



# Ventura County Community College District Strategic Technology Plan



2019 - 2022



## INTRODUCTION

The Strategic Technology Plan for the Ventura County Community College District (VCCCD) provides an overall framework for the strategic implementation of technology across the District. The purpose of the plan is to align the application of technology to the District's Mission, Vision, and Strategic Goals as outlined in the VCCCD Master Plan.

**Strategic Goal 1.** Increase access and student success.

**Strategic Goal 2.** Actively support workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers.

**Strategic Goal 3.** Maintain sustainable management of all organizational resources aligned with established priorities and implemented with transparency and accountability.

**Strategic Goal 4.** Develop a culture that values students, collaboration, and the success of each employee.

This plan provides a roadmap for all major technology initiatives undertaken by the District for a three-year period 2019 - 2022. This document will highlight three areas of focus that align with the District's Vision and Mission. Each area of focus will include key initiatives and actionable plans to guide the District and College Information Technology departments.

# MISSION STATEMENT:

The mission of the Information Technology Department is to provide secure, reliable, efficient, and effective technology services to the faculty, staff, and students of the District. To align with the District's Strategic Goals, the IT Department is committed to excellence, striving to provide technology leadership and long-term vision, sustainability through innovation, high quality service and support, continuous improvement to assist in student learning, and support of the colleges in their missions and functions. This will be accomplished through:

**Continuous Improvement** We will broaden and enhance connectivity to instructional and student resources, systematically identify and improve operations using appropriate technology, use technology to provide and enhance student support services address student equity and enable student access, and advance technology offerings to enable greater student success and access. (Alignment with Strategic Goal 1.)

**Communication, Collaboration, Innovation** We will use technology to enable communication and collaboration, leading to the development of high quality, innovative educational programs and services. (Alignment with Strategic Goal 2 & 4.)

**Core Services and Information Security** We will use best practices and implement technologies to enhance core services and information security, and enable compliance to ensure confidentiality, information integrity, and availability. (Alignment with Strategic Goal 3.)

## CORE PRINCIPLES:

- a. Focus on dependable service to students, faculty, and staff. Reduce costs, increase efficiencies, achieve economies of scale
- b. Share resources and foster collaboration
- c. Adhere to state and federal accessibility laws and standards
- d. Ensure data and network security
- e. Enable data-driven decisions
- f. Increase communication and transparency
- g. Enhance quality and strive for continual improvement
- h. Create a sustainable professional workforce
- i. Support Green IT

<p><b>AREA OF FOCUS 1</b> Continuous Improvement <b>KEY INITIATIVES</b></p> <ul style="list-style-type: none"> <li>1.1 Business Process Improvement</li> <li>1.2 Network Expansion and Enhancements</li> <li>1.3 Document Management and Online Forms</li> <li>1.4 Travel and Expense</li> </ul>	<p><b>AREA OF FOCUS 2</b> Collaboration, Communication, Innovation <b>KEY INITIATIVES</b></p> <ul style="list-style-type: none"> <li>2.1 Student Success</li> <li>2.2 Website and Portal Redesign</li> <li>2.3 Support Innovation</li> </ul>
<p><b>AREA OF FOCUS 3</b> Core Services and Information Security <b>KEY INITIATIVES</b></p> <ul style="list-style-type: none"> <li>3.1 Emergency Notification Solution</li> <li>3.2 Data and System Security</li> <li>3.3 Cloud Services Roadmap</li> </ul>	

**AREA OF FOCUS 1 - Continuous Improvement**

**KEY INITIATIVE 1.1**

**Business Process Improvement**

**SCOPE:**

Focusing on improving our business processes and taking advantage of technological advancements allows us the opportunity to do more with less and exceed our constituents’ expectations. This initiative is about creating an “improvement culture” that puts capturing and refining of business processes at the forefront of implementation efforts.

**ACTIONS:**

Review and implement Banner 9 self-service functionality. With the Banner 9 upgrade, Ellucian has upgraded the front-end look, feel, and feature set of its self-service modules. This new functionality will support district initiatives and improve user experience while decreasing the need to customize the self-service system. Actions include:

- 1. Upgrade Student Registration.
- 2. Improve the student registration experience and reduce support needs from Admissions and Records and counseling with a new student registration system.



Education plans already required will be integrated with registration along with an improved shopping cart and schedule building functions. Additionally, this will encompass Faculty and Employee Business Process Improvements.

3. Leverage the new features of Banner 9 self-service. This will achieve the following: 1) Make processing rosters, grades, and student information quicker and easier; 2) Improved payroll, insurance, employee data, and absence reporting functionality; 3) New self-service functionality for purchase requisitions and tracking; and 4) Implementation of an electronic, mobile friendly travel and expense platform to reduce staff time and effort.
4. Review and improve the student survey portion of the faculty evaluation process.
5. Develop applications leveraging Ellucian PageBuilder and the Grails programming language & framework, e.g., Faculty Load and Compensation, Add Code Delivery, Adjunct Employment Agreement, Open Enrollment, etc.

## **KEY INITIATIVE 1.2**

### **Network Expansion and Enhancements**

#### **SCOPE:**

Improve network coverage, capacity and access for the campus community. This important resource improves the teaching and learning environment leading to student educational goal attainment and job opportunities. Develop plans that promote equity in access to learning resources. This includes wireless expansion to all classrooms, increasing bandwidth, adding more coverage in outdoor areas, and upgrading power redundancy.

#### **ACTIONS:**

1. Review wireless expansion plans.
2. Upgrade network switches, routers, and CENIC connectivity developing a fully redundant fiber ring to all locations.
3. Upgrade phone system, integrated chat and online meeting solution
4. Improve network redundancy and reliability to provide better uptime during switch, port, and power outages.

## **KEY INITIATIVE 1.3**

### **Document Management and Online Forms**

#### **SCOPE:**

Expand document management and online form utilization. The district has been digitizing records for tracking and retention since 2013 in several departments. It is critical the district continue these efforts and develop online forms with workflow.

These forms can eliminate hours of paperwork, improve data collection, and create efficiencies in business processes.

**ACTIONS:**

1. Launch Campus Logic Forms and Award Letters for Financial Aid. This will simplify the verification process and award notification for our students. Additional efficiencies will be created through:
  - a. Delivery of targeted communications with personalized messaging.
  - b. Embedded dynamic explainer video and related resources to promote financial literacy.

**In Progress** – Project is underway with vendor and campuses. The project completion date has been set for Fall 2020.
2. Develop Admission and Records online forms and workflows for student and faculty processes.

**KEY INITIATIVE 1.4**

Document Management and Online Forms

**SCOPE:**

Increase efficiency, reduce workload and overhead through the automation of travel request, approval, and expense reporting. Improve procurement card purchase reporting and approval.

**ACTIONS:**

1. IT, General Services, and other departments are working together to implement Ellucian’s Chrome River Travel Expense management software districtwide. The district did a tremendous amount of business process analysis in preparation to implement Banner Travel but the project ended with the discontinuance of that product.

**In Progress** – Kick off call and project timeline completed. Tasks have been assigned and ongoing project updates will be provided to appropriate governance committees.

**AREA OF FOCUS 2** - Collaboration, Communication, Innovation

**KEY INITIATIVE 2.1**

Student Success

**SCOPE:**

Focusing on applications that enhance timely communication with students is crucial to their success. To achieve this initiative District IT will be working with the colleges to deliver tools enabling faculty and staff to guide our students through the college lifecycle.

**ACTIONS:**

1. Support college Guided Pathways efforts to provide students with clear, educationally coherent program maps that include specific course sequences, progress milestones, and program learning outcomes.
2. Leverage the investment and capabilities of the Starfish Early Alert and Student Success software to phase in student progress reporting. Faculty can use this tool to directly report progress with students and refer them to counseling, tutoring and other support services.
3. Guided Self-Placement is the process that allows students, in consultation with counselors or other faculty, to determine suitable coursework including the appropriate mathematics, English, and English as a Second Language (ESL) entry-level classes. District IT is working with the English and Math departments across the district to standardize the process.

**KEY INITIATIVE 2.2**

Website and Portal Redesign

**SCOPE:**

These online resources serve as primary marketing and information tool for prospective students and a source of information for current students, employers, the community, donors, and faculty and staff. Collaborating with colleagues across the district IT and Marketing teams, we will work to improve to improve design and navigation for better user experience across multiple devices.

**ACTIONS:**

1. Redesign the college and district websites.

**In Progress** – We are currently in the information gathering stage. Expected completion date is Summer 2020.

2. Select and implement a new portal. Move content for current students, faculty and staff into an easy to find and use environment.

**KEY INITIATIVE 2.3**

Support Innovation

**SCOPE:**

Fostering innovation leads to solutions for existing problems and to transformation through the adoption of new technologies. Innovation is a key initiative for the District so that our colleges remain well positioned to meet the growing technology needs of its students, faculty and staff.

## **ACTIONS:**

1. Add students to Active Directory to enable quicker processing times, account provisioning and resource management.
2. Research and Implement a new districtwide IT ticketing system to support all district and college users receiving the technical support they need.

## **AREA OF FOCUS 3 - Core Services and Information Security**

### **KEY INITIATIVE 3.1**

#### Emergency Notification

##### **SCOPE:**

It is critical for the District to have an integrated Emergency Notification Solution. This multifaceted solution will notify VCCCD students, faculty, staff, and visitors of emergency incidents rapidly and enable them to respond quickly and safely. A key component will be providing key staff the resources and training to distribute emergency information to anyone, anywhere, anytime, on multiple devices at each VCCCD location.

##### **ACTIONS:**

1. Deploy an integrated emergency notification solution.

**In Progress** – A workgroup consisting of key members at the District and campuses is working to achieve this initiative. Currently this is in the request for proposal stage. Significant work and cost will be required to upgrade the infrastructure to support devices in classrooms.

### **KEY INITIATIVE 3.2**

#### Data and System Security

##### **SCOPE:**

Security of our systems and data is continually under attack. Colleges have become an increasingly rich target for cyber criminals. The district has invested a significant amount of financial resources to leverage industry standard practices and software. We need to continue leveraging the potential of these systems to protect our data and users.

##### **ACTIONS:**

1. Get final approval of BP and AP 3721.
2. Provide overview report on current cyber security initiatives and status.
3. Develop Implementation Roadmap of Security Software.



4. Hire a Director of Network Infrastructure and Security.
5. Establish an ongoing maintenance window to update and secure software applications and network infrastructure.

### **KEY INITIATIVE 3.3**

#### Cloud Services Roadmap

##### **SCOPE:**

Utilizing cloud services and technology allows the district to increase capacity, security, availability and agility in online services while working within limited staffing capability. Several key systems including the Banner ERP have been migrated to AWS cloud hosting with great success. Building on this success, services will continue to be moved from hosting in locally managed data centers at Ventura College and Moorpark College to cloud data centers, freeing staff resources for other critical tasks. In addition, cloud managed “Software as a Service” (SaaS) platforms will be evaluated when re-hosting. SaaS removes even more maintenance duties, allowing staff to focus on business needs.

##### **ACTIONS:**

1. Migrate remaining district software to cloud hosting including
  - a. OnBase Document Management System.
2. Utilize modern cloud-native tools and techniques to reduce cloud-hosting costs and increase efficiency.
3. Utilize SaaS solutions for key district services including public websites and MyVCCCD portal.