CLASSIFIEDSENATE
COLLEGE OF THE CANYONS

Technology Master Plan 2022-2027 Review

APRIL 2022

Introduction

The Classified Senate Board reviewed the College of the Canyons Technology Master Plan Draft along with the Technology Master Plans from Cabrillo College and State Center Community College District. These plans were chosen for comparison purposes specifically because they were developed in consultation with Cambridge West Partnership (CW/P), and follow a similar structure to our Draft Plan. These external documents can be viewed at the following links:

State Center Districtwide Technology Plan 2019-2022
Cabrillo College Technology Plan 2020-2023
Cabrillo College Technology Plan Draft

In reviewing these additional plans, it became apparent that several sections utilized a standard template. This is likely a common industry practice, and we do not believe it detracts significantly from our core initiatives. Overall, the Senate Board found the identified initiatives to be well-diversified and reflective of multiple interest groups' input with only minor modifications needed. While the Draft Plan lists a wide-range of initiatives, the current Draft could be enhanced in several areas, as described next.

Feedback Area 1:

Clarifying Process for Plan Completion

The central organization tables (pages 7-30) indicate the themes, objectives, and initiatives, but currently omit the responsible parties, timelines, target completion dates, project priority, accreditation areas, along with the areas related to measuring progress. The authors' note that *"Once Themes, Objectives and Initiatives are fully vetted, Accreditation Standards, Responsible Party, Target Completion/Needed Resources and How to Measure the Result will be completed."* It would be helpful to explain this process further, and how the Draft Plan gains this additional information prior to Board of Trustee approval/review. In reading the Draft Plan from Cabrillo College, these tables appear to be further developed at the time of the college governance evaluation. See comparison of Draft Plans next:

Cabrillo Draft   **College of the Canyons Draft**

**Strategic Plan Goal Action Area: Ensure Relevant Learning and High-Quality Services**

At present, it is unclear how input will be solicited in setting the priorities from amongst the initiatives, including how the allocation of staffing and financial resources will be conducted. The draft notes that the "specific details of how to complete the initiatives will be left to the responsible parties." However, it wasn't obvious from our review who the responsible parties were, how the responsibilities will be determined, and which columns are going to be completed by these parties vs. other groups on campus, such as the Technology Committee.

Feedback Area 2:

Decision-Making

With "decision-making" being the second highest-rated theme from the interview process (page 38), clarifying how decisions are being made, even for developing the Draft Plan itself, is important. While the Draft Plan offers a flow chart describing the overall adoption process (page 37), the Senate Board suggests the authors enhance this diagram to illustrate how collegial consultation informs the completion of the Draft Plan. For example, in the Cabrillo model, note that the Draft Plan appears to first go to the technology committee (we assume to help iron-out the details and fill-in the missing columns), then for approval from the governance bodies before being reviewed by the President and the Board. Our diagram does not include a separate college governance approval process step, nor other blocks that indicate where the Draft Plan moves from its current partial draft form to its completed draft form.
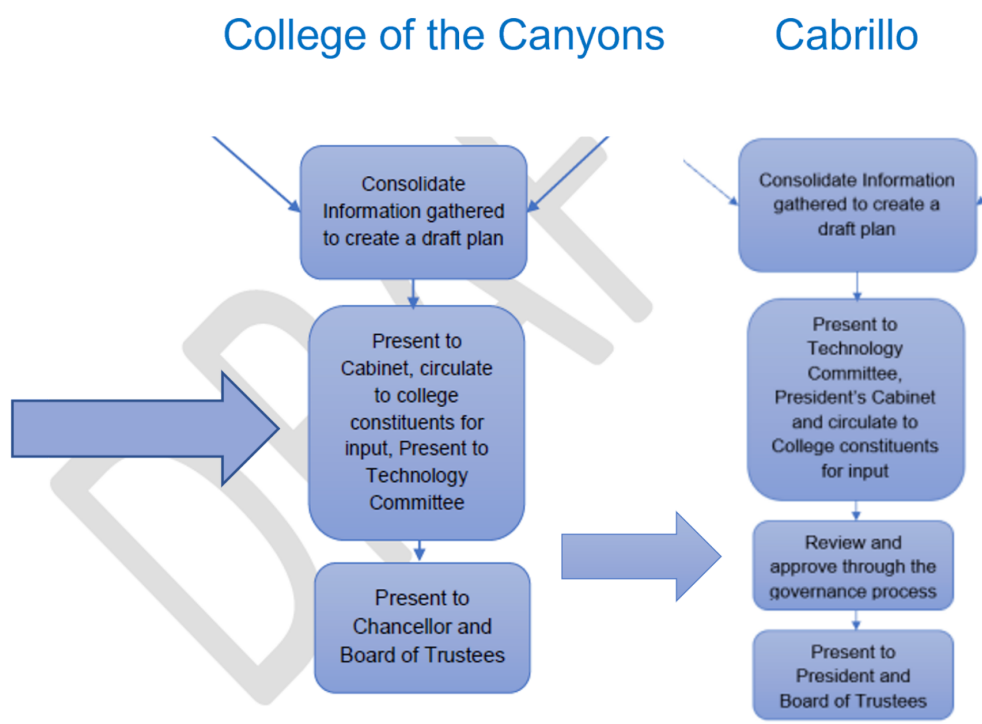
Our local processes are admittedly different from Cabrillo and State Center CCD, but that doesn't mean there isn't opportunity for our College to reinforce on-going collegial consultation steps when the opportunity arises. This is true not only for our process diagrams, but in our narrative sections as

well. For example, on page two, consider changing "Information Technology will work collaboratively with other departments within the organizational structure to carry out the initiatives identified in the Draft Plan" to "Information Technology will work collaboratively with departments and *collegial consultation groups* within the organizational structure to carry out the initiatives identified in the Plan." We believe this language would better reflect our local practices and unique (9+1) 7270 policy, which ensures that the Classified Professionals are consulted (along with departments) when implementing new forms of technology they will be expected to operate or maintain. This policy also ensures that Classified Professionals are consulted in the development of District-wide plans, including substantive updates. Similarly, consider bolstering area 6.b (page 18) to include an area (possibly 6.b.5) that speaks to establishing ongoing relationships with collegial governance partners (e.g. presentations and updates to the Classified/ Academic Senates and ASG, and establishing improved lines of communication with the governance bodies as initiatives are being developed and released).

Feedback Area 3:

Interview Narratives

The Classified Senate Board is proud to have had fifteen (15) Classified representatives participate in the interview process for developing the Draft Plan. We would also like to note how much we enjoyed our interactions with Deborah Ludford, who served as the primary interviewer and summit host. That being said, the Classified Senate Board believes that the content derived from these interviews are underrepresented within the current draft. While anonymity is important, note in the side-by-side interview tables between College of the Canyons (left) and the Cabrillo College draft (right) below, that summary language from the interviews were provided in the Cabrillo Draft Plan, giving context for establishing the central themes. As a result, the Cabrillo College interview table matrix contained pages of additional information from the interviews, despite interviewing fewer (42) individuals than our Draft Plan (55). The Classified Senate Board found these added notes helpful in understanding the Cabrillo Draft Plan initiatives, and would like to better understand the logic of omitting these details. These internal notes

would allow us to better vet if our themes and initiatives are meeting our members' concerns. For example, if a key area identified in the interview is IT Governance, what issues with governance were identified as needing improvement, and then, do our currently planned initiatives address these issues?

College of the Canyons Interview Analysis – Key Areas to Address	
Faculty=19; Classified=15; A=Administration=19 Student= 2	Total
	55
Key Areas to Address in Technology Plan	
Systems	28
Technology Decision-making/IT Governance	27
Security	24
Policies / Standards	24
New Technologies	23
Professional Development / Training	21
Infrastructure / Facilities	19
End User Support	18
Classrooms	18
Staffing	15
Website	15
Leadership / Planning	15
Online Learning	12
Student Support	11
Accessibility	10
Disaster Preparedness / Backup	8
Processes	8
Equity	6
Projects	5

Cabrillo College Interview Topic Matrix	
F=Faculty=9; C=Classified/Confidential=16; A=Administration=17	Total
TC=Tech Committee=15; O=Other=15; IT=Tech Staff=12	42
Key Items to Address in Technology Plan	
Staffing - do a great job with the resources available; need more staff to meet workload; very responsive to crisis; no bandwidth for long term needs; consider a CTO; overwhelmed at times; hire students for regular tasks; need more robust IT management team; staffing and salaries are limited making it hard to keep good people; need applications manager/project managers; better tools for IT could make it more efficient and effective; need a Security officer; support for A/V is insufficient; review org structure of IT; need more help desk assistance; need a webmaster; need Business Process Analysts; demands for maintaining systems is too high; don't have the opportunity to innovate; IT needs to use new methods and tools like SCRUM and Agile	34
Training/Professional Development - end users need more system training; need more training for new features; training materials for students needed for new systems; in-house business conference; need to train people on policies and standards; not timely or comprehensive; cybersecurity training needed; more professional development for Colleague; training before new systems go live; Tech staff need training on new technologies; have a training plan for any new technology (and funding); more hands on	31
Security/Privacy - need ongoing security/privacy training for end users (i.e. Phishing); help users understand the threat landscape; focus on prevention; older systems make security an issue; depts buying own systems and putting on their own computer that could be vulnerable; users need to take some responsibility; cybersecurity needs to be a key item; focus on endpoint security; make staff aware of the danger of emailing sensitive information; need role-based authorization implemented; IT needs security monitoring tools; student and employee data accessible to all who have access to one or the other; need better control and maintenance regarding who can enter and change data in Colleague	29
Governance/Decision Making - process not clear for how decisions are made; needs to be clearly defined and documented; need a framework for decisions; people not engaged; operational groups need to carry out work of Tech Committee; need clear and consistent prioritization; combination with Facilities has hurt technology; decision-making processes not transparent; loudest gets the priority (squeaky wheel); process for making decisions takes too long; IT needs a voice at the table; use Governance to make decisions but	26

Feedback Area 4:

Remote Operations

The Draft Plan briefly mentions remote work in area 6.d (pg. 20), and "offsite work" as an example of providing adequate infrastructure in area 9.a. (page 26). The Classified Senate Board feels the initiatives within 9.a do not fully address the off-site work objective alone. Given the likelihood of continued growth of remote operations in the future, the Classified Senate Board recommends the authors consider bolstering areas 9.a, or creates a **separate** 12th themed area specifically focused on best practices, training, VPN allocation/process, and specialized support for remote operations. This section should include plans to acquire adequate numbers of laptops/equipment, along with ways to leverage flexible resources that are "office-to-home" friendly. In addition, initiatives in this area should explain strategies to normalize the off-site and on-site employee experience. Furthermore, it should consider how to utilize emerging technologies and specialized professional development to reduce experience differences, as well as to improve workflow between on-campus and in-person meetings, activities, and events.

Feedback Area 5:

Improved Productivity Technology

The Classified Senate Board would like to know if any of the current initiatives will specifically address the need for enhanced barcode scanners and labeling processes. Classified members noted that the warehouse needs to implement an improved scanning system that updates individuals on the delivery/progress of packages (e.g. scan a barcode, generate automated email to the recipient with instructions for pick up, etc.). This will reduce lost packages and time spent manually contacting parties when their items arrive at the warehouse location, and can also serve as a way for purchasing/ fiscal/ business services to track whether or not a vendor/ shipping service delivered on-time. If not already identified within the initiatives, consider placing this project within area 2.d, as 2.d.2 ("provide appropriate technology to support instruction and non-instructional department needs").

Feedback Area 6:

508 Compliance

The Draft Plan notes in 3.a.1 (page 13) that resources will be provided for the conversion of online materials to meet 508 compliance. The Classified Senate Board believes that to meet the challenges of 508 compliance on our website, we will need to have a process in place that scans documents at the time of upload into our OU Campus system. We will also need to be able to delete our own department files within the OU system that may not be compliant. Without a portal or OU software update that scans uploaded PDFs before publication, we will constantly be throwing away resources undoing what has already been done. Therefore, we suggest, apart from dedicating resources to this initiative, we also need to work with (and lobby) our OU Campus CMS partners to integrate more 508-checking tools, and to establish more privilege levels within the software to let end users remove unneeded uploads that they create.

Feedback Area 7:

Technical Comments

Index: Missing bookmark link:

Pg. 9: Consider consolidating areas:

2.a.2. which reads "Work with vendors (i.e., Ellucian) to modernize the user experience" and area 2.b.2, which reads "Work with existing technology vendors to integrate, modernize, *upgrade & simplify their systems to improve operations ((i.e., Ellucian Colleague).*

Page 31 onward: The Draft Plan name merges with the page numbers in the header:

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Appendix – Environmental Analysis and Development Process
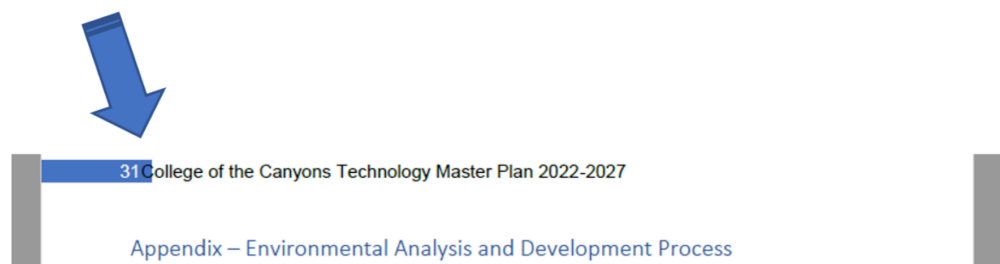
Pg. 34 "They include the Campus Computing Survey, Educause and Gartner Research. Below is information on the top issues, priorities and trends in higher education form these sources:"

Pg. 40: "Review conducted on an annual, basis at the College"

— Review End —

Thank you for your time and consideration of the Classified Senate feedback and suggestions, and for helping the District create a thoughtful Technology Plan that will undoubtedly play a pivotal role in campus operations over the coming years.

Sincerely,

The Classified Senate Board

Michael Monsour, *President*
Marilyn Jimenez, *Vice President*
Joanna Kelly, *Secretary*
Nicholas Schutz, *Treasurer*
Juan Renteria, *Public Information Officer*
Fred Bobola, TLC Senator
Justin Bradshaw, *Custodial/M&O Senator*
Lindsey Ceo, *Student Services Senator*
Lisette Godinez, *Social/Behv. Sciences Senator*
Yarely Gonzalez, *Social Engagement Senator* Gina
Thompson, *Outreach/CARE Program Senator*

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