

***SOUTH ORANGE COUNTY
COMMUNITY COLLEGE
DISTRICT***

***TECHNOLOGY MASTER PLAN
2015-2020***

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Executive Summary

The South Orange County Community College District (SOCCCD), founded in 1967, is one of 72 community college districts in California. It is a multi-college district comprised of Saddleback College (SC) in the city of Mission Viejo, Irvine Valley College (IVC) in the city of Irvine and District Services (the administrative units encompassing Business Services, Human Resources, and Technology and Learning Services). The district serves over 40,000 students each semester and employs more than 2,500 faculty and staff. Within this document SOCCCD refers to all three entities Irvine Valley College, Saddleback College and District Services.

Higher education institutions are facing dramatic changes being fueled by rapid advancements in information technology. Technology plays a key role throughout our students' education, from online application and registration to distance education to systems that support student services. The Internet is rapidly becoming the principal means of finding and communicating information, and today's students will encounter ubiquitous use of networks, hardware and software throughout their careers.

This technology master plan provides a roadmap by which SOCCCD technology organizations, which include those at district services and the two colleges, can effectively and efficiently work together to develop, implement, support and maintain technology systems that support academic excellence and student success. The technology plan outlined in this document is designed to align with and extend SOCCCD's vision, mission, and strategic plans and form the basis for a technology planning process over the next five years.

The Technology Master Planning Process

The purpose of effective information technology planning is to connect institutional priorities with technology trends and goals. This approach looks at strategic planning as a process that seeks to clarify what the institution is, what it wants to be and how it can successfully make the transition.

This planning document is part of an overarching planning process that ensures the following:

- A plan that is consistent with the district and colleges' statements of vision, mission, and goals
- Through collaboration with district and college technology organizations, ensure alignment of technology initiatives with institutional priorities
- Dissemination of knowledge about technology needs and constraints
- Key institutional academic and business needs are addressed via technology

Planning is done under the overall direction of the major planning documents in the district. The following list of planning documents is used to confirm and align the priorities of the district and colleges.

District Planning Documents

The following documents inform the district-wide technology planning process.

- SOCCCD, Irvine Valley College, Saddleback College and ATEP Education and Facilities Master Plan
- SOCCCD District-wide Strategic Plan 2014-2020
- Irvine Valley College Strategic Plan 2014-2021
- Saddleback College Strategic Plan 2014-2020
- District Services Administrative Unit Reviews

Technology Planning Documents

The following technology plans provide the basis for the district-wide Technology Master Plan.

- Irvine Valley College Technology Plan
- Saddleback College Technology Master Plan
- Irvine Valley College Online Education Strategic Plan
- Saddleback College Distance Education Strategic Plan—in progress
- District Information Technology Plan

The SOCCCD Technology Master Plan is a five year plan designed to inform major directions for technology in the district. The plan is reviewed annually; accomplishments are reported; and the plan, along with the associated planning documents listed above, is used to help shape the next year's district-wide technology budget priorities.

Technology Planning Committees

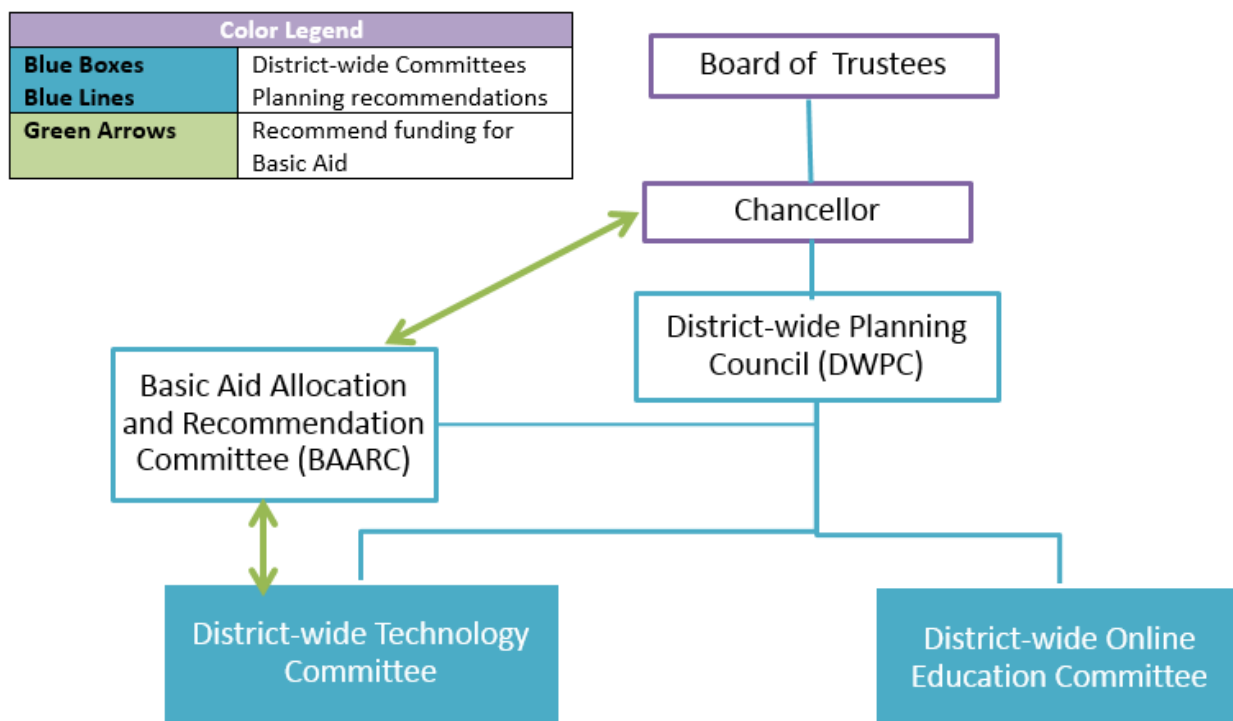
There are two major participatory governance committees related to technology.

1) The District-wide Technology Committee (DTC) is a participatory governance group with broad participation. The purpose of the committee is “to coordinate technology issues, development of and updates to the district-wide technology plan, and implementation of new systems, hardware, and software district-wide; review potential district and college IT projects and funding sources; and explore new software and hardware.”

2) The District-wide Online Education Committee (DOEC) purpose is “to support online student success and coordinate the technology needs of online education throughout the district, including reviewing and exploring new services, software, and hardware.” (See Appendix A for DTC and DOEC committee purpose and membership)

The graphic below shows the relationship of the district-wide technology committees to other district-wide planning committees for reporting, decision-making and funding recommendations. The colleges and district services also have other committees not represented in the graphic below that discuss and prioritize technology issues and needs. The colleges’ technology committees that oversee and discuss technology priorities at each campus are IVC Technology Advisory Task Force and Saddleback Technology Committee. When specific technology issues arise that could be addressed district-wide, these issues are then brought to the district-wide committees for continued discussion and prioritization.

Figure 1. District-wide Committees Technology and Basic Aid Recommendations Flow



District-wide Technology Goals 2015-2020

The development of the current District-wide Technology Master Plan 2015-2020 has been an evolution of documentation and planning. In 2011, the District-wide Technology Committee created a plan that outlined major funded district-wide projects and aligned them under district and college strategic goals. This plan helps guide the development of the funding process for basic aid technology. As the district evolved its strategic planning in 2013, a new integrated planning process was introduced. In 2013-2014, guided by the District-wide Planning Council (DWPC), a new strategic plan was created with a shared set of goals and objectives. This model was formally adopted and both colleges and district services now have incorporated these shared priorities into their own planning. Following in this model, the District-wide Technology Master Plan was revisited to align with the shared goals of the district.

During the spring and summer of 2014, the Technology Plan Task Force met and discussed creating technology goals and objectives that were also aligned with the new District-wide Strategic Plan 2014-2020. The new District-wide Strategic Plan (DWSP) 2014-2020 has four major goals. After a review of the current district-wide strategic plan goals and college strategic and technology goals, five technology goals below were developed in consonance with the current district-wide strategic plan. Appendix B contains the approved District-wide Strategic Plan 2014-2020 goals and objectives.

The five major technology goals were developed to support the overall district-wide strategic plan and strengthen the future of technology in the district. Development of objectives for each goal will aid in identifying specific projects that will lead towards achievement of each goal.

SOCCCD District-wide Strategic Plan Goals & District-wide Technology Master Plan Goals

SOCCCD District-wide Strategic Plan 2014-2020	District-wide Technology Goals 2015-2020
DWSP Goal 1 SOCCCD will foster an environment characterized by creativity, innovation, respectful interactions and collaboration.	District-wide Technology Goal 1 SOCCCD will sustain innovative excellence in supporting students, faculty and staff through the development and use of creative technologies.
	District-wide Technology Goal 2 SOCCCD will continue to model respectful interactions and collaboration via partnerships among District Services, Saddleback and Irvine Valley College technology organizations.
DWSP Goal 2 SOCCCD will promote students' success by enhancing the teaching and learning environment.	District-wide Technology Goal 3 SOCCCD technology will remain in the forefront of advancing student success and enhancing the teaching and learning environment.
DWSP Goal 3 SOCCCD will advance economic and workforce development through regional partnerships with educational institutions and industry and by strengthening career technical education.	District-wide Technology Goal 4 SOCCCD will advance its technology support, and data collection and sharing to understand and better address the needs of our community and career pathways of our students.
DWSP Goal 4 SOCCCD will strengthen long-term financial health and institutional effectiveness through integrated planning and resource allocation.	District-wide Technology Goal 5 SOCCCD will continue to strengthen institutional efficiencies through continuous improvement of technological infrastructure to meet the needs of students, faculty, and staff.

District-wide Technology Goal 1 and Objectives 2015-2020

District-wide Technology Goal 1 <i>SOCCCD will sustain innovative excellence in supporting students, faculty and staff through the development and use of creative technologies.</i>	
Objective Number	Key Performance Indicator
Objective 1.1 Investigate and test emerging and innovative educational technologies that enhance student success.	
Objective 1.2 Sustain a culture of innovation with emphasis on iterative experimentation.	
Objective 1.3 Increase use of technology that improves services for students, faculty, and staff.	
Objective 1.4 Seek out innovation partnerships for research and development.	

District-wide Technology Goal 2 and Objectives 2015-2020

District-wide Technology Goal 2 <i>SOCCCD will continue to model respectful interactions and collaboration via partnerships among District Services, Saddleback and Irvine Valley College technology organizations.</i>	
Objective Number	Key Performance Indicator
Objective 2.1 Engage in team building activities between all IT management and then reproduce an annual team building activity between staff from all three IT organizations.	
Objective 2.2 Coordinate opportunities for district-wide technical training and professional development. Professional development includes on-site training, conferences, webinars, and subscriptions.	
Objective 2.3 Continue to support professional development for the online teaching environment.	
Objective 2.4 Prioritize district-wide technology projects; unit specific projects are allowable provided they are contained in the relevant technology plan.	

District-wide Technology Goal 3 and Objectives 2015-2020

District-wide Technology Goal 3 <i>SOCCCD technology will remain in the forefront of advancing student success and enhancing the teaching and learning environment.</i>	
Objective Number	Key Performance Indicator
Objective 3.1 Identify, investigate, pilot, deploy and assess promising technologies for student success.	
Objective 3.2 Develop and expand our own custom-created software systems.	
Objective 3.3 Expand inter-segmental cooperation for better data streams between our partner educational institutions (K-12, CSU, UC and private).	
Objective 3.4 Leverage data from technology systems that increase student success and learning environments.	

District-wide Technology Goal 4 and Objectives 2015-2020

District-wide Technology Goal 4 SOCCCD will advance its technology support, data collection, and sharing to understand and better address the needs of our community and career pathways of our students.	
Objective Number	Key Performance Indicator
Objective 4.1 Incorporate additional data sources to increase student success.	
Objective 4.2 Re-architect data systems to prepare for increases in data variety, volume and velocity.	
Objective 4.3 Transform use of data from static reports to dynamic dashboards, tabular to visual reporting, from emphasis on the past to future predictive and proscriptive analytics, enabling self-service data discovery and reporting when feasible.	

District-wide Technology Goal 5 and Objectives 2015-2020

<i>District-wide Technology Goal 5</i> <i>SOCCCD will continue to strengthen institutional efficiencies through continuous improvement of technological infrastructure to meet the needs of students, faculty, and staff.</i>	
Objective Number	Key Performance Indicator
Objective 5.1 Continue to implement business process improvements via technology.	
Objective 5.2 Increase computing services with improved efficiencies while at the same time decreasing power consumption.	
Objective 5.3 Remain current with evolving technology standards and improve technology infrastructure.	
Objective 5.4 Maintain security by adhering to evolving industry standards.	

The Technology Funding Process

One of the purposes of defining SOCCCD's technology master plan goals and objectives is that this plan will guide the prioritization and allocation of resources for technology projects.

Funding for technology initiatives primarily comes from one of two funding sources:

- Fund 1: General Fund
- Fund 40: Capital Outlay Fund or "Basic Aid"

The general fund is used to account for the ordinary operational expenses of the district. These funds are available for any legally authorized purpose not specified for payment by other funds. District-wide software maintenance agreements are paid from Fund 1. The "basic aid" fund is utilized with the general principle of funding allocations for one-time purposes. One of the main use of basic aid funding of technology. The current annual basic aid technology funding process is outlined in Board Policy and Administrative Regulation 3110. In this administrative regulation the guidelines to fund the district's larger technology projects is outlined.

Basic Aid Funding Process

The District-wide Technology Committee (DTC) organizes and oversees the technology project proposal process for Basic Aid funding. This technology plan will serve as a reference document to inform the decision making process.

All projects begin with a project proposal which includes district and/or college strategic objectives met, project justification, and cost estimates. Irvine Valley College, Saddleback College, and District Services each have local vetting processes that proposals must undergo before they are formally submitted into the district-wide process. A sample project proposal form is provided in Appendix D.

General Guidelines for submitting technology projects:

- Projects costs are estimated to be over \$150,000 (Per AR 3110)
- Projects can span multiple years in implementation
- Projects that have Department of State Architecture (DSA) or facilities implications should be coordinated with the Capital Improvement Committee (CIC)

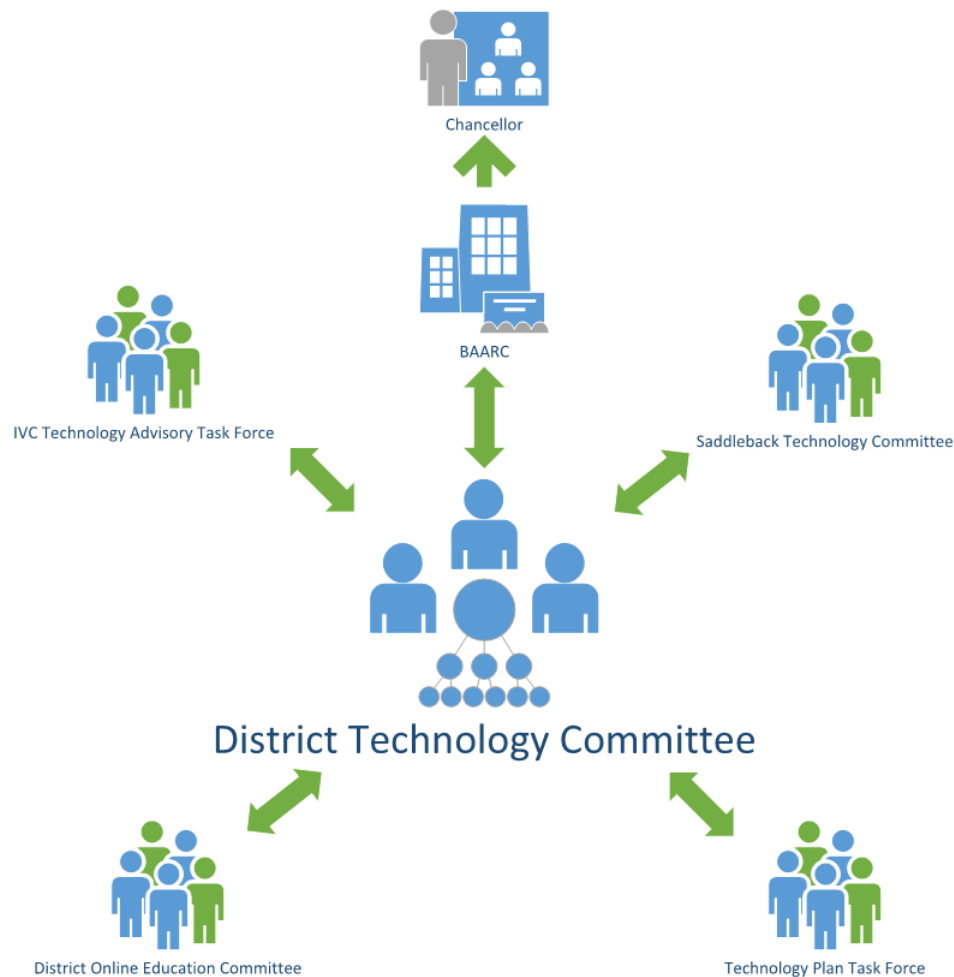
General Timeline for projects funded in the next academic year:

- December/January of current year – Project Proposal Submission Deadline
- Late February – Internal Vetting Deadline by the colleges and District Services constituency groups prior to any voting.
- March – Project Prioritization by DTC
- April – Project Prioritization List discussed at BAARC

- BAARC Deadlines
- BOT Deadlines – Review and Study (June) Approval (July)

During the fall semester of the academic year, technology projects that are needed for the next academic year are discussed and prioritized at each college and district services. The technology project proposal deadline is at the end of the year/early January. Once the projects are proposed, DTC discusses the proposals and a process of communication between units and areas occur to better understand projects and priorities proposed from each unit. The diagram below illustrates communication and collaboration flows across the district. Once vetting has occurred, district-wide the technology projects are prioritized via a voting process at DTC.

Figure 2. District-wide Technology Communication and Collaboration




The prioritized list of proposals is submitted to the Basic Aid Allocation and Recommendation Committee (BAARC) by a deadline established by that committee. BAARC may request clarification from DTC on proposals as they are being considered. Based on input from DTC, BAARC makes a recommendation to the Chancellor regarding how much Basic Aid funding will be requested for major technology projects. The Chancellor brings Basic Aid funding requests to the Board of Trustees for final approval.

Overview of Technology Basic Aid Project Management

After funding, the proposals are scheduled as projects for the new fiscal year. Before a project is started, a project charter is created and approved by its sponsor. A project charter must have consensus of the key stakeholders in order to move forward. After the charter has been approved by the key stakeholders, any changes to the charter must have consensus of the key stakeholders and be documented in the revision history of the charter document. No significant changes to the charter will be made without consensus. A sample project charter is provided in Appendix D. Upon completion of the project, a project closure meeting is held and an evaluation is performed and documented. An example of a project closure is provided in Appendix E.

APPENDIX A - District wide Technology Committee & District Online Education Committee (DTC & DOEC – as of May 2014)

	<h3>DISTRICT-WIDE TECHNOLOGY COMMITTEE</h3>
Purpose of the Committee:	
<p>To coordinate technology issues, development of and updates to the district-wide technology plan, and implementation of new systems, hardware, and software district-wide; review potential district and college IT projects and funding sources; and explore new software and hardware.</p>	
Meets:	
<p>Every month. Location rotates between Saddleback College and Irvine Valley College.</p>	
Chair:	
<p>Vice Chancellor, Technology & Learning Services</p>	
<p>(1)</p>	
Members:	
<p>Vice Presidents of/for Instruction, one from each college</p>	
<p>(2)</p>	
<p>Vice Presidents of/for Student Services, one from each college</p>	
<p>(2)</p>	
<p>District Director, Research, Planning & Data Management</p>	
<p>(1)</p>	
<p>Director, IT-Administrative Systems, District Services</p>	
<p>(1)</p>	
<p>Director, IT- Academic Systems, District Services</p>	
<p>(1)</p>	
<p>Director, IT- Infrastructure/Security</p>	
<p>(1)</p>	
<p>Systems Manager, Computer & Network Operating Systems, District Services</p>	
<p>(1)</p>	
<p>Deans, Online Education & Learning Resources, one from each college</p>	
<p>(2)</p>	
<p>Dean, Enrollment Services, one per committee</p>	
<p>(1)</p>	
<p>Directors, Technology, one from each college</p>	
<p>(2)</p>	
<p>Faculty representatives, two from each college to include Distance Education chairs</p>	
<p>(4)</p>	
<p>Classified technology/DE representative, IVC, one total</p>	
<p>(1)</p>	
<p>Classified technology/DE representative, Saddleback, one total</p>	
<p>(1)</p>	
<p>District Services Representative, one total</p>	
<p>(1)</p>	
Reporting/Recommending Responsibilities:	
<p>Chancellor's Executive Council</p>	
<p>Chancellor's Council</p>	
<p>College strategic planning committees</p>	
<p>College technology committees</p>	
SharePoint Site: https://sharepoint.socccd.edu/chancellor/dwc/dwtc/default.aspx	
Decision-Making Process: The committee uses consensus as the primary tool for making decisions and recommendations. In the rare event that consensus cannot be reached, the committee may utilize majority vote as a final determination in establishing recommendations to Chancellor's Executive Council, Chancellor's Council, college and District Services strategic planning committees, and college technology committees.	
Communication Process: SharePoint, two-way communication/feedback by committee representatives to college technology committees and constituent groups.	



DISTRICT ONLINE EDUCATION COMMITTEE (DOEC)

Purpose of the Committee:

To support **online student success** and coordinate the technology needs of online education throughout the district, including reviewing and exploring new services, software, and hardware.

Meets:

Every month. Location rotates between Saddleback College and Irvine Valley College.

Chair:

Vice Chancellor, Technology & Learning Services (1)

Members:

Vice Presidents of/for Instruction, one from each college (2)
 Director, IT-Academic Systems, District Services (1)
 Deans, Online Education & Learning Resources, one from each college (2)
 Directors, Technology Services, one from each college (2)
 Faculty representatives, two from each college to include Distance Education Committee chairs (4)
 Distance education trainers/coordinators, one from each college (2)

Reporting/Recommending Responsibilities:

Chancellor's Executive Council
 Chancellor's Council
 District-wide Technology Committee
 College strategic planning committees
 College distance education committees
 College technology committees

SharePoint Site: <https://sharepoint.socccd.edu/chancellor/dwc/oec/default.aspx>

Decision-Making Process:

The committee uses consensus as the primary tool for making decisions and recommendations. In the rare event that consensus cannot be reached, the committee may utilize majority vote as a final determination in establishing recommendations to Chancellor's Executive Council, Chancellor's Council, District-wide Technology Committee, college strategic planning committees, and college distance education and technology committees.

Communication Process:

SharePoint, two-way communication/feedback by committee representatives to college distance education and technology committees and constituent groups.

APPENDIX B - SOCCCD District-wide Strategic Plan 2014-2020

Approved District-wide Goals and Objectives

Goal 1: SOCCCD will foster an environment characterized by creativity, innovation, respectful interactions and collaboration.

- 1.1 Recognize and support innovative ideas that improve collaboration and respectful interactions district-wide.*
- 1.2 Improve district climate in the areas of optimism, commitment, and respectful collaboration.*
- 1.3 Improve the representative process through active engagement and communication.*
- 1.4 Increase professional development opportunities that potentiate employees' talents and interests.*
- 1.5 Improve training for all employees to increase district-wide understanding of organizational structure, resources, processes and procedures.*

Goal 2: SOCCCD will promote students' success by enhancing the teaching and learning environment.

- 2.1 Increase student completion rates (degrees, certificates, and transfer) while preserving access, enhancing quality, and closing achievement gaps*
- 2.2 Increase employee professional development opportunities that focus on student success outcomes.*

Goal 3: SOCCCD will advance economic and workforce development through regional partnerships with educational institutions and industry and by strengthening career technical education.

- 3.1 Formalize collaborative partnerships with the business community and regional educational institutions to support workforce development.*
- 3.2 Improve alignment between workforce development offerings and regional job opportunities.*

Goal 4: SOCCCD will strengthen long-term financial health and institutional effectiveness through integrated planning and resource allocation.

- 4.1 Systematically assess the effectiveness of planning and resource allocation district-wide.*
- 4.2 Improve processes and procedures for efficiency, effectiveness, and responsiveness district-wide.*
- 4.3 Develop and initiate multi-year financial planning.*

APPENDIX C – Project Proposal

South Orange County Community College District Technology Project Proposal

Fiscal Year:

Project Name:

☐ Hardware ☐ Software

Initiated By:

☐ District Services ☐ Irvine Valley College ☐ Saddleback College

Project Description:

Justification:

SOCCCD/Saddleback/IVC Goal or Objective Supported (click text to open related website):

Initial Project Cost Estimates:

Description	Unit	Total Cost
Total		\$0.00

Start-Up Funding:

Project Start Up	Total Cost
Minimum Funds Required to Start Project – Year 1	

Ongoing Project Cost Estimates and/or Additional Staffing Requirements:

Description	Unit	Total Cost
Total		\$0.00

Funding Source for On-going Costs:

Project Duration Estimate:

Resource Contact(s):

Name	Department	Phone Ext	Email

Import Dates:

Initial Submittal Date	Revision Date(s)	Final Approval Date (Send forward for Prioritization)