources – College of the Canyons will provide facilities that are clean, efficient, safe, and aesthetically pleasing to support College programs and services.

Innovation – College of the Canyons will dare to dream and make it happen!

Campus Climate – College of the Canyons will enhance and support a sense of community and cooperation on campus.

Leadership – College of the Canyons will assert its leadership to increase educational, economic, and cultural opportunities for the community including businesses, industry, arts groups, and community-based organizations in the region.

STRATEGIC GOALS

Access: With an equity-minded lens, promote student access so that every student is able to enter an informed path.

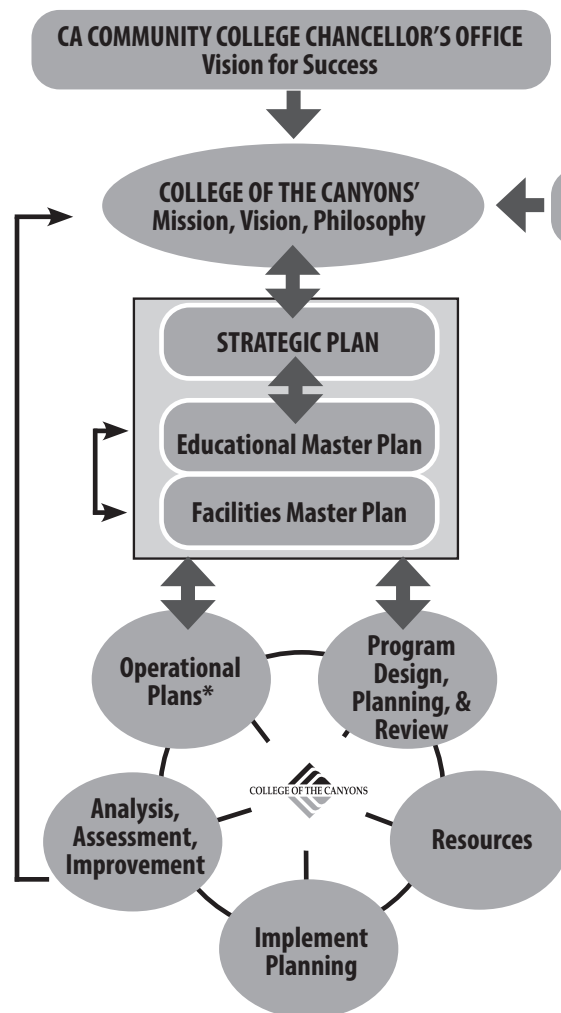
Engagement: Cultivate an equitable, inclusive, and welcoming environment that supports teaching and learning, fosters engagement, promotes belonging, values diversity, and sustains well-being at our campuses.

Success: Promote equitable student success, attainment of students’ goals, and intentionally maximize opportunities for all students.

DISTRICT PLANNING

The District’s comprehensive and integrated planning process is driven by the Mission, Vision, Values, and Philosophy of the institution. The District regularly engages in multiple processes to review its cycle of evaluation, integrated planning and resource allocation. The current College of the Canyons planning environment is depicted below:

COMPREHENSIVE & INTEGRATED PLANNING MODEL



Outcomes of Planning:

- Objectives tied to Strategic Goals
- Resource allocation tied to program objectives
- Facilities changes result from planning
- Support for high levels of student success

Planning Impacts:

- Revenue
- Programs
- Fiscal Stability
- Staffing
- Facilities
- Partnerships
- ...and enhanced support for the Community



*OPERATIONAL PLANS

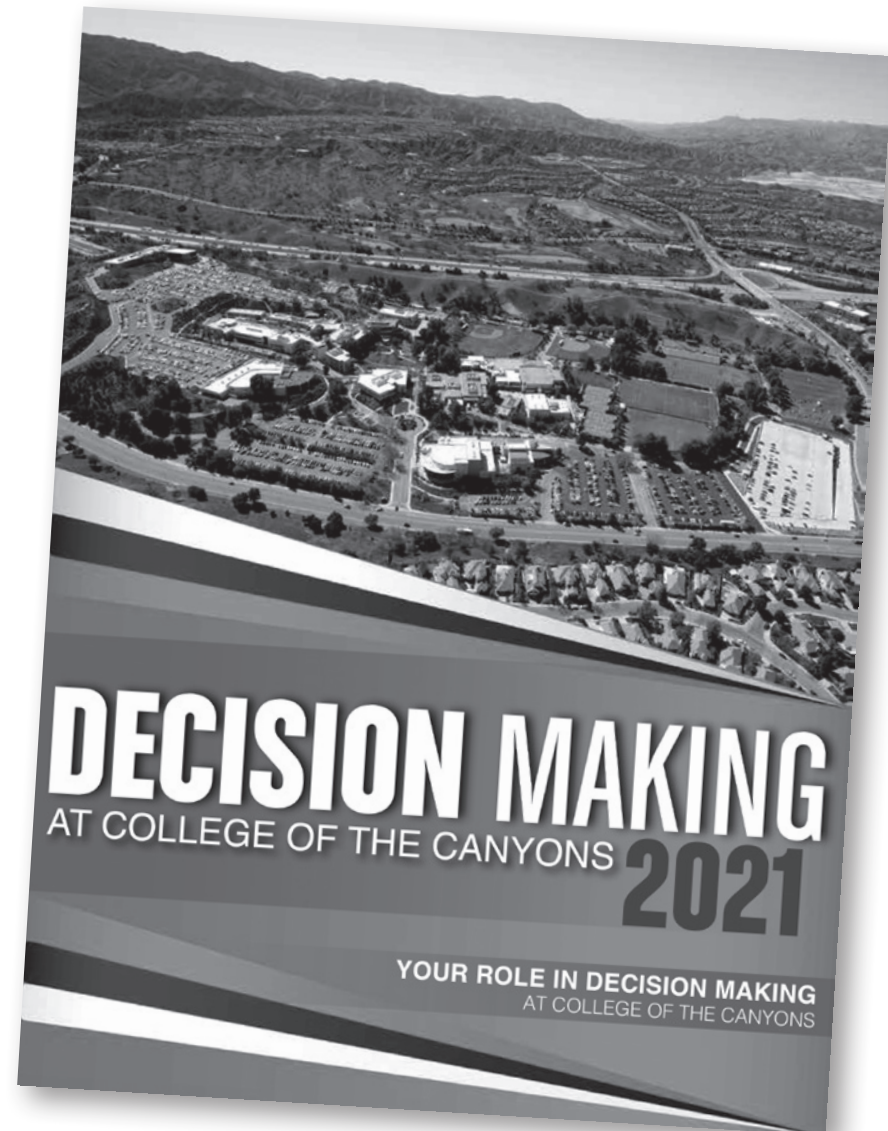
Departmental and District-wide plans, including the Technology Master Plan, are used to develop new programs and services and improve existing ones. Importantly, the plans drive financial, physical, and human resource allocation through the budget process.

College of the Canyons has created an innovative and creative college community in which members are encouraged to be entrepreneurial, forward thinking, creative, persistent, spontaneous and welcoming to changes that will enhance the College's ability to fulfill its mission. COC uses planning as a dynamic process that allows members of the College community – internal and external stakeholders – to discuss and explore solutions making continual adjustments in response to ever-changing environments.

While complete descriptions of committees and processes are delineated in the District's Decision-Making Guide, some key committees involved with the development of the various plans that guide the institution include:

- College Planning Team (CPT)
- President's Advisory Committee: Budget (PAC-B)
- Facilities Master Plan Task Force
- Technology Committee
- Enrollment Management Team (EMT)
- Institutional Effectiveness and Inclusive Excellence (IE2)
- Institutional Advancement Team
- College Policy Council

The District's Strategic Plan provides the overall direction of planning for College of the Canyons and is well represented throughout the Technology Master Plan. The Strategic Goals of Access, Engagement, and Success lay the foundation for the cycle of continued planning, assessment, and improvement for the District.



INFORMATION TECHNOLOGY DIVISION

The Mission of the Information Technology (IT) Division at College of the Canyons is to provide the technological and audio/visual resources, training and expertise to support the District's operational and educational mission and goals. Our goal is to enhance the learning and operating environment of the District through the strategic deployment of technology and audio/visual resources. IT encompasses five distinct areas covering all aspects of technology and are aligned with the Mission, Vision, and Strategic Goals of the District. The Vice President of Technology and an Administrative Assistant (2FTE) provide administrative oversight for the division.

Computer Support Services: The Computer Support Services (CSS) department is staffed with a Director, Lead Coordinator, Coordinator II, (3) Coordinator I, (3) Technician IV, (2) Technician III, (3) Technician II, (2) Help Desk Specialists (16 FTE) and is responsible for the ordering, evaluation, installation, maintenance, and support of all District audio/visual and end-user technology. To support this process, the CSS department staff provides training and technical support to employees, and assistance in the research and implementation of new and emerging technologies to enhance teaching, learning, and administrative functions. Additionally, the department schedules and provides technical assistance for the District's video/web conferencing needs and provides staff for audio/visual support at District functions and events.

Enterprise Applications: Enterprise Applications (EA) is staffed with an Executive Director, Senior Programmer/Analyst, (3) Web Programmer/Analyst, Programmer/Analyst, Associate Web Programmer, MIS Data Analyst, and an Administrative Assistant III (60%) (8.6 FTE) and provides students, faculty,

staff, and administrators with reliable and secure access to information from the Enterprise Resource Planning (ERP) system and associated third-party and custom web applications.

Infrastructure & Information Security: Infrastructure and Information Security (IIS) is staffed with an Executive Director, System Security Administrator, Network Engineer/Analyst, Web Developer, (2) System Administrator III, (2) System Administrator I, Network Technician IV, and an Administrative Assistant (72.5%) (9.45 FTE) providing all server infrastructure (physical and virtual), network connectivity (wired and wireless), network security, and data communications within, to, and from all District locations. Essentially, IIS is responsible for the enterprise IT systems, services, and support the District relies on in order to deliver services.



TECHNOLOGY COMMITTEE PURPOSE AND FOCUS

The purpose of the Technology Committee is to facilitate the infusion of technology into our District structure and functioning. The Vice President of Technology and a member of the faculty, appointed by the Academic Senate, share the chairperson responsibilities of the committee. The Technology Committee reports to the Chancellor's Executive Cabinet via the Vice President of Technology.

Committee membership is open to all employees of the District and members of the Associated Student Government. The committee maintains a core voting membership reviewed each year and whose status is based on attending a majority of meetings in the previous year or through appointment by their respective representative groups.

The focus of the committee is to:

- Generate enthusiasm for the use of technology on campus to the benefit of student learning.
- Monitor the progress towards the implementation of the District's Technology Master Plan.
- Update the Technology Master Plan as needed with recommendations of specific objectives for action and improvement.
- Work with Facilities to ensure that the infrastructure and design of all District buildings support the current and future use of technology.
- Assess the success of technology training provided through Professional Development, Computer Support and self-guided training systems to ensure that the technology training needs of faculty and staff are met.

- Work with the Director of Professional Development to recommend technology-training ideas for the District.
- Promote and set the tone for technology development.
- Serve to coordinate with and link efforts among departments and committees as appropriate across the District.
- Make recommendations related to the technology needs of the District to the Facilities Master Planning Committee, staffing committees, PAC-B, Chancellor, and College Planning Team, and the District Chancellor.

The Technology Committee maintains five standing sub-committees each with a specific technology purpose that requires a more focused charter than the larger Technology Committee. The sub-committees provide regular reports to the larger body.

Accessibility Committee – The Accessibility committee evaluates the accessibility of software, hardware, and furniture used in both instructional and administrative areas of the District. The committee reviews Voluntary Product Accessibility Templates (VPAT) and makes recommendations to improve the overall accessibility of District resources.

Colleague Standup – The Colleague Standup committee is comprised of staff members in the core areas that utilize our Colleague Enterprise Resource Planning system (ERP). The focus of the committee is to review and recommend changes to the ERP system and assist the Enterprise Applications department by testing newly installed components and recommending priorities for new projects or functionality. The EA Executive Director chairs the Colleague Standup committee.

Educational Technology – The Educational Technology Committee focuses on excellence in teaching and learning with technology. The committee develops recommendations regarding



online teaching and learning, reviews new teaching tools, and supports innovative uses of technology to help students succeed. The Director, Distance and Accelerated Learning chairs the Educational Technology Committee along with a volunteer faculty member elected by the members of the Educational Technology Committee.

Information Security Committee – The Information Security Committee brings together Information Technology, faculty, and other college staff to discuss and make recommendations regarding the information security posture of the District. The committee is chaired by the System Security Administrator.

Web Committee – The Web Committee evaluates the College’s web presence, develops policies and procedure recommendations for web related topics, and makes recommendations for design updates to the College’s website. The committee is comprised of faculty, staff, and administrators including members of the IT and Public Information Office staff who are interested and knowledgeable in web design and development. The Executive Director, Infrastructure and Information Security co-chairs the Web Committee with a faculty member appointed by the Academic Senate.

PLAN FORMAT

The themes, objectives, and initiatives outlined in the *College of the Canyons Technology Master Plan 2022-2027* are organized based on the District's Strategic Goals of Access, Engagement, and Success. Equity serves as an overarching theme that all objectives and Initiatives should strive to deliver.

For each Strategic Goal, the appropriate Technology Plan Theme is listed. Each Theme includes Objectives, Initiatives, Responsible Parties, Target Completion, Needed Resources, and How to Measure Results presented in a columnar fashion for easy understanding. For each initiative, the corresponding Accrediting Commission for Community and Junior College's (ACCJC) Accreditation Standard is referenced.

The following are the definitions for each column heading:

- **Objective** describes the outcome that will address the Technology Plan Theme within the framework of the College's Strategic Goals.
- **Initiative** describes the actions that will be undertaken to move the institution towards meeting the Objective.
- **Responsible Party** identifies the individual or group assigned the responsibility to launch, oversee and complete the Initiative. The Responsible Party may complete the Initiative independently or collaborate with others, such as IT staff, as needed to complete the Initiative.
- **Target Completion Date** is the timeframe within which the institution strives to complete the Initiative.
- **Needed Resources** refer to the personnel, supplies, and equipment needed to carry out the initiative.
- **How to Measure the Result** is the criteria that will be used to measure progress towards completion of the initiative.

During the annual review of the Plan, the Technology Committee will assess the outcomes from each initiative and identify any implications for the following year. This information will be appended to the digital version of the Plan posted on the College's website.



TECHNOLOGY MASTER PLAN 2022-2027

District Strategic Goal: Access

Technology Plan Theme 1: Adapt to Changing Technology Environments					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
1.a Invest & Promote adaptable/flexible common software tools	1.a.1 Survey employees regarding needs for flexible software tools and implement where possible (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring 2023 Fall 2024	Results of Survey Number of software tools implemented	Survey Instrument Institutional Research Assistance Funding for Software Tools
	1.a.2 Publish and promote the list of District supported software (3.C.1)	Director, TSS	Spring 2023	Access to District Supported Software list by employees	None
1.b Identify innovative uses of technology in the classroom and District operations	1.b.1 Complete a comprehensive survey to determine current classroom and operational needs (3.C.1, 3.C.2)	Director, TSS	Spring 2023 Fall 2024	Results of Survey and Action Plan presented to the Technology Committee	Survey Instrument Institutional Research Assistance
	1.b.2 Investigate new and emerging technologies to improve, enhance, and streamline instruction and operations (e.g., Virtual Reality, e-portfolios, contract management, digital badges, enhanced barcode scanners, etc.) (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Annually in Fall	Number of technology resources presented to Technology Committee, Educational Technology Committee or published through IT Newsletter	None

Technology Plan Theme 1: Adapt to Changing Technology Environments

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	1.b.3 Investigate options to replace outdated technologies (i.e., Greentree, phone system) (3.C.1, 3.C.2)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring 2023	Number of outdated technologies identified and replaced	Funding for replacements



Technology Plan Theme 2: Improve Usability of Technology Solutions					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
2.a Improve the user experience	2.a.1 Develop/acquire an online resource to store best practices, FAQs, and training materials that can be shared with the campus community (3.A.14, 3.C.4)	Executive Director, IIS	Fall 2023	Number of items added to resource	Staff Time
	2.a.2 Expand the use and functionality of the Canyons "M" mobile app (3.C.1)	Executive Director, IIS	Annually, Spring	Increase in functionality from previous year	Funding for Programming
2.b Modernize simplify & leverage existing systems	2.b.1 Expand use of current functionality in Colleague (i.e., fully implement self-service, workflow) to improve service (3.C.1)	Executive Director, EA	Annually	Increase in functionality from previous year	Funding for new applications and Professional services to install
	2.b.2 Work with existing technology vendors to integrate, modernize, upgrade & simplify their systems to improve operations (i.e., Ellucian Colleague) (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Annually	Improved operations as a result of working with vendors	Funding for Professional services and upgrades

Technology Plan Theme 2: Improve Usability of Technology Solutions

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	2.b.3 Conduct a software portfolio analysis to identify opportunities to: Consolidate products Eliminate duplicative products Reduce customizations Combine licensing for cost reduction (3.C.1, 3.C.2)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Annually in Fall	Reduction in annual ongoing costs.	None
	2.b.4 Improve maintenance of campus-wide email distribution lists (3.C.1)	Executive Director, IIS	Annually	Reduction in errors on distribution list, measured by the decrease in help desk tickets	Staff to maintain
	2.b.5 Improve performance of student progress checks (3.C.1)	Executive Director, EA	Spring 2024	Improved performance over previous year	Professional services to analyze issues Student Services staff
	2.b.6 Investigate auto-awarding of degrees & certificates and implement if practical (3.C.6, 3.C.9)	Executive Director, EA	Fall 2023 to investigate and implement if practical	Results of investigation and possible implementation	Funding for Professional services

Technology Plan Theme 2: Improve Usability of Technology Solutions					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
2.c Provide appropriate technology to support student learning	2.c.1 Provide software used for classroom instruction to students in computer labs, TLC and/or online/web-based when possible (2.B.1)	Director, TSS	Annually in Fall Student Services/ Online Education/ Student Life	Number of new software programs provided to students	Funding for software
	2.c.2 Evaluate the overall technology needs at the Canyon Country campus including the need for an additional computer lab (2.B.1)	Director, TSS	Summer 2023	Report out to Technology Committee	Possible funding for new lab
	2.c.2 Evaluate tools to support online learning and implement if possible, including: Virtual Tutoring Webcams Tablets Canvas plug-ins, etc. (3.C.1)	Executive Director, IIS Director, TSS	Annually in Spring	Number of tools evaluated and implemented	Ed Tech Online Ed Funding
2.d Provide appropriate technology to support instruction & non-instructional department needs	2.d.1 Increase the HyFlex capabilities in conference rooms and meetings spaces district-wide (3.C.2)	Director, TSS	Fall 2023	Number of rooms added	Funding for additional Hyflex rooms

Technology Plan Theme 2: Improve Usability of Technology Solutions

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
2.e Provide innovative indoor and outdoor collaboration spaces	2.e.1 Survey technology needs in common areas & outdoor spaces and implement where appropriate (3.B.2, 3.C.2)	Executive Director, IIS Director, TSS	Summer 2023 Summer 2025	Implementation of identified needs in spaces	Funding for technology and furniture Contracts, Procurement, and Risk Management
	2.e.2 Identify and equip spaces with technology for increased collaboration across the District (3.C.1, 3.C.2)	Executive Director, IIS Director, TSS	Spring 2025	Report out to Technology Committee	Contracts, Procurement, and Risk Management



Technology Plan Theme 3: Accessibility of Materials and Resources					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
3.a Improve the 508-conversion process for electronic materials	3.a.1 Provide re-sources for conversion of electronic materials to meet 508 compliance including the scanning of documents at the time of publication for compliance (3.C.3)	Director, TSS	Spring 2023	ReportoOut to Technology Committee.	Funding for software
	3.a.2 Identify pool of trained users to assist with 508 conversion efforts (3.A.12, 3.C.3)	Executive Director, IIS	Fall 2023	Increase in trained users	Training Program, Trained Users
	3.a.3 Promote and expand training on accessibility requirements and conversion processes (3.A.14)	Executive Director, IIS Professional Development	Summer 2023	Increase in numbers of trainings	None
	3.a.4 Expand IT Help Desk functions to coordinate employee access to 508 conversion resources and assistance (3.C.3)	Vice President, IT Director, TSS	Summer 2023	Expanded Help Desk support for 508	None

Technology Plan Theme 4: Streamlining Processes and Forms Using Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
4.a Improve & streamline technology processes	4.a.1 Survey users regarding technology processes to determine needed improvements (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Results of Survey List of Improved Processes	Survey list IR support
	4.a.2 Review, document, and streamline identified processes using workflow where possible (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2025	Number of processes Documented and using of workflow	None
	4.a.3 Document and clearly communicate technology processes to users (3.C.5, 4.A.6)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Number of processes documented and shared	None
4.b Support improved departmental processes with appropriate technology/tools	4.b.1 As requested, assist users with technology/ workflow to improve departmental processes (3.C.1)	Director, TSS	Annually	Number of department processes improved with technology	None

Technology Plan Theme 4: Streamlining Processes and Forms Using Technology					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
4.c Improve & standardize the development of and access to online forms	4.c.1 Evaluate and select software applications to create and process forms that are integrated with existing systems (if possible) to minimize double entry (3.C.1)	Executive Director, IIS Executive Director, EA Director, TSS	Summer 2023	Results of evaluation and selection process	Funding for applications
	4.c.2 As requested, assist users in implementing integrated online forms and workflow using supported technology tools (3.C.1))	Executive Director, IIS Executive Director, EA Director, TSS	Summer 2024	Number of users assisted	Possible funding for software licenses
	4.c.3 Provide training on how to digitize forms using supported technology tools (3.A.14, 3.C.4)	Director, TSS Professional Development	Annual	Number of trainings held	None
	4.c.4 Provide a common location for all online administrative forms where they can be shared and easily accessible (2.C.3, 3.C.1)	Executive Director, IIS	Fall 2023	Number of forms in common location	None

TECHNOLOGY MASTER PLAN 2022-2027

District Strategic Goal: Engagement

Technology Plan Theme 5: Usability of Website & System Interfaces

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
5.a Improve website usability	5.a.1 Review and update existing websites; remove obsolete information; improve navigation; update broken links (3.C.3)	Executive Director, IIS	Ongoing	Number of websites updated, information and links fixed	PIO Web Committee Funding for web development assistance
	5.a.2 Ensure that pages on the District's website are mobile friendly (3.C.1)	Executive Director, IIS	Ongoing	Number of pages that are mobile friendly as % of all pages	PIO Web Committee
	5.a.3 Evaluate and improve the navigation on the College's website (3.C.1)	Executive Director, IIS	Ongoing	Survey of visitors to website	PIO Web Committee
	5.a.4 Develop a common calendar of all campus events on the college website (3.C.1)	Executive Director, IIS	Ongoing	Development of common calendar	PIO Web Committee Funding for calendar
	5.a.5 Evaluate the expanded use of visual & interactive web components (i.e., chat) and implement as practical (3.C.1)	Executive Director, IIS	Ongoing	Number of visual and interactive web components added	PIO Web Committee Student Services Funding

Technology Plan Theme 5: Usability of Website & System Interfaces

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
5.a Improve website usability	5.a.6 Develop a process & identify responsible users for ongoing maintenance of department website components (3.C.2)	Executive Director, IIS	Ongoing	List of department website responsible users created	PIO Web Committee



Technology Plan Theme 6: Meaningful Engagement and Participation Through Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
6.a Engage students through technology	6.a.1 Host technology literacy workshops during Welcome Week and at other times for students (e.g., Canvas, Canyons Connects, etc.) (2.A.11, 3.C.1, 3.C.4)	Director, TSS	Fall and Spring annually.	Record attendance to measure participation in program.	Student Life
	6.a.2 Evaluate innovative ways to use technology to better engage students (3.C.1)	Director, TSS	Annually in Spring	Surveys	Student Life
6.b Engage users in technology decision-making	6.b.1 Conduct a review of technology governance and decision-making (including prioritization of projects) processes and recommend improvements (4.A.2, 4.A.7)	Vice President, IT	Summer 2023 Spring 2025	Results of review, shared with Technology Committee	None

Technology Plan Theme 6: Meaningful Engagement and Participation Through Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	<p>6.b.2 Continue to engage the Technology Committee in policy & planning efforts by conducting: An annual review & update of the Technology Plan (1.B.9, 1.C.5) An annual review of technology projects & recommendations for new technology projects (1.B.9) Regular reviews of technology-related Board Policies and Administrative Procedures (1.B.7, 3.C.5)</p>	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS Technology Committee	Spring annually	Results of review	None
	<p>6.b.3 Document the technology decision-making process and make available to the campus (3.C.3, 4.A.6)</p>	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Process posted on IT website	None
	<p>6.b.4 Develop a mechanism to regularly share technology decisions that impact the campus community (4.A.6)</p>	Vice President, IT	Spring 2023	Report out of technology decisions to Technology Committee	Technology Committee

Technology Plan Theme 6: Meaningful Engagement and Participation Through Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
6.c Use technology to build a culture of innovation & engagement	6.c.1 Host themed Technology Showcase days (e.g., HyFlex classrooms); survey attendees to get feedback (3.C.4)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring FLEX	Results of survey and number of attendees	Professional Development
	6.c.2 Develop a process that employees & departments/ programs can use to share vendor information on innovative technology for evaluation and to advance departmental objectives (3.A.14, 3.C.1)	Director, TSS	Summer 2023	Development and promotion of process	None
	6.b.3 Identify spaces and funding for employees to explore innovative ideas to improve operations, teaching and learning (3.C.4)	Vice President, IT	Fall 2023	Number of ideas, annually	Space Funding for ideas

Technology Plan Theme 6: Meaningful Engagement and Participation Through Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
<p>6.d Set policy and manage expectations for technology</p>	<p>6.d.1 Review/update and/or develop the following technology desk procedures and standards: Online Learning standards Use of and support for personal devices (employees, students) Proper use of cloud storage including the use of outside cloud storage Remote work Website standards Social media Data Governance Construction standards for technology infrastructure Classroom & Employee technology standards Digital media standards Use of non-public safety cameras Use of email (1.B.7, 3.C.5)</p>	<p>Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS</p>	<p>Spring 2024</p>	<p>Number of desk procedures developed</p>	<p>Online Ed Ed Tech Technology Committee Contracts, Procurement, and Risk Management</p>

Technology Plan Theme 6: Meaningful Engagement and Participation Through Technology

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	<p>6.d.2 Review and update the technology replacement plan considering lessons learned in the pandemic (3.C.2)</p>	<p>Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS</p>	<p>Summer 2023</p>	<p>New technology replacement plan</p>	<p>Funding for replacement</p>



Technology Plan Theme 7: Availability of Technology Support					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
7.a Provide technology support for the classroom	7.a.1 Maintain currency of classroom technology (2.B.2, 3.C.1)	Director, TSS	Annually	Number of classroom computer replacements, annually	Funding for replacements
	7.a.2 Ensure classroom technology is in good working order (3.C.2, 3.C.3)	Director, TSS	Annually in the Summer	Help Desk surveys	Staff for regular maintenance
	7.a.3 Implement HyFlex capable classrooms in new facilities (3.B.1, 3.C.1)	Director, TSS	As facilities come online	Report out to Technology Committee	Funding for Hyflex Classrooms
	7.a.4 Develop and publish hardware/software/ update schedule as information from vendors become available (2.B.2)	Director, TSS	Spring 2023	Report out to Technology Committee Posted on IT site	None
	7.b.5 Research scalable classroom technology solutions to accommodate future technology growth (i.e., wireless projection from mobile device) (3.C.1, 3.C.2)	Vice President, IT	Summer 2024	Report out to Technology Committee	Funding for technology vendor presentation

Technology Plan Theme 7: Availability of Technology Support

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
7.b Provide technology support for students	7.b.1 Make computers available to each student on campus and through check-out as needed (3.C.1)	Director, TSS	Summer 2024	Report out to Technology Committee	Student Services Library
	7.b.2 Establish a student technology help desk (3.C.3)	Executive Director, IIS Director, TSS Student Services	Fall 2025	Student Help Desk established	Funding for staff
7.c Provide technology support for employees	7.c.1 Continue to provide assistance to employees on how to use technology (3.A.14, 3.C.4)	Director, TSS Executive Director, IIS Executive Director, ES	Twice per year	Number of employees assisted	Professional Development
	7.c.2 Provide assistance to help select technology solutions (2.B.2, 3.C.1) become available (2.B.2)	Vice President, IT Director, TSS Executive Director, EA Executive Director, IIS	Fall annually	Number of employees assisted	None
7.d Provide proper staffing for technology support	7.d.1 Perform an IT staffing analysis (staffing levels, recruitment, retention) and implement needed changes as funding becomes available (3.A.9)	Vice President, IT	Fall 2023	Staff analysis of COC vs. other Institutions	None

Technology Plan Theme 7: Availability of Technology Support

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	7.d.2 Develop and execute cross-training in the IT department (3.A.9, 3.A.14)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Completed training	Funding for training
	7.b.3 Increase support for the Mac platform (3.C.1)	Director, TSS	Spring 2026	Increase Mac platform support	Funding for staff Funding for training



Technology Plan Theme 8: Sufficient/Tailored Training & Communications

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
8.a Provide regular and effective technology training for students and employees	8.a.1 Develop a training plan as new supported technologies are deployed, or new major version updates are released to educate users on new functionality (3.A.14, 3.C.4)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Summer 2023	Training plan developed and executed	Professional Development
	8.a.2 Collaborate with Human Resources to develop an onboarding process for new employees which covers critical IT topics (access, security, confidentiality, accessibility, etc.) (3.A.14, 3.C.4)	Vice President, IT Human Resources	Spring 2024	Onboarding process	
	8.a.3 Build a library of training materials and short tutorial videos and make them readily available (3.C.4)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring 2024	Library developed and promoted	Professional Development

Technology Plan Theme 8: Sufficient/Tailored Training & Communications

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	<p>8.a.4 Collaborate with professional development to increase user technology training workshops especially in the areas of effective use of technology (i.e., websites, classroom, accessibility, remote operations) (3.A.14, 3.C.4)</p>	<p>Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS Professional Development</p>	<p>Spring 2023</p>	<p>Increase in number of trainings</p>	<p>None</p>
	<p>8.a.5 Incorporate information about the capabilities/limitations of the technology into all training classes and training materials (3.C.4)</p>	<p>Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS</p>	<p>Summer 2023</p>	<p>Updated training materials</p>	<p>None</p>
	<p>8.a.6 Provide regular and required training on cybersecurity (3.A.14, 3.A.15, 3.C.3, 3.C.4)</p>	<p>Executive Director, IIS</p>	<p>Ongoing</p>	<p>Participation rate in HR provided training</p>	
	<p>8.a.7 Provide end user training on the use of existing self-service tools to create custom reports (i.e., Informer, Tableau) (3.A.14, 3.C.4)</p>	<p>Executive Director, IIS</p>	<p>Ongoing</p>	<p>Participation rate in HR provided training</p>	

Technology Plan Theme 8: Sufficient/Tailored Training & Communications

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
8.b Provide regular and effective training of IT staff	8.b.1 Identify vendor provided certifications/ trainings for technology staff to attend to maintain currency (3.A.14, 3.C.4)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Annually in Fall	Number of trainings attended	Funding for trainings
8.c Communicate downtime, system updates & changing policies	8.c.1 Consider planned downtime alternatives for system updates/upgrades (3.C.2, 3.C.3)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2024	Planning outcomes	Unknown
	8.c.2 Utilize intentional communication to inform the campus community of planned downtime/upgrades/ policy changes effectively (3.C.3)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring 2023	Communication plan	None
	8.c.3 Revive the IT Newsletter (3.C.3)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2022	Newsletter	None

TECHNOLOGY MASTER PLAN 2022-2027

District Strategic Goal: Success

Technology Plan Theme 9: Sustainable Infrastructure					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
9.a Provide adequate infrastructure to support the new environment (i.e., online, hybrid, offsite work)	9.a.1 Research and implement scalable infrastructure solutions that accommodate future communication and application technology growth (i.e., cloud applications, network solutions, offsite/remote work solutions) (3.B.1, 3.B.2, 3.C.1)	Executive Director, IIS	Ongoing	Tech Committee Report on infrastructure changes	Funding for equipment
	9.a.2 Conduct a review of the current data centers and implement improvements (3.B.2, 3.B.3, 3.C.2)	Executive Director, IIS	Summer 2023	Review and improvement plan	Funding for improvements
	9.a.3 Conduct a review of the existing cable plant at all District locations and implement improvements to meet current standards and redundancy needs (3.B.1, 3.B.3, 3.C.2)	Executive Director, IIS	Ongoing	Review and improved cable plant	Funding for upgrades

Technology Plan Theme 9: Sustainable Infrastructure

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	<p>9.a.4 Identify strategies to improve wireless and mobile connectivity at the Canyon Country campus & implement as needed (3.B.1, 3.B.2, 3.C.2)</p>	<p>Executive Director, IIS</p>	<p>Ongoing</p>	<p>Annual Staff and Student Survey of wireless</p>	<p>Funding for wireless improvements</p>



Technology Plan Theme 10: Improved Security/Disaster Preparedness					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
10.a Provide cyber-security solutions to minimize threats	10.a.1 Collaborate with faculty to identify solutions to minimize academic dishonesty (1.C.8)	Executive Director, IIS Online Ed	Summer 2023		Funding for solutions
	10.a.2 Increase user awareness of phishing attempts/bad actors/ ransomware attacks (3.A.15, 3.C.3)	Executive Director, IIS	Ongoing	Increase in available training awareness and communication	None
	10.a.3 Enforce multi-factor authentication/ single sign-on/ password changes (3.A.15, 3.C.3)	Executive Director, IIS	Fall 2022	MFA Implemented	None
	10.a.4 Complete and maintain NIST compliance (3.C.3)	Executive Director, IIS	Annually	Annual Assessment for Adherence to NISH 800-171	Possible funding for security improvements
	10.a.5 Establish a regular schedule to conduct security assessments (3.A.15, 3.C.3)	Executive Director, IIS	Annually	Regular schedule of assessment	Fund for assessments

Technology Plan Theme 10: Improved Security/Disaster Preparedness

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	10.a.6 Develop training on security strategies (i.e., secure exchange of PII, minimize academic dishonesty, etc.) to educate end users on best practices (3.A.14, 3.C.4)	Executive Director, IIS	Ongoing	Number of trainings	Professional Development
	10.a.7 Automate user account creation and termination process (3.C.3)	Executive Director, IIS	Fall 2022	Account creation automated	None
	10.a.8 Review effectiveness of & upgrade as needed public safety camera system (3.b.1, 3.C.3)	Vice President, IT	Annually in Fall	Results of review	Funding for camera system upgrades
10.b Plan for disasters & business interruptions	10.b.1 Develop and regularly test a Business Continuity Plan including data backup and restore processes (3.C.3)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Business Continuity Plan developed	Funding for Business Continuity Plan Executive Cabinet
	10.b.2 Identify off-site/ cloud storage for critical business files (3.A.15, 3.C.3)	Executive Director, IIS	Spring 2024	Off-site cloud storage identified	Funding for cloud storage

Technology Plan Theme 10: Improved Security/Disaster Preparedness

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	10.b.3 Acquire a generator to supplement power during an outage in data center(s) (3.B.1, 3.C.2)	Executive Director, IIS	Spring 2024	Install generator	Funding for generator Facilities
	10.b.4 Coordinate with District Incident Command Team to conduct annual simulations to evaluate IT readiness for one or more scenarios such as: Power failure Backup system test Emergency response Campus closure (3.B.1, 3.C.3)	Vice President, IT Executive Director, IIS	Annually in Spring	Completion of annual simulation	None



Technology Plan Theme 11: Effective Project Management					
Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
11.a Improve management of technology projects	11.a.1 Design and implement project templates for technology projects that include end-users involved and change management processes (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Spring 2023	Development of project templates	None
	11.a.2 Identify and implement a project management tool to track IT projects (3.C.1)	Executive Director, EA	Spring 2023	Project management tool implemented	Funding for project management software
	11.a.3 Identify a technology champion for each project/department (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023	Identify project champions	None
	11.a.4 Create an online location to publicize and provide information on new projects to keep the college community informed of their progress (3.C.2, 3.C.3)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Summer 2023	Online location created	None

Technology Plan Theme 11: Effective Project Management

Objective	Initiative	Responsible Party	Target Completion	How to Measure Result	Needed Resources (approx.)
	11.a.5 Recognize exemplary change management practices used by departments (3.C.1)	Vice President, IT Executive Director, IIS Executive Director, EA Director, TSS	Fall 2023 2023	Identify ways to recognize change management	None



APPENDIX A – ENVIRONMENTAL ANALYSIS AND DEVELOPMENT PROCESS

District Profile

The Santa Clarita Community College District opened College of the Canyons in 1969 and has earned a reputation for innovation, excellence, partnership development, and student success during its 54 years of service to the community. Located in Santa Clarita, California, about 30 miles north of downtown Los Angeles, the college covers a 367-square-mile service area. It offers 264 associate degree and certificate programs and served 33,905 students in 2021/22 online, at campuses located in Valencia and Canyon Country, the Del Valle Fire Training Center, and other off-site locations.

In addition to meeting the academic needs of students seeking transfer and career technical education, the college also plays a key role in developing the economy of its service area. On average, the Economic Development Division generates approximately \$4 million per year to provide cutting-edge training for thousands of employees at numerous local companies and partners with over 300 companies on an annual basis.

The college participates in dozens of innovative partnerships that have redefined the traditional role of community colleges. It collaborates with nearly every social service agency in the community, as well as school districts, the City of Santa Clarita, Los Angeles County, the SCV Chamber of Commerce, the SCV Economic Development Corporation, the Valley Industrial Association, and many local businesses. The Dr. Dianne G. Van Hook University Center opened in 2002 in a temporary facility before moving into a permanent

facility on the Valencia campus in 2009. It offers the access and opportunity for students to earn bachelor's, master's and doctoral degrees from a collection of public and private universities, expanding access to post-associate degree education by eliminating the need for residents to commute long distances to obtain advanced degrees. As of April 2023, 34 degree programs were offered, as well as certificate and credential programs. A total of 4,168 students have completed programs through the University Center as of December 2022.

Institutional Self Evaluation Report (ISER) for Accreditation

The College completed the ISER in Fall of 2021 and the accreditation visit took place in March 2022. The College was re-accredited in September 2022, indicating that the College continues to meet all standards set forth in Standard III.C Technology Resources.

Integration of Accreditation Standards in Planning Initiatives

Included in the Plan for each set of initiatives are references to the associated Accreditation Standards. These references denote the Standard most closely related to the initiative such as (I.A.1). Referencing these standards further illustrates the interconnectedness of college planning efforts like the Technology Master Plan to Accreditation Standards.

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 from these sources:

CAMPUS COMPUTING SURVEY-NATIONWIDE

The Campus Computing Project is the largest continuing study of the role of computing, eLearning, and information technology in American higher education. Each year the Campus Computing Project surveys colleges across the country to identify the top campus IT priorities. The latest results are shown below:

TOP 10 Campus IT Priorities, Fall 2019

The Top Four	%	The Next Six	%
IT Data Security	83	Data analysis/learning and managerial analytics	60
Hiring/Retaining IT Talent	77	Digital accessibility/ADA compliance	57
Leveraging IT to Support Student Success	73	Supporting online/distance education	53
Providing Adequate User Support	71	Assisting faculty with the instructional integration of IT	52
		IT business continuity/IT disaster recovery	50
		Professional development for IT personnel	49

scale: 1=not important, 7=very important; pct 6/7

Source: 2019 Campus Computing Survey

The *College of the Canyons Technology Master Plan 2022-2027* reflects many of these same priorities and is in alignment with institutions of higher education across the nation.

EDUCAUSE

EDUCAUSE is a nonprofit association whose mission is to advance higher education through the use of information technology.

We equip our community with the knowledge, resources, and community-building opportunities needed to help shape strategic IT decisions at every level in higher education. Each year, Educause publishes the “Top 10 IT Issues” in higher education. The 2022 IT issues selected by members of the EDUCAUSE community are show right:

Many of these items are reflected in the themes, objectives and initiatives contained in the *College of the Canyons Technology Master Plan 2022-2027*.



TOP 10 IT ISSUES, 2022
The Higher Education We Deserve

The EDUCAUSE 2022 Top 10 IT Issues describe how technology can help create the higher education we deserve through shared vision and sustainability, anchored by a central focus on student success.



Shared Vision, Shared Strategy

- 2 Evolve or Become Extinct
- 7 The Shrinking World of Higher Education or an Expanded Opportunity?

Student Success as Institutional Success

- 3 Digital Faculty for a Digital Future
- 4 Learning from COVID-19 to Build a Better Future
- 6 From Digital Scarcity to Digital Abundance
- 10 Radical Creativity



The Sustainable Business Model

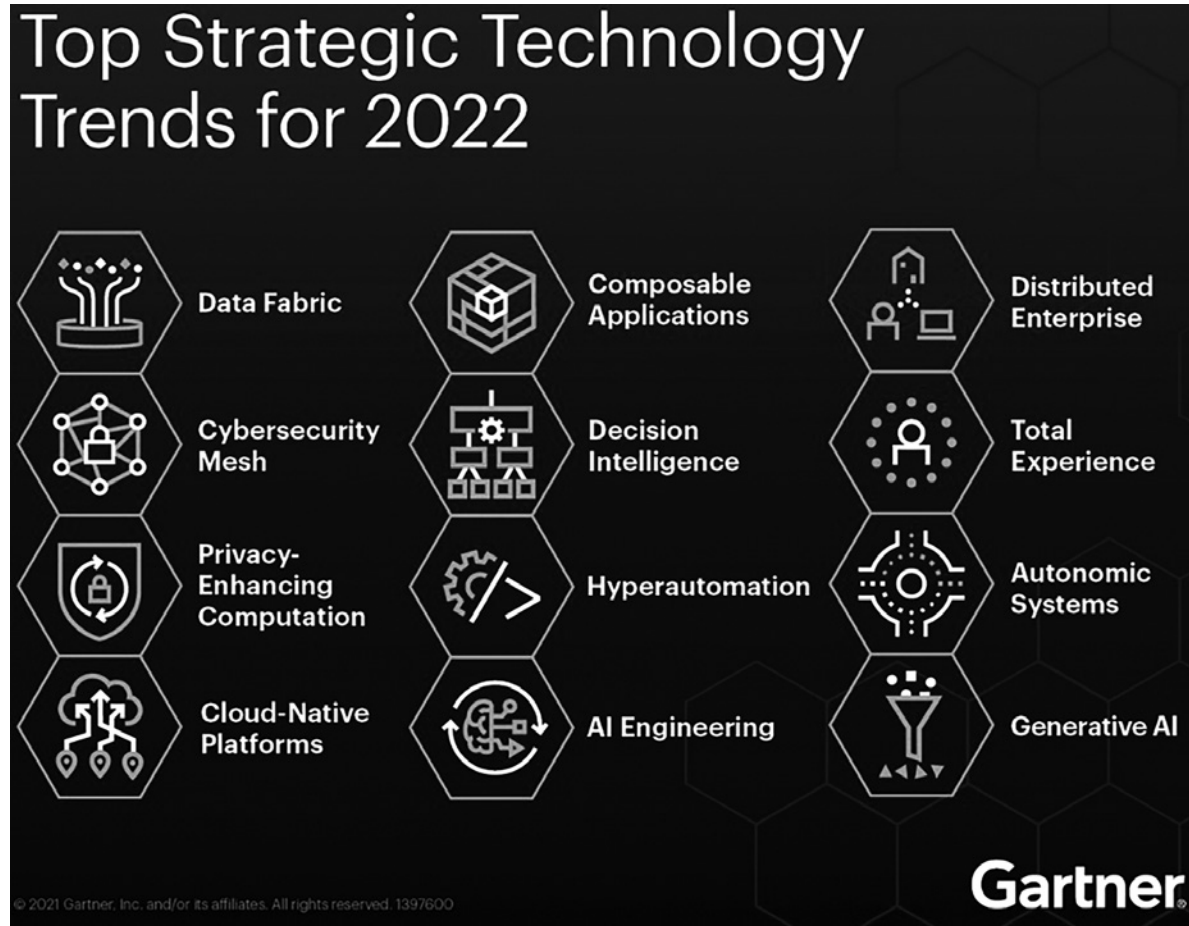
- 1 Cyber Everywhere! Are We Prepared?
- 5 The Digital versus Brick-and-Mortar Balancing Game
- 8 Weathering the Shift to the Cloud
- 9 Can We Learn from Crisis?

Learn more about the **EDUCAUSE** Top 10 IT Issues at <https://www.educause.edu/2022Issues>

Source: 2022 Top 10 IT Issues

GARTNER RESEARCH

Gartner evaluates the Top Strategic Technology Trends that will drive the global higher education industry each year and published the following in January 2022.



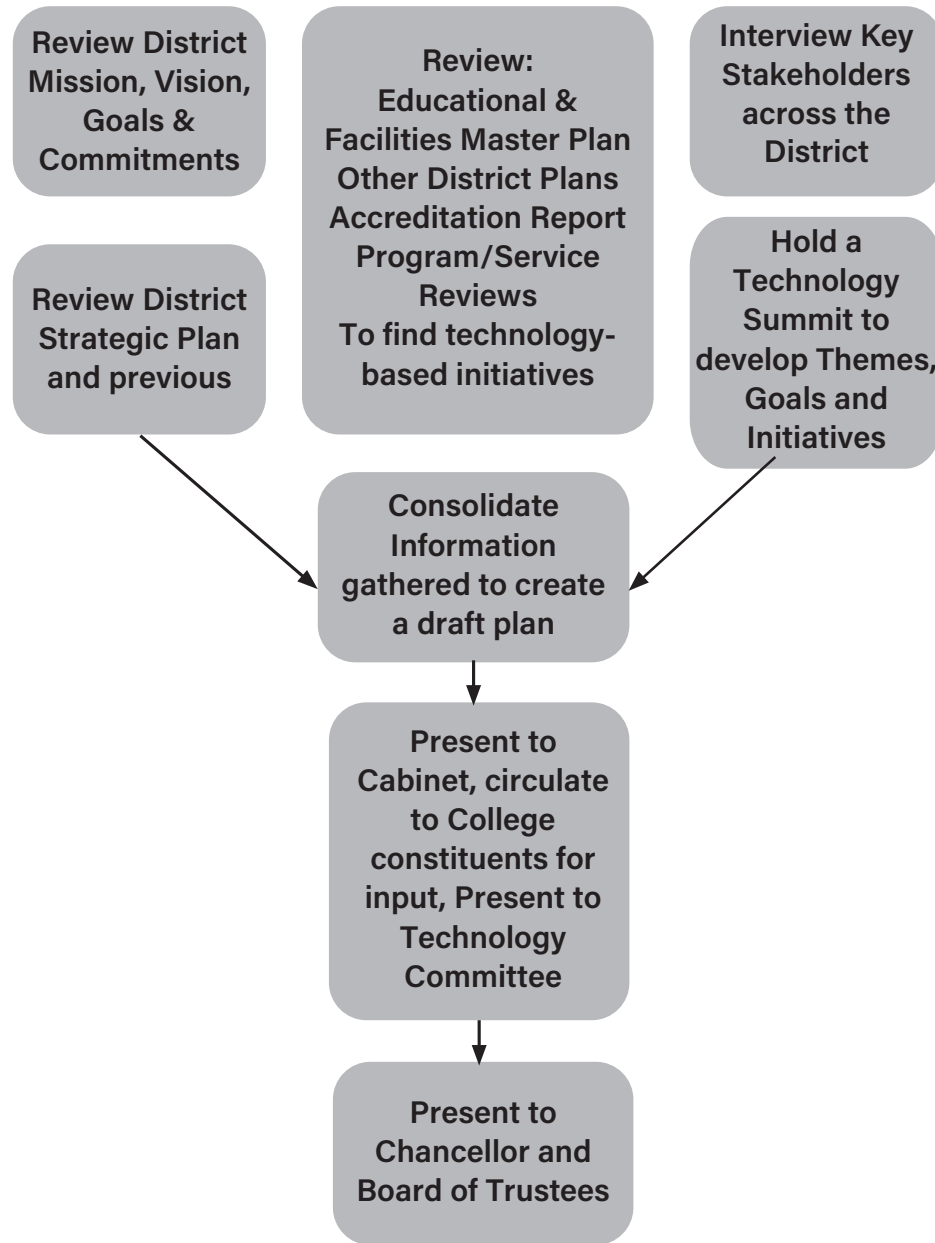
Source: Top Strategic Technology Trends for 2022

Many of the issues and trends identified in the research closely aligns with the initiatives that the college will pursue over the next five years.

Plan Development

A flowchart of the process used in the formulation of the College of the Canyons Technology Master Plan 2022-2027 is shown right.

The steps taken to prepare the plan included a review of the College’s Mission, Vision, and Goals, along with a document review which included the Strategic Plan 2019-2022, previous District Technology Plans and the Institutional Self Evaluation Report for accreditation. In addition, the key stakeholders were interviewed including members of the Chancellor’s Cabinet, Academic Senate, Classified Senate, Union representatives, Technology Committee members, Information Technology staff, and other interested parties. Fifty-five (55) individuals were interviewed including nineteen (19) faculty, fifteen (15) classified, nineteen (19) administrators and two (2) students. A two-day Technology Master Plan Summit was held with eighty-one (81) members of the college community in attendance. The summit built on the previously collected information to develop the themes, objectives, and initiatives for the new plan.



Summary of Perspectives – Interviews

As a result of the document review and interviews, nineteen (19) “Key Areas to Address” were identified. Below is a table

that lists in the left-hand column the “Key Areas to Address” and in the right-hand column the number of interviewees who indicated the item in their response:

College of the Canyons Interview Analysis - Key Areas to Address	
F=Faculty; C=Classified; A=Administration; S=Student	F=19; C=15; A=19; S=2
Key Areas to Address in Technology Plan	Number of Respondents
<p>Systems – Colleague look & feel is outdated; multiple products used to complete tasks-not comprehensive; manual work; self-service had issues/does not do all that it used too-too limited; more support for enterprise systems; seems they should do more than they do; systems frustrate students-a barrier; need reservations for proctored exams; eLumen not working well; OnBase very difficult to use; upgrades needed regularly; systems need to be more flexible; budget reporting cumbersome; move to more digital storage of all documents; expand use of workflow; listservs not up to date; before acquiring new systems, leverage those we have; expand use of student IDs; eLumen takes a lot of time; update grade/PA input capability; speed up progress checks; analysis of software portfolio for duplication</p>	28
<p>Technology Decision-making/IT Governance – more efficient; need education/communication about decisions made and how made; direct to IT and they help get things done; streamline purchasing; not transparent; no consistent process; better report out of decisions made and discussions at committees; engage Tech Comm more in technology decisions; based on internal relationships-should be a known process; no feedback on decisions made and why; participate only when money discussed; review of technology governance/decision-making is needed; improve report out; priority of projects based on need; examine policies and revise if they are barriers to students</p>	27

College of the Canyons Interview Analysis - Key Areas to Address

F=Faculty; C=Classified; A=Administration; S=Student

F=19; C=15; A=19; S=2

Key Areas to Address in Technology Plan

Number of Respondents

Security – user error is biggest issue; security of proctored exams; email impersonation is easy-move to app; no termination of user accounts; reflect on pandemic and improve; offsite storage of college business is of concern; staff/student private information is vulnerable; use of outside cloud storage is a vulnerability; SSN easily accessible; cheating issues; mitigate Zoom vulnerabilities; WeChat is of concern; Tableau vulnerabilities; two-factor authentication needed; password protection; ransomware is a constant concern; safety a concern at Canyon Campus; develop a plan for security; complete NIST compliance; equipment checked out during COVID needs to be returned; two-factor authentication; balance need to know with security; cameras need to be maintained

24

Policies/Standards – standards for online learning - conduct, teaching & course setup (i.e. due dates); Board Policy for new environment; clarify use of personal devices; TCO including cost of staff to support systems in program review; standardize HyFlex tools; use of non-college controlled cloud storage; clarity on remote work/new systems standards; website standards; standards for access to websites; 508 compliance; password; social media; revise BP3720 for changes in the environment (i.e. online/personal devices); security; data governance; construction standards; remote work standards; update standards for classrooms; digital media standards; use of cameras; review technology replacement plan in light of lessons learned in pandemic; policies are too restrictive to allow experimentation; use of email

24

New Technologies – e-Portfolios; more tiles in self-service; app targeted messaging; expand SSO; student engagement/recruiting; transcribing/captioning; replacement for Greentree; Synergy/Huddle type system to stream; professional development tracking system; integrated time-keeping system; reservation system for proctored exams; virtual reality for learning; hybrid tools; HyFlex conference rooms; cheating mitigation technologies; election software; better cohort tracking; universal texting solution; better reporting solution/database; enrollment management software; security systems; explore use of cloud applications; software to meet industry needs for students; leverage systems we have before acquisition; workflow should be used more; equipment inventory tracking; tools for 508 compliance; digital badges; alumni tracking; credit card capability for events; contract management; integrated forms development tool

23

College of the Canyons Interview Analysis - Key Areas to Address

<i>F=Faculty; C=Classified; A=Administration; S=Student</i>	<i>F=19; C=15; A=19; S=2</i>
Key Areas to Address in Technology Plan	Number of Respondents
<p>Professional Development/Training – spend a lot of time figuring out systems on our own; student orientation during summer (COUN 150); get faculty more confident in use of technology; workshops and trainings for new hires; provide more training you can do on your own; IT has no training budget-need more training; mandatory accessibility training; students complain of ineffective use of technology by faculty-more training; effective websites training; more advanced training; security training</p>	20
<p>Infrastructure/Facilities – lighting control-lights left on too much; outdoor areas need technology solutions; improve common areas with technology solutions; computer lab at Canyon Country campus; new phone system; hardware to meet industry needs for students; spaces for collaboration; needs to be robust enough to handle new technologies; document the refresh cycle; two makeshift data centers need updates; server patching a challenge-consider planned downtime for system upgrades; notification of downtime; design flexible/scalable technologies; cameras need to be upgraded; provide projection from iPad or tablet; HyFlex conference rooms/meeting spaces; better connectivity at Canyon Country</p>	19
<p>End User Support – need help selecting software; MAC support not as adequate; consolidate/standardize tools used for support; clarify who to contact; point person for each system or college department; better balance of locking down computers and access to complete work; make known who supports offsite staff; develop a support plan; meet with depts regularly to discuss needs; consider academic schedule when scheduling upgrades/downtime; night support; communicate re: upgrades early</p>	18
<p>Classrooms – more HyFlex classrooms; improve on hybrid meeting technology; experiment with virtual reality; standardize software; update labs with new software more frequently-not just once per year; support of student devices needed; upgrades to classroom technology; more robust computers for hi-tech fields</p>	18

College of the Canyons Interview Analysis - Key Areas to Address

<i>F=Faculty; C=Classified; A=Administration; S=Student</i>	<i>F=19; C=15; A=19; S=2</i>
Key Areas to Address in Technology Plan	Number of Respondents
Staffing – more staff to meet demand; more staff to meet increased use since pandemic; more support for Canvas; staffing at second campus; staffing plan needed; staffing analysis needed; support for tracking equipment needed	15
Website – update and make more modern; not intuitive; forms need improvement; editing tool is limited; organization not good; visual digital components added-students are visual; more inter-active; maintain links-many are broken; improve navigation	15
Leadership/Planning – staying current on latest technology-IT needs training budget to stay current; more coordination between distance education and IT; have experimental and emerging technologies/innovative tools; remain competitive; cutting edge technology; need planning for the future; be pioneers in instruction and technology; learn new technologies; regularly research new technologies; robust modern institution; nimble responsive scalable systems; annual review of the technology plan	15
Online Learning – More tools for online learning (i.e., tutoring, webcams, tablets for math); more hybrid/online; reach students where they are; interactive technologies; standardize online learning tools; explore use of other Canvas tools	12
Student Support – student help desk needed; expand use of mobile app for students; comprehensive one stop services for students; auto award degrees/certificates; offsite support for students is needed; remote access to software needed	11
Accessibility – not enough support-faculty are on their own; mandatory training	10
Disaster Preparedness/Backup – COVID-had to use personal equipment but district supplied equipment later; need to do power failure simulation; backup system test; need to practice more; do a post-pandemic review; contingency plan for campus closures	8

College of the Canyons Interview Analysis - Key Areas to Address	
F=Faculty; C=Classified; A=Administration; S=Student	F=19; C=15; A=19; S=2
Key Areas to Address in Technology Plan	Number of Respondents
Processes - no consistent Business Process Analysis done; re-engineer processes to better use technology; review processes in light of new environment; streamline license acquisition; streamline student processes	8
Equity - Need equity in online access; all students need access to good equipment and systems	6
Projects - depts/people buy on own and expect IT to support; need project point person/ manager; improve rollout of new technologies (i.e. OnBase/Self-Service); project work not clearly defined-no request system like help desk-no known prioritization process	5

Attendees at the Technology Summit were given this detailed information to use in developing themes, objectives, strategies and initiatives for The Technology Master Plan.

“Technology is best when it brings people together.”

– Matt Mullenweg

Technology Summit Results

A two-day, District-wide Technology Summit was held on March 16-17, 2022. During the Summit, results from the constituent interviews identifying key areas the District should address in the new Plan along with the Mission, Vision, Goals, and Institutional Commitments were presented. The key areas were grouped into thirteen (13) technology plan themes. The

Summit attendees then identified which themes best aligned with the College’s three Strategic Goals of Access, Engagement and Success. Attendees were then charged with suggesting objectives and initiatives to support the Technology Master Plan Themes. The recommendations of the attendees at the conclusion of the summit are outlined below.

THEMES/OBJECTIVES –Equitably provided

ACCESS

1 Adapt to Changing Environments

- I.A Develop adaptable/flexible common toolkits
- 1.B Provide a variety of innovative technology

2 Availability of Technology Solutions

- 2.A Improve the user experience
- 2.B Modernize, streamline, & simplify systems
- 2.C Provide adequate technology to support student learning
- 2.D Provide adequate technology to support instruction and non-instructional department needs
- 2.E Provide innovative outside and collaboration spaces

3 Accessibility

- 3.A Improve document conversion process

4 Streamlined Processes & Forms

- 4.A Improve & streamline technology processes
- 4.B Support improved departmental processes with appropriate tools
- 4.C Improve & standardize forms

ENGAGEMENT

5 Website/Interfaces

- 5.A Improve website usability
- 5.8 Streamline system Interfaces

6 Meaningful Engagement/Participation

- 6.A Engage students through technology
- 6.B Engage staff in technology decisionmaking
- 6.C Use technology to build a culture of innovation and engagement

7 Availability of Technology and Human Resources

- 7.A Provide support for the classroom
- 7.B Provide support for students
- 7.C Provide support for faculty and staff
- 7.D Provide proper staffing for technology support

8 Sufficient & Tailored Training

- 8.A Provide technical training on new technologies
- 8.B Provide for training of IT Staff

9 Project/change management

- 9.A Improve project management
- 9.B Improve change management

SUCCESS

10 Innovative & Flexible Infrastructure/Classrooms/Spaces

- 10.A Provide adequate infrastructure to support the new environment (i.e. – online, hybrid, offsite working)
- 10.B Provide innovative classroom solutions

11 Security/Disaster Preparedness

- 11.A Provide security solutions to minimize threats
- 11.B Plan for disasters and business interruptions

12 Integrated & Leveraged Technology

- 12.A leverage current technologies
- 12.B Optimize integrations to minimize duplication of effort

13 Managed Expectations/Communications

- 13.A Set and manage expectations for technology
- 13.B Communicate downtime and changing policies

After the Themes and Objectives were identified, the attendees at the Technology Summit developed the detailed initiatives to support those themes and objectives.

Initial Draft

After the Technology Summit, an initial draft was created. In preparing the first draft of the plan, a minimum amount of editing was done to preserve the ideas and suggestions of the Technology Summit attendees. What was done in preparing

the draft was consolidation of objectives and initiatives to remove duplicative items. The specific details of how to complete the initiatives will be left to the responsible parties and those participating in the execution of the initiatives.



Relationship of the Plan to the Annual Program Planning and Review Process

The College of the Canyons Technology Master Plan 2022-2027 is designed to be operational in nature with the initiatives in the plan describing “what” is to be done. The Annual Program Planning and Review, conducted on an annual basis, should describe “how” each division/department intends to carry out initiatives such as those identified in the plan. Progress towards completing the initiatives listed in the Plan are regularly evaluated, compared against data from the Annual Program Planning and Review, and adjustments are made accordingly in consultation with the Technology Committee.

The Comprehensive and Integrated Planning Model (shown earlier in this document) shows the relationship of the Operational Plans to the Program Review process. Planning is driven by the College’s mission as well as the strategic plan, which identifies primary institutional focus goals and measurable objectives. Operational plans, such as the Technology Master Plan, are also guided by the mission and informed by research and data. Overall, college plans and processes continue to demonstrate that the mission guides planning, and ongoing analysis, assessment, and improvement is facilitated by dialogue, use of data, and informative connections between plans.





Notes:



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