District Technology Strategic Plan
2014-2017

SAN BERNARDINO
COMMUNITY
COLLEGE
DISTRICT

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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 instruction and student-focused services. The Plan also forecasts a budget necessary to accomplish the goals and objectives of the plan.

District Mission Statement

The mission of the San Bernardino Community College District (SBCCD) is to promote the discovery and application of knowledge, the acquisition of skills, and the development of intellect and character in a manner that prepares students to contribute effectively and ethically as citizens of a rapidly changing and increasingly technological world.

This mission is achieved through the District's two colleges, the Professional Development Center (PDC) and public broadcast system (KVCR) all of which provide high quality, effective and accountable instructional programs and services.

Elements of Success in 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 only 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;
- The DTSP should identify our Strengths, Weaknesses, and Challenges;
- 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.

Strengths

The strengths of SBCCD in the area of technology include:

- SBCCD utilizes a IT governance model that better ensures responsiveness to stakeholder needs by actively soliciting and incorporating input from all stakeholders and enabling the colleges to have a greater role in establishing the technology priorities of the District;
- SBCCD designed and implemented a project prioritization process that actively solicits and incorporates input from all stakeholders and enables the colleges to have a greater role in establishing the technology project priorities of the District;
- SBCCD leverages local and state technology discounts to the benefit of its employees and students;
- SBCCD is the first California Community College with a 10 gigabit internet connection;
- SBCCD provides appropriate applications and e-mail to both employees and students;
- SBCCD utilizes a recently upgraded network infrastructure to support current and future data/voice demands while maintaining reliability;
- Users have seamless access to technology from wireless, labs and the classroom;
- SBCCD has been successful in securing many grants to support technology, including two Title V grants, two CCC State grants, a STEM and numerous nanotechnology grants;
- SBCCD devised, implemented, and has fully funded a Computer rotation plan using a Total Cost of Ownership (TCO) model;
- SBCCD partners and collaborate with other state wide grants such as CCCApply, DECT, CCCConfer, @one and HTCTU.

Weaknesses

The weaknesses of SBCCD in the area of technology include:

- Many of the SBCCD's core systems work independently of one another. The lack of integration between systems hinders processes and services and leads to duplication of effort;
- The outsourcing of SBCCD's helpdesk continues to have issues with quality of service and negative perceptions on local technology support services;
- SBCCD does not effectively market currently available and emerging technologies that may be of benefit to its students and employees;
- SBCCD has over-customized many applications which has led to challenges in keeping pace with updates and patches;
- SBCCD IT's staffing levels, salaries and job descriptions have not kept pace with the tremendous growth of technology applications and services employed by the District and Colleges;
- SBCCD lacks well-structured training programs and services for the many applications and technology services of the District;
- SBCCD does not employ or market the appropriate technologies and applications to help students cross the digital divide;
- SBCCD utilizes antiquated tools for the reporting of its executive reporting information;
- The pay structure for the positions in IT are not competitive;
- The connection between Technology and Educational Support Services (TESS) and Technology Services on each campus needs to be improved;
- The financial system is currently managed by the county and the District needs to obtain technology to manage the financial system in order to increase efficiency.

Challenges

SBCCD foresees many challenging years ahead. We believe that anticipating these challenges will better prepare us to more effectively maintain and prioritize projects and services to our faculty, students, and service areas. The challenges we anticipate include:

- Serving more employees and students with relatively fewer staff;

- The need for current and timely staff development to bring employees with new responsibilities and new hires up to necessary competence levels;

- Significant fiscal challenges over the next 2-3 years due to several years of state budget cuts and the lack of adequate ongoing funds to keep our technologies current;

- Finding effective ways of collaborating with, serving and informing end-users and other stakeholders of existing and emerging technology efforts;

- Finding new and innovative ways of aligning new and existing technologies with the needs of employees and students to help them cross the digital divide;

- Marketing the technological applications and resources to employees and students to maximize efficiency and facilitate learning.

The SBCCD District Technology Strategic Plan

Purpose

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 six district-wide committees: TESS Executive Committee, Technical Infrastructure Committee, Web-Standards 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 by 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:

- Denise Allen – CHC Academic Senate President
  - Meridyth McLaren – Designee
- Algie Au – SBVC Acting Academic Senate President
- Wayne Bogh – CHC Director of Campus Technology Services
- Cory Brady – Interim Director, Administrative Applications
- Jason Brady – District Web Developer
- Branden Brooks – CHC Student Representative
- Pierre Galvez –Police Chief
- Jeremiah Gilbert – SBVC Academic Senate President
- Donna Hoffmann – CHC Director of Marketing and Public Relations
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Dr. Matthew Isaac – Executive Director, Economic and Corporate Training
- Dr. Haragewen Kinde – SBVC Vice-President, Instruction
- Dr. Glen Kuck – Associate Vice-Chancellor, Technology and Educational Support Services
- Dr. Jack Miyamoto – Human Resources Consultant
- Dr. Bryan Reece – CHC Vice-President, Instruction
- Ricky Shabazz –Vice-President, Student Services
- Jeremy Sims – District Director of Technical Services
- Dr. James Smith – SBVC Dean of Research and Planning
- Scott Stark – SBVC Vice-President, Administrative Services
- Mike Strong – CHC Vice-President, Administrative Services
- Steve Sutorus – District Business Manager
- Jose Torres – District Director, Fiscal Services
- Dr. Rebeccah Warren-Marlatt – CHC Vice-President of Student Services
- Keith Wurtz – CHC Dean of Research and Planning
- Dr. Greg Zerovnik – SBVC Interim Director of Marketing and Public Relations

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:

- Larry Aycock – CHC Admissions and Records Coordinator
- Veada Benjamin – SBVC Records Specialist
- Joyce Bond – District Senior Programmer Analyst
- Cory Brady – Interim District Director, Administrative Applications
- Joe Cabrales – CHC Interim Dean of Instruction
- Kirsten Colvey – CHC Dean, Student Services, Counseling and Matriculation
- Marco Cota – SBVC Dean, Counseling and Matriculation
- April Dale Carter – SBVC Admissions and Records Coordinator
- Vicky Franco – CHC Schedule/Catalog Data Analyst
- Carol Hannon – District User Liaison
- Donna Hoffmann – CHC Director of Marketing and Public Relations
- Robert McAtee - Counselor
- Arlene McGowan – District Systems Analyst
- John Muskavitch – CHC Director, Financial Aid
- Ricky Shabazz –Vice-President, Student Services
- Steven Silva – SBVC Records Evaluator
- Samuel Trejo – SBVC Interim Director, Financial Aid
- DyAnn Walter – District User Liaison
- Dr. Rebeccah Warren-Marlatt – CHC Vice-President of Student Services

College Technology Committees (One for Each College)

<u>Charge</u>: Collectively work to develop hardware and software standards for desktop and peripheral devices, smart classroom technologies, and other academic/non-enterprise technology needs; Work with Campus Professional Development Coordinators to provide appropriate training for end users; Ensure the procurement of all technologies meeting Section 508 requirements; Work with Administrative Applications, Technical Services, Distance Education, and impacted areas to schedule upgrades and other events that may impact instruction and services; Recommend policies and procedures to TESS Executive Committee; Review and recommend policies; Review and recommend SLAs.

<u>CHC Membership</u>:

- Wayne Bogh – Director of Campus Technology Services (Co-Chair)
- Gino Barabani – Senior Technology Support Specialist
- Ken Bryson – Faculty
- Mariana Moreno – Faculty
- C. Robles – Student
- Jeremy Sims – District Director of Technology Services
- Anthony White – Senior Technology Support Specialist

<u>SBVC Membership</u>:

- Rick Hrdlicka – Director of Campus Technology Services (Co-Chair)
- Dave Bastedo – Faculty (Co-Chair)
- Mandi Batalo - Faculty
- Lori Blecka - Faculty
- Ana Bojorquez – Assisted Technology Specialist
- Kristin Dillard - Faculty
- Jonathan Flaa – Multimedia Specialist
- Rania Hamdy – Professional Development Coordinator
- Dr. Jack Jackson - Faculty
- Mona Jackson - Faculty
- Kimberly Jefferson - Faculty
- Berenice Manzo – Faculty
- Henry Hua – Dean, Mathematics, Business, Computer Technology
- Mike Powell - Faculty
- Gabriel Roseli – Senior Technology Support Specialist
- Jeremy Sims – District Director of Technology Services
- Scott Stark – Vice-President of Administrative Services
- Patti Wall – Librarian

Technical Committee

Charge: Develop hardware and software standards for core infrastructure; Design a core infrastructure road map inclusive of replacement cycle, utilizing a Total Cost of Ownership (TCO) approach; Prioritize projects to ensure organizational and strategic goals are met; Propose, develop, and review new technology infrastructure initiatives; Review construction projects for compliance with District infrastructure standards; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a District program review model; Recommend policies and procedures to DETS Executive Committee; Develop and maintain a communication plan for the notification of all planned and unplanned events; Propose/Re-adjust project priorities (iterative process); Review and recommend policies; Review and recommend SLAs.

Membership:

- Wayne Bogh – CHC Director of Campus Technology Services
- Anselmo Escobedo - SBVC Senior Technology Support Specialist
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Mona Jackson – SBVC Faculty
- Sergio Mendoza – SBVC Student
- Osman Parada –District Senior Technology Support Specialist (Co-Chair)
- Jeremy Sims –District Director of Technical Services (Co-Chair)
- Anthony White – CHC Senior Technology Support Specialist

Web Standards Committee

Charge: Develop strategic and long-range recommendations for the evolution and implementation of District, College, and Departmental web-sites and their components; Develop standards and guidelines for web design consistent with District and College graphics standards and Section 508; Define roles and responsibilities regarding web presence at all levels (District, College, Division, Department, and Faculty); Proactively identify and recommend tools for ongoing web development, the use of emerging web-media, and the managing of web presence; Provide input and direction in the development and measurement of qualitative and quantitative elements to be used in a district program review model; Review and recommend policies.

Membership:

- Ana Bojorguez – SBVC Assisted Technology Specialist
- Jason Brady – District Web Developer
- Milly Douthit – CHC Disabled Student Programs and Services
- Dr. Jack Jackson – SBVC Faculty
- Donna Hoffmann – CHC Director of Marketing and Public Relations
- Rick Hrdlicka – SBVC Director, Campus Technology Services
- Kristi Simonson – CHC Web Developer
- Yvette Tram – District Web-Developer (EduStream)
- Dr. Greg Zerovnik – SBVC Interim Director of Marketing and Public Relations

TESS Management Team

Membership:

- Jeff Baugher – Director, ATPC
- Wayne Bogh – CHC Director of Campus Technology Services
- Cory Brady – Interim Director, Administrative Applications
- Andy Chang – Director, EduStream
- Rick Hrdlicka – SBVC Director of Campus Technology Services
- Dr. Glen Kuck – Associate Vice-Chancellor, Technology and Educational Support Services
- Jeremy Sims – District Director of Technical Services
- Dennis Winters – Interim Supervisor, Printing Services

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;
- 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 provide the RIGHT services, at the RIGHT time,
in the RIGHT way for the RIGHT people."

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 the colleges and District entities.

Alignment of Technology Goals with District Strategic Directions

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the San Bernardino Community College District's (SBCCD) planning imperatives.

SBCCD Planning Imperatives 2014-2017 SBCCD Technology Strategic Goals	Institutional Effectiveness	Learning Centered Institution for Student Access, Retention and Success	Resource Management for Efficiency, Effectiveness and Excellence	Enhanced and Informed Governance and Leadership
1. Develop policies, communication tools, and training requiring all district materials meets accessibility requirements.	X	X	X	
2. Work closely with colleges and other district entities to cohesively maintain and support multiple forms and methods of communication (e.g. web, emergency phones, early alert, district/campus information, committee minutes, budget and planning, etc.)	X		X	X
3. Work with collegial consultation groups to ensure broad input on decisions regarding the adoption and implementation of applications and technologies.	X	X	X	X
4. Explore options to fund and sustain instructional technology initiatives.	X		X	
5. Implement mobile technologies that facilitate access and interaction with campus and district resources.	X	X	X	
6. Ensure updated and robust infrastructure (including staffing levels, professional development, hardware, maintenance and software procurement and implementation) to provide a fully integrated and cohesive computing environment.	X		X	
7. Develop fully integrated resolution oriented technical support services with digitized online customer service.	X	X	X	
8. Develop and expand face-to-face and online training programs and services to empower and improve employee competence and performance.	X		X	X
9. Improve district systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.	X		X	

Alignment of Technology Goals with Crafton Hills College Technology Plan

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan goals with the Crafton Hills College Technology Goals.

Crafton Hills College Technology Goals 2014-2017 SBCCD Technology Strategic Goals	Provide a technology infrastructure that is robust and adaptable to new technologies	Provide basic technology resources to campus stakeholders	Encourage the exploration and inclusion of new technologies that enhance the learning experience	Collaborate with other district entities to maintain a single technology infrastructure	Work with the Professional Development Office to provide appropriate technology training
1. Develop policies, communication tools, and training requiring all district materials meets accessibility requirements.	X	X			X
2. Work closely with colleges and other district entities to cohesively maintain and support multiple forms and methods of communication (e.g. web, emergency phones, early alert, district/campus information, committee minutes, budget and planning, etc.)	X	X	X	X	
3. Work with collegial consultation groups to ensure broad input on decisions regarding the adoption and implementation of applications and technologies.	X	X	X	X	
4. Explore options to fund and sustain instructional technology initiatives.	X	X	X		
5. Implement mobile technologies that facilitate access and interaction with campus and district resources.	X	X	X	X	X
6. Ensure updated and robust infrastructure (including staffing levels, professional development, hardware, maintenance and software procurement and implementation) to provide a fully integrated and cohesive computing environment.	X			X	X
7. Develop fully integrated resolution oriented technical support services with digitized online customer service.	X	X		X	
8. Develop and expand face-to-face and online training programs and services to empower and improve employee competence and performance.			X		X
9. Improve district systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.	X	X		X	

Alignment of Technology Goals with San Bernardino Valley College Technology Plan

This table demonstrates the alignment of the eleven SBCCD Technology Strategic Plan Goals with the San Bernardino Valley College Technology Goals.

San Bernardino Valley College Technology Strategies / 2014-2017 SBCCD Technology Strategic Goals	Provide exemplary technology resources and support while maintaining fiscal and environmental responsibility	Support the Online Program Committee's Plans and Goals	Encourage partnerships and promote awareness with business, other organizations, and the surrounding community	Collaborate with the District on projects that are beneficial to all	Work collaboratively through the Office of Professional Development to provide appropriate technology training	Identify and meet accessibility standards set by Section 508
1. Develop policies, communication tools, and training requiring all district materials meets accessibility requirements.				X	X	X
2. Work closely with colleges and other district entities to cohesively maintain and support multiple forms and methods of communication (e.g. web, emergency phones, early alert, district/campus information, committee minutes, budget and planning, etc.)	X			X		
3. Work with collegial consultation groups to ensure broad input on decisions regarding the adoption and implementation of applications and technologies.	X	X		X		
4. Explore options to fund and sustain instructional technology initiatives.	X	X	X	X		
5. Implement mobile technologies that facilitate access and interaction with campus and district resources.	X	X		X		X
6. Ensure updated and robust infrastructure (including staffing levels, professional development, hardware, maintenance and software procurement and implementation) to provide a fully integrated and cohesive computing environment.	X	X		X	X	
7. Develop fully integrated resolution oriented technical support services with digitized online customer service.	X	X		X	X	
8. Develop and expand face-to-face and online training programs and services to empower and improve employee competence and performance.	X	X		X	X	X
9. Improve district systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.	X			X		X

District Technology Goals

Goal 1: Develop policies, communication tools, and training requiring all district materials meets accessibility requirements.					
SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
1.1 Develop procurement policy and procedures.	Business Services, DSPS	X			
1.2 Leverage State Chancellor's Office Services (e.g. High Tech Training Unit, Alternate Text Production Center, etc.).	Professional Development, DSPS	X	X	X	
1.3 Audit accessibility and compatibility of technologies.	DSPS	X	X	X	
1.4 Assure compatibility in all technology procurements.	TESS Managers	X	X	X	
1.5 Market and create awareness of what is available (e.g. services to faculty and students).	Distance Education, Professional Development	X			
1.6 Develop procedures and processes for accommodation requests.	TESS Managers, DSPS	X			

Goal 2: Work closely with colleges and other district entities to cohesively maintain and support multiple forms and methods of communication (e.g. web, emergency phones, early alert, district/campus information, committee minutes, budget and planning, etc.).					
SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
2.1 Develop communications plan to include/consider emergency communication plan.	District Police, Marketing, Web Standards Committee, Administrative Services	X			
2.2 Training that considers Clery Act and safety on all systems (e.g. Early Alert, Informacast, Facebook, Blackboard Connect, web communications, marquees, etc).	District Police, Marketing, Web Standards Committee, Administrative Services	X	X	X	
2.3 Perform regular testing of communication systems.	Technical Director	X	X	X	
2.4 Develop and perform annual review of communication processes.	TESS Executive Committee	X	X	X	
2.5 Develop process of triaging requests for information.	Marketing	X			

Goal 3: Work with collegial consultation groups to ensure broad input on decisions regarding the adoption and implementation of applications and technologies.					
SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
3.1 Encourage TESS Executive Committee members to communicate out.	Associate Vice Chancellor of TESS	X	X	X	
3.2 Maintain and update as necessary existing communication strategies.	Associate Vice Chancellor of TESS	X	X	X	
3.3 Capitalize on existing marketing venues.	Associate Vice Chancellor of TESS	X	X	X	
3.4 Conduct presentations to major constituency groups.	Associate Vice Chancellor of TESS	X	X	X	

Goal 4: Explore options to fund and sustain instructional technology initiatives.					
SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
4.1 Review approaches (e.g. grants, technology fees, and other strategies).	College Technology Directors	X	X	X	
4.2 Evaluate permissible use of funds from technology fees.	Associate Vice Chancellor of TESS	X			
4.3 Develop acceptable policy and process for use of technology fees.	TESS Managers		X		

SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
Goal 5: Implement mobile technologies that facilitate access and interaction with campus and district resources.					
5.1 Identify the purpose of mobile presence. a. Mobile demographics – what is being used and is needed by users (faculty, staff, students)	TESS Executive Committee, Web Standards Committee	X	X		
5.2 Procure 3rd party products that meet user needs.	TESS Executive Committee, Web Standards Committee	X	X	X	
5.3 Test, train, support, and market.	Professional Development, Web Standards Committee, Marketing	X	X	X	
5.4 Conduct regular ongoing reviews to ensure alignment with user needs.	Web Standards Committee	X	X	X	
5.5 Develop acceptable use policy.	TESS Executive Committee, Web Standards Committee	X	X		

Goal 6: Ensure updated and robust infrastructure (including staffing levels, professional development, hardware, maintenance and software procurement and implementation) to provide a fully integrated and cohesive computing environment.

SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
6.1 Evaluate staffing levels based on ISTE.	TESS Managers	X			
6.2 Fill vacancies	TESS Managers	X	X	X	
6.3 Fund training and professional development.	TESS Managers	X	X	X	
6.4 Provide infrastructure funding to meet and sustain technology goals and to adequately respond to mandated initiatives.	TESS Managers, Administrative Services, Chancellor's Cabinet	X	X	X	
6.5 Implement periodic technology reviews inclusive of security audits.	TESS Managers	X	X	X	

Goal 7: Develop fully integrated resolution oriented technical support services with digitized online customer service.

SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
7.1 Explore alternative solutions.	TESS Managers	X	X		
7.2 Implement self-service portals.	TESS Managers	X	X		
7.3 Explore the benefits of a Virtual Agent for student support.	Web Standards Committee, District Applications Work Group (DAWG)		X		

Goal 8: Develop and expand face-to-face and online training programs and services to empower and improve employee competence and performance.					
SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
8.1 Training needs survey to ascertain what's available, gaps, and quality.	Professional Development, Research, TESS Executive Committee	X			
8.2 Identify and promote training that is available.	Professional Development, TESS Executive Committee, Marketing	X			
8.3 Ensure consistent training.	Professional Development, TESS Managers	X	X	X	
8.4 Partner with distance education and professional development to provide training in various formats, including face-to-face and online.	Distance Education, Professional Development, TESS Managers	X	X	X	
8.5 Procure and provide training on training tools	Professional Development, TESS Managers		X		

Goal 9:   Improve district systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.

SUPPORTING STRATEGIES	RESPONSIBLE PARTIES	FY 14 - 15	FY 15 - 16	FY 16 - 17	PROGRESS/ ACCOMPLISHMENTS
a. Administrative Efficiency/Effectiveness i. Identify the dependencies for integrating existing major enterprise resource programs.	TESS Executive Committee	X			

ii. Integrate major enterprise resource programs
     1. Align policies and procedures
     2. Purchase Human Resource, Fiscal, and other ERP modules as necessary to become independent from county systems and have a fully integrated administrative applications environment.
	TESS Executive Committee		X	X	

b. Operational Efficiency/Effectiveness i. Conduct Business Process Analysis (BPA) to streamline procedures with the district's strategic plan.	TESS Executive Committee	X	X		
ii. Improve communications throughout the district.	TESS Executive Committee	X	X	X	