Technology Plan

2020-2022

EST. 1970

COSUMNES RIVER COLLEGE

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Purpose

The purpose of the CRC Technology Plan 2020 – 2022 is to provide a roadmap on how CRC plans to use technology for the next two years to achieve the goals identified in the college's strategic plan, program review (PrOF), unit plans, and other internal and external sources. The CRC Technology Plan considers the technology trends in the industry and outlines how the college will proceed to leverage technology to meet student technology needs and enable students to succeed in earning their certificates or degrees, transferring to other educational institutions, or attaining other lifelong academic or career aspirations. As technology continues to change, CRC Technology Plan needs to be able to maintain secure and reliable core services while simultaneously having the flexibility to apply new technology solutions to support the mission of the college.

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Overview

This IT Master plan is comprised of a series of strategic IT initiatives planned for implementation over the course of the 2020-2022 period. Those initiatives are listed below, as is a description of how these initiatives will be operationalized and implemented during this period in cooperation with college operational divisions and constituents. Included below is a description of the college participatory governance process as it pertains to this CRC Technology Plan, how resources are allocated to it and how the list of planned initiatives will be implemented.

It should be noted that in the current period of COVID-19 crisis it is difficult to plan or predict with accuracy what is in store for the next two years. However, this strategic plan is intended to provide a planning path forward that will accommodate and recognize the need for agility and responsiveness to change. It is in this context that this plan will be implemented and adjusted according to prevailing conditions and constraints.

Part of this planning process is an annual review by the Distance Education and Instructional Technology (DEIT) participatory governance committee, where it is expected that necessary course changes will be evaluated, adjusted and codified into a revised CRC Technology Plan as deemed appropriate. This group has provision for monthly adjustments if necessary to meet prevailing conditions. Otherwise, this plan will be renewed on a biannual basis, under the jurisdiction of the DEIT group.

CRC Strategic Goals

Outlined below is CRC Strategic Plan for 2017 – 2021. It is expected that the technology plan will support the current strategic goals, and be routinely updated in the future to reflect new strategic goals.

Our Vision

To be an exemplary and innovative community college that empowers students and employees to strengthen the cultural, social, economic, and environmental well-being of their communities.

Values Statement

Cosumnes River College's culture builds upon a foundation of respect, compassion, civil discourse and shared decision-making. CRC deeply values academic integrity, cultural competence, equity, social justice, innovation, and sustainability. CRC promotes teaching and learning excellence through diverse educational opportunities, varied instructional modes, and effective student services.

Mission Statement

Cosumnes River College is a student-centered, open-access community college dedicated to preparing students for an ever-changing future. CRC courses and programs empower our diverse students to earn certificates or degrees, transfer to other educational institutions, or attain other lifelong academic or career aspirations.

2017 - 2021 CRC Strategic Plan

Area 1: Access and Success	Goal: Optimize student access and success through effective pathways and supportive practices to facilitate on-time completion.
Area 2: Equity	Goal: Improve academic success equitably across all CRC student demographic groups.
Area 3: Teaching and Learning	Goal: Nurture exemplary learning among students and employees
Area 4: Workforce Development	Goal: Lead the region in workforce development
Area 5: Learning and Working Environment	Goal: Foster an outstanding and fulfilling learning and working environment.

Other Factors that Impact CRC Technology Plan

Accreditation - An important element of the technology planning process is to incorporate references that highlight alignment of the plan with the Accrediting Commission for Community and Junior Colleges (ACCJC), Standard III.C.   Accreditation Standard III.C has 5 components and these are referenced in the Strategic Goals section of the plan as III.C.1, III.C.2, etc.

III.C.1.	Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.
III.C.2.	The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.

III.C.3.	The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.
III.C.4	The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.
III.C.5	The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

Budget. The District and College make budget prioritization decisions that may impact and adjust the technology plan in order to improve cost effectiveness, program quality, productivity, and optimize the use of available resources.

Technology trends: In response to the COVID 19 pandemic, the college rapidly became a remote workforce with the expectation that a secure online work environment, and the technologies to support that, would be provided by the College's IT services. In addition, our entire student population became online learners, further taxing our existing distance education capacity and resources. These changes have challenged and will continue to impact IT service delivery and drive investment decisions in technology infrastructure, cloud service delivery, and security strategies.

With the hope that the pandemic will be controlled, we expect that we will resume, in large part, on-campus operations. Nonetheless, it is also expected that the proportion of our operations online hereafter will remain high and that we will become an agile and mobile workforce, more responsive to change and more capable of adjusting operations on-the-fly to meet those changes.

Plan Implementation and Governance: The specific CRC-IT Initiatives for the 2020-2022 period (listd below) will be planned and implemented by the CRC IT Department in conjunction with the other areas pertaining to the specific initiative. Through project planning and proactive engagement with the respective areas, the IT Department will phase implementation to meet the timelines and goals of the affected area while managing the personnel resources of the department to most-effectively and efficiently execute each project. This collaborative approach keeps projects on track while ensuring that the needs of the affected area are met and that their operations are least-impacted by the project work. Each project is scheduled as a part of the overall IT Department Projects Schedule and the appropriate IT personnel (typically including the technician assigned to that area) are assigned to implementing and seeing that project through to completion.

The governing oversight of college IT operations is the Distance Education and Instructional Technology (DEIT) participatory governance group, especially as it pertains to instruction. The DEIT group meets monthly to discuss the distance education and technology operations of the college, and works hand-in-hand with the IT Department to provide feedback and guidance for the medium-to-long-term planning and tactical day-to-day operations of IT. In addition, the DEIT provides college representation in the biannual Capital Outlay Budget process, specifically the IT aspects which are evaluated and ranked separately from other college capital expenditure requests by the DEIT.

At CRC the IT, Media Services and Distance Education departments reside as sibling departments within the same operational Division - Library and Technology Services (L&TS). Also housed within L&TS are all of the open computer labs available to our students, in the Library and Tutoring & Academic Support departments, also within L&TS. This organizational structure provides for tremendous synergy and collaboration between these departments, facilitating a responsive and efficient approach to meeting the technology needs of our students and employees.

IT Strategic Goals and Initiatives

CRC's Strategic Goal	CRC IT Strategic Goal	CRC IT Initiatives (2020 – 2022)
<u>Access and Success</u> Optimize student access and success through effective pathways and supportive practices to facilitate on-time completion.	1.1 Provide technology and technology services to support on-campus and online teaching and learning. (III.C.1) 1.2 Enhance internal and external web resources to provide self-service resources for programs, services and operations. (III.C.4) 1.3 Enhance method of communication with students to efficiently and effectively facilitate on-time completion. (III.C.1)	<u>Cosumnes River College (CRC)</u> 1.1a – Expand technology in the classrooms. 1.1b – Expand academic applications and software available through virtual labs. 1.1c – Increase technology equipment inventory for students to checkout. 1.1d – Improve campus printing, pickup, and payments. 1.1e – Enhance student tutoring services through the use of online technology. 1.2a – Provide online instructions/training for students, faculty, and staff to aid in the use of technology. 1.2b – Provide online employees and students technology support.

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		1.2c – Develop an online application to help students locate academic software in open/virtual computer labs.
		1.3a – Provide a user friendly website to effectively map out students pathways for success.
		1.3b – Enhance and support SARs and Starfish application and other related student services applications.
		District Support Needed:
		1.1a - Provide and support virtual labs hardware/software.
		1.1b – Provide and support the District Learning Management Systems (Canvas).
		1.1c, 1.3a - Implement Starfish (Student Success Platform).
		1.1d – Implement Ad Astra (Facility Management System).
		1.2a – Provide and support uniform website platform.
		1.2b – Enhance students and employees

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		E-services functionalities. 1.3b – Enhance iSEP (Student Education Plan).
<u>Equity</u> Improve academic success equitably across all CRC student demographic groups.	2.1 Strive for digital equity. (III.C.1) 2.2 Provide Institutional Research (IR) with the technology and provide data management and data governance for data-informed decision making. (III.C.4)	<u>Cosumnes River College (CRC)</u> 2.1a - Increase technology equipment inventory for students to checkout. 2.1b – Expand technology in the classrooms. 2.1c – Expand virtual labs to enable all students have access to academic software. 2.1d – Expand technology for DSPS. 2.2a – Continue to provide and support IR with their technology needs. 2.2b – Build a Power Business Intelligent (BI) Server for IR to generate and provide data to the CRC community. <u>District Support Needed:</u> 2.1a – Provide and support virtual labs

CRC's Strategic Goal	CRC IT Strategic Goal	CRC IT Initiatives (2020 – 2022)
		hardware/software. 2.2a – Provide, support, and maintain the recording keeping of district-wide data for IR to use for reporting and analysis.
<u>Teaching and Learning</u> Nurture exemplary learning among students and employees	3.1 Provide appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to their programs, services, and institutional operations. 3.2 Develop and update policies and procedures that guide the appropriate use of technology in the teaching and learning processes. (III.C.5)	<u>Cosumnes River College (CRC)</u> 3.1a Increase offering of technology training to staff during flex, online, and as requested. 3.1b Increase offering of technology trainings to students online, and as requested. 3.2a Continue to expand Standard Business Process (SOP) and technology guide for current and new technology.

CRC's Strategic Goal	CRC IT Strategic Goal	CRC IT Initiatives (2020 – 2022)
Workforce Development Lead the region in workforce development	4.1 Provide and support Workforce Development programs with updated technology. (III.C.2)	Cosumnes River College (CRC) 4.1a Continue to work with the academic area to upgrade technologies as needed per the industry trends.
Learning and Working Environment Foster an outstanding and fulfilling learning and working environment.	5.1 Ensure that all classrooms, labs and study spaces have standardized, appropriate and adequate audiovisual equipment, networking, hardware and software to support collaborations, simulations, presentations, teaching and learning. (III.C.1) (III.C.2) 5.2 Provide technologies and services to continuing supporting instruction, student services, and	5.1a, 5.2a Develop and document IT and Media equipment standardization 5.1b, 5.2b Evaluate and update technology standards to support remote operations. 5.1c, 5.2c Continue annual review of all academic and administrative hardware and software to determine if hardware and software are appropriate and adequate to achieve and maintain college goals and department objectives. 5.1d, 5.2d Continue to work with District Office to ensure that networking infrastructure is appropriate and adequate. 5.1e Upgrade IT and media equipment in

CRC's Strategic Goal	CRC IT Strategic Goal	CRC IT Initiatives (2020 – 2022)
	administrative operational needs. (III.C.1, III.C.2) 5.3 Maintain a sustainable funding model and a sustainable staffing model for technology resources and services. (III.C.2) 5.4 Provide ongoing information security training to faculty, staff, students, administrators and external stakeholders. (III.C.3.) 5.5 Continuous improvements of standardized business processes involving technology to improve campus operations. (III.C.5) 5.6 Continuous implementation of Single Sign-On (SSO) and implement a Multifactor Authentication (MFA) solution for all standardized	classrooms and labs approved by the budget planning process. 5.2e Continue with CRC PC Renewal Plan to ensure staff and faculty have reliable and up to date technology. 5.2f Implement a remote device management system to efficiently support staff for remote operations. 5.2f Continue to promote and offer Professional Development and technology training to IT Staff. 5.3a Enhance the college CIPS system (IT resource request). 5.4a Continue to promote good security practices via email and online training. 5.5a Create and apply standard business processes (SOP) for network file share management to ensure that CRC network shares are well managed and permissions are easily identified. 5.5b Continue to expand Standard Business Process (SOP) and technology guide for current and new technology.

CRC's Strategic Goal	CRC IT Strategic Goal	CRC IT Initiatives (2020 – 2022)
	applications and technology resources to assure reliable access, safety and security at all locations. (III.C.3) 5.7 Development and maintenance of information security plans, policies, procedures, practices and projects to assure reliable access, safety, risk management and security at all locations. (III.C.3) 5.8 Provide professional support and technical support for faculty, staff, students and administrators. (III.C.1, III.C.4) 5.9 Continuous improvement of network connectivity, infrastructure, and security to assure reliable access, safety, and security to all	5.6a Implement Global Protect and DUO for VPN and MFA solution. 5.7a Continue scanning of CRC networks for high risk data. 5.7b Continue to identify and secure high risk data with encryption at rest software. 5.8a Enhance CRC helpdesk ticketing system 5.9a Continue to work with District to ensure network equipment and infrastructure are reliable and appropriate. 5.9b Upgrade CRC backup storage 5.10a Continue to discuss and plan with facility management to modernize campus data center. District Support Needed: 5.1a, 5.2a, 5.9a – Provide reliable and resilient network connectivity, network infrastructure, and backups 5.2b – Provide disaster recovery and business continuity plans for district managed business process and data 5.4a – Create and manage the required

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	district and college locations. (III.C.1, III.C.2, III.C.3, III.C.4) 5.10 Modernize campus data center to continuously supporting campus instructional and administrative needs. (III.C.1, III.C.2, III.C.3)	Information Security Training for all classified and management staff. 5.6a – Provide, manage, and support SSO and MFA software. 5.7a – Continue to provide technical support for District application and software.

References:

1. 2017 - 2021 CRC Strategic Plan

2. 2016 - 2021 Los Rios Community College District Strategic Plan

3. ACCJC 2014 Accreditation Standards

4. 2017 – 2022 District Technology Plan

5. 2009 - 2017 CRC Planning Guide

6. 2015 CRC Distance Education Master Plan