



MOORPARK COLLEGE

Strategic Technology Plan

**FINAL
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Revision History

Date	Version	Changes
03/12/2006	1.0	Original draft of plan
11/21/2006	1.1	Sections added
12/06/2006	1.2	Sections reorganized
11/30/2007	1.3	Completed sections

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1.0 Introduction

- 1.1 Moorpark College is committed to being a leader among community colleges in using technology to and to enhance learning, teaching, creative and scholarly activities, and service to the community.
- 1.2 This plan provides the blueprint for a phased approach to implementing necessary changes to create and maintain technological environment for learning. The plan proposes both the continuation of many activities and dramatic departures from the way that technology has previously been envisioned and implemented at the College.
- 1.3 Innovation can only be effective if it involves planning. A viable technology plan is interactive, simultaneously supporting and transforming the learning environment and other work areas at the college. The campus community has set a priority for holding annual planning retreats where a clear campus direction is articulated for the following academic year that will set the tone for all technology allocations. This includes facility requests, equipment requirements, personnel needs (faculty and staff), and all other relevant areas.
- 1.4 This plan addresses the motivation and necessity for change, the infrastructure needed, and the financial implications. There are at least three compelling reasons for implementing the plan. First, technology is ubiquitous in the local and global marketplace and is a key part of workplace competency needs. Moorpark College must provide the necessary technological background as a part of student's educational experience. Second, technology is fulfilling its promise of providing new tools for learning. And third, the campus is in agreement that technology needs to be more prominent in the educational life of students.
- 1.5 Moorpark College is truly a technological organization. This means that the College not only is required to meet today's demands, but also to plan and execute future growth into both existing and new areas. Moorpark College recognizes that technology is an integral and inescapable part of 21st century educational tools. The College further understands that all constituencies, perhaps especially students, have a right to expect the appropriate instructional and supporting technology from the college. As a practical matter, the college understands that the resources to accomplish this are limited by budget constraints. Therefore, this plan seeks to set out a way of meeting the needs of all constituencies within realistic parameters.
- 1.6 The Moorpark College Technology Plan is consistent with, and supports, all Ventura County Community College District policies.

2.0 Strategic Goals

The strategic goals of the MC Technology Plan are the following:

- An effective organizational structure for technology planning
- Sustainable technology standards
- A cost effective and sustainable technology refresh plan
- Verifiable and documented return on investment
- A protocol for Security and Disaster Recovery
- Adequate HR/Technology support
- Up-to-date Learning Resources for retention
- Flexible and progressive Distance Education expansion strategy and implementation plan
- Up-to-date Adaptive Technology for diversity needs
- An effective cycle of planning that involves all segments of IT constituents

3.0 Objectives in Support of Strategic Goals

3.1 Establish Organizational Structure of Technology Planning

The intent of this policy is to first meet the general campus program needs (classroom, labs, infrastructure, etc.), next the needs of specialized users like technology faculty, administrative assistants who use scheduling software, and then the specific needs of individual faculty, staff, and administration. The implementation of this "Trickle Down" policy as it relates to departments is that their program needs will first be funded prior to the individual needs of faculty and staff of the department.

The Technology Committee (TCAP) can recommend setting aside funds from their annual allocation with the express purpose of rolling over these funds to meet larger campus technology needs.

Technology support for campus users, including a Help Desk, will be designed to support the standard computer configuration plus those "Additions" that have been approved by the TCAP. "Additions" refers to both hardware and software that departments or individual users have obtained with prior campus approval. The TCAP, the IT staff, or any other campus wide group will not support those "Additions" which are unapproved. Campus computers users cannot expect the IT Staff to support home systems or systems purchased outside of the Moorpark College Policies and Guidelines.

In conjunction with ED CAP, TCAP is responsible for advertising and disseminating the Technology Plan to the campus community.

A Technology Resource Allocation Committee (TRAC) will be established by TCAP.

- 1 The purpose of TRAC will be to carry out the guidelines delineated in this plan and to make recommendations for minimum campus wide technology standards to TCAP.
- 2 TRAC will make policy, technological, and fiscal recommendations to TCAP.
- 3 TRAC membership will include a member of the campus IT department, a staff member from TCAP, a faculty member from the Distance Education Committee, the Distance Education Dean, and two faculty members to be selected by the TCAP.

TRAC will work with other committees that need to have information relating to technology and campus use.

College identifies the following groups as technology “users” for the purpose of these requirements

- a. Students – including specialized ACCESS requirements
- b. Faculty – including faculty with specialized program requirements, including active Web pages for all faculty using Microsoft Word or the campus Distance Education online application.
- c. Staff – including Banner requirements, Admissions and Records, Maintenance and Operations, etc.
- d. Administration

The approval process will start in the Fall semester; TCAP will meet and agree on a technology budget for the academic year. The TRAC committee will develop a prioritized list of campus technology needs which will be presented to the TCAP at their first meeting during the Spring semester of the same academic year. There will also be a percentage of the technology budget, which will be set aside to handle those cases that have not been anticipated but require immediate action to remedy. The TCAP co-chairs will work with the College Services VP to allocate these funds as necessary. The co-chairs will report back to the TCAP any allocation of these funds during the year.

The allocation of technology funds will use the Program Planning process as the primary source of all technology requests. The Technology Section of the Program Plan will be the key piece for these requests. It is understood that the Technology Section impacts the campus community in a number of different ways: Examples of these other impacts are current staffing workloads, future HR needs, facility needs, district or campus IT requirements, security, additional policies and procedures or updates.

The prioritization process for technology will be as follows:

- a. Any department interested in technology funds will complete the Technology section of the Program Plan.
- b. In order to make the Technology section of the Program Plan as effective as possible, these plans will be submitted for review and comment from the following representatives:
 - Information Technology – To ensure that what was requested is compatible with the campus technological infrastructure;
 - Maintenance and Operations – To ensure that the request will not unreasonably impact existing facilities and their maintenance and operation;
 - Distance Education Dean – To ensure that any requests that may impact Distance Education will be consistent with the existing Distance Education Plan;

- Dean's Council – To ensure that the request meets the student learning model, enrollment management guidelines, can be supported by existing student services as well as the Library and other support services, and is consistent with the College mission.
- c. The Technology section of the Program will be made available to TCAP and the TRAC during the first month of the Fall Semester.
 - d. TCAP will charge TRAC to develop the prioritization of the Technology Requests.
 - e. TRAC will notify all departments who made technology requests of a presentation schedule. Each department so notified will have the opportunity to select representatives (campus employees only) to present their requests to TRAC
 - f. Prior to the end of the Fall semester, TRAC will provide their prioritized technology request list to the co-chairs of the Technology committee. At the option of the co-chairs, the list will be available to the campus.
 - g. TRAC will be available to answer any questions regarding the priority list at the first Spring semester meeting of TCAP.
 - h. TRAC makes its recommendations to TCAP. Allocations to implement the approved requests will then be made according to campus procedures.

It is the responsibility of the TRAC to make recommendations to TCAP for the following:

1. Establishing minimum hardware and software requirements for the campus community. The IT department will determine what infrastructure is required to support the current standards as well as anticipate future growth. The IT department will make its recommendations to TRAC.
2. Research and review campus technology options regarding purchase vs. leased technology.
3. As the representative of TCAP, work with individual campus users and academic programs to develop their technology requests before they are submitted to TCAP.
4. Make HR recommendations for the level of support required for all campus technology systems.
5. Establish minimum system security standards for all campus equipment. It is understood that all College systems must keep current with the standards. The suggested components of such a standard should include:
 - a. Firewalls
 - b. Anti-virus software
 - c. Anti-spy ware software
6. The IT department will be charged with implementing these standards and ensuring campus compliance.
7. Make technology recommendations to meet the maintenance/work order needs of the campus.

8. Training for Users
 - a. The campus will commit to provide sufficient resources to implement and support a campus technology training program.
 - b. TRAC will provide strategic direction for campus technology training.
 - c. In conjunction with Staff Development, TRAC will coordinate a technology training program for faculty, staff and administration.
 - d. It is the long term goal for TRAC to support Staff Development in the area of campus technology training.
 - e. TRAC will work with Moorpark College Staff Development, the District Office, and campus IT in order to educate the campus community in, at a minimum, the following areas:
 - Systems – such as Banner, Office, operating system, email, and other administrative software
 - Minimum software configuration
 - Security awareness, and security policies and procedures
 - Distance Education – training for students, faculty, and staff
 - Learning Resources technologies
 - Establish a minimum standard of computer literacy for faculty, staff and administration

3.2 Establish Technology Standards

This section will delineate a general-baseline technology standard for Moorpark College. In addition, we anticipate that there will be a number of constituencies that will require standards specific for their industry and/or education needs. The groups that have been identified are:

1. General classrooms – Classrooms without built-in computer/AV facilities
2. "Smart" classrooms - Classrooms with built-in computer/AV facilities
3. Specialized classrooms and labs – Classroom with special purpose facilities.
4. Distance Education – See definition below.
5. Library
6. Students
 - a. General student needs
 - b. ACCESS student requirements
7. Faculty
 - a. General faculty needs

- b. Specialized discipline requirements – Disciplines that have special technology needs such as Drafting, CNSE, CIS, Computer Science, Physics, Multimedia, etc. For these disciplines, faculty may require special resources in order to teach classes.

8. Staff and Administration

- a. General staff needs
- b. Specialized staff requirements.

The objectives of this plan are based on the following assumptions:

1. There will be a standard computer configuration and standard office applications and all campus computers will be able to run these.
2. There will be a minimum technology standard for all classrooms, labs, etc. Departments that wish to modify these standards will work with TRAC to develop individual department standards that will be reflected in the department's program plans.

It is recommended that each instructor, both full time and part time, have a Web page where the instructor can post general information about themselves, such as a biography, and post relevant information, including course syllabi, for classes being taught. Web Page Guidelines will follow current campus standards for content, as well as any applicable laws. (Content is meant to be all encompassing including words, pictures, graphics, music, and links.) Additionally, each course, regardless of its delivery method, will have a course shell provided through the college's approved online application. Instructors will be able to use this resource to provide communication between faculty and students. Examples of this kind of communication should include syllabi, assignments, assignment solutions, required reading, etc.

Any product (software or hardware) that requires licensing shall be reviewed by TRAC. That committee will make recommendations to TCAP as to which licenses should be approved and obtained. The implementation, installation, and monitoring of the license will be the responsibility of the campus IT department. All licensing will conform to district IT and purchasing standards.

Technology Tracking System for Work Orders - A system of tracking work orders will be developed and implemented with the approval of TRAC. The IT Department will be responsible for assisting in this system's development as well as the maintenance and implementation of this system. This tracking system should be easy to use, accessible to all campus users and involve all forms of technology used on the campus.

Guidelines for Evaluating Technology Requests

This section will be used as guidelines by TCAP and TRAC to establish criteria for equipment replacement priorities.

Factors that will be considered for replacement of equipment are:

No. 1: Function

- A. Is this equipment critical to the mission of the college?
- B. Are there widespread software system upgrades that render equipment underpowered or that interfere with critical job functions?
- C. Does this equipment enhance the college's FTES generating capacity or aid retention and student success?

No. 2: Age of equipment

- A. Is the equipment no longer able to serve its original purpose?
- B. Can the useful life of equipment be extended by providing a cost-effective, intermediate upgrade to this equipment?
- C. At what cost and for what length of time?
- D. Is an upgrade sufficient to maintain functionality and accomplish the purpose for which the equipment was originally purchased?

No. 3: Supportability

- A. Is the equipment maintainable in its current state?
- B. Does this equipment depend on components that are no longer manufactured?
- C. Is this equipment a support risk based on lack of dependability and hidden costs incurred due to loss of functionality and downtime?
- D. How are the hidden costs outlined?
- E. Is this equipment compatible with the college's network infrastructure?

- F. Are resources available to train the college's employees to use the equipment that is replacing current equipment?

No. 4: Strategies for extending useful life of equipment

- A. Due to the high cost of replacement and the large installed base of computing equipment, constant review of equipment used by the college will take place.
- B. Equipment that is no longer functional in a particular area will be evaluated for upgrade and potential use in another area. Equipment cycling presents options for extending the service life at a cost savings while still meeting departmental computing needs.
- C. Infrastructure equipment, such as printers, will be monitored and maintained by the campus IT department to ensure proper functioning and maintenance of high service levels. Printers will be cycled through the college where they continue to meet needs.
- D. Purchasing standards-based equipment affords more options for extending life and improves supportability.
- E. Purchasing equipment based on user needs projected a minimum of 3 years into the future.
- F. Leveraging network services and infrastructure to maximize desktop functionality (i.e., infrastructure maintenance to ensure efficiency and use of server based computing).
- G. Networking infrastructure equipment will be reviewed annually and upgraded incrementally to ensure that networking resources are in place to meet college needs.

3.3 Technology Refresh Plan

All computers on campus will be replaced /updated every three to four years. Some areas may require replacement more frequently due to higher computing requirements.

Whenever possible the computers that have been replaced will be allocated to campus users whose needs can be met by this equipment. This is commonly referred to as "Trickle-Down".

When the useful life of the equipment has ended, the equipment will be disposed of using district procedures. Equipment must first be declared salvage via a

report that is approved by the board. After the salvage declaration has been approved, the equipment can either be donated to another organization, or disposed of via multiple means. All applicable environmental regulations for disposal of electronics will be adhered to in this process.

The refresh plan will cover desktop and laptop workstations, and servers. The district is responsible for refresh of the network infrastructure.

To increase purchasing power, the campus will coordinate large planned computer purchases with the other colleges via the district purchasing office. This will allow the college to receive the highest possible discounts. The district schedules the mass purchases to coincide with vendor fiscal quarter and year end periods to maximize discounts, and also to take advantage of extras often provided by vendors at period end, such as extended warranties.

The district has set up special accounts for technology refresh. These accounts are funded by the individual colleges for current and future technology needs. The amount set aside is a local decision. The annual IT operational plan will determine the technology refresh budget need for the coming academic year.

To protect the significant investments in technology, computer equipment will be purchased with a warranty to match the expected useful life of the equipment. Critical network and system components will have maintenance contracts with the vendor or manufacturer.

3.4 Return on Investment

The campus will work with the district to develop methods to measure the return on investment (ROI) of college expenditures in technology. This will include calculations of FTES generated compared to total technology investment by program, accounting for both academic and administrative costs.

The total cost of ownership (TCO) of technology will need to be estimated for accurate ROI calculations. This will include costs for staffing, training, and ongoing maintenance.

3.5 Security and Disaster Recovery

Overview

Information security is a high priority for the college. Keeping up with and responding to security threats is an ongoing process that requires vigilance and discipline. The College abides by industry standards and uses best practices for

Information Security. This includes emphasis on the three foundations of information security: confidentiality, integrity, and availability.

The College IT staff will work closely with the District's IT department to enforce district-wide security standards. Administrative systems security is the responsibility of District IT. Academic computing security is the responsibility of the College.

Privacy

The College makes every effort to comply with the Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99). FERPA is a Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

All information security policies and procedures will conform to human resources requirements to respect employee rights.

Security Awareness

The College IT department will work with District IT to provide training to employees to increase security awareness. This includes dissemination of and security policies and training with related procedures. Employees will be trained on personal security practices, such as not giving out passwords or leaving sensitive documents where they may be viewed by unauthorized users.

Security Practices

The College IT department will implement technology to:

- Employ protection software on all College systems, and will update the protection software to stay current. This software will prevent:
 - Internet introduction of malicious software
 - Email introduction of malicious software
 - Malicious software directly loaded on a College system
 - Infections with spyware and other unauthorized tracking systems
- Prevent unauthorized wireless access to the College through an external computer allowing the entry of malicious software into the College system.
- Prevent using College systems for illegal or unethical activities
- Prevent and discourage equipment vandalism and theft

Physical Security

Protection of IT assets is a high priority. Where possible, equipment will be locked down to fixtures or furniture to prevent theft. Secure areas, such as server rooms or wiring closets, will remain locked at all times with access restricted to authorized personnel. Vendors will be given access to such areas as needed, with an escort present at all times. Video surveillance will be employed in critical areas as well, respecting individual privacy while providing real-time monitoring of assets.

Disaster Recovery

The IT Department will implement technology and processes for disaster recovery, including:

- Backup of College data on a nightly basis
- Storage of backups in a secure, off-site location
- Offsite Disaster Recovery in coordination with the District IT Disaster Recovery Plan

3.6 HR/Technological Support

The campus will:

- Maintain, support, and upgrade of campus network
- Maintain, support, and upgrades of current technology
- Maintain, support, and upgrade library and other student resource technology
- Support technology users through a campus Help Desk
- Provide Training for users
- Partner with the District in the area of technology standards and requirements
- Institutionalize Distance Education standards in all academic and student service programs
- Support Distance Education through instructional and technological support staff
- Provide wireless on-campus access
- Provide remote access to College systems
- Meet general College technology requirements. For example, utility and campus maintenance systems (such as more efficient HVAC controls).
- Existing program technology needs. For example microscopes, classroom technology such as projectors, and advanced computer systems for programs such as CNSE, Drafting, CIS, and Multimedia.

3.7 Learning Resources for Retention Priority

Student retention and academic success are part of the mission of Moorpark College. The Library and Learning Resources and discipline-related learning resource laboratories are instructional strategies designed to increase student retention and academic success. Therefore, the College will provide discipline-related learning resource labs, the Learning Resource Center, and its constituent centers (including the Language Lab, Math Center, Staff Resource Center, and Writing Center) with appropriate instructional technology to support educational resources and promote retention. This will include regular renewal of instructional technology hardware and software on the same schedule as other campus academic programs.

The College will provide appropriate training and instructional technology support for faculty and paraprofessional staff, as well as maintaining staffing to support labs and center resources and train the faculty and tutors using them.

3.8 Distance Education

Distance Education is a fast growing percentage of the total College enrollment. To remain competitive with other Community Colleges, the college, working with the district, is committed to offering the latest technologies for online learning. This includes the implementation and maintenance of a Course Management System (CMS) and related technologies.

The College has established an internal support system to train and certify instructors in the use of the CMS. Ongoing training is provided by faculty each semester. An online support site is provided by district IT for faculty and staff use. Moorpark College also works with District IT and the other campuses to collaborate on system enhancements and support issues.

As the Distance Education program continues to grow, the College will address the staffing required for support.

3.9 Diversity/Needs Addressed via Adaptive Technology

The College makes every effort to comply with all Federal, State, and Local requirements to provide full access to technology. This includes compliance with the Americans with Disabilities Act of 1990, Section 508 of the Rehabilitation Act of 1973, and guidelines from the California Community College Chancellor's Office.

The goal is that all students will have universal access to technology. This will be accomplished in coordination with district-wide standards and policies on

adaptive technology. Detailed processes for adherence to Section 508 are included in the IT policies and procedures documentation.

3.10 Establish an Effective Cycle of Planning That Involves All Segments of IT Constituents

It is understood that this plan will require constant updates and revisions in order to stay current with campus technology needs. Therefore, every three years or sooner, at the February TCAP meeting, a committee will be formed to review this document and make revision recommendations to TCAP.

This committee will be composed of the following members and the co-chairs shall be designated by TCAP:

1. Two administrators
2. Two IT staff members
3. Two TRAC members
4. Two faculty members
5. Two TCAP members
6. Two students

4.0 Definitions

- 2.1 **Campus Users** – This group includes students, staff, faculty, and administration.
- 2.2 **Distance Education** – A course where 51% or more of the contact hours are not in a traditional classroom setting (see onground).
- 2.3 **Distance Education Committee (DEC)** – This committee is a sub-committee of the Curriculum Committee and its responsibilities are delineated in the Distance Education Guidebook.
- 2.4 **Help Desk** – A function of the Campus IT Department. This service will have a number of components including at least one person who answers telephone and computer inquiries, a web page with information including frequently asked questions (FAQs), information about hardware and software related to campus users, and written manuals which are available for campus use.
- 2.4 **Hybrid Class** - A class that combines both Distance Education and Ongoing modalities.
- 2.5 **Ongoing** – An ongoing course is one where all the contact hours are in a traditional classroom.
- 2.6 **Technology** – For the purposes of this plan, technology will be defined as equipment powered by electricity as well as the software used on these items, as well as equipment used in a lab.
- 2.7 **Technology Committee (TCAP)** – The campus committee charged with overseeing campus technology needs.
- 2.8 **Technology Resource Allocation Committee (TRAC)** - A sub-committee of TCAP charged with implementing these guidelines and making recommendations on campus hardware, equipment, software, and licensing.
- 2.9 **Trickle Down** – The process of using technology resources to meet the higher end campus users needs and then to “trickle down” existing technology equipment to meet other campus needs.