

District Technology Strategic Plan

“2020 – 2023”

February 10, 2020

“ROUGH DRAFT”

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Overview of the District Technology Strategic Plan

The District Technology Strategic Plan (DTSP) represents a macro view of the District's technology needs. It provides a long range view that anticipates the emerging technological needs of the Colleges and District entities and requires an understanding and accommodation for federal, state, and local requirements. The DTSP anticipates and provides for the technological needs necessary to enable other planning documents at the District and College level to succeed and ensures a continuous two-way alliance with the College technology requirements to support instructional and student-focused services.

District Mission Statement

The San Bernardino Community College District (SBCCD) transforms lives through the education of our students for the benefit of our diverse communities. This is achieved through the District's two Colleges (San Bernardino Valley College and Crafton Hills College) and public broadcast system (Empire Network - KVCR FM/TV) by providing high quality, effective and accountable instructional and training programs and services to the students and communities we serve.

Technology Planning

SBCCD believes that there are key features and characteristics of planning documents that increase their likelihood for success and make them more meaningful to stakeholders. These include:

- The DTSP should invite and encourage input from all stakeholders and is representative of all areas of the District, Colleges, and the communities we serve;
- The DTSP should be placed where stakeholders can readily have access to it;
- The DTSP planning process should be clearly articulated and publicly known. The content should reflect the needs and issues raised during the planning processes and any changes should be communicated and ratified by the planning committee;
- The DTSP should accommodate the changes in the needs of the District, Colleges, and the communities we serve as reflected by changes in other District and College plans, Board Imperatives, accreditation and licensing requirements, and technology overall;
- The DTSP should have a 3-5 year focus and should include a collectively defined vision, mission, purpose, goals, objectives, and guiding principles;
- The DTSP's objectives should be quantifiable and realistic. Each objective should have a direct link to financial requirements;
- Progress towards meeting planned goals should be examined annually as part of a cyclical review process;
- The entire DTSP process should be evaluated with each three year cycle.

SBCCD District Technology Strategic Plan

The purpose of SBCCD’s District Technology Strategic Plan (DTSP) is to encourage and enable all District constituencies to participate in the assessment of technology needs and the development of the vision, direction, and prioritization of solutions to address those needs. It ensures ongoing focus and two-way alignment with the Educational Master Plans of the Colleges, the District Strategic Plan (including the Board Imperatives), and other plans and processes and provides a guiding framework for site-level planning and expenditure.

The plan enables all District entities to utilize data in decision making processes through the meaningful integration of disparate information systems and training; provide the technology necessary to enable College and District entities to respond to federal, state, and local accreditation, licensing, and reporting requirements; as well as maintain technological currency through the ongoing review of effective practices, emerging technologies, and the provision of training to technical staff and end-users.

The District Technology Strategic Plan encourages regular review of business practices, technologies, and strategies to find new and innovative ways to enhance operational efficiencies and maximize the value of the dollar in procuring new technologies and ensuring that a Total Cost of Ownership (TCO) model is followed.

Process

The development of the District Technology Strategic Plan involved active participation by all District stakeholders via five District-wide committees: TESS Executive Committee, Technical Infrastructure Committee, District Applications Work Group, and the SBVC and CHC Campus Technology Committees. While this plan is intended to provide a three year direction, this latest version of the DTSP builds upon the progress made in previous DTSP and is intended to be dynamic and will be updated as frequently and as is necessary to accommodate for the emerging needs of the District and our two Colleges.

Planning Team

Technology and Educational Support Services (TESS) Executive Committee

Charge: Develop, monitor, and update the Technology Strategic Plan and District IT Prioritization Process, ensuring alignment between the District-wide use of technology and the Board of Trustee’s imperatives; Review, prioritize and monitor District-wide IT projects.

Membership:

- Mark McConnell – CHC Academic Senate President
- Celia Huston – SBVC Academic Senate President
- Steve Sutorus – District Business Manager
- Rick Hrdlicka – SBVC Director of Campus Technology Services

- Melissa Oshman – CHC Director, Technology Services
- Jason Brady – District Web Developer
- Jeremy Sims – District Director of Technical Services
- Larry Strong – District Director Fiscal Services
- Kristina Hannon – Executive Director Human Resources
- Pavel Bratulin – SBVC Director of Marketing and Public Relations
- Jeremiah Gilbert – Executive Director
- Luke Bixler – Chief Technology Officer
- Richard Galope – Executive Director Economic and Corporate Training
- Andy Chang - Director, Administrative Application Systems
- Al Jackson – Police Chief
- Delmy Montenegro-Spencer – CHC Vice-President Student Services
- Scott Thayer – SBVC Vice-President Student Services
- Scott Stark – SBVC Vice-President Administrative Services
- Mike Strong – CHC Vice-President Administrative Services
- Dina Humble – SBVC Vice-President Instruction
- Keith Wurtz – SBVC Vice President Instruction

District-wide Applications Work Group (DAWG)

Charge: To provide a communication conduit and working environment to: bring and discuss current issues related to District applications and College services, including new and changing state and federal mandates and College/District policies and procedures; To bring stakeholders together to complete tasks and resolve issues related to approved projects and operational tasks.

Membership:

- Andy Chang – Director Administrative Application Systems
- Kristi Simonson – CHC Web Developer
- Jason Brady – District Web Developer
- Arlene McGowan – Systems Analyst
- Dianna Jones – Sr. Programmer Analyst
- Joyce Bond – Sr. Programmer Analyst
- DyAnn Walter – Systems Analyst
- Mike Tran – Sr. Programmer Analyst
- Joe Ho – Sr. Programmer Analyst
- TBD – CHC VP of Student Services
- Keith Wurtz – CHC VP of Instruction
- Kristen Colvey – CHC Dean of Student Services
- Joe Cabrales – CHC Dean of Student Services
- James Smith – SBVC Dean of Research and Planning

- Scott Stark – SBVC VP of Admin Services
- Marco Cota – SBVC Dean of Student Services
- Christie Gabriel – SBVC Sr. Researcher
- Maria Rodriguez – SBVC Dean of Student Equity and Success
- Michael Strong – CHC VP of Admin Services
- Veada Benjamin – SBVC Admissions Coordinator
- Steven Silva – SBVC Admissions Evaluator
- Robert McAtee – CHC Counselor
- April Dale-Carter – SBVC Director of Admissions and Records
- Corrina Baber – Data Analyst
- Larry Aycock – CHC Director of Admissions and Records
- Herlinda Molina – SBVC Admissions
- Sophin Im – SBVC Clerk
- Julie Ulloa – SBVC Admissions
- Ailsa Aguilar-Ktibr – SBVC Counselor
- Lidya Alamsyah – Fiscal services accountant
- Soutsakhone Xayaphanthong – Interim Director Promise program
- Noemi Elizalde – Fiscal services accountant
- Lawrence Strong – Director Fiscal Services
- Kristin Flores – CHC Admissions Evaluator
- Kristina Heilgeist – CHC Catalog specialist
- Veronica Lehman – CHC Financial Aid specialist
- Elizabeth Lopez – CHC Catalog Specialist
- Kay Dee Yarbrough – SBVC Catalog Specialist
- Patricia Quach – SBVC Dean
- Janice Wilkins – SBVC Counselor
- Michael Aquino – Sr. Programmer Analyst
- Robert Scudder – User Liaison
- Reyna Uribe – CHC Admissions technician
- Giovanni Sosa – CHC Dean of Research and Planning
- Yancie Carter – SBVC Counselor
- Scott Thayer – SBVC VP of Student Services
- Delmy Montenegro-Spencer – CHC Vice-President Student Services
- Christopher Crew – District Sr. Researcher
- Artour Aslanian – CHC Sr. Researcher
- Sharaf Williams – CHC Director Student Life
- Luke Bixler – Chief Technology Officer
- Dina Humble – SBVC VP of Instruction
- Breanna Curry – SBVC Schedule Catalog specialist

College Technology Committees (One for Each College)

CHC Charge: The Technology Planning Committee uses research and evidence to develop and oversee a comprehensive technology plan for the college, identify and troubleshoot technology issues at a strategic level and evaluate technology opportunities.

CHC Membership:

- Melissa Oshman – Director of Technology Services (Co-Chair)
- Nicholas Reichert – Tutoring Coordinator
- Van Muse – Dean Instruction
- Anthony White – Senior Technology Support Specialist
- Alan Oshiro – Senior Technology Support Specialist
- Brandi Bailes – Faculty Mathematics (Co-Chair)
- Kristina Heilgeist – Schedule and Catalog Data Specialist
- Kristi Simonson – Web Developer
- Larry Cook – Director Facilities
- Jeremy Sims – District Director of Technology Services
- Luke Bixler – Chief Technology Officer
- Joe Cabrales – Dean Student Services
- Frank Madrid – Instructor Computer Science
- Gwendolyn DiPonio – Full-time professor
- Krista Ivy – Librarian
- Frances Rodriguez – Student
- Suzanne Delahanty – Alternative Media and Assistive Technology Specialist

SBVC Charge: Provide the campus with a plan for implementing current technologies. Provide Campus Technology staff with effective training that allows them to meet the technology needs of the campus. Provide our students with current technology resources to help them achieve their educational goals. Make a positive impact in our community. Cultivate partnerships that allow us to continue to serve and benefit our community. Effectively manage technology resources for the campus. Obtain revenue resources to adequately support technology initiatives. Provide universal accessibility to technology resources for constituents.

SBVC Membership:

- Rick Hrdlicka – Director of Campus Technology Services Co-Chair
- Dave Bastedo – Faculty Science
- Mandi Batalo – Faculty Arts & Humanities
- Anna Bojorquez – Assistive Technology Specialist
- Andy Chang - Director, Administrative Application Systems
- Lucas Cuny – Faculty RTVP and Media Academy Director
- John Feist - Classified Senate, Technology Support Specialist II

- Jonathan Flaa - Technology Support Specialist I
- Rania Hamdy - Professional and Organizational Development Coordinator
- Ron Hastings – Director of Library and Learning Support Services
- Wallace Johnson – Dean, Social Science Human Development and Kinesiology
- Kathy Kafela - Transfer and Career Services Coordinator
- Jeanne Marquis - Counselor
- Malik Stalbert – Faculty, Computer Information Technology
- Reggie Metu – Department Chair Computer Information Technology
- Aldo Sifuentes - Technology Support Specialist II (Co-chair)
- Jeremy Sims - District Director of Technical Services
- Bruce Underwood – Faculty Accounting
- Patti Wall – Associate Professor Department Chair, Library
- Nathan Yearyea - Technology Support Specialist II

TESS Management Team

Membership:

- Jeff Baugher – Director ATPC
- Luke Bixler – Chief Technology Officer
- Andy Chang – Director Administrative Applications
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Anna Mendez – Supervisor Printing Services
- Melissa Oshman – CHC Director of Campus Technology Services
- Jeremy Sims – Director of Technical Services
- Yvette Tram – Business Systems Administrator

Technology Vision

Our Technology Vision:

- Technologies will enable and enhance collaboration, communication, and partnerships within the District, and with federal, state, local, and community partners;
- Technologies will enable and enhance support towards academic and student success.
- Administrative applications will communicate seamlessly, enabling real time exchange of reliable data between systems;
- Information systems will expand and enhance services while maintaining forward and backward compatibility;
- Students, faculty, and staff will have an environment that is technologically current;
- The privacy and security of information within our technology systems will be ensured.

Technology Mission

To support the San Bernardino Community College District (SBCCD) by providing the secure technology that helps the District transform the lives of our students.

Guiding Principles

In the context of our organizational values, Technology and Educational Support Services (TESS) strives to provide the appropriate support by following these principles:

- Our first priority is in ensuring and facilitating student learning and success from pre-enrollment to graduation;
- Technology facilitates faculty and staff professional development and assists employees to maximize their effectiveness;
- Administrative applications will be able to communicate seamlessly, enabling real time exchange of reliable data between systems;
- SBCCD's systems provide a stable infrastructure and ready access to valid/reliable data;
- Technologies are responsive, inclusive, and relevant to the communities we serve and collaborate with;
- SBCCD strives for excellence in the services it provides and the technologies it deploys and maintains;
- SBCCD encourages the pursuit and adoption of innovative practices and technologies that enhance services to its stakeholders;
- SBCCD provides value, effective communication, and excellent service to all faculty, staff and students.

District Technology Goals and Initiatives

In developing the District Technology Strategic Goals, the District reviewed the Goals from the District Strategic Plan, the Crafton Hills College Technology Plan and the San Bernardino Valley College Technology Plan. In alignment with each of these plans, the District has identified the following five overarching goals: Enhance Information Security District-Wide, Support Instruction and Learning, Improve Services to Students, Support Innovation across the District, Enhance Stability and Reliability of Technology. These five goals and the related strategies will support and strengthen the goals from the plans across the District.

Goal 1: Enhance Information Security District-Wide

The following strategies will be used to meet the goal of enhancing Information Security across the District:

- 1.1 Security Framework: Identify and implement a security framework (NIST, ISO 27001, etc.) including policies that addresses Information Security in a higher education environment.
- 1.2 Security Processes: Establish monthly security processes at the District and each of the Colleges that ensures the latest security patches are being deployed on all devices.
- 1.3 Security Audit: Establish an annual audit with an external security company. This audit will review, scan and report on the status of the security posture across the District.
- 1.4 Security Solutions: Review, evaluate and implement new technology related security systems.
- 1.5 Security Training: Establish a security training program that will train and educate the faculty staff and students.

Goal 2: Support Instruction and Learning

The following strategies will be used to meet the goal of supporting instruction and learning across the District:

- 2.1 Research New Software: Work closely with the instructional offices at each of the Colleges to identify and implement solutions that will support instruction and learning.
- 2.2 System Upgrades: Review and upgrade existing software implementations to take advantage of new features and functionality.
- 2.3 Project Management Procedures: Establish project management procedures so that projects are completed on time and under budget.
- 2.4 Learning Management System: Partner with the Distance Education Coordination Council to identify changes and enhancements to our Learning Management System.
- 2.5 Campus Technology Committees: Partner with the Campus Technology Committees at each College to get feedback on areas that can be improved across the District.

Goal 3: Improve Services to Students

The following strategies will be used to meet the goal of improving services to students across the District:

- 3.1 New Technology: Evaluate technologies that can improve the student experience.
- 3.2 Student Information System: Evaluate new versions of the Student Information System that may offer new functionality for students.
- 3.3 State Initiatives: Partner with the administrative staff at the Colleges to review student facing solutions offered by the state.
- 3.4 Distance Education: Partner with the Distance Education Coordination Council to identify changes and enhancements that will improve the student experience.
- 3.5 Campus Technology Committees: In collaboration with the Campus Technology Committees at each College, obtain feedback on technologies that will improve the student experience..

Goal 4: Support Innovation across the District

The following strategies will be used to meet the goal of supporting innovation across the District:

- 4.1 Technology Research: Review innovative technology solutions that are being implemented at other institutions.
- 4.2 Infrastructure: Review and implement infrastructure and technologies that support innovation.
- 4.3 Technology Surveys: Review District and Campus surveys to identify challenge areas and collaborate with the Colleges to find technologies that can provide solutions.
- 4.4 Learning Management System: Partner with the Distance Education Coordination Council to identify new software or plugins that work with the Learning Management System.
- 4.5 Campus Technology Committees: Partner with the Campus Technology Committees at each College to get feedback on technologies that can lead to innovation across the District.

Goal 5: Enhance Stability and Reliability of Technology

The following strategies will be used to meet the goal to enhance stability and reliability of technology across the District:

- 5.1 Cloud Strategy: Evaluate and implement a Cloud Strategy that will move from a local infrastructure to a cloud hosted infrastructure.
- 5.2 Disaster Recovery Plan: Develop and implement a Business Continuity and Disaster Recovery Plan to cover all areas of technology at the District and at the Colleges.
- 5.3 Fault Tolerance: Create redundant pathways to create fault tolerance for internet and voice circuits at the District and the Colleges.
- 5.4 Redundancy: Evaluate, document and make recommendations for full redundancy in server rooms, core network and WAN environments.
- 5.5 Test Plans and Procedures: Establish and execute annual and semi-annual test plans to ensure disaster recovery procedures work properly and systems are operating as expected.

Technology Strategic Plan Goals and Timeline Summary

This table shows the timeline for the SBCCD Technology Strategic Plan Goals					
SBCCD Technology Goals		Timeline			
2020 - 2023 District Technology Goals		FY 20-21	FY 21-22	FY 22-23	Progress
1.0	Enhance Information Security	X	X	X	
1.1	Security Framework		X		
1.2	Security Processes	X	X		
1.3	Security Audit	X	X	X	
1.4	Security Solutions		X		
1.5	Security Training		X	X	
2.0	Support Instruction and Learning	X	X	X	
2.1	Research New Software	X	X	X	
2.2	System Upgrades		X	X	
2.3	Project Management Procedures		X		
2.4	Learning Management System	X	X	X	
2.5	Campus Technology Committees	X	X	X	
3.0	Improve Services to Students	X	X	X	
3.1	New Technology	X	X	X	
3.2	Student Information System			X	
3.3	State Initiatives		X	X	
3.4	Distance Education	X	X	X	
3.5	Campus Technology Committees	X	X	X	
4.0	Support Innovation across District	X	X	X	
4.1	Technology Research	X	X	X	
4.2	Infrastructure	X	X		
4.3	Technology Surveys	X	X	X	
4.4	Learning Management System	X	X	X	
4.5	Campus Technology Committees	X	X	X	
5.0	Enhance Stability and Reliability		X	X	
5.1	Cloud Strategy		X		
5.2	Disaster Recovery		X		
5.3	Fault Tolerance	X			
5.4	Redundancy		X		
5.5	Test Plans and Procedures		X	X	

Alignment of Technology Goals with District Strategic Plan

This table demonstrates the alignment of the SBCCD Technology Strategic Plan Goals with the Districts Strategic Plan Goals					
SBCCD Technology Goals		SBCCD Strategic Plan Goals			
2020 - 2023 District Technology Goals		Student Success	Enrollment and Access	Partnership of Strategic Importance	District Operational Systems
1.0	Enhance Information Security	X	X	X	X
1.1	Security Framework	X	X		X
1.2	Security Processes	X	X		X
1.3	Security Audit			X	X
1.4	Security Solutions	X	X		X
1.5	Security Training	X	X		X
2.0	Support Instruction and Learning	X	X	X	X
2.1	Research New Software	X	X		X
2.2	System Upgrades	X	X		X
2.3	Project Management Procedures			X	X
2.4	Learning Management System	X	X	X	X
2.5	Campus Technology Committees			X	X
3.0	Improve Services to Students	X	X	X	X
3.1	New Technology	X	X		X
3.2	Student Information System	X	X		X
3.3	State Initiatives	X	X	X	X
3.4	Distance Education			X	X
3.5	Campus Technology Committees			X	X
4.0	Support Innovation across the District	X	X	X	X
4.1	Technology Research	X	X		X
4.2	Infrastructure				X
4.3	Technology Surveys	X	X		X
4.4	Learning Management System	X		X	X
4.5	Campus Technology Committees			X	X
5.0	Enhance Stability and Reliability	X	X	X	X
5.1	Cloud Strategy	X	X		X
5.2	Disaster Recovery	X	X		X
5.3	Fault Tolerance	X	X		X
5.4	Redundancy	X	X		X
5.5	Test Plans and Procedures			X	X

Alignment of Technology Goals with Crafton Hills College Technology Plan

This table demonstrates the alignment of the SBCCD Technology Strategic Plan Goals with the CHC Technology Plan						
SBCCD Technology Goals		CHC Technology Plan Goals				
2020 - 2023 District Technology Goals		Secure Technology Infrastructure	Technology Access and Resources	Professional Development Technology	Evaluate & Improve Technology	Improve Student Relationship
1.0	Enhance Information Security	X	X		X	X
1.1	Security Framework	X	X			
1.2	Security Processes	X	X			
1.3	Security Audit	X	X			
1.4	Security Solutions	X			X	
1.5	Security Training	X		X		X
2.0	Support Instruction and Learning		X	X	X	X
2.1	Research New Software		X			
2.2	System Upgrades		X		X	
2.3	Project Management Procedures				X	
2.4	Learning Management System		X		X	X
2.5	Campus Technology Committees		X	X	X	
3.0	Improve Services to Students		X	X	X	X
3.1	New Technology		X	X	X	X
3.2	Student Information System		X		X	X
3.3	State Initiatives		X	X	X	X
3.4	Distance Education		X	X	X	X
3.5	Campus Technology Committees		X	X	X	X
4.0	Support Innovation across District	X	X	X	X	X
4.1	Technology Research	X	X	X	X	
4.2	Infrastructure	X			X	
4.3	Technology Surveys	X	X	X	X	X
4.4	Learning Management System		X	X	X	X
4.5	Campus Technology Committees	X	X	X	X	X
5.0	Enhance Stability and Reliability		X		X	X
5.1	Cloud Strategy		X		X	
5.2	Disaster Recovery		X		X	
5.3	Fault Tolerance		X		X	X
5.4	Redundancy		X		X	
5.5	Test Plans and Procedures		X		X	

Alignment of Technology Goals with San Bernardino Valley College Technology Plan

This table demonstrates the alignment of the SBCCD Technology Strategic Plan Goals with the SBVC Technology Plan							
SBCCD Technology Goals		SBVC Technology Plan Goals					
2020 - 2023 District Technology Goals		Technology Resources and Support	Online Program Support	Partner-ships	District Collaboration	Professional Development	Access-ibility
1.0	Enhance Information Security	X	X		X		
1.1	Security Framework	X	X		X		
1.2	Security Processes	X	X		X		
1.3	Security Audit	X	X		X		
1.4	Security Solutions	X	X		X		
1.5	Security Training	X	X		X	X	
2.0	Support Instruction/Learning	X	X	X	X	X	X
2.1	Research New Software	X		X	X		X
2.2	System Upgrades	X	X		X	X	X
2.3	Project Management	X		X	X		
2.4	Learning Management	X	X		X		X
2.5	Campus Technology			X	X		X
3.0	Improve Services to Students	X	X	X	X	X	X
3.1	New Technology	X	X		X		
3.2	Student Information System	X	X		X		
3.3	State Initiatives	X	X	X	X		
3.4	Distance Education	X	X	X	X		
3.5	Campus Technology	X		X	X	X	X
4.0	Support Innovation	X	X		X	X	X
4.1	Technology Research	X	X		X		X
4.2	Infrastructure	X	X		X		
4.3	Technology Surveys	X					
4.4	Learning Management	X	X	X	X	X	X
4.5	Campus Technology	X	X	X	X	X	X
5.0	Enhance Stability/Reliability	X	X		X	X	X
5.1	Cloud Strategy	X	X		X	X	
5.2	Disaster Recovery	X	X		X		
5.3	Fault Tolerance	X			X		
5.4	Redundancy	X	X		X		
5.5	Test Plans and Procedures	X			X		X