Technology Master Plan 2010-2015

Irvine Valley College

Adopted Fall Term 2010
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Introduction and Overview

Irvine Valley College is a part of the South Orange Community College District. Currently celebrating its 25th anniversary, the college serves approximately 15,000 students annually and provides a wide range of associate degrees and other educational opportunities.

Technology plays a key role in a student’s education from online registration to computers in classrooms to back-office systems that support student services. These systems are used extensively throughout the campus and online. As stated below, one of the goals of the college is to, “provide leading edge instructional and administrative technologies to facilitate student success.” The technology plan outlined in this document is designed to augment and align with the college’s vision, mission, and goals and form the basis for an open and visible technology planning process in the next five years.

VISION STATEMENT

Irvine Valley College is an institution of higher learning that seeks to deliver innovative instruction and student services programs, provide opportunities for student success and enter into dynamic community partnerships. The college maintains high educational standards as measured by student learning outcomes including skills and knowledge gained.

MISSION STATEMENT

Irvine Valley College is committed to serving members of the community who seek to transfer, obtain degrees and certificates, acquire career and basic skills, and pursue lifelong learning. The college also provides student support services, opportunities for cultural experiences, and activities promoting partnerships with the community.

The college is dedicated to successful and measurable student learning through the commitment of exemplary faculty and staff who offer a variety of traditional and innovative teaching methods, and provide access to state of the art technologies and facilities.

The college is guided by a strategic plan based on data regarding changing student needs, evolving community diversity, and a rapidly changing economy.

COLLEGEWIDE GOALS

1. To meet the current and future learning needs of our diverse community.
2. To foster a college environment that is dedicated to attracting and supporting excellent faculty, staff, and students.
3. To develop and implement curricula that prepare students to transfer, obtain degrees and certificates, improve basic skills, and pursue life-long learning and community education.
4. To provide exemplary support services focused on student success and retention.
5. To provide programs and activities that promote economic development and partnerships with the community.
6. To focus college processes on providing programs and services that educate students to think critically and prepare them for making career and academic choices.
7. To provide leading edge instructional and administrative technologies to facilitate student success.
8. To promote IVC as an institution of higher education dedicated to student access and success.
9. To ensure institutional effectiveness through systematic assessment, intentional dialogue, and continuous improvement.
10. To continue integrating the strategic planning process with budget development in a systematic cycle of evaluation for effective resource allocation.
11. To promote environmental stewardship in college planning and decision making.
Background and Planning Process

The development of Irvine Valley College's Technology Plan began during Spring term 2010. A workgroup was created under the auspices of College Council with the goal of developing a technology plan for the college. The workgroup consisted of twenty-two members of the college community able to represent the interests of students, faculty and staff (see the Acknowledgments section).

Following the technology planning kickoff meeting, a series of meetings were conducted by members of the workgroup, their staffs, and their representative bodies. From these meetings nearly ninety pages of observations, strategies, ideas, and thoughts were identified and recorded (available under separate cover). The ideas of the various meetings were consolidated into a manageable document which formed the basis of an all-day planning retreat conducted April 16, 2010.

From this retreat, the workgroup identified four “organizational imperatives” regarding technology:

- The Mission to Serve Students
- Technology & Tools
- Location
- Service (Help Desk and Student Services)

The relationship between the central “Mission to Serve Students” and the other imperatives is shown below.

**Mission to Serve Students**
Central to all college activity is the goal of providing the highest possible educational experience to Irvine Valley College’s students. Achieving this goal requires the proper tools provided in the proper
location with the proper support. These “enabling” imperatives assist the college in its mission to serve its students.

**Technology and Tools**
To enhance its educational processes the college must create the proper mix of hardware, software, and network capabilities

**Location**
Irvine Valley College provides educational services at its primary campus, at ATEP (Advanced Technology and Educations Park), and using distance education technologies. It is important to the success of the college and its students that it provide student and educational services that are both location specific and location agnostic.

**Service**
Support services are a key component to helping students achieve their educational goals with the technologies available to them.

Additionally, the workgroup recognized five “technology domains” that impact the effectiveness with which the college can meet the organizational imperatives.

- Governance (Effective Participation in Decision-Making)
- Applications
- Web Applications
- Network and Infrastructure
- Operations and Support

Together the organizational imperatives and the technology domains interact to promote the effective use of technology at Irvine Valley College. This interaction is portrayed pictorially below.
**Governance**
Technology governance is the process of managing technical resources. As part of this technology plan, the college intends to extend and improve its technology governance structure to more effectively align its technology governance with the college’s strategic goal setting process.

**Applications**
For the purposes of this plan software development activities have been broken into two components – “applications” and “web applications.” “Applications” refer to software enhancements that do not depend directly on Internet technologies for their underlying functionality.

**Web Applications**
These are software systems that are either public facing or depend on Internet technologies to function properly.

**Network and Infrastructure**
This domain refers to the hardware and the networking “glue” that connects computers to each other and to the broader world.

**Operations and Support**
Providing training and troubleshooting support is de rigueur for the successful implementation of any technology. This domain outlines opportunities for the college to expand and improve its technology training and support.

With the organizational imperatives and the technology domains as a guide, the workgroup reached consensus on a number of technology initiatives to undertake as part of this plan. The remainder of this
document outlines the strategies and objectives identified through the planning process to advance Irvine Valley College’s use of technology in the next several years.
2010-2015 Technology Objectives and Strategies

The following sections outline the strategies and objectives identified in the planning process across the five technology domains to be achieved during the technology plan’s time horizon.

**Governance**
*Create a transparent governance structure to guide technology activity and insure high levels of service*
- Complete the development of the Technology Advisory Committee and develop an ongoing planning process
- Develop procedures to evaluate and prioritize technology projects and activities
- Integrate technology planning into the college’s shared governance process
- Create standards for hardware and software and a process for updating standards
- Incorporate technology budgeting into the technology planning process

**Applications**
*Develop technology solutions that improve efficiency and augment classroom instruction*
- Replace paper-based forms with electronic versions routed using workflow
- Evaluate the use of alternative computing devices in the classroom – tablets and e-books
- Expand the use of video technology in classroom instruction, tutoring, and intra-District communication
- Improve or replace the college kiosk system
- Evaluate, select, and implement a system for tracking and reporting Student Learning Outcomes
- Evaluate the use of “cloud storage” to centralize data availability
- Expand the use of SARS products

**Web Applications**
*Provide service to college constituents regardless of space and time*
- Upgrade the college’s web environment to SharePoint 2010 and repair broken components
- Refresh the image of the Irvine Valley College internet and intranet web sites
- Integrate social networking sites into the college’s web experience

**Network and Infrastructure**
*Provide a secure and reliable environment to support students, faculty, and staff*
- Maintain the college’s technology refresh strategy
- Update the library’s use of technology per the Library Technology Master Plan
- Improve the college’s business continuity plans and systems
- Explore the use of “virtual desktop” technology
- Segregate student and staff network traffic
- Implement system for improved tracking of desktop assets

**Operations and Support**
*Provide excellent support and service to Irvine Valley College’s technology consumers*
- Implement an online “Help Desk” ticketing system
- Improve the level of Help Desk phone support
- Develop metrics of Help Desk activity and responsiveness
- Create a Distance Education training and instructional design center for faculty
- Expand training for SharePoint and the use of its content management components
Governance

Objectives
Create a transparent governance structure to guide technology activity and insure high levels of service

Strategies

1. Complete the development of the Technology Advisory Committee and develop an ongoing planning process
   Irvine Valley College has recently created a Technology Advisory Committee to guide the allocation of technology resources and the prioritization of projects.

2. Develop procedures to evaluate and prioritize technology projects and activities
   Develop procedures for evaluating, selecting, and procuring technology and technology resources at Irvine Valley College.

3. Integrate technology planning into the college’s shared governance process
   Develop processes and procedures to integrate the activities of the Technology Advisory Committee into Irvine Valley College’s planning and budgeting process.

4. Create standards for hardware and software and a process for updating these standards
   Outline standards for hardware and software technology acquisitions, publish said standards, and create a process for updating these standards as part of the Technology Advisory Committee mandate.

5. Incorporate technology budgeting into the technology planning process
   Through the Technology Advisory Committee define procedures and processes for integrating technology acquisitions, ongoing maintenance costs (e.g., computers, projectors, printers), and annual maintenance costs (e.g., software license and upgrade costs, annual subscription costs) into the college’s budgeting process.
Applications

Objectives

Develop technology solutions that improve efficiency and augment classroom instruction

Strategies

1. Replace paper-based forms with electronic versions routed using workflow
   Implement InfoPath and SharePoint based electronic forms to replace the current paper-based forms.

2. Evaluate the use of alternative computing devices in the classroom – tablets and e-books
   Undertake a pilot program to explore the efficacy of tablet computing and electronic books for classroom use.

3. Expand the use of video technology in classroom instruction, tutoring, and intra-District communication
   Grow the use of desktop video for distance education interaction and tutoring. In staff offices expand the use of desktop video interaction to improve intra-District communication and reduce travel between District offices.

4. Improve or replace the college kiosk system
   Replace the college kiosk computers with standard machines using standard software.

5. Evaluate, select, and implement a system for tracking and reporting Student Learning Outcomes
   Examine and implement a software system to help the college with the management and tracking of Student Learning Outcomes.

6. Evaluate the use of “cloud storage” to centralize data availability
   Re-direct faculty and staff storage to centralized storage facilities and make this storage universally available.

7. Expand the use of SARS products
   Implement the SARS scheduling products in additional offices and computer labs.
Web Applications

Objectives
Provide service to college constituents regardless of space and time

Strategies
1. Upgrade the college’s web environment to SharePoint 2010 and repair broken components
   Transition the college's web environment to new hardware upgraded to use SharePoint 2010.

2. Refresh the image of the Irvine Valley College internet and intranet web sites
   Refresh the design and content of the Irvine Valley College primary and associated websites.

3. Integrate social networking sites into the college's web experience
   Develop a strategy to incorporate social networking into the college's marketing plans and web-enabled systems.
Network and Infrastructure

Objectives
Provide a secure and reliable environment to support students, faculty, and staff

Strategies
1. Maintain the college’s technology refresh strategy
   Irvine Valley College has maintained a 3-4 year technology refresh cycle for the past decade. Continue this policy to provide modern equipment for students and staff.

2. Update the library’s use of technology per the Library Technology Master Plan (available separately)
   Upgrade the technology – hardware and software - available to patrons of the college library as outlined in the Library Technology Master Plan.

3. Improve the college’s business continuity plans and systems
   Develop a disaster recovery plan for the college’s computing systems.

4. Explore the use of “virtual desktop” technology
   Evaluate the use of desktop and application virtualization technology for use by faculty and staff and in selected computer labs.

5. Segregate student and staff network traffic
   Create separate “staff” and “student” networks so that staff and student network traffic do not comingle.

6. Implement system for improved tracking of desktop assets
   Evaluate and implement software for tracking and managing desktop hardware and software.
Operations and Support

Objectives
Provide excellent support and service to Irvine Valley College’s technology consumers

Strategies
1. Implement an online “Help Desk” ticketing system
   Evaluate and implement a Help Desk trouble ticket and reporting system to improve support for students, faculty, and staff.

2. Improve the level of Help Desk phone support
   Expand the IT Services staff to improve level one, primary shift phone support to Help Desk customers. Increase the cross-training of the IT Services staff.

3. Develop metrics of Help Desk activity and responsiveness
   Create a series of management reports and user surveys to track Help Desk activity and other pertinent Help Desk metrics.

4. Create a Distance Education training and instructional design center for faculty
   Develop a plan to create and staff a training facility for faculty in distance education teaching methodologies and instructional design.

5. Expand training for SharePoint and the use of its content management components
   Increase training options to faculty and staff in the use of the college's SharePoint technologies.
### Annual Planning Timeline

An important component of the technology plan is to insure its ongoing review and modification on an annual basis. The annual review of the plan and any subsequent updates to the plan are the responsibility of the Technology Advisory Committee and are designed to align with the colleges budgeting process. This insures funding is available to complete activities outlined in the plan.

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity Description</th>
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<tbody>
<tr>
<td>September</td>
<td>Review plan accomplishments from the previous fiscal year</td>
</tr>
<tr>
<td>October</td>
<td>Draft strategies for upcoming projects and submit to appropriate strategic committees</td>
</tr>
<tr>
<td>November /December</td>
<td>Develop and update a draft technology plan for the upcoming fiscal year</td>
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<tr>
<td>January/February</td>
<td>Finalize and approve any adjustments to the adjusted Information Technology plan</td>
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<tr>
<td>April/May</td>
<td>Insure plan objectives that require additional financing are included in the budget process and are processed through the Academic, Facilities, and Technology Committee (AFTPC) and the Strategic Planning Oversight and Budget Development Committee (SPOBDC).</td>
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<tr>
<td>June/July</td>
<td>Funding from the adopted budget for new and ongoing technology costs becomes available</td>
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Acknowledgments

This plan is the result of the effort of many people in the Irvine Valley College community – faculty, administrators, and staff. The contributors to this plan provided their insights about technology usage at Irvine Valley College and their thoughts and ideas for advancing the use of technology for the college community.

Important participation in this process was provided by the following individuals:

**Irvine Valley College Administration, Faculty, and Staff**
- College President
- Vice President – Instruction
  - Dean of Fine Arts / Business Science / College of Online Education and Faculty Representatives
  - Dean of Health Science / Physical Education / Athletics and Faculty Representatives
  - Dean of Humanities, Languages, Social Sciences and Library and Faculty Representatives
  - Dean of Mathematics, Science, and Engineering and Faculty Representatives
- Vice President – Student Services
  - Director of Admissions, Records and Enrollment Services
  - Director of Counseling Services
  - Director of EOPS/DSPS
  - Director of Financial Aid
  - Director of Health Services
  - Director of Student Development
- Faculty Senate President and Faculty Representatives
- CSEA President and Representatives
- Director of Accreditation
- Director of Facilities
- Director of Fiscal Services
- Dean of Career Technical Education and Workforce Development
- Director of Extended Services
- Public Information Officer
- Director of Research and Planning
- Campus Technology and Distance Education Committee Chairman and Representatives
- Director of Technology Services and Representatives
- Campus Police Chief and Representatives

**District Personnel**
- Vice Chancellor – Technology and Learning Services
- Associate Director Information Technology – Administrative Systems and Services
- Associate Director Information Technology (ACS&P)
- Telecom and Network Security Manager
- Network Administrator

**Saddleback College**
- Director of Technology Services