

MODESTO JUNIOR COLLEGE TECHNOLOGY PLAN

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2017 - 2022

DRAFT

Modesto Junior College Technology Plan
Table of Contents

Technology Plan	2
Work Plan	449
District IT Crosswalk	20
Appendix B	1625

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Technology Plan Draft Workgroup

The following members of the Instructional Technology Committee developed the MJC Technology Plan:

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Executive Summary

Modesto Junior College's (MJC) College Technology Committee (CTC) serves as a recommending body to the College regarding training, procedures, standards, and resources related to campus technology. The CTC reviewed and assessed the implementation of its 2011 Technology Plan to evaluate progress and future goals. The 2017-2022 College Technology Plan was developed to continue the work of the original plan and update activities to address emerging needs. The CTC works with the YCCD Information Technology Services (ITS) to provide MJC perspective on technology initiatives and standards. As has been the case among many older California Community Colleges, the integration of technology at MJC has been characterized by periods of intermittent growth followed by retrenchment due to lack of sustained funding. Technology continues to change rapidly, as often as every 12 to 18 months; yet hardware, software, support, and service may not be available or need costly and frequent updates to remain secure and operational. External funding from the State in the form of TTIP dollars and funds from the Measure E bond have allowed the College to barely keep abreast of current technology needs. Over the past several years, as technology needs and expectations across the campus have increased, technology spending itself has lacked an integrated, cohesive and sustainable planning cycle. The College has leveraged external resources and targeted funding to build technology capacity. The committee reviews technology resource requests from program review, and makes recommendations to the Resource Allocation Council (RAC) for funding. CTC considers In fact, MJC currently has no replacement plan for any technology—desktop computers, instructional servers, AV systems, or learning management systems. In many areas, technology spending has not taken into account the total cost of ownership as for new purchases occur nor have and replacement needs of existing systems been evaluated for planned replacement. This has led to a lack of adequate technology training, technology integration and necessary staff support.

In terms of planning initiatives, the campus continues to develop needs to create an atmosphere of technology innovation along with a culture that rewards and values continued technology-enabled learning among all stakeholders. To this end, the CTC assesses needs and identifies technology training and support that lead to must be institutionalized and appropriately funded in order to create a supportive environment for all technology users. In the same vein, the The campus is working with YCCD ITS to must establish minimum standards for instructional and non-instructional technology in order to assure that newly constructed and renovated buildings are fully capable of deploying currently used technologies as well as being capable of adapting to future needs.

The CTC also serves as a convening body to discuss new initiatives and host status reports on technology projects. This includes developing and recommending College processes, schedules, and funding sources the creation of a fully funded for desktop and classroom/lab replacements, and reviewing pilot projects for instructional and operational computing such as virtual desktop infrastructure (VDI) and technology-enabled learning cycle that is tied to a stable funding source.

~~Technology staffing needs must be aligned in a more direct and sustainable way with currently-used technologies in order to assure that hardware and software used by faculty, staff, and students is functioning as intended. As noted above, the College must move to institutionalize technology planning by incorporating it into the Program Review and budget allocation process. An overarching goal of this plan is to develop training and support that provide students with the necessary skills required in a technology-based society. The CTC plan directly supports the MJC Education Master Plan (EMP) objective 3.3: "Increase student skills and technology capacity". (MJC Education Master Plan)~~

The purpose of the Technology Plan is to create a roadmap that can be used to meet the objectives described above. The roadmap establishes goals, objectives and activities designed to be measurable and achievable. These goals are designed to address the technology training needs across campus, the establishment of minimum technology standards and the establishment of ~~a process~~^{es} for the evaluation, adoption and resourcing of campus technologies. The ~~overriding theme purpose~~ of the individual goals is ~~the need to support the District ITS in~~ identifying and establishing consistent resources for ~~all~~ technology initiatives across the campus.

MJC Vision

~~MJC will enrich lives by challenging all students to become successful, lifelong learners who strengthen their community in a diverse and changing world. The college is the first choice for educational excellence in our community. As the first choice for educational excellence in our community, Modesto Junior College will enrich lives by challenging all students to become successful, lifelong learners who strengthen their community in a diverse and changing world.~~

MJC Technology Vision

To develop a culture of faculty, staff and students who pursue lifelong, technology-enabled learning in order to maintain current skills and contribute to their community

~~MJC is committed to transforming lives through programs and services informed by the latest scholarship of teaching and learning. We provide a dynamic, innovative, undergraduate, educational environment for the ever-changing populations and workforce needs of our regional community. Modesto Junior College provides a comprehensive student-centered learning community for all who can benefit by offering innovative instructional and student support programs that respond to the educational needs of our diverse community.~~

MJC Technology Mission Statement

Modesto Junior College provides current and innovative technology, training and support to its faculty, staff and diverse student population to enhance learning and prepare users for a technology-based society.

Annual Review

The Campus Technology Committee will annually review the existing Technology Plan beginning in the spring of each year, amending the document as necessary.

Goal 1: Ensure faculty and staff receive adequate training and professional development in order to assure successful implementation and utilization of technologies Ensure

Current Situation: Technology training is ~~currently-sometimes~~ sporadic and fragmented rather than well-planned and ongoing. Staff can request help with software and hardware by contacting the technology help desk, and they can participate in periodic District ~~Information Technology (ITS) trainings or Title V trainings~~ and current MJC course offerings. The Institutional Effectiveness Partnership Initiative (IEPI) provides access to training resources through Lynda.com for all California Community Colleges. While abundant training resources exist, the College can increase communication and coordination regarding training opportunities. The CTC plans to leverage these resource to provide training for MJC faculty, administrators, and classified professionals in order to increase individual capacity with technology. Beyond that, staff members seek help where they can get it. For example, training is often requested of technicians during service visits. Because any assistance the technicians offer during a visit is rushed and unplanned, the result is frequently spotty and incomplete instruction. This is not to say that campus technicians are unable to provide training, however they do not have the time. Additionally, within departments, technologically savvy individuals are regularly asked for their expertise, placing an added burden on many of them. The result of insufficient training and professional development opportunities is that existing technology on campus is not used to its full potential. The committee acknowledges there is reluctance on the part of some staff to engage in technology-related staff development, offering an additional challenge to the integration of new technologies.

Objectives:

- 1.1 ~~Identify persons responsible for conducting technology training needs assessments and trainings for the following areas:~~
 - a. ~~Learning Management System~~
 - b. ~~Classroom technology~~
 - c. ~~Video streaming and teleconference technology~~
 - d. ~~Campus computer labs~~
 - e. ~~Mobile computing~~
 - f. ~~Web 2.0 applications~~ Develop, administer, and evaluate technology training needs
- 1.2 ~~Allocate resources for technology training needs assessments, trainings, and professional development!~~ Identify persons able to conduct technology training

1.3 Identify variables that cause staff to be reluctant to participate in available competency

a) Develop a "Technology Institute" or training workshops where stakeholders can explore new ideas

b) Create a centralized repository for technology-related resources (Lynda.com)

Measurable Outcomes: Faculty and staff will increase their knowledge of current technology-enabled learning and apply new knowledge and skills in their role at the college. Outcome will be measured by student feedback on an annual MJC Technology Survey and compared to the baseline data from student responses gathered in the fall 2010-2017 Technology Survey.

Goal 2: Establish procedures for the evaluation, adoption and proper resourcing of campus technologies

Current Situation: Internet and technology services now operates from the YCCD Central Services. Personnel and support for MJC as well as Columbia College are centrally coordinated. The CTC serves as the college technology voice for MJC. The administrative structure for technology at the college consisted of a Dean of Library and Information Technology who oversaw a Director of Technology and Media Services until June, 2011. With the recent retirement of the Dean, Technology and Media Services currently reports to the YCCD Vice Chancellor of Technology. Replacement of the College Dean of Information Technology is on hold. Thirteen full-time classified staff technicians report directly to the Director. Procurement decisions are most often made at the division level, with no coordinating body ensuring technology purchases are consistent across campus and can be supported at the current staffing level. The Instructional Technology Committee (ITC) is a long-standing campus committee that meets monthly to discuss technology needs at the college. The ITC makes recommendations to ensure the whole of the campus community is appropriately represented in the development of technology rich environments. The ITC can identify gaps and make recommendations however no formal process has been established for divisions and programs to vet technology requests, or for the college to ensure current and new technologies are aligned with strategic priorities, to provide a coordinated venue for discussing, reviewing, and recommending campus needs. A manager from ITS sits on the CTC to ensure consistent coordination between the college and the district. MJC stakeholders, including participatory governance councils and committees can request assistance from the CTC in reviewing technology requests and/or needs.

Objectives:

2.1 Establish/Maintain a Campus Technology Committee (CTC)

a) The current Instructional Technology Committee will evolve into the Campus Technology Committee, focused on all computing and other technology needs across campus, with a cross-section of college and district individuals who work with

~~technology regularly~~ Serve as an advisory committee to campus constituents with

- ~~a)~~
- ~~b) Plan, review, and recommend technology-related decisions campus-wide to include Distance Education, Learning Management System, classroom technology, desktop computing, video streaming and teleconference technology, mobile computing, administrative computing, and technical support and training~~ Host reports from technology point people/constituency groups regarding projects, inventory, and life cycles
- ~~b)~~
- ~~c) Prioritize technology resource allocations based on Program Review~~ Receive regular updates from and provide feedback to Central Services ITS on technology inventory and projects
 - ~~d) The CTC may be called upon on an as-needed basis to assist the Grant Development Office in evaluating technology in order to assure technologies funded through grant monies align with campus technology needs and goals~~
- ~~a) Prioritize technology resource allocations based on Program Review~~
- ~~b) Provide input for technology project priorities to YCCD and MJC and communicate status to college stakeholders~~
- ~~c) Identify a process & schedule for requesting standard computing needs (multiple tiers)~~
- ~~a—d) Assist the Grant Development Office in evaluating technology as needed~~ Identify all

2.3 Establish a timeline and process for regular technology assessments

- a) Set annual goals that support strategic plan and EMP objectives; provide annual reports
- b) Identify potential funding sources for campus technology needs
- c) Partner with YCCD ITS to develop a “proof-of-concept” process for introducing new technologies on a small scale before adopting

2.4 Identify and evaluate inefficiencies, gaps, and emerging technologies

Outcomes: The CTC will produce a process, timeline, and rubric for stakeholders to develop technology requests. Annual goals will be published with status reports of progress to College Council.

Goal 3: Develop and maintain minimum technology standards for hardware, software and support.

Objectives:

3.1 Develop minimum standards for campus technology Partner with YCCD ITS to

- a) Hardware – desktop computing for multiple tiers
- b) Software/Licensing
- c) Support

3.4 3.2 Work with the DE Committee to support technology-enabled learning

Outcomes: The CTC will produce a set of standards, based on user need, as well as a comprehensive list of software licenses and recommendations to leverage resources.

Goal 4: Work with YCCD ITS to establish a budgetary framework for sustaining existing technology and integrating new technologies

Current situation: Technology expenditures are generally decentralized, according to department resources. The College does not have a specific budget for technology needs. It has kept fairly current with technologies by leveraging grants and other resources. College and District stakeholders discuss different funding models. The District recently hired a new Vice Chancellor of Technology Services. The college will work through the participatory governance processes to identify funding for technology.

Objectives:

4.1 Include a line item in the budget for new and replacement technologies that considers the total cost of ownership

- a) Seek financial resources for technology from external resources including grants

4.2 Identify high-demand software; track existing software

- a) Identify sustainable solutions for software
- b) Identify potential funding sources for group licenses

4.3 Develop processes with RAC to prioritize technology requests

Outcomes: The CTC will work produce a prioritized list of existing software licenses and a published technology resource request process.

Goal 5: Become a leader in the CCC System in providing students with adequate access to training, support, and current learning technologies, and the necessary skills required in a technology-based society

use a computer in their personal lives. The percentage of students who use computers for their education is even lower (approximately 70%). ~~The use of other educational~~ most places on campus. Students also have access to four open computer labs on East Campus and ~~one-three~~ on West Campus. Nearly 65 program-specific labs are available students who are enrolled in courses that reserve them. ~~The college has four interactive~~ classes with lecture capture and video streaming, but it is not used campus-wide. Most classrooms are equipped as “smart classrooms”, with internet access, projectors and screens for classroom use. Central Services provides a “Help Desk” with technicians available to answer questions 40 hours per week. Presently, there is no consistent training structure for students who want to learn how to use current technology, and there is no 24/7 student support.

Objectives:

- 5.1 ~~Evaluate, prioritize and address ongoing student learning technology needs (fall 2011 population)~~
- 5.2 Support technology competency for MJC students, including the use of technologies in careers
- 5.3 Develop single sign-on for students to simplify access to resources

Technology Plan Timeline Work Plan

Goal 1: Ensure faculty and staff receive adequate training and professional development in order to assure successful implementation and utilization of technologies					
Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (complete, in progress, not started)
1.1 Identify persons responsible for conducting technology training needs assessments and trainings for the following areas: — a. Learning Management System — b. Classroom technology — c. Video streaming and teleconference — technology — d. Campus computer labs — e. Mobile computing — f. Web 2.0 applications	Develop survey for all faculty and staff at MJC and District asking who would be willing to conduct technology training sessions in areas listed at left Administer survey Collate results of survey; hold until training begins	CTC workgroup	Completed survey Results of survey List of individuals willing to train in future	Fall 2014	A survey was done in 2010 Was a smaller survey done in 2011? Results? Recommend new survey

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1.2 Allocate resources for technology training needs assessments, trainings, and professional development	Upon notification that funds are available, develop plan for their distribution	CTC workgroup	Budget for each area listed in objective 1.2	As money is available	Some resources are coordinated through RAC and grant funds. Needs improved, well-published process.
1.3 Identify variables that cause staff to be reluctant to participate in available trainings	Develop questions to add to survey in objective 1.4 asking why some MJC staff do not participate in trainings Administer survey Collate results of survey; use information to plan training	CTC workgroup	Completed list of questions Results of survey List of reasons for non-participation	Fall 2011 Spring 2012 Spring 2012	Where are prior survey results? Recommend new survey
1.4 Develop, administer, and evaluate technology training needs assessments	Develop survey to send to all faculty and staff at MJC; include questions developed in objective 1.3 above Administer survey	CTC workgroup	Completed survey Results of survey	Fall 2011 Spring 2012 Spring 2012	Where are prior survey results? Recommend new survey

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	Collate results of survey; use information to plan training		Ranked list of identified training needs		
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Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (include: complete, in progress, not started)
1.5 Design, deliver, and assess technology trainings	Create outline for each training	Trainers	Outline of each training	Fall 2012 and ongoing	Some trainings on Microsoft Office and use of online tools
	Possibly create materials for use by attendees	Trainers	Training material made available to attendees		In-progress
	Create evaluation tool	May have already	Approved evaluation tool	Fall 2012 and ongoing, as trainings are conducted	How are evaluation results used to improve programs?
	Administer evaluation tool after each training	Trainer	Completed evaluation tools		In-progress
	Review evaluations	Trainer/CTG workgroup			

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			List of ideas for improving future trainings; retain this information on new staff development Web site		
1.6 Develop a culture of technological competency on MJC's campus to encourage staff to take full advantage of the training opportunities offered, reduce some of the technological anxiety people feel, and achieve a standard level of competency with campus technology				2013 and ongoing	How can CTC assist in improving and publishing training opportunities? In progress
1.7 Create a centralized repository Web site for technology-related resources	Build on existing work of Help Desk (x7800) and Title V employees; build out a new staff development Web site	CTC workgroup in conjunction with SRAC	Existence of up-to-date Web site	Fall 2012 and ongoing	Not started (Is this still a relevant approach?)

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Goal 2. Establish procedures for the evaluation, adoption and proper resourcing of campus technologies					
Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (include: complete, in progress, not started)
<p>2.1 Establish a Campus Technology Committee (CTC)</p> <p>a. The current Instructional Technology Committee will evolve into the Campus Technology Committee with a cross-section of college and district individuals who work with technology regularly</p>	Identify members to sit on newly created CTC	ITC	Approved committee created with membership list and committee charge (See Appendix A for committee charge)	Fall 2014	<p>Technology Plan published</p> <p>Regular committee meetings for two years (until spring 2013)</p> <p>Restart of committee in fall 2015</p> <p>In progress</p>
<p>b. Plan, review and recommend technology-related decisions campus-wide to include Distance Education, Learning Management System, classroom technology, desktop computing, video streaming and teleconference technology, mobile computing, administrative computing, and technical support and training</p>	<p>Develop a timeline to investigate each identified technology</p> <p>Establish criteria to assess benefits and challenges of each technology</p> <p>Develop criteria for total cost of ownership</p>	<p>CTC workgroup</p> <p>CTC workgroup</p> <p>CTC workgroup</p>	<p>Timeline is created</p> <p>Criteria rubric established</p> <p>TCO criteria developed</p>	Fall 2014	<p>Timeline to identify priorities developed</p> <p>Evaluation of plan underway</p> <p>Need criteria for total cost of ownership</p> <p>In progress</p>

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e. <u>Prioritize technology resource allocations based on Program Review</u>	Review technology related needs identified in Program Review	CTC	Campus Program Review documents are read and assessed	Fall 2011	Review of requests & recommendations for technology occurred once (2012?) In-progress/not started
	Establish a "Ranking and Criteria" process to be used in prioritizing technologies identified in Program Review	CTC	Written criteria and procedures for prioritizing campus technologies through Program Review	Fall 2011	Not started
d. <u>Assist Grants & Resource Development Office in evaluating technology where needed, in order to assure technologies funded through grant monies align with campus technology needs and goals</u>	Meet to discuss and review grant opportunities as needed	MJC Grants Office & Technology Task Force	Recommendations for technology budget and acquisition in grants	Ongoing	Informal assistance from campus and district experts In-progress

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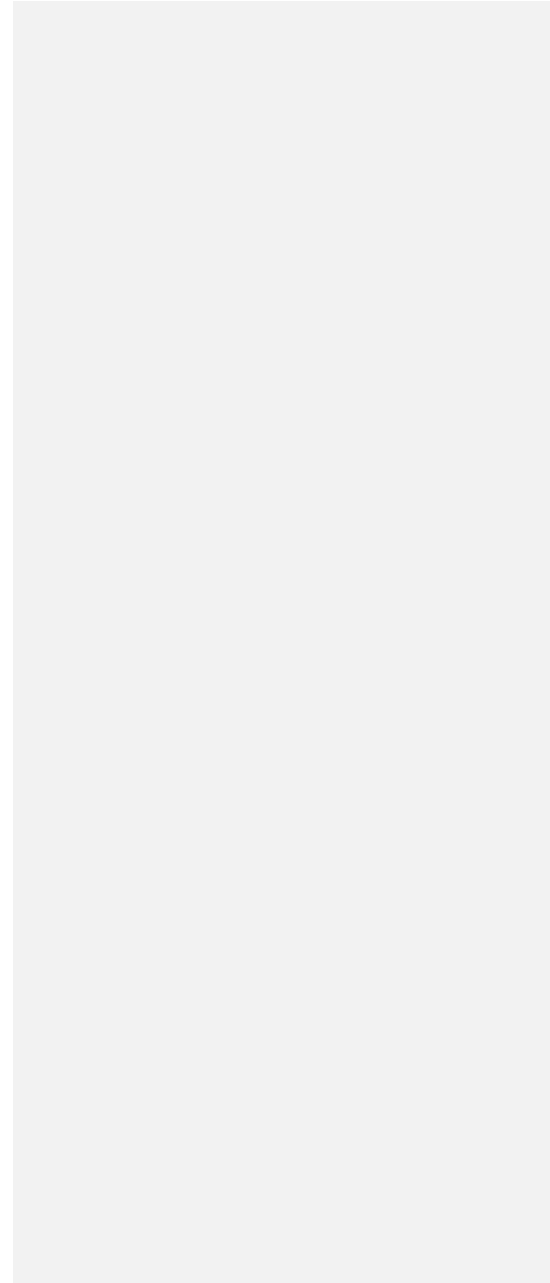
Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (include: complete, in progress, not started)
<u>2.2 Establish a timeline and process for regular technology needs assessments, evaluation and replacement, and introduction of new technologies</u>	Create a comprehensive list of current technologies across campus	Technology Services	List of all campus technologies	Fall 2011	Not started

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a. Identify all current technologies that should have regular review					
b. Develop a campus technology review process	<p>Create a calendar for technology review</p> <p>Use developed criteria in Objective 2.1 for review process</p> <p>Engage appropriate stakeholders as needed</p>	<p>CTC</p> <p>CTC</p> <p>Various</p>	<p>Calendar for technology review</p> <p>Written evaluation of assessed technologies</p> <p>Meeting minutes and decision justification</p>	<p>Spring 2012 and ongoing</p>	<p>Not started</p>
c. Develop a "proof of concept" process for introducing new technologies on a small scale before adopting campus-wide	<p>Develop a plan and a calendar for a step-by-step process that includes research, best practices, cost, purpose and implementation timeline</p>	<p>CTC</p> <p>workgroup and District IT</p>	<p>Written procedure</p>	<p>Spring 2012</p>	<p>Informal "proof of concept" on individual or department basis. No written procedure</p> <p>Not started</p>
d. Develop a timeline for replacing and introducing technology campus-wide	<p>Develop a plan and a calendar for replacement and introduction of technology</p>	<p>CTC & Technology Services and District IT</p>	<p>Calendar for replacement and introduction of technology</p>	<p>Fall 2014</p>	<p>Preliminary discussions of need; no plan or schedule developed</p> <p>In progress</p>

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Goal 3: Develop and maintain minimum technology standards for hardware, software and support.

Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (include: complete, in progress, not started)
3.1 Develop minimum standards for campus technology — a. Level of support standards: 1. Identify approved list of equipment and software that can be fully supported by MJC's Media and Technology Services 2. All other equipment/software/licenses/services will be partially/not supported	Create an inventory of hardware, software and licensing; evaluate which ones will be supported and which ones will be partially or not supported	Media and Technology Services	-List of supported/not supported hardware, software and licenses	Spring 2011 to Dec 2012	District ITS has some unpublished parameters for approved technology No-campus-wide inventory Not started
b. Identify specific amount/percentage of MTS budget for staff development and schedule on regular and as-needed basis.	Establish 10% of IT staff workload as research and development for new projects	Director of Media and IT	New projects and technologies will be explored to help MJC keep up with technology advances	July 2011 and ongoing	Informally explored through some grants No formalized approach In-progress
c. Hardware, software, and licensing standards will be created for: 1. Hardware: desktops, laptops, printers, scanners, fax machines, AV				Feb 2012 to June 2013	Informal standards; not widely published

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<p>equipment, cabling equipment, and other miscellaneous equipment</p> <p>2. Software: Operating systems, applications, licenses, tools, and other miscellaneous software</p> <p>3. Set minimum standards for end-of life process of hardware, software, and other IT resources</p>	<p>Use the inventory list created in part 3.1a to establish standards of hardware, software and licenses at MJC</p> <p>Evaluate technologies in inventory list to create end-of-life process for existing technologies.</p>	<p>Media, Technology Services and District IT</p>	<p>Written document describing standards to include lists of supported technologies</p> <p>Written document describing end-of-life process for existing technologies, including the replacement plan</p>	<p>In-progress</p>
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Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes (include: complete, in progress, not started)
<p>d. Create standards for implementing and evaluating new technology at MJC.</p>	<p>Create a request form for purchasing and/or implementing new technology</p>	<p>MJC CTC, Media, Technology Services and District IT</p>	<p>The form is created, approved and published</p>	<p>Jan 2012 to Dec, 2012</p>	<p>Informal communication with district ITS when exploring new technology; no published process</p> <p>In-progress</p>

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e. Formalize operational policy for resource use to include AV equipment, laptops, and IT personnel time	Create policy for resource use including AV equipment, laptops, and IT personnel time	Media and Technology Services	Policy is created, approved and published	Jan 2012 to Dec, 2012	Informal processes; Is there anything published by district ITS? In-progress
f. Create policy for new MTS rollouts that affect the majority of MJC students and employees	Create policy for new IT rollouts that affect most or all of the MJC campus	MJC CTC, Media, Technology Services and District IT	Policy is created, approved and published	Jan 2012 to June, 2013	Media and Technology services now at district level; unsure about written policies ???
3.2 Set standards for technology-enabled learning including: a. Bi-annual review of the college LMS (Learning Management System, which currently is Blackboard 9.0) b. Video streaming solution to enhance remote education and access of resources for faculty and students for all classes including face-to-face classes c. Single sign-on for students to simplify access of resources d. Other emerging technologies that improve/enhance Distance Education and other technology-enabled learning	Work with all campus stakeholders, District and college IT departments to identify technology needs and capacity Create and publish written standards for all-campus technology, including: LMS	CTC; District IT; President's Cabinet	Standards are created, approved and published	Jan 2012 to June, 2013	Coordination of standards and review now through District Technology Committee; unsure whether or not these are standing items; some review at the college DE department; unsure about written policies In-progress

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e. Develop a staffing plan to support Distance Education and other technology-enabled instruction	Video Streaming				
	Single sign-on				
	New technologies				
	Distance Education				
	Staffing				

Goal 4: Fully incorporate funding for technology into the college budget, following the State Chancellor's IT staffing recommendations, and establish a budgetary framework for sustaining existing technology and integrating new technologies

Objective	Activity	Person Responsible	Outcome Measure	Timeframe	Evaluation Notes <i>(include: complete, in progress, not started)</i>
4.1 Include a line item in the college budget for MJC MTS services that is regularly reviewed and revised and considers the total cost of ownership	Itemize and prioritize annual campus technology and staffing costs	Media & Technology Services	College metric to evaluate technology needs and budget that follows the IT staffing recommendations of the State Chancellor's Office An initial budget for an annual IT costs (estimated at approximately \$1.7 million). It includes, but is not limited to, the following: <ul style="list-style-type: none">• Hardware; Software• Licensing & maintenance agreements	Sep 2011 to June 2012	Technology funding is a priority in all grants, where appropriate; No college budget line item yet. Not started

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			<ul style="list-style-type: none"> Staff training for technologies Staff time for installing, training support staff, maintaining, upgrading and repairing all technologies <p>(see Appendix B for preliminary budget estimate)</p> <p>Realistic estimates of storage, transportation, workspace, staging areas, training and support for technology investments shall be made</p>		
4.2 Include line item in college budget for replacement of end-of-life technologies and existing technologies that need maintenance and financing	<p>Conduct a cost analysis of fundamental campus technologies to determine a baseline annual budget amount</p> <p>Recommend a beginning line-item amount based on cost-analysis with five-year increase to optimum funding level</p>	<p>Media & Technology Services</p> <p>ETC</p>	<p>Campus-wide annual technology cost estimate</p> <p>Technology line-item included in MJC annual budget</p>	<p>April 2012 to July 2012</p>	<p>Unsure of written policies for replacement</p> <p>In progress?</p>

Objective	Activity	Person Responsible	Outcome Measure	Time-frame	Evaluation Notes (include: complete, in progress, not started)
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<p>4.3 Develop a regularly reviewed list of leading edge technologies including total cost of ownership, Research & Development, and pilot project strategies</p>	<p>Investigate and recommend Best Practices and new technologies for higher education</p> <p>Develop process for implementing pilot projects including roll-out, evaluation, communication, and scale-up or rejection</p>	<p>Technology Workgroup and CTC</p> <p>CTC Workgroup</p>	<p>Annual list of priorities for pursuit of funding</p> <p>Written process for pilot project implementation</p>	<p>Sep 2011 to Dec 2011</p>	<p>Some discussion of leading edge technologies in grant-funded projects. No centralized planning</p> <p>In progress</p>
<p>4.4 Complete proper analysis of the financial and human resources necessary to sustain existing and new technologies</p>	<p>Research technology staffing levels at "Best Practice" and peer colleges</p> <p>Identify gaps or surplus in current technologies and staffing levels</p>	<p>CTC Workgroup</p> <p>CTC</p>	<p>Recommended minimum staffing level for current technology needs</p> <p>List of gaps and surplus of technologies and staffing levels</p>	<p>Dec 2012 and ongoing</p>	<p>Increased awareness of need for human resources when investing in new technology. Analysis of need is not centralized.</p> <p>In progress</p>
<p>4.5 Actively seek financial resources for technology in addition to the core MJC budget, including grants and donations</p>	<p>Identify external funding sources for technology</p> <p>Include prioritized technologies in all grant development</p>	<p>Director, Grants & Resource Development</p>	<p>All appropriate grant proposals include capacity-building technology funding</p>	<p>Sept 2011 and ongoing</p>	<p>Technology is a priority in all grants, when appropriate</p> <p>In progress</p>

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Goal 5: Become a leader in the California community College System in providing all MJC students with adequate access to training, support and current learning technologies and the necessary skills required in a technology-based society.

Objective	Activity	Person Responsible	Outcome Measure	Time-frame	Evaluation Notes (include: complete, in progress, not started)
5.1 Evaluate, prioritize and address ongoing student learning technology needs, including the following areas: a. Learning Management System b. Classroom technology c. Video streaming and teleconference — technology d. Campus computer labs e. Mobile computing f. Web 2.0 applications	Conduct and analyze annual campus technology survey	Technology Task Force	Annual update of technology needs from faculty, staff and students	Fall 2011 and annually thereafter	Need a new campus technology survey Distance Education department stays current on online access and new technologies Most computer labs can now be updated virtually (?) In progress
5.2 Allocate resources (funding, personnel and facilities) for technology training and support for students	Prioritize ideal services needed by students for IT training and support	CTC, President's Cabinet, Planning & Budget Committee	Prioritized list of student IT services, necessary personnel, facilities and budget amount	Spring 2012 and ongoing	Technology resource prioritization conducted once in 2012 Needs ongoing focus

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	Identify necessary personnel and facility needs for student IT support, including budget amount				In progress
5.3 Design, deliver and assess technology training and support	Develop plan for assisting students with technology needs, based on available resources Deliver and assess student training and support	CTC, President's Cabinet, P&B Committee	Student IT training and support, including evaluation and refinement of services	Fall 2013 and ongoing	
5.4 Identify ways to provide student access to electronic learning resources that fit the varied lifestyles of a diverse student population	Explore and identify cost-effective ways to provide computer access to students	IT, CTC Workgroup, District IT	Student access to electronic resources increased by 15%	Fall 2013 to Fall 2014	
5.5 Develop a culture of technological competency in MJC's students, including providing training in the use of technologies required in most careers	Identify current industry technologies that faculty need to prepare students for ongoing education and the workforce	Division CTE committees, CTC	Prioritized list of desired industry technologies	Spring 2013 and ongoing	

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1) Training

GOAL 1: Ensure faculty and staff receive adequate training and professional development in order to assure successful implementation and utilization of technologies

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<u>OBJECTIVES</u>	<u>Measures/Method</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>
1.1 <u>Develop, administer, and evaluate technology training needs</u>	<u>Prioritized list of needs (recommend interpersonal contact w/divisions)</u>	<u>Fall 2017</u> <u>Every 3 years</u>	<u>CTC Workgroup</u>	
1.2 <u>Identify persons able to conduct technology training</u>	<u>Current, published list of people and associated areas of expertise (from job descriptions, surveys, volunteers)</u>	<u>Fall 2017</u> <u>Every 3 years</u>	<u>CTC Workgroup</u>	
1.3 <u>Coordinate and assess technology trainings to develop a culture of technology competency</u>	<u>Publish recommended technology resources through regular communication</u>	<u>Spring 2018</u>	<u>CTC Workgroups</u>	
a) <u>Develop a "Technology Institute" or training workshops where stakeholders can explore new ideas</u>	<u>Plan and host an annual Technology Institute and monthly workshops</u>	<u>Fall 2018, every fall</u> <u>Spring 2018</u>		
b) <u>Create a centralized repository for technology-related resources (Lynda.com)</u>	<u>Links and recommendations for training on CTC webpage</u>			

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2) Procedures

GOAL 2: Establish procedures for the evaluation, adoption, and proper resourcing of campus technologies

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<u>OBJECTIVES</u>	<u>Measures/Methods</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>
2.1 <u>Maintain the College Technology Committee (explore co-chair model)</u>		<u>Fall 2017</u>	<u>CTC</u>	

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<p>a) <u>Serve as advisory committee to campus constituents with technology needs</u></p> <p>b) <u>Host reports from technology point people/constituency groups regarding projects, inventory, and life cycles</u></p> <p>c) <u>Receive regular updates from and provide feedback to Central Services ITS on technology inventory and projects</u></p>	<p><u>Recommendations/reports made to college councils, Academic Senate, divisions, and others</u></p> <p><u>Agendas and minutes that reflect constituent reports</u></p> <p><u>Agendas and minutes that reflect YCCD ITS reports</u></p>	<p><u>At least once, at the end of every semester</u></p> <p><u>Ongoing</u></p> <p><u>Ongoing</u></p>	<p><u>DTAC</u></p>	
<p><u>2.2 Plan, review, and recommend technology-related decisions to RAC, College Council, District Technology Advisory Committee (DTAC), and college constituents</u></p> <p>a) <u>Prioritize technology resource allocations based on Program Review</u></p> <p>b) <u>Provide input for technology project priorities to YCCD and MJC and communicate status to college stakeholders</u></p> <p>c) <u>Identify a process & schedule for requesting standard computing needs (multiple tiers)</u></p> <p>d) <u>Assist the Grant Development Office in evaluating technology as needed</u></p>	<p><u>Prioritized list/recommendations related to Program Review resource requests</u></p> <p><u>List of ongoing projects/updates, communicated to the college and to DTAC</u></p> <p><u>Published process and rubric for stakeholder requests</u></p> <p><u>Grant proposal with documented technology needs</u></p>	<p><u>fall 2017, annually</u></p> <p><u>fall 2017, as needed</u></p> <p><u>2017-2018</u></p> <p><u>As needed</u></p>	<p><u>CTC Workgroups</u></p>	

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<u>Procedures (cont.)</u>				
<u>OBJECTIVES</u>	<u>Measures/Measure</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>
<p><u>2.3 Establish a timeline and process for regular technology assessments</u></p>			<p><u>CTC Workgroup</u></p>	

a) <u>Set annual goals that support strategic plan and EMP objectives; provide annual reports</u>	<u>Published list of annual CTC goals and objectives; published reports of progress to College Council</u>	<u>End of spring, annually</u>		
b) <u>Identify potential funding sources for campus technology needs</u>	<u>Current list of funding sources and their priorities and requirements</u>	<u>Spring 2018</u>		
c) <u>Partner with YCCD ITS to develop a “proof-of-concept” process for introducing new technologies on a small scale before adopting</u>	<u>Project proposals are communicated and evaluated</u>	<u>Fall 2018</u>		
<u>2.4 Identify and evaluate inefficiencies, gaps, and emerging technologies</u>	<u>Campus survey results and CTC minutes</u>	<u>Ongoing</u>	<u>CTC</u>	

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<u>3) Standards</u>				
<u>GOAL 3: Develop and maintain minimum technology standards for hardware, software and support.</u>				
<u>OBJECTIVES</u>	<u>Measures/Methods</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>
<u>3.1 Partner with YCCD ITS to develop standards for campus technology:</u> <u>a) Hardware – desktop computing for multiple tiers</u> <u>b) Software/Licensing</u> <u>c) Support</u>	<u>Published list of standards for hardware, software, licensing, and support</u> <u>Current inventory list of basic computer equipment</u>	<u>Fall 2017</u>	<u>CTC & YCCD ITS</u>	
<u>3.2 Work with the DE Committee to support technology-enabled learning</u>	<u>Mutual reports and workgroups between DE and CTC committee</u>	<u>Ongoing</u>	<u>CTC & DE Committee</u>	

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<u>4) Resources</u>				
<u>GOAL 4: Work with YCCD ITS to establish a budgetary framework for sustaining existing technology and integrating new technologies</u>				
<u>OBJECTIVES</u>	<u>Outcome/Methods</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>

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<u>4.1 Include a line item in the budget for new and replacement technologies that considers the total cost of ownership</u>	<u>Line item</u>	<u>Spring 2019</u>	<u>CTC</u>	
<u>a) Seek financial resources for technology from external resources including grants</u>	<u>Identified list of resources and submitted grants</u>	<u>Ongoing</u>		
<u>4.2 Identify high-demand software; track existing software</u>	<u>Current list of software shared by YCCD ITS</u>	<u>Fall 2017</u>	<u>CTC & YCCD ITS</u>	
<u>a) Identify sustainable solutions for software</u>	<u>Software licensing plan is published;</u>	<u>Fall 2019</u>	<u>CTC & YCCD ITS</u>	
<u>b) Identify potential funding sources for group licenses</u>	<u>Responsible person(s) identified who coordinate software requests</u>			
<u>4.3 Develop processes with RAC to prioritize technology requests</u>	<u>Documented process for prioritization</u>	<u>Spring 2018 – fall 2018</u>	<u>Engaging All Voices/RAC</u>	

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5) Model in the CCC System

GOAL 5: Become a leader in the CCC System in providing students with adequate access to training, support, and current learning technologies, and the necessary skills required in a technology-based society

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<u>OBJECTIVES</u>	<u>Outcome/Methods</u>	<u>Timeframe</u>	<u>Responsible</u>	<u>Evaluation</u>
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<u>5.1 Provide student access to technology that fits the varied lifestyle of a diverse student population</u>	<u>Identified and published resources for students</u>	<u>Spring 2018</u>	<u>CTC</u>	
<u>5.2 Support technology competency for MJC students, including the use of technologies in careers</u>	<u>Approaches identified that contribute to technology competency</u>	<u>Fall 2018 – fall 2019</u>	<u>EMP Workgroup</u>	
<u>5.3 Develop single sign-on for students to simplify access to resources</u>	<u>Student portal developed</u>	<u>Fall 2019</u>	<u>YCCD ITS</u>	

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YCCD Technology Goal Crosswalk

YCCD Technology Goals	Central Services	MJC Technology Goals	Columbia College Technology Goals
<p>1. Provide secure access and high availability to district resources, on-demand</p> <p>2. Develop a replacement and maintenance cycle</p> <p>3. Evaluate and integrate emerging technology appropriately</p>	<p>Goal 3: Campus Climate—Provide a reliable, efficient, friendly and easily-accessible environment for IT</p> <p>Goal 5: Technology—Align human & financial resources to provide state-of-the-art technology and support to meet prioritized technological needs of the District.</p> <p>Goal 6: Community Leadership—Provide effective leadership for selecting, applying & managing critical IT services.</p>	<p>Goal 3: Standards—Develop and maintain minimum technology standards for hardware, software and support</p>	<p>Goal 7: Support CC Master Plan and California Community College Tech III—Include initiatives from both plans to ensure local, district and system-wide endeavors are implemented, modified or refined utilizing all potential resources and result in long-range strategic vision.</p>
<p>4. Establish funding source (budget line item) to indicate that funding support is ongoing and planned</p>	<p>Goal 10: Fiscal Resources—Optimize resources through innovative & prudent fiscal management by providing cost-effective, stable, technology solutions</p>	<p>Goal 4: Funding—Fully incorporate technology funding into the college budget, including sustaining existing technology and the integration of new technologies</p>	<p>Goal 6: Establish base funding levels for technology to ensure efficient management of resources resulting in higher return on investment, safety and security—Establishing annual, recurring funding for all operational technology needs will contribute to the lowering of the overall cost of technology and must be coupled with formal review of all technology expenditures; a special focus must be placed on securing information systems against all threats to institutional continuity and to ensure student privacy and data security.</p> <p>Goal 3: Increase opportunities for collaboration and strategic partnerships—Seeking grant opportunities, corporate and private partnerships where prudent without impeding institutional or program integrity will enable lower operational costs, stronger program support and allow for enhanced opportunities for more students.</p>

YCCD Technology Goal Crosswalk

<p>5. Provide continuous support and training for technology staff as well as end users</p>	<p>Goal 4: Quality Staff— Attract and retain the dedicated IT professionals needed to maintain a high quality IT infrastructure</p>	<p>Goal 1: Faculty/Staff Support— Ensure faculty and staff receive adequate training and professional development in order to assure successful implementation and utilization of technologies</p>	<p>Goal 5: Recruit, retain, and reward a diverse quality workforce. Enhancing and expanding our workforce to service both internal and external needs by recruiting, retaining and rewarding quality individuals of diverse backgrounds will serve to strengthen Columbia’s vibrant collaborative education environment.</p>
<p>6. Support educational technology</p>	<p>Goal 1: Student Success— Provide a technology environment that promotes & supports superior learning experiences for all students</p> <p>Goal 2: Educational Programs and Services— Provide exemplary IT services which support all educational programs.</p>	<p>Goal 5: Student Success— Become a leader in the California Community College System in providing students with adequate access to training, support and current learning technologies and skills required in a technology-based society</p>	<p>Goal 1: Educational opportunities for students— Utilize technology to reach new & existing populations through a variety of programs with special emphasis on the creation of a distance education program to service students locally and regionally.</p>
<p>7. Develop test and development environments to assure quality control</p>	<p>Goal 7: Partnerships— Partner with students, staff & faculty to enhance an effective learning/teaching environment through technology.</p>	<p>Goal 2: Campus IT Processes— Establish procedures for the evaluation, adoption and proper resourceing of campus technologies</p>	<p>Goal 2: Enhance diverse delivery opportunities and create engaging learning environments— Promote influential learning opportunities and quality instruction through the use of innovative technology closing the service gap in face-to-face offerings vs. satellite programs, blended or hybrid courses in the pursuit of excellent student support.</p>
<p>8. Support and find technology solutions that work across the district</p>	<p>Goal 8: Institutional Effectiveness— Use participatory environment to create an effective institution</p>		
<p>9. Leverage network resources and services to meet current and future technology information needs</p>	<p>Goal 9: Facilities— Actively participate in facilities planning and development</p>		<p>Goal 4: Strengthen Columbia College’s institutional identity in the local community, state, and nation. Refinement of current programs and introduction of new offerings in support of the local community, state and national trends will result in opportunities for increased FTE count and enhanced recognition as a vital supportive educational institution.</p>

~~YCCD Technology Goal Crosswalk~~

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Technology Sustainability

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When evaluating the sustainability of technology, several issues should be considered:

- Technology changes rapidly, as often as every 12 to 18 months. Hardware, software, support, and service may not be available or need costly and frequent updates to remain secure and operational.
- Current trends must be evaluated for long-term effectiveness, support and affordability.
- Human Resources needed to maintain and support technology must be included in technology strategies.
- Technology is an element in institutional and educational strategies, but it is not the entire solution. Instructional styles, student and employee skills and needs, infrastructure impact, and cost should be analyzed as part of an overall technology plan.

Resources

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A strong technology strategy requires both colleges as well as Central Services to allocate resources to maintaining and updating current technology, including fundamental desktop hardware and software. Resources should also be identified to investigate, pilot and implement emerging technologies, particularly those that show long-term viability.

External funding, including federal and state grants as well as private foundations are an excellent way to fund technology-enabled initiatives, particularly start-up costs. Modesto Junior College currently includes new technologies in all grant budget requests. ~~It is projected that as much as \$200,000 to \$700,000 per year could be obtained through external funding.~~

Future Goals

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A short list of emerging technologies and support needs currently providing successful outcomes on college campuses has been identified for further investigation and potential funding:

- Single Sign-on
- Virtual Desktop Infrastructure (VDI)
- Enhanced faculty and student training and support
- Mobile Computing
- ~~Web 2.0 applications~~ [Student Portal](#)
- Video Streaming and teleconference technology

Appendix A

Campus Technology Committee Charge and Membership *(Draft)*

The College Technology Committee has a broad focus on all campus technologies: administrative, instructional, student support, desktop, mobile computing, and other technologies.

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Campus Technology Committee (CTC) (Draft)

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The College Technology Committee serves as a resource and makes recommendations to the college governance councils and communicates to the campus regarding the direction and evaluation of technology-related decisions campus-wide, including:

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- faculty, staff and student training and support
- prioritization of technology resource allocations based on Program Review
- minimum standards for campus technology
- initiatives contributing to a campus-wide culture of innovative learning enhanced by technology

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Charter:

~~The College Technology Committee makes recommendations to the College President and communicates to the campus regarding the direction and evaluation of technology-related decisions campus-wide, including:~~

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- ~~• Faculty, staff and student training and support~~
- ~~• The prioritization of technology resource allocations based on Program Review~~
- ~~• Minimum standards for campus technology~~
- ~~• Initiatives contributing to a campus-wide culture of innovative learning enhanced by technology~~

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Meetings:

Twice monthly during academic year and as needed

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Terms:

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Appendix A

Academic Senate, CSAC and College Unit appointees will serve a term of two years on the CTC. Student Senate representatives will serve a one year term. Administrators with direct oversight of college technology initiatives will be permanent committee members.

-

College Administrator
Cross-section of college and district individuals who work with technology regularly

Appendix B THIS NEEDS TO BE REVISED

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Preliminary budget excluding HR costs

<u>Item</u>	<u>Cost</u>	<u>Current funding source</u>	<u>Comments</u>
Annual computer replacement	\$ 1,000,000	Modesto Junior College	Replacement cost for one third of computers (current inventory of computers on East and West campuses is approximately 2500, one third of 2500 @ \$1200 = \$1 million), three year cycle.
DE/Blackboard	\$ 120,000	Measure E	-
Ongoing IT staff training	\$ 50,000	TBD	
Security cameras	\$ 50,000	TBD	
AV equipment replacement	\$ 100,000	Modesto Junior College	Classroom equipment, such as video projectors, document cameras, etc.
Miscellaneous	\$ 100,000	TBD	Misc. equipment and services such smartboards, vmware licenses, trackit license, etc.
Cabling, etc.	\$ 50,000	TBD	
Website upgrade	\$ 111,000	Modesto Junior College	Based on the upgrade done in 2009-2010
Research and development	\$ 100,000	TBD	Explore and test new technologies needed for enabling/enhancing instruction
Total equipment, software, licensing, and training costs	\$ 1,681,000561,000		