

District Technology Strategic Plan 2010-2013



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Overview of the District Technology Strategic Plan

The District Technology Strategic Plan (DTSP) represents a macro view of the District's technology needs. It provides a long range view that anticipates the emerging technological needs of the Colleges and District entities and requires an understanding and accommodation for federal, state, and local requirements. The DTSP anticipates and provides for the technological needs necessary to enable other planning documents at the District and College level to succeed and ensures a continuous two-way alliance with the college technology requirements to support instruction and student-focused services. The Plan also forecasts a budget necessary to accomplish the goals and objectives of the plan.

District Mission Statement

The mission of the San Bernardino Community College District (SBCCD) is to promote the discovery and application of knowledge, the acquisition of skills, and the development of intellect and character in a manner that prepares students to contribute effectively and ethically as citizens of a rapidly changing and increasingly technological world.

This mission is achieved through the District's two colleges, the Professional Development Center (PDC) and public broadcast system (KVCR) all of which provide high quality, effective and accountable instructional programs and services.

Elements of Success in Technology Planning

SBCCD believes that there are key features and characteristics of planning documents that increase their likelihood for success and make them more meaningful to stakeholders. These include:

- The DTSP should invite and encourage input from all stakeholders and is representative of all areas of the District, Colleges, and the communities we serve;
- The DTSP should be placed where stakeholders can readily have access to it;
- The DTSP planning process should be clearly articulated and publicly known. The content should only reflect the needs and issues raised during the planning processes and any changes should be communicated and ratified by the planning committee;
- The DTSP should accommodate the changes in the needs of the District, Colleges, and the communities we serve as reflected by changes in other District and College plans, Board Imperatives, accreditation and licensing requirements, and technology overall;
- The DTSP should have a 3-5 year focus and should include a collectively defined vision, mission, purpose, goals, objectives, and guiding principles;
- The DTSP's objectives should be quantifiable and realistic. Each objective should have a direct link to financial requirements;
- The DTSP should identify our Strengths, Weaknesses, Opportunities, and Challenges;
- Progress towards meeting planned goals should be examined annually as part of a cyclical review process;
- The entire DTSP process should be evaluated with each three year cycle.

Strengths

The strengths of SBCCD in the area of technology include:

- SBCCD is one of the few colleges in the state to have 1 gigabyte of bandwidth;
- SBCCD has implemented a new IT governance model that better ensures responsiveness to stakeholder needs by actively soliciting and incorporating input from all stakeholders and enabling the colleges to have a greater role in establishing the technology priorities of the District.
- SBCCD has been successful in securing many grants to support technology, including two Title V grants, a CCC State grant, and numerous nanotechnology grants.
- With the exception of the Help Desk, SBCCD has recently brought all IT services back in-house and is now fully staffed with quality District employees.
- SBCCD has developed EduStream and hosts a full digital repository of courses for all California Community Colleges for which it has received numerous awards and grants.
- For the first time in 20 years, SBCCD IT is now managed by District employed managers. These positions include two Campus Directors of IT, a District Technical Director, the Director of District Computing Services, and the Executive Director of Distributed Education and Technology Services.

Weaknesses

The weaknesses of SBCCD in the area of technology includes:

- SBCCD's technology has lacked sufficient, sustainable funding sources to keep up with the needs of the District and Colleges;
- Many of the SBCCD's core systems work independently of one another. The lack of integration between systems hinders processes and services and leads to duplication of effort;
- SBCCD's technology lacks integration between data sources which hinders ready access to data and raises questions about the reliability of such data;
- SBCCD lacks well-structured training programs and services for many of the technology services and applications of the District;
- SBCCD lacks well documented IT security practices and standards.
- SBCCD IT needs to enhance its communications and overall relations with the Colleges and other District entities;
- SBCCD has minimal documentation of technology standards and procedures;
- SBCCD has a backlog of projects which need to be prioritized and addressed;
- SBCCD's core technology infrastructure has become dated and requires modernization;
- SBCCD has been slow or unable to keep pace with the ever changing landscape of technology;
- SBCCD IT's staffing levels have not kept pace with the tremendous growth in the number and variety of applications and services employed by the District and Colleges;
- SBCCD has over-customized many applications which has led to challenges in keeping pace with updates and patches.

Challenges

SBCCD foresees many challenging years ahead. We believe that anticipating these challenges will better prepare us to more effectively maintain and prioritize projects and services to our faculty, students, and service areas. The challenges we anticipate include:

- Significant fiscal challenges over the next 2-3 years due to state budget cuts;
- Serving more with fewer staff and the need for staff development to bring employees with new responsibilities and new hires up to necessary competence levels;
- Increasing demands on core systems as we address increasing class sizes;
- Remaining technologically current, despite budget cuts, and finding innovative ways to serve more with less;
- Finding effective ways of collaborating with, serving, and meeting the expectations of end-users and other stakeholders;
- Ensuring the security and integrity of all information systems while improving access;
- Modernizing our infrastructure and accommodating for emerging technologies that will enable us to streamline applications and business processes;
- Anticipating and implementing systems that will enable us to address federal, state, local, and accreditation requirements;

The SBCCD District Technology Strategic Plan

Purpose

The purpose of SBCCD's District Technology Strategic Plan (DTSP) is to encourage and enable all District constituencies to participate in the assessment of technology needs and the development of the vision, direction, and prioritization of solutions to address those needs. It ensures ongoing focus and two-way alignment with the Educational Master Plans of the Colleges, the District Strategic Plan (including the Board Imperatives), and other plans and processes and provides a guiding framework for site-level planning and expenditure.

The plan enables all District entities to utilize data in decision making processes through the meaningful integration of disparate information systems and training; provide the technology necessary to enable college and District entities to respond to federal, state, and local accreditation, licensing, and reporting requirements; as well as maintain technological currency through the ongoing review of effective practices, emerging technologies, and the provision of training to technical staff and end-users.

The District Technology Strategic Plan encourages regular review of business practices, technologies, and strategies to find new and innovative ways to enhance operational efficiencies and maximize the value of the dollar in procuring new technologies and ensuring that a Total Cost of Ownership (TCO) model is followed.

Process

The process of developing the District Technology Strategic Plan for 2010-2013 is closely linked with significant changes in relationships, structure, and processes that have occurred over the past 2-3 years. To understand the current direction and processes used in the development of this plan, a brief description of these changes is necessary.

Background

After almost 20 years of outsourcing the management of the District's Computing Services (DCS) department to Sungard Higher Education Managed Services (SHEMS), the District decided to manage DCS internally. This decision was reached after significant turnover in outsourced leadership positions and based on the recommendations of the outside consulting firm PlanNet. PlanNet was contracted by the District in the spring of 2008 to evaluate the District's relationship with SHEMS and the relationship between DCS and the colleges.

Upon completion of their study, PlanNet had seven recommendations:

1. Hire a District Director of Computing Services (no longer outsource this position);
2. Establish a new information technology governance structure;
3. Utilize SunGard services as an intermediate step towards a comprehensive out-task strategy;
4. Establish a district-wide information technology communication plan;
5. Implement industry-accepted project management and information technology delivery methodology;
6. Localize all desk-side support at the colleges,
7. Create a catalog of information technology services, standards and service level agreements.

The following actions have been taken as of the writing of this District Technology Strategic Plan:

1. A District Director of Computing Services was hired in the fall of 2009;
2. A new governance model was adopted which includes a Distributed Education and Technology Services Executive Committee that is charged with developing the overarching vision, framework, monitoring and evaluation of the technology strategic planning process; and four working committees that are charged with the development of specific goals, objectives, and oversight of project implementations. These committees are the Administrative Applications, User Services, Technical, and Web Standards Committees. The committees were structured to ensure strong representation from all stakeholder groups and better ensure responsiveness to stakeholder and constituency needs. Faculty representation is appointed by the Academic Senate of each college, classified representation is appointed by the Classified School Employee Association (CSEA) Chapter 291, student representation is appointed by the Associated Student Government of each college, and management appointment is generally by position, but in some cases by senior management appointment.
3. With the exception of the Sungard Help-Desk, which the District intends to move away from in the Summer of 2010, the District has gradually moved away from all Sungard services and now may "out-task" to various vendors as it sees fit on an as-needed basis;
4. A District-wide communication plan was completed and adopted by constituency representatives in January of 2010;
5. The DETS Management Team is currently working on developing project management and IT delivery methodology processes based on effective practices;
6. All desk-side support services have been localized at the colleges for greater responsiveness to college needs;
7. A catalog of services has been completed and is currently available via the DETS website (<http://dets.sbccd.org>). Hard copies will be distributed to all employees in the fall of 2010.

In addition to the changes prompted by the PlanNet study, additional changes have taken place over the course of the last three years which need to be highlighted in this plan:

- San Bernardino Valley College has reorganized their technology organizational structure. Whereas before they had four technology support specialist IIs reporting to different Deans, they now have a Campus Director of Technology Services to whom all technology staff report.
- New job descriptions have been created for the Campus Directors of Technology Services at both colleges, which includes a dual reporting relationship to the college presidents and the Director of District Computing Services.
- A DETS Management Team has been created in which all IT Managers meet bi-weekly for half-day planning and brain-storming sessions.

Finally, this Plan is designed in part to respond directly to an Accrediting Commission recommendation delivered by visiting teams to both Crafton Hills College and San Bernardino Valley College in fall 2008:

In order to meet the standards, the team recommends that the Board of Trustees, and the chancellor, in consultation with the leadership of the college campuses, develop a strategy for addressing some significant issues raised by each college and verified in interviews with staff in the following areas; namely:

- *The development of a coordinated strategic plan for technology that is responsive to the colleges and assists them in the daily management of the college functions, including the monitoring, assessing and use of financial information. (Standards I.B.2, 5, 6, IV.B3.b, III.C.1.a, c, III.D.2.a)*

Responsiveness to the needs of the colleges is an essential feature of this Plan throughout, and facilitation of the daily management of college functions is addressed explicitly in Goal 2.

Process

The development of the District Technology Strategic Plan involved active participation by all District stakeholders. Several planning sessions were conducted by the DETS Executive Committee to digest and discuss the recommendations of the PlanNet study and outline how to best address the recommendations. The Executive Committee collectively agreed to steps to be taken and decided on the make-up of the four technology committees.

The Executive Committee then held several planning sessions to discuss the various elements of the strategic plan. At each step, the thoughts and recommendations of the group were captured and sent back for review and clarification. Once the process, overview, and vision were completed, the plan was forwarded to the four technology committees to develop specific goals and objectives. Once they were completed, and all committees had the opportunity to review and comment on one another's work, the Executive Committee consolidated and developed the final District Technology Strategic Planning document.

The DETS Executive Committee recognizes and believes strongly that the DTSP needs to be aligned with other planning documents and processes (e.g. District Strategic Plan and College Information Technology Plans). Many of these other plans were still under development as the DTSP was completed. It is the intent of the DETS Executive Committee to reconvene in the fall of 2010 to review and ensure alignment with the final versions of the other planning documents and develop more clearly defined outcome measurements to the DTSP's goals and strategies.

Planning Team

Executive Committee

Charge: Develop, monitor, and update the Technology Strategic Plan, ensuring alignment between the District-wide use of technology and the Board of Trustee's imperatives.

Membership:

- Gino Barabani – CHC Senior Technology Support Specialist
- Damon Bell – SBVC Vice-President, Student Services
- Wayne Bogh – CHC Director of Campus Technology Services
- Jason Brady – District Web Developer
- Larry Buckley – SBVC Vice-President, Instruction
- Mark Byrd – SBVC Technology Support Specialist II
- Larry Cicalone – President, KVCR
- Everett Garnick – District Director, District Computing Services
- James Hansen – SBVC Vice-President, Administrative Services
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Matthew Isaac – Executive Director, Economic Development and Community Training
- Glen Kuck – Executive Director, Distributed Education and Technology Services
- Cheryl Marshall – CHC Vice-President, Instruction
- Charlie Ng – CHC Vice-President, Administrative Services
- Penny Ongoco – District Director, Fiscal Services
- Craig Petinak – SBVC Director of Marketing and Public Information
- Scott Rippy – CHC Academic Senate President
- Dio Shipp – District Director, Human Resources
- James Smith – SBVC Director of Research and Planning
- John Stankas – SBVC Academic Senate President
- Rebecca Warren-Marlatt – CHC Vice-President, Student Services
- Keith Wurtz – CHC Director of Research and Planning
- Student Representative – CHC
- Student Representative – SBVC

Administrative Applications Committee

Charge: Develop a recommended software strategy; Develop a data security strategy; Assure applications meet DETS approved standards; Ensure a Total Cost of Ownership (TCO) model for all new acquisitions and updates; Prioritize software projects to ensure that organization operational and strategic goals are met; Define standards and policies to software systems acquisition, implementation, and management; Assist with development and resolution of needs and schedules for user training, testing, and support resource allocations in support of ongoing projects; Advocate for agreed software system changes, deletions, additions, and upgrades; Monitor levels of satisfaction and assist in developing programs to address reductions in satisfaction; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a district program review model; Review and recommend policies and procedures; Propose/re-adjust project priorities (iterative process); Review and recommend SLAs.

Membership:

- Joe Cabrales – CHC Dean, Admissions and Records
- Nancy Davis – SBVC, Director, Financial Aid
- Everett Garnick – District Director, District Computing Services
- Patrice Hollis – SBVC Student Services
- Kaylee Hrisoulas – CHC Student
- Cheryl Marshall – CHC Vice-President, Instruction
- Robert McAtee – CHC Faculty
- Marie Mestas – SBVC Dean, Learning Resources
- Penny Ongoco – District Director, Fiscal Services
- Dio Shipp – District Director, Human Resources
- James Smith – SBVC Director of Research and Planning
- Kathy Wilson – CHC Student Services
- Keith Wurtz – CHC Director of Research and Planning
- Student Representative – CHC
- Student Representative – SBVC

User Services Committee

Charge: Develop hardware and software standards for desktop and peripheral devices, smart classroom technologies, and other academic/non-enterprise technology needs; Work with Campus Professional Development Coordinators to provide appropriate training for end users; Develop and maintain a catalog of services; Develop and maintain a master catalog of all software licenses; Ensure the procurement of all technologies meeting Section 508 requirements; Work with Administrative Applications, Technical Services, Distributed Education, and impacted areas to schedule upgrades and other events that may impact instruction and services; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a district program review model; Recommend policies and procedures to DETS Executive Committee; Propose/Re-adjust project priorities (iterative process); Review and recommend policies; Review and recommend SLAs.

Membership:

- Larry Aycock – CHC Student Services
- Gino Barabani – CHC Senior Technology Support Specialist
- Wayne Bogh – CHC Director of Campus Technology Services
- Kirsten Colvey – CHC Dean, Counseling
- Shalita Cunningham – SBVC Student Services
- Milly Douthit – CHC Faculty
- Anselmo Escobedo – SBVC Technology Support Specialist II
- Ben Gamboa – District, Fiscal Services
- Kaylee Hrisoulas – CHC Student
- Courtney Hunter – SBVC Faculty
- Sharisse Jones – SBVC Cal-Works
- Jeremiah McFarland – District, Human Resources
- Rhonda Prater – District, Accounts Payable
- Fermin Ramirez – CHC Financial Aid
- Kay Weiss – SBVC Dean, Arts and Humanities
- Student Representative – CHC
- Student Representative – SBVC

Technical Committee

Charge: Develop hardware and software standards for core infrastructure; Design a core infrastructure road map inclusive of replacement cycle, utilizing a Total Cost of Ownership (TCO) approach; Prioritize projects to ensure organizational and strategic goals are met; Propose, develop, and review new technology infrastructure initiatives; Review construction projects for compliance with District infrastructure standards; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a District program review model; Recommend policies and procedures to DETS Executive Committee; Develop and maintain a communication plan for the notification of all planned and unplanned events; Propose/Re-adjust project priorities (iterative process); Review and recommend policies; Review and recommend SLAs.

Membership:

- Wayne Bogh – CHC Director of Campus Technology Services
- Rick Hrdlicka – SBVC Director of Campus Technology Services

- Kaylee Hrisoulas – CHC Student
- Laz Mascarenhas – District, Senior Technology Support Specialist
- Joe Notorangelo – SBVC Faculty
- Gabriel Roseli – SBVC Technology Support Specialist II
- Jeremy Sims – District Director of Technical Services
- Anthony White – CHC Technology Support Specialist II
- Gary Williams – CHC Faculty
- Student Representative – CHC
- Student Representative – SBVC

Web Standards Committee

Charge: Develop strategic and long-range recommendations for the evolution and implementation of District, College, and Departmental web-sites and their components; Develop standards and guidelines for web design consistent with District and College graphics standards and Section 508; Define roles and responsibilities regarding web presence at all levels (District, College, Division, Department, and Faculty); Proactively identify and recommend tools for ongoing web development, the use of emerging web-media, and the managing of web presence; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a district program review model; Review and recommend policies.

Membership:

- Ana Bojorguez – SBVC Disabled Student Programs and Services
- Jason Brady – District Web Developer

- Joe Cabrales – CHC Dean, Admissions and Records
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Marty Licerio – CHC Disabled Student Programs and Services
- James Masoner – SBVC Student
- Snezana Petrovic – CHC Faculty
- Craig Petinak – SBVC Director of Marketing and Public Information
- Kristi Simonson – CHC Web Developer
- Yvette Tram – District Web-Developer (EduStream)
- Student Representative – CHC
- Student Representative – SBVC

DETS Management Team

Membership:

- Wayne Bogh – CHC Director of Campus Technology Services
- Louis Chavira – Supervisor, Printing Services
- Everett Garnick – District Director, District Computing Services
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Glen Kuck – Executive Director, Distributed Education and Technology Services
- Jeremy Sims – District Director of Technical Services

Technology Vision

Our Technology Vision:

- Technologies will enable and enhance collaboration, communication, and partnerships within the District, and with federal, state, local, and community partners;
- Administrative applications will communicate seamlessly, enabling real time exchange of reliable data between systems;
- Information systems will expand and enhance services while maintaining forward and backward compatibility;
- Students, faculty, and staff will have an environment that is technologically current;
- The privacy and security of information within our technology systems will be ensured.

Technology Mission

“To provide the RIGHT services, at the RIGHT time,
in the RIGHT way for the RIGHT people.”

Guiding Principles

In the context of our organizational values, Distributive Education and Technology Services (DETS) strives to provide the appropriate support by following these principles:

- Our first priority is in ensuring and facilitating student learning and success from pre-enrollment to graduation;
- Technology facilitates faculty and staff professional development and assists employees to maximize their effectiveness;
- Administrative applications will be able to communicate seamlessly, enabling real time exchange of reliable data between systems;
- SBCCD’s systems provide a stable infrastructure and ready access to valid/reliable data;
- Technologies are responsive, inclusive, and relevant to the communities we serve and collaborate with;
- SBCCD strives for excellence in the services it provides and the technologies it deploys and maintains;
- SBCCD encourages the pursuit and adoption of innovative practices and technologies that enhance services to its stakeholders;
- SBCCD provides value, effective communication, and excellent service to the colleges and District entities.

Alignment of Technology Goals with District Strategic Directions

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the San Bernardino Community College District’s (SBCCD) planning imperatives.

SBCCD Planning Imperatives	Institutional Effectiveness	Learning Centered Institution for Student Access, Retention and Success	Resource Management for Efficiency, Effectiveness and Excellence	Enhanced and Informed Governance and Leadership	Inclusive Climate	Community Collaboration and Value
2010-2013 SBCCD Technology Strategic Goals						
1. Develop a user community that is knowledgeable in and can effectively use application systems provided.	X	X	X	X	X	X
2. Develop tools and resources that facilitate the daily management of college functions, including the monitoring, assessing and use of financial information.	X		X	X		
3. Provide a financial base to allow the District to keep pace with technology.	X		X		X	X
4. Develop and build consistent and effective communication mechanisms.	X		X			
5. Create a simple and cohesive computing environment.	X	X	X		X	
6. Centralize information and documentation district-wide in order to provide consistent easy accessibility to self-help resources. (Build a District electronic library).	X	X	X	X		X
7. Develop standards and procedures that ensure effective distribution and use of technology resources.	X	X	X			
8. Develop a project management methodology to eliminate project backlogs and enable communication and appropriate resource levels.	X		X			
9. Provide SBCCD with a network infrastructure that is cohesive, redundant and based on District-wide standards.	X		X			
10. Provide SBCCD with a secure computing environment.	X		X			
11. Manage web-based services.	X	X	X			X

Alignment of Technology Goals with Crafton Hills College Technology Plan

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the Crafton Hills College Technology Goals.

Crafton Hills College Technology Goals	CHC will maintain its existing communications backbone to support present and future needs.	CHC will enhance its communications infrastructure including wireless network connectivity.	CHC will provide basic technology resources to students, employees and the community.	CHC will provide online technology support for instruction, student services and administration.	CHC will make the college web site the primary source of current information about the college for students, employees and the community	CHC will establish and update norms, guidelines, and processes for end-user of the CHC online environment.	CHC will continue to bring new technology tools to the campus.	CHC will provide adequate numbers of computer classrooms and labs for instructor and student use.
2010-2013 SBCCD Technology Strategic Goals								
1. Develop a user community that is knowledgeable in and can effectively use application systems provided.			X			X		
2. Develop tools and resources that facilitate the daily management of college functions, including the monitoring, assessing and use of financial information.			X	X			X	
3. Provide a financial base to allow the District to keep pace with technology.			X				X	X
4. Develop and build consistent and effective communication mechanisms.					X			
5. Create a simple and cohesive computing environment.	X	X	X	X		X		
6. Centralize information and documentation district-wide in order to provide consistent easy accessibility to self-help resources. (Build a District electronic library).			X		X	X	X	
7. Develop standards and procedures that ensure effective distribution and use of technology resources.	X	X	X	X			X	X
8. Develop a project management methodology to eliminate project backlogs and enable communication and appropriate resource levels.				X				
9. Provide SBCCD with a network infrastructure that is cohesive, redundant and based on District-wide standards.	X	X	X	X				
10. Provide SBCCD with a secure computing environment.	X	X	X	X				
11. Manage web-based services.			X	X	X	X		

Alignment of Technology Goals with Crafton Hills College Technology Plan (Continued)

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the Crafton Hills College Technology Goals.

Crafton Hills College Technology Goals	CHC will provide secure flexibility within its campus communication network.	CHC will increase the technology services available to the campus.	CHC will provide services to enhance the technology skill sets of faculty and staff.	CHC will standardize computer workstations for employees on the campus.	CHC will ensure ongoing funding for the college's technology needs.	CHC will collaborate with other District entities to establish and maintain single technology infrastructure for the District.	CHC will ensure that distance education efforts and technology planning efforts are working together effectively.
2010-2013 SBCCD Technology Strategic Goals							
1. Develop a user community that is knowledgeable in and can effectively use application systems provided.		X	X				X
2. Develop tools and resources that facilitate the daily management of college functions, including the monitoring, assessing and use of financial information.		X	X				
3. Provide a financial base to allow the District to keep pace with technology.		X			X		X
4. Develop and build consistent and effective communication mechanisms.	X						
5. Create a simple and cohesive computing environment.	X	X	X	X		X	X
6. Centralize information and documentation district-wide in order to provide consistent easy accessibility to self-help resources. (Build a District electronic library).		X	X				
7. Develop standards and procedures that ensure effective distribution and use of technology resources.	X	X	X	X		X	X
8. Develop a project management methodology to eliminate project backlogs and enable communication and appropriate resource levels.						X	
9. Provide SBCCD with a network infrastructure that is cohesive, redundant and based on District-wide standards.	X					X	
10. Provide SBCCD with a secure computing environment.	X					X	
11. Manage web-based services.							

Alignment of Technology Goals with San Bernardino Valley College Technology Plan

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the San Bernardino Valley College Technology Strategies.

San Bernardino Valley College Technology Strategies	Continuously provide our students, faculty, staff, and administrators with exemplary technology resources and support while maintaining fiscal and environmental responsibility.	Continuously strive to provide our faculty, staff and students with access to online services and resources while maintaining a secure environment.	Encourage external technology partnerships with businesses and organizations in the effort to foster an environment that will better prepare our students for the future.	Share technology information and collaborate on technology initiatives for the purpose of developing an environment of unity and cohesiveness throughout our campus and the district.	Our technology leaders are striving to migrate to a centralized approach for providing technology support and resources; while maintaining fiscal responsibility.	We will work cooperatively with the Office of Professional Development to provide appropriate technology training opportunities in an effort to create a climate of continuous improvement for our faculty, staff and students.
2010-2013 SBCCD Technology Strategic Goals						
1. Develop a user community that is knowledgeable in and can effectively use application systems provided.	X	X		X	X	X
2. Develop tools and resources that facilitate the daily management of college functions, including the monitoring, assessing and use of financial information.	X	X		X	X	
3. Provide a financial base to allow the District to keep pace with technology.	X		X		X	
4. Develop and build consistent and effective communication mechanisms.	X			X	X	X
5. Create a simple and cohesive computing environment.	X	X		X	X	
6. Centralize information and documentation district-wide in order to provide consistent easy accessibility to self-help resources. (Build a District electronic library).	X	X		X	X	X
7. Develop standards and procedures that ensure effective distribution and use of technology resources.	X	X	X	X	X	
8. Develop a project management methodology to eliminate project backlogs and enable communication and appropriate resource levels.	X			X	X	
9. Provide SBCCD with a network infrastructure that is cohesive, redundant and based on District-wide standards.	X	X		X	X	
10. Provide SBCCD with a secure computing environment.	X	X		X	X	
11. Manage web-based services.	X			X	X	

District Technology Goals

Goal 1: Help the user community become knowledgeable in, and effectively use, application systems provided.

Committee: Administrative Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 -11	FY 11 -12	FY 12 -13	MEASURES OF PROGRESS
1.1 Work with Human Resources and college Professional Development committees to coordinate training and documentation efforts.	District must form a unified training committee made up of members from all District sites	DETS Executive Director	X			Develop calendar for training sessions; Track participation/training of employees; Update personnel file for need training and completed training.
1.2 Develop and deliver ongoing training and documentation on use of District systems and applications, including web-based applications.	Develop master list of District systems and applications	User Liaisons and Professional Development trainers	X	X	X	Conduct needs analysis; Report progress on training development; Pilot training – analyze and update; Plan for widespread delivery.
1.3 Provide a vehicle for a unified training calendar.	Need calendaring solution and unified training committee	Unified training committee	X			Assess efficacy of current software (Outlook, Blackboard, etc.) for scheduling; Look at other systems
1.4 Obtain feedback on needed training from meetings with user focus groups.	Identify focus groups and develop feedback medium	Unified training committee	X	X	X	Determine number of focus groups to obtain a quality example, track and report; Develop a survey tool
1.5 Engage vendors where needed and applicable.	Required for: new system implementations, significant upgrades on existing systems, or refresher courses.	Project Leader or unified training committee	X	X	X	Determine if the task can be accomplished in-house and with current technology.

Goal 2: Develop tools and resources that facilitate the daily management of college functions, including the monitoring, assessing and use of financial information.

Committee: Administrative Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
2.1 Work with college leaders to evaluate tools and data needed for financial analysis and planning.	Need to survey and conduct focus groups at the colleges	Executive Director DETS DETS Executive Committee	X			Create and maintain a timeline with a person responsible; Publish survey results and share with appropriate bodies; Use results and best practices for improvement.
2.2 Research and deploy systems to address the needs identified in 2.1		Executive Director DETS Director DCS	X	X	X	Identify leaders and committees responsible for financial analysis and planning; Develop a survey instrument to identify needs and gaps in available tools and information; Identify best practices in the field; Engage in dialogue regarding tools and data; Develop a set of recommendations; Implement recommendations.
2.3 Define and implement systems to help users monitor the reliability of crucial data.	Need to survey and conduct focus groups at the colleges	Executive Director DETS Director DCS	X	X		Identify problem areas

Goal 3: Provide a financial base to allow the District to keep pace with technology

Committee: Administrative Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
3.1 Identify opportunities and partner with grant writing experts to obtain grant funding.		Executive Director DETS	X	X	X	Identify available grants; Monitory number of grants applied for; Report number of grants received.
3.2 Develop a budgeting plan that is reviewed annually.	Standards, policies and procedures that provide a foundation for planning	DETS Executive Committee	X	X	X	Identify budgetary needs; Forecast costs necessary to meet needs; Report budgetary performance (shortfalls/left over amounts); Perform budget review (survey/audit).

Goal 4: Develop and build consistent and effective communication mechanisms among all District sites.

Committee: Administrative Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 -11	FY 11 -12	FY 12 -13	MEASURES OF PROGRESS
4.1 Develop, implement, and maintain multiple channels of communication between DCS and user communities, particularly at the colleges.		Director DCS	X	X	X	Develop list of groups to be communicated to; Identify communication tools; Determine frequency and under what circumstances communications go out.
4.2 Ensure DCS management has regular face-to-face contact with constituency groups on both campuses.		Director DCS Director TS	X	X	X	Develop a meeting schedule per position.
4.3 Ensure that management at DCS works closely with at the Campus Directors of Technology Services (CTS) in strategic and operational planning processes.		Director DCS Director TS	X			Develop a meeting schedule.
4.4 Implement and evolve a communication plan that ensures all District sites are notified at pre-determined times of technology events that have occurred, or will occur.	Base plan approval	DETS Managers	X			Develop a list of events that trigger communications; Identify parties that communications should go to; Develop a list of what to communicate.

Goal 5: Create a simple and cohesive computing environment.

Committee: Administrative Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 -11	FY 11 -12	FY 12 -13	MEASURES OF PROGRESS
5.1 Work with campus users to eliminate home-grown systems that are no longer manageable.	Purchase commercial replacement where system is still required	Director DCS	X	X		<ul style="list-style-type: none"> -Develop a list outlining number and what homegrown systems remain; -Measure manageability: <ul style="list-style-type: none"> >Total Cost of Ownership (TCO) >Downtime/uptime (hours) >Errors/problems/tickets >Usability (survey)
5.2 For applications that cannot be replaced with commercial software, re-implement, where possible, within the framework of existing commercial systems, with as little customization as possible and in consultation with campus users.	Identify applications to be moved and existing applications they can be re-implemented in	Director DCS	X	X	X	<ul style="list-style-type: none"> -Develop a list of custom systems that cannot be replaced with commercial software; -Identify cost of customization (dollars or hours); -Quantify number of consultations with users; -Conduct survey to assess usefulness of consultations with users.
5.3 Consolidate, where possible, server systems in a virtual framework that reduces maintenance, space, electrical and cooling requirements.	Purchase virtual infrastructure	Director TS	X	X		<ul style="list-style-type: none"> -Identify number of virtualized systems; -Identify number of remaining non-virtualized systems; -Quantify percentage of virtualization; -Quantify cost of change: <ul style="list-style-type: none"> >Maintenance >Electrical >Space usage >Cost of cooling

5.4 Create a single sign-on architecture	Need to develop a plan for conversion of existing systems that do not currently conform.	DETS Managers		X	X	<ul style="list-style-type: none"> -Identify number of and which systems have separate users names and passwords; -Identify number of and which systems have shared user names and passwords; -Identify number of and which systems have “sign in once, signed in everywhere.”
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Goal 6: Centralize information and documentation district-wide in order to provide consistent, easy accessibility to self-help resources. (Build a District electronic library.)

Committee: User Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
6.1 Identify information and documentation to be collected and included, in consultation with users at all District sites.	All departments at all District sites must participate in collecting resources to be included	Unified training committee	X			Develop list of information and documentation to be collected; Circulate list for review and input.
6.2 Provide quick reference guides where appropriate and possible	Identify sources	Department managers, User Liaisons	X	X		Collect date on FAQ’s; Design template for guides; Develop a distribution list.
6.3 Utilize current technologies to assist in ensuring that users have easy access to self-help resources.	Scan for, and obtain, technologies that can be used	Director DCS	X	X		Collect date on FAQ’s; Find ways to incorporate tool into existing technologies; Notify users.

Goal 7: Develop standards and procedures that ensure effective distribution and use of technology resources

Committee: User Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
7.1 Develop and implement a technology procurement and refresh plan that ensures all technology purchases are vetted for Section 508 compliance, standards, appropriateness of purchase and licensing, and Total Cost of Ownership (TCO)		DETS Management	X	X		Audit for 508 and standards; Audit for appropriateness of purchase and licensing; Audit for Total Cost of Ownership (TCO); Quantify number of successful audits.
7.2 Develop and deploy procedures to keep users fully informed on methods of technology access, use, and information analysis.	Written policies, procedures, and standards	DETS committees	X	X	X	Survey users; Document and quantify usage of technology; Identify problem reported areas (help desk tickets); Survey usefulness in information analysis.

Goal 8: Develop a project management methodology to eliminate project backlogs and enable communication and appropriate resource levels

Committee: User Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10	FY 11	FY 12	MEASURES OF PROGRESS
			-	-	-	
			11	12	13	
8.1 Utilize project management to assist in developing funding and staffing plans.	Develop PM structure/methodology	Director DCS	X	X		Determine Return-On-Investment (ROI) level and gage to see if targets are met; Develop a well-defined methodology for project management to include resources, timelines, and personnel.
8.2 Institutionalize the project process to ensure all users know and can follow the process.	Develop PM structure/methodology	Director DCS		X	X	Conduct training of new process and follow the training with assessment to gage understanding of the process; Develop training for the process.
8.3 Develop processes within the project management framework to inform users at the colleges and all other District sites on a regular basis of status of projects.		Director DCS	X	X		Develop surveys to gage users satisfaction of communication flow of project status; Use surveys to connect problems; Develop a uniform process to inform users based on preferred methods of communication.
8.4 Develop relationships with vendors to obtain technical resources to augment project teams as necessary.		Director DCS Director TS	X	X	X	Develop standards for engaging vendors.

Goal 9: Provide SBCCD a network infrastructure that is cohesive, redundant and based on district wide standards.

Committee: Technical Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
9.1 Establish district cabling infrastructure standards.	Study and recommendations being developed by P2S	DCS & CTS Directors	X			Develop list of when cabling would be required; Develop standards.
9.2 Utilize existing high-speed WAN links to reroute network traffic during unforeseen outages.		Director TS		X		Conduct site study of needs; Identify capacity limitations; Develop a plan to address needs.
9.3 Develop district hardware and software standards for core infrastructure		DCS & CTS Directors		X	X	Identify hosted application requirements; Spec out hardware and software capable of supporting applications.

Goal 10: Provide SBCCD with a secure computing environment.

Committee: Technical Services

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 - 11	FY 11 - 12	FY 12 - 13	MEASURES OF PROGRESS
10.1 Design and implement Security Incident Response Procedure.		Director TS	X			Was it done? -Uses of it: >Response time >Effectiveness of Communication (survey)
10.2 Establish mechanisms that will aid in the identification and prevention of abuse of networks and computer systems.		Director TS	X	X		Outline number of identified mechanism; Outline number of implemented mechanism; Outline number of abuses before/after.
10.3 Review, update and/or create technology Security Policy.		Director TS			X	Was it done? Review schedule, was it followed? Measure of communication of policy (survey) Quantify number of security breaches before/after.

Goal 11: Manage web based services.

Committee: Web Standards

SUPPORTING STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Owner)	FY 10 -11	FY 11 -12	FY 12 -13	MEASURES OF PROGRESS
11.1 Recommend policies and develop procedures for acceptable use of social websites, in consultation with faculty, management, staff, and students at the colleges and other District sites.		Web standards committee	X			
11.2 Define standards for Student Email and student email delivery mechanisms.		Web standards committee	X	X		
11.3 Recommend policies and develop procedures for selection, implementation and management of online systems and services.		Web standards committee	X	X		Satisfaction surveys to students and/or users.
11.4 Define standards for development of web services for mobile devices.		Web standards committee		X		
11.5 Evaluate and approve web tools.		Web standards committee	X	X	X	Survey users in advance of contract renewal date for SWOT analysis.
11.6 Define standards and appropriate use of external links from district-owned websites		Web standards committee	X			Check with Web Standards Committee
11.7 Define standards and procedures for editing website content and managing currency of that content		Web standards committee	X	X		Evaluate SBVC roll-out and training process from new web program; Re-purpose for SBCCD-wide usage.
11.8 Recommend policies and develop procedures and standards for best practices and compliance of accessibility/Section 508.		Web standards committee	X	X	X	