Fresno City College

2015-2019
Campus Technology Plan

Approved by the Technology Advisory Committee on September 25, 2015

Approved by Academic Senate on November 18, 2015
Approved by Associated Student Government on December 1, 2015
Approved by Classified Senate on December 2, 2015
Approved by Management Council on October 21, 2015
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PLANNING OVERVIEW

The Fresno City College (FCC) 2015-2019 Campus Technology Plan identifies major information systems and technology goals. This technology plan will not only guide the implementation of technology at the college, but also supports the Educational Master Plan and the Fresno City College Strategic Planning Goals. The ubiquitous and changing nature of technology forces the college to continually assess our environment and plan for improvement. As projects are completed, new priorities arise, as additional funding becomes available, and as strategies change, the objectives contained in the plan will be adapted to reflect the needs of Fresno City College.

Planning for the college's technology needs is integrated into the college's program review, participatory governance, accreditation standards, and strategic planning processes. The Technology Advisory Committee (TAC) developed the first version of a college wide Campus Technology Plan during the fall of 2006. This document represents the efforts of both the TAC and the Technology Support Services (TSS) staff to update the existing Campus Technology Plan from the fall of 2014 by prioritizing technology goals at FCC for the next four years and identifying the current status of technology at FCC.

The policies and procedures included in this document are necessary to manage the technology on campus as well as promote technology use in the classroom and in daily operational business processes. Consideration has been given to all aspects of the college's use of technology when outlining plans, policies, and priority goals. Once the technology needs are defined and prioritized via the planning process, the implementation of these resources is coordinated between the college wide functional areas and TSS. This inclusive method allows the college to most effectively apply its funding sources (general funds, lottery funding, construction, bond, and/or grants) to comprehensively meet technology needs.

ORGANIZATION PROFILE AND DEMOGRAPHICS

The following two charts provide information related to the students and staff of Fresno City College.

Students (2013-2014)

Total Students	**30,360**

GENDER		ETHNICITY/RACE	
Female	51.0%	African American	6.9%
Male	47.9%	American Indian/Alaska Native	0.6%
Unknown	1.1%	Asian	13.2%
AGE		Filipino	1.1%
Less than 20 years old	26.2%	Hispanic	49.0%
20 to 24 years old	34.7%	Pacific Islander	0.2%
25 to 39 years old	28.2%	White	24.1%
40 or more years old	10.9%	Two or more Races	2.6%
Unknown	0.0%	Unknown	2.3%

Other Student Information

Full Time Equivalent Students	**16,443**
Credit Sections	4,292
Non-Credit Sections	70
Median Credit Section Size	28
Percentage of Full-Time Faculty	58.4%
Percentage of First-Generation Students	37.9%
Student Counseling Ratio (FALL 2013)	672:1

Staff/Faculty (2013FA)

Full-time faculty	315
Part-time	908
Academic administrators	23
Classified administrators	7
Classified professionals	289
Total	1542

THE TECHNOLOGY ADVISORY COMMITTEE

The Technology Advisory Committee is made up of 20 members from the administration, classified staff, faculty, and students (see appendix).

The Operating Agreement for the TAC states:

The Technology Advisory Committee (TAC) develops, writes, evaluates, and updates the Fresno City College Campus Technology Plan. The purpose of the TAC is to evaluate, review, and advise in planning for acquisition, maintenance, and use of current and future technology throughout the college. The committee submits policy recommendations that are strategic in nature to the Strategic Planning Council, operational in scope to the College President, and acts as an advisory board to the District Technology Committee. In addition, the committee recommends training activities that assist all college faculty and staff in the uses of technology.

The TAC works closely with the various planning units on campus as well as with the Strategic Planning Council (SPC) on various aspects of technology planning and implementation. This includes, but is not limited to, establishing policies and procedures for hardware and software usage, policies on access to network resources and security, recovery procedures for data and communications, data recovery and storage, establishing hardware standards, classroom technology standards, and advising on technology requests from planning units across the campus.

In the fall of 2006, the TAC identified seven Technology Principles that help guide technology implementation at Fresno City College. The Technology Principles were created with the goal of enhancing the college's Mission and Vision statements.

Fresno City College Mission

Fresno City College, California's first community college, provides quality, innovative educational programs and support services directed toward the enhancement of student success, lifelong learning and the economic, social, and cultural development of our students and region.

Fresno City College Vision Statement

Fresno City College will be a national leader in educational programs, support services, and community partnerships.

Fresno City College Core Values

Excellence:
We champion quality while encouraging individuals to share and explore new avenues toward advancing the college's mission and vision.

Collaboration:
We are dedicated to active involvement on our campus and in our community, developing partnerships and avenues of greater participation.

Diversity:
We are committed to diversity through respect and celebration of individual differences.

Professionalism:
We communicate and work together in an ethical, collegial manner in a supportive environment.

Stewardship:
We are accountable to our community for the responsible use of our resources.

TECHNOLOGY PRINCIPLES

Principle #1: Technology must enhance, facilitate, and expand the interactions of the college's students, faculty, staff, and administration.

Principle #2: All employees of the college must have appropriate and equitable access to technology and training.

Principle #3: The contribution of technology to the quality of education and productivity of students, faculty, staff, and administrators must be continually assessed.

Principle #4: Accessibility by all constituent groups will be considered in all technology implementations.

Principle #5: A secure and sufficient budget is necessary for support services staffing associated with technology, software licensing, accommodation of rapid rate of change in technology, and total cost of ownership associated with technology.

Principle #6: Technology implemented on our campus will provide students, faculty, staff, and administration with an environment that will be safe from cyber threats, a high expectation of data integrity, and an ethical approach to balancing individual privacy with institutional responsibility.

Principle #7: To ensure the highest quality education, intellectual freedom is extended to all modalities of educational technologies.

The TAC has established six goals for the 2015-2019 Campus Technology Plan, which are linked to the Strategic Planning Goals and specific objectives of those goals as shown on the following page. The progress reports for the six goals established in the 2012-2015 plan are provided in the appendix.

2015-2019 CAMPUS TECHNOLOGY PLAN GOALS

Rank	Goal	FCC Strategic Plan Goal & Objective 2013-2017	SCCCD Strategic Plan Goal 2012-2016
1	Provide equitable access to technology for all campus constituency groups as appropriate	3, 7	1.4, 3.5, 5.3
2	Ensure network access and stability	2	2
3	Ensure and implement dedicated technology funding	8	7.1
4	Provide direction and recommendations to increase the efficiency and effectiveness of campus processes	1, 2, 8	7.1
5	Act in an advisory capacity to assist all constituencies with campus technology initiatives	3.7, 5, 6.3	1.4, 3.5, 5.3, 7.1
6	Participate in the District Technology Committee	7	5.3, 6.2

See the appendix for Fresno City College (FCC) and State Center Community College District (SCCCD) Strategic Plans

Goal #1: Provide equitable access to technology for all campus constituency groups as appropriate.

The concept of equitable access is at the forefront of educational literature and debate. The term equitable access is typically defined in terms of, "…ensuring students have equal and equitable opportunities to take full advantage of their education." Although equitable access refers to a myriad of topics related to providing opportunities for our students to obtain their educational objectives, the implementation of technology can become the means to ensure technology literacy and the support of meaningful learning. The committee recognizes that access is the number one goal for our planning processes, and must extend to all of our constituency groups.

Planning Agenda: (see appendix for goal matrix with timeline)

- Conduct a regular technology assessment of students and campus employees
- Work with the Program Review committee to encourage Occupational Program Advisory committee surveys of technology needs
- Recommend technology training to the campus
- Meet ADA compliance standards for all computer labs on campus

The committee conducts faculty, staff, and student surveys of technology in the fall or spring semesters in coordination with the Institutional Research Department. These surveys are conducted as both assessments of technology skill levels as well as technology interest (see the TAC Blackboard site for examples of past surveys). As part of the planning agenda for technology acquisition and training, the TAC, Director of Technology's office, Director of Distance Education, and the Professional Development Committee review these survey results. These surveys will ultimately result in ensuring that appropriate instructional and administrative technologies are provided for students, faculty, staff, and administrators.

In accordance with one of the 2012-2015 plan goals, a survey instrument was developed by the TAC for academic departments to disperse to advisory groups in order to determine what technology skills employers are seeking in a qualified workforce. The TAC will work with the Program Review Committee to encourage occupational programs to share this survey so business community's needs for technologically trained employees are properly assessed.

The TAC will analyze and modify existing processes for requesting, assessing, and standardizing technologies that meet the needs of the campus constituencies. Processes will be developed for assisting campus groups in determining the most appropriate technologies for the campus. TAC will work with the Program Review Committee to expand the section of the Program Review document that discusses technology and its impact on the college.

TAC has been analyzing survey results and recommending technology trainings to the Director of Distance Education and Instructional Technology as well as the Professional Development Committee. This will continue and expand while a more formalized professional development program is established on campus.

The Director of Technology's office and the Alternate Media Specialist for Disabled Students Programs & Services (DSP&S) have conducted an inventory of all computer labs on campus to determine their compliance with ADA requirements and plans are underway to modify the identified computer labs which need ADA upgrades. Meeting ADA requirements is often a lengthy process, as many factors have to be taken into account. These rooms require facilities modifications for electrical and furniture replacement, which results in a reduction in capacity and consultation with area deans is required.

Goal #2: Ensure network access and stability

Network access is more than merely allowing student and faculty devices access to the network. Access encompasses the support of different protocols for both wired and wireless networks on campus, security to protect the users and campus resources, appropriate bandwidth for critical services, proper maintenance and currency of the network infrastructure, and remote access.

Planning Agenda:

- Regularly schedule network infrastructure replacement
- Ensure data integrity, storage, and recovery
- Expansion of wireless access throughout campus
- Provide remote access to the network

In conjunction with the Vice President of Administrative Services office, Technology Support Services has developed a ten-year infrastructure replacement plan, which is updated bi-annually. Funding for the plan is still not a budgeted line item within the TSS budget. For this reason, the replacement plan is dependent on the implementation of goal #3's planning agenda.

The TAC reformed the Disaster Recovery Subcommittee in fall 2013 to develop a disaster recovery plan for the campus that integrates with the district. The subcommittee decided to move from a disaster recovery perspective to one focused on data event recovery. The renamed Data and Network Event Recovery Subcommittee's work was delayed pending the Board of Trustee's approval of the District's Technology Plan, which occurred in fall 2014. The subcommittee has developed a draft of the plan that will be presented to the campus constituency groups in fall 2015.

Network Access Control (NAC) is a move to further secure our campus network and protect network resources (files, applications, etc.). This is in conjunction with Zero Trust initiatives, which will improve our ability to protect confidential data and allow people to access resources in a safe and secure manner.

The Nimble storage system hosts 255 TB of storage encompassing primary storage, backup storage, and data event recovery storage. Additionally, Fresno City College is using Microsoft Volume Shadow Copy Service (VSS) to supplement the scheduled backups and recover data stored in the open, private, and division drives.

TSS completed the first phase of deployment of Aerohive wireless in spring 2014. It has since become the district standard for wireless. At present, there are 224 access points inside and outside on the campus and TSS anticipates installing 50-75 additional AP's over the next 18 months.

Plans for remote access are underway through the implementation of the colleges Federal Title V grant (2010-2015). TSS is currently researching various methods by which they will provide access to network resources from off-campus for faculty and staff. Off-campus desktops are available to a limited group of staff and faculty. Additional users will be added after the initial testing phase is complete in the fall 2015.

Goal #3: Ensure and implement dedicated technology funding

Staying abreast of current and emerging technologies requires commitment of both financial and human resources. The committee strongly believes that resources must be allocated to technology on a consistent basis in order to effectively plan for the rapidly changing technological landscape. A lack of funding sources for network equipment, specifically identified in past technology plans as well as the last two accreditation studies, still needs to be addressed. Reliable funding sources need to be identified to replace network equipment and infrastructure on a regularly scheduled basis.

The Director of Technology's budget allocation is presented in the table below:

	2012-2013		2013-2014		2014-2015	
General Funds & Lottery	Director of Technology Budget	% of College Budget	Director of Technology Budget	% of College Budget	Director of Technology Budget	% of College Budget
Salaries and Benefits [1]	$1,650,492	2.50%	$1,722,309	2.49%	$1,604,587	2.24%
Supplies and Software [2*]	$48,197	6.95%	$147,963	16.11%	$52,000	5.94%
Other Operating Expenses and Services [3]	$414,665	20.04%	$733,985	26.75%	$726,312	27.28%
Equipment [4]	$1,198,706	49.01%	$1,379,100	43.85%	$1,357,051	64.83%
Total	$3,312,060	4.66%	$3,983,357	5.24%	$3,739,950	4.84%

1. Object codes 91XXX, 92XXX, and 93XXX – Salaries and Benefits
2. Object codes 94XXX – Supplies and Materials
3. Object codes 95XXX – Other Operating Expenses and Services
4. Object codes 96XXX – Capital Outlay

Planning Agenda:

- Secure line item budget for technology infrastructure replacement
- Update quarterly the ten-year technology equipment replacement document

The budget for technology has increased over the past few years due in part to budget surpluses, additional

grant funding, and increased enrollment funding by the state. Although the campus has been fortunate to receive funding for equipment, this is not a line item in the Director of Technology's budget and is, as a result, unstable. The development of a ten-year technology replacement plan allows for better forecasting. Nonetheless, implementation cannot be guaranteed without secure funding.

The TAC will make a recommendation that additional funding be provided annually as a line item in the Director of Technology's budget for technology expenditures based upon a hardware replacement plan, instructional and non-instructional software needs, and the research and development of new technologies.

Goal #4: Provide direction and recommendations to increase the efficiency and effectiveness of campus processes

The TAC formed a subcommittee in November 2009 to reduce the environmental impact through the reduction of paper and waste. Its efforts were stalled however, due to the lack of standardization of electronic form submission. Some departments have created electronic forms based upon a fillable PDF format and students can pay some fees online. Admissions and Records has been using document-imaging software for several years and has significantly reduced its document processing and physical storage requirements. Electronic faxing has been implemented across campus to reduce faxing costs. The ability of the end-user to send and receive faxes through our Outlook email client will help us realize the goal of a paperless system.

Planning Agenda:

- Develop electronic forms processes
- Provide document imaging capabilities to the campus

The TAC will research and recommend a standard format for electronic form development and submission for the campus. The TAC developed and approved an action plan in spring 2012 for the Hyland Imaging Software. Implementation and rollout of the software will begin fall 2015 with the ultimate goal being that all document processing and storage will be electronic within three years.

Goal #5: Act in an advisory capacity to assist all constituencies with campus technology initiatives

The TAC has been an advisory committee to the SPC for the past seven years but has not fully realized its role as an advisory committee to the campus constituency. The TAC will actively pursue the role as an advisory group for all technology implementation in the future.

Planning Agenda:

- Develop informational materials to facilitate technology implementation initiatives

TAC will develop processes that facilitate conversations between various constituency groups and the TAC for both instructional and operational technology implementations. Standardization, needs assessment, and research by the TAC will help support the campus technology initiatives.

Goal #6: Participate in the District Technology Committee

The TAC has been a willing and active participant in district-wide technology planning through its representation on the District Technology Committee (DTC). However, DTC has not consistently met for the past three years.

Planning Agenda:

- Participate in technology planning through the TAC and DTC

Ensure TAC representation on DTC when the committee reforms.

STATUS OF TECHNOLOGY ON CAMPUS

TECHNICAL STAFFING

The technology support staff on campus currently consists of the following: one (1) Network Coordinator, one (1) Systems Technical Resource Analyst, three (3) Micro Computer Resource Technicians (MCRT), eight (8) Micro Computer Specialists (MCS), one (1) Audio/Visual Maintenance Specialist, one (1) Library Resources Assistant III, and one (1) part-time Audio/Visual Technician (see appendix for TSS Organizational Chart). It must be noted that TSS has lost two positions in the past 12 months to retirement and changes in reporting structures. The Distance Education/Information Technology Support Technician now reports to the Director of Distance Education and an MCRT position was re-assigned to a Webmaster position in the Pubic Information Office in 2014 after the retirement of a staff member. Current support staff to computers ratio is approximately 1:350. The ratio exceeds typical educational industry standards of 1:200.

Although the loss of two positions has had an impact on our service levels over the past year, the impact of virtualization has the potential to lessen the personnel losses and raise the level of service provided to the campus. Proposed changes in the TSS organizational structure (see appendix) and the implementation of virtualization technologies will provide for greater flexibility, increased access for both students and college employees from on and off campus, increased life cycle equipment replacement timelines, increased data security, and reduced electrical demands.

TECHNOLOGY USER SUPPORT

Technology Support Services helpdesk currently has hours of operation from 7:30 a.m. to 5:30 p.m. Monday through Friday. The helpdesk is staffed by Microcomputer Specialists (MCS) and Microcomputer Resource Technicians (MCRT) who answer phones, create work orders, and perform support functions according to their job duties and responsibilities. Work orders are entered into the FCC Helpdesk Portal, a Dell KACE K1000 system management appliance.

Faculty, staff, and administrators may also create their own work orders by going to http://helpdesk.fresnocitycollege.edu/, and logging on with their network credentials. The system sends email update notifications to the initiator, allowing them to keep track of the work order's progress as it moves its way through the system.

Technology Support Services is currently organized into six distinct work groups: Audio/Visual Support, Desktop/Helpdesk Support, Distance Education Support, Instructional Support, Network/Server Support, and Repair/Warranty.

The proposed changes mentioned in the previous section will change these work groups. A new team approach will be implemented that will focus teams on service areas of the campus and an expansion of the helpdesk staff to increase one-day call resolution to 90%.

COMPUTER EQUIPMENT

Desktops

The FCC campus and Career Technology Center (CTC) have roughly 3,100 computers for faculty, staff, administrators, and instructional labs. Faculty and staff computers account for approximately 972 machines. There are 159 instructional and non-instructional labs (2,318 computers) including 22 labs using a virtualization technology called Provisioning Services (PVS). These labs include 730 thin clients and 200 virtual desktops utilized by a cohort of students funded through a Federal Title V grant.

With the shift toward thin-client computing and virtualization, TSS will be able to increase the desktop replacement cycle from between 4-6 years to 8-10 years with less power consumption, decreased time required for PC repair, increased access to computing both on and off campus for employees and students, faster delivery of software updates and version changes, and greater flexibility for mid-semester room changes.

Servers

The campus currently has 25 physical and 89 virtual servers, which includes servers at the FCC campus, the Bookstore, and Career Technology Center (CTC). The current virtualization infrastructure is utilizing blade and rack mounted servers and supports approximately 730 lab computers running on Citrix Provisioning Services and 200 virtual desktops for the Title V Caminos cohort running on VMware, Citrix Xendesktop and Unidesk.

Plans are underway to virtualize desktops for faculty, staff, and administrators based upon several factors including where employees are in the computer replacement cycle, the need for access flexibility, and the centralization and security of data.

Mobile Devices

Technology Support Services supports over 350 faculty and staff PC and MAC laptops. Laptops and tablets are used in various areas of the campus including, but not limited to, classroom instruction, various student services departments such as Admissions and Records, College Relations, Counseling, DSP&S, Financial Aid, and by administrative staff.

TSS has standardized on the use of Microsoft Surface Tablets as replacements for standard laptops for those requiring mobility. With the implementation of VDI, thin clients, and computers in every instructional workstation in classrooms, the need for laptops to be carried from classroom to classroom for instructors will decrease.

The challenge for TSS with the increase in the use of mobile devices is software maintenance, upgrades, and asset inventory. TSS has been investigating the various Mobile Device Management (MDM) platforms and plans to implement a solution in the next 6-12 months. The MDM software will help TSS to manage mobile devices in a more efficient manner, including asset recovery for lost or stolen devices.

Printers/Copiers

The campus currently has over 150 laser jet, inkjet, and impact printers. The primary printer on campus is a B&W LaserJet printer from Hewlett Packard. Hewlett Packard is the established standard printer but can be deviated from for specific applications or upon request of the end-user with written justification.

Fresno City College has 40 Multi-Function Devices (MFD's) on campus that are used as the primary printer/copier for division and administrative offices. These devices allow for printing, copying, scanning, and faxing in most offices on campus.

The district has issued an RFP for the replacement of these devices as they come off lease. The proposal is scheduled to be completed in fall 2015.

TSS has been investigating the use of a third-party vendor to manage the printers (end-to-end fleet management) in addition to the MFD's on campus. Although several vendors have been contacted and demonstrations provided, a formal RFP has not been developed.

Audio/Visual Equipment

The FCC campus has a variety of audio/visual equipment permanently installed in classrooms as well as equipment available for checkout by faculty, staff, and in some cases the community. There are 178 rooms identified as instructional space. Eight rooms do not have any permanent equipment and will never be outfitted with equipment due to the nature of the rooms.

TSS was able to secure multi-year funding to begin the replacement of all of the instructors' stations in classrooms. The current analog systems are being upgraded to digital systems using Crestron controls, new audio systems, and touch screen computers. In addition to the system upgrades, the college is also adding additional network cabling to every projector and workstation for better management.

Of the 170 rooms that have A/V equipment permanently installed, 148 are smart rooms and 22 are basic AV rooms. An additional 14 rooms will be converted to digital smart rooms during the summer 2015 and of the 22 basic rooms, 18 of them will be upgraded to digital rooms by the end of the 2015-2016 fiscal year.

	Instructional Classrooms	SMART Rooms	Digital SMART Rooms	Analog SMART Rooms	Basic Analog Rooms
With A/V	170	148	42	106	22
Without A/V		0	0	0	0
Totals	178	148	42	106	22

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During the 2015-2016 fiscal year, the campus will be converting approximately 50 rooms to new digital controls, adding or replacing the computer, replacing the sound system, screens, projectors, and the instructors' desk.

Network Equipment and Infrastructure

The campus has completely replaced the CISCO LAN infrastructure with Juniper. An Aerohive controller solution with access points, and implemented the newest Wi-Fi standards (802.11a/c).

The move to Juniper was based on numerous factors: switch cost, network software, maintenance costs, issues with Cisco 3750 switches, and network engineering recommendations from One Interface. A Juniper layer-3 switch providing 10/100/1000 PoE+ with 10 GB uplinks is roughly two-thirds the cost of a similar Cisco switch. Moving Ethernet switches to Juniper from Cisco saves the college approximately $750,000 every ten years.

VoIP

In 2013, the campus moved from a Fujitsu digital phone system to Cisco Unified Call Manger Voiceover Internet Protocol (VoIP) system. All classrooms, faculty and staff offices have been equipped with Cisco VoIP phones. In addition to the VoIP phone system, the district has implemented Singlewire Informacast for emergency notifications through our VoIP speakers on room and staff phones. The campus has also begun to implement VoIP outdoor speakers to augment the outdoor emergency notification system. The campus has approximately 1,068 VoIP phones implemented.

As part of the VoIP system, the district has also implemented Microsoft Unified Communication for the voicemail system. This has enhanced the ability to get voicemail sent through our e-mail system both as sound files as well as voice translated to text e-mails and texts.

Wireless

The campus has continued to expand upon the Aerohive wireless network system first installed in 2010. The

campus continues to add Wireless Access Points (WAPs), most recently at Ratcliff Stadium and Euless Baseball Field. The campus currently has 224 WAP's deployed, 39 outdoor and the rest indoor.

Since the installation of the wireless system, there has been increased use of the wireless system by faculty, staff, and students. Unique clients for June 2014 was 20,672 for students and 1,707 for faculty and staff. In June 2015, those numbers were 28,244 and 3,135 respectively. This increase is primarily attributed to the use of multiple devices by individual users. The campus anticipates wireless usage to continue to grow as additional wireless devices for instructional and administrative purposes are implemented.

Wired

As of May 2015, the campus has completed the network switch upgrade from Cisco Systems to Juniper Networks. The campus has standardized on Juniper EX4200 and EX4300 for Distribution and Access layers and utilized an EX8206 as the campus core switch. The campus uses EX3200 and EX3300 switches for all VoIP devices and EX4500 series switches for the server and iSCSI switch infrastructure.

The campus has also increased connectivity between the Main Data Facility (MDF) and the Intermediary Data Facilities (IDFs) in each building, from a single one Gigabit connection to dual 10 Gigabit connections.

VDI

As part of the Title V grant, approximately $250,000 was budgeted for the implementation of Virtual Desktop Infrastructure (VDI), which allows the campus to push applications and desktops to students in cohorts through the campus Transfer Center. The campus has standardized on Citrix Xen products sitting on top of VMware hypervisors. This, in conjunction with the new Juniper switches providing 10 Gigabit connectivity to each building, will allow TSS to implement provisioning services to computer labs, extending the Total Cost of Ownership of computers, and allowing TSS staff to work more efficiently. As Power over Ethernet (PoE) thin clients become more prevalent and utilized on campus, energy consumption will be reduced, which will result in lower energy costs for the campus.

HARDWARE PURCHASING

Although standards for computer hardware have been established, the campuses have the ability to deviate from the standard when justified. Justification is made on a case-by-case basis by submitting a brief explanation to the Director of Technology's office.

The TRF process is used to request technology including computers, printers, multi-function devices, scanners, cameras, and other items related to both instructional and non-instructional technology. The TRF process is outlined in the appendix and shows the overall process from request through receipt and installation of the items. The TRF is not an approval/disapproval of the requested technology but rather a means of identifying support requirements for the technology, a preventative measure for making sure the request can be supported on the standard campus platforms, a means of standardizing hardware platforms for more efficient support, and identifying associated costs of the technology requested. Economies of scale have been achieved through standardization of hardware and centralization of purchasing.

SOFTWARE PURCHASING

Most instructional and non-instructional software is now requested through the TRF process and managed by the Technology Support Services office. The District Office, in conjunction with the campuses, has identified various enterprise wide software licenses and has been purchasing and aligning license renewals for more than five years now. Enterprise software purchases include the following titles: Sophos Anti-Virus, Deep-Freeze, Turnitin, Net Support, Blackboard, and the Microsoft Campus agreement. The cost of the titles is allocated in several ways, including FTES, number of users, and number of installed licenses. Campus-wide software for

FCC is primarily purchased through an annual decision package request and includes additional titles to those mentioned above. Titles not falling under the TRF process (publisher provided or donated titles) are captured through the lab setup form process and ensure license compliance and that appropriate technical support can be provided.

SECURITY

All computers on campus require password authentication for access. The campus has in most cases, not allowed end-users to have local administrator access to their computers. Anti-virus software is installed on all campus computers and automatic updates are used to keep Microsoft products current on the latest system patches and critical updates. The campus uses a password format that requires a minimum length of eight characters for network logon except in labs and special restricted access machines (such as the Web Room). The current password expiration policy is set for 180 days.

The campus is Active Directory-enabled for access to local area network (LAN) computers and wireless clients. Network access and bandwidth usage is monitored using Orion software. All switches on campus are monitored for bandwidth usage irregularities and thresholds are established to send alerts when triggered.

Physical security for campus server and network resources has been successful in limiting access to those resources. Door locks to server resources have been keyed to allow only TSS and Building Services staff access. Additionally, network cross-connect closets are monitored for entry, heat, and power fluctuations, and have motion activated cameras and two-way audio.

The district has standardized on Cisco surveillance cameras and media servers. Surveillance cameras are located in the Old Administration Building (OAB), Library, Child Development Center (CDC), T-600 buildings, the Art/Home Economics building entries, on top of the Bookstore/Student Center monitoring the Free Speech area, and the main fountain area.

In the summer 2014 a project began to review alternatives to the current CISCO surveillance system. The Chief of Police, District Operations, and the Campus and District IT directors have reviewed several vendors and a recommendation for replacement of the current system should be made in fall 2015.

DATA STORAGE & RECOVERY

Technology Support Services (TSS) does regular backups based upon a number of software methodologies. Fresno City College currently uses five backup solutions. Veeam Backup and Replication does a full backup of all virtual servers using reverse incremental technology by Veeam. Nimble Snapshot and Replication of the virtual servers in the Citrix virtual environment done hourly, daily and weekly. Symantec Backup provides a full backup of all physical servers every Friday with differential backups scheduled on Wednesdays. Windows Backup for full data-only backups on both physical and virtual servers on Sundays and differential backups on Wednesdays. The usage of scripts with the Windows built-in Task scheduler is used to perform daily backups on critical data and use Nimble Snapshot and Replication to store that information on a year-to-year basis locally and offsite storage arrays. The backup target for all applications are the two Nimble storage arrays located at Fresno City College and an off-site Nimble array at the District Office.

In addition, Fresno City College has also implemented the Microsoft Volume Shadow Copy Service (VSS) as another means to backup and then recover data from the servers. VSS has been enabled on the volumes that contain data in the open, private and division folders (the O, P, and N drives). A shadow copy is a snapshot in time of a volume that duplicates the data on the enabled volume daily. This allows end-users to recover data from a point back in time. How far back in time is determined by the amount of free space on the volume.

REMOTE ACCESS

The campus currently supports a limited number of remote connections to the campus network. These connections are restricted to select TSS staff members, senior administrators, and online counselors, select faculty, as well as a limited number of connections for off-site student registration activities (Reg-To-Go). The remote access server has been centralized at the District Office. Current policy requires that any employee connecting to the network remotely use district-owned equipment. Vendors' technical support personnel are given limited access to perform specific tasks and then access is revoked.

LEARNING MANAGEMENT SYSTEM

The campuses and district use Blackboard as the primary Learning Management System (LMS). The system is hosted with Blackboard's hosting service, ASP, and supported 24/7 by Blackboard's partner company, Presidium. The district is currently in a two-year contract with Blackboard that is set to expire in January 2017. Course and user information is automatically loaded into Blackboard every morning, Monday through Friday.

Support for instructors and students for simple issues such as passwords and course availability is handled by Presidium and then escalated to local support when necessary. Formal training on Blackboard is provided through one-on-one training with the Distance Education/Information Technology Support Technician in LI-141, flex day activities, and 24/7 online training through Atomic Learning.

The Director of Distance Education is leading a pilot with various faculty to consider the replacement of the Blackboard LMS with the Chancellors Office OEI project selected LMS, Canvas. A timeline and review process has been established. If the campus decides to move to the Canvas LMS it will do so at the end of the current contract with Blackboard set to expire in spring 2017.

ASSISTIVE TECHNOLOGY

Thirty percent of the computer labs on campus currently have assistive technology workstations. Assistive technology workstations are also provided in the Library. One of the goals of this plan is to outfit the remainder of the computer labs to comply with ADA standards. There is a dedicated Alternate Media Specialist to assist DSP&S students with adaptive technologies, including the conversion of instructional materials to large-print formats, braille, and electronic books.

VIDEO CONFERENCING

Fresno City College currently has three classrooms (HS-150, HS-200, HS-250) designated as distance learning classrooms with appropriate hardware and software to conduct two to four-way interactive meetings. Each classroom is equipped with the following items:

- Polycom 4000 or 8000 series video conferencing hardware
- Elmo document cameras
- Ceiling mounted projectors
- Screens and whiteboards
- LCD flat panel TV's or CRT TV's (two in the front of the room, one in the back of the room)
- Computer and monitor
- VCR/DVD players

The campus has additional video conferencing capabilities in four conference rooms on campus (HS-1, OAB-112, OAB-126, and OAB-226).

The district has standardized on the Avaya platform called Scopia for all future video conferencing systems. The Scopia platform allows for typical classroom and conference room video conferencing, as well as desktop

initiate web conferences. Additional conference rooms will be outfitted with the Scopia systems over the next 18-24 months.

DOCUMENT IMAGING, MANAGEMENT & WORKFLOW

The use of document imaging for archive and document version management does not occur within a formal process but instead is managed by individual groups on campus using a variety of hardware and software. Admissions and Records, both on campus and at the district level, use the Hyland Imaging system to capture and manage documents for imaging, archiving, and retrieval of student applications, transcripts, and other related admissions documents. In spring 2012, the TAC approved and forwarded an action plan to SPC to implement Hyland Imaging software throughout key areas of the campus for the purpose of decreasing the use of paper-based forms, physical storage requirements for paper documents, and increased efficiency of document processing through electronic form usage.

The District Information Technology department has secured funding to upgrade the current Hershey/Highland imaging software to OnBase. This upgrade will standardize the imaging process across the district and allow for electronic document management and workflow to be developed for various service areas on campus and at the District Office. The conversion project will begin in the summer of 2015 with a completion date of November 2015.

PROFESSIONAL DEVELOPMENT

Technology support staff receives onsite and offsite training by attending conferences and participating in intensive one-week training workshops. Every technician now has access to technical training through PluralSight and Atomic Learning. Technicians are encouraged to spend at least one hour every week updating their skills through either training website.

Classified staff technology training is offered throughout the year. This is addressed primarily by the Classified Professionals' Steering Committee. Classified Professionals' primary training focuses on the Microsoft Office Suite, although they do address other technology areas.

Faculty are offered training classes on flex day at the beginning of each semester. Flex day training consists of a series of workshops that concentrate on the most critical software used by instructors, namely MicroGrade and Blackboard. Innovative technology sessions and distance learning special interest group meetings are also held on this date. To see a list of Flex Day workshops that have been offered please visit the website http://fresnocitycollege.edu/professionaldevelopment.

Additionally, in the summer of 2011, 24/7 online self-paced technology training through Atomic Learning was made available to all Fresno City College personnel, in 2014 for all faculty/staff in the district and in 2015 for all students in the State Center Community College District.

APPENDIX

TAC Structure & Current Membership

As of August 2015:

Director of Technology, Chair	Don Lopez
VP Administrative Services or designee	Cheryl Sullivan
Chair, Academic Senate Instructional Technology Committee	Brian Baker
1 DSP&S Representative	Leslie Silva
1 Dean of Student Services or designee (Appointed by VP of Student Services)	Kira Tippins
1 Dean of Instruction (Appointed by VP of Instruction)	Rojelio Vasquez
1 Faculty, Applied Technology	Craig Polanowski
1 Faculty, Business	Marc Haskell
1 Faculty, Fine, Performing & Communication Arts	Janine Christl
1 Faculty, Health Sciences	Sarah Edwards
1 Faculty, Humanities	Jeannie Santos
1 Faculty, Library and Student Learning Support Services	Donna Chandler
1 Faculty, Math, Science & Engineering	David Balogh
1 Faculty, Social Sciences	Nikolas Lucio
2 Faculty, Student Services	Stephanie Harris Michael Rodriguez
3 Classified Representatives (Appointed by CSEA/Classified Senate)	Chris Martin Keelin McCabe Susi Nitzel
1 Student Representative (Appointed by Associated Student Government)	TBD

CAMPUS TECHNOLOGY PLAN GOALS 2015-2019

Action Items Matrix

Goal #1: Provide equitable access to all campus constituency groups as appropriate			
Action Items	***Estimated Timeline***	***Status*****	***Responsible Party(s)*****
1. Conduct a regular needs assessment for students, faculty, staff, and administrators in terms of technology skills and interest			
A. Employee survey of technology use/needs/training conducted every other spring (last faculty survey was spring 2014, no survey found for staff and administrators)	*Spring 2016*		*CP/DE/ITC/MC/PDC/TAC*
B. Student survey of technology use/needs/training (one each fall for freshman and one each fall for all other students, last was fall 2014))	*Fall 2015*		*ASG/DE/PDC/TAC*
C. Employee survey results analyzed, revised, and resubmitted as appropriate	*Fall 2016*		*CP/DE/IR/ITC/MC/PDC/TAC*
D. Student survey results analyzed, revised, and resubmitted as appropriate	*Spring 2016*		*ASG/DE/IR/PDC/TAC*
2. Work with the Program Review committee to encourage Occupational Program Advisory committee surveys of technology needs			
3. Ensure appropriate instructional and administrative technology is provided to appropriate groups.			
A. Develop plans for hardware/software acquisition from survey results	*Ongoing*	*IP*	*ASG/CP/DE/ITC/MC/TSS*
B. Provide hardware/software upgrades according to needs identified from survey results in line with campus standardization	*Ongoing*	*IP*	*ASG/CP/DE/ITC/MC/TSS*
4. Recommend technology-training offerings to the campus			
A. Provide input for a campus wide technology training calendar	*Ongoing*		*PDC/TAC*
B. Provide recommendations for training from the faculty, student, staff, and administrator surveys	*Ongoing*		*PDC/TAC*
5. Meet ADA compliance standards for all computer labs on campus			

**See previous plan for action(s) already taken in regards to this goal*
***See last page of this document for definitions*

CAMPUS TECHNOLOGY PLAN GOALS 2015-2019

Action Items Matrix

Goal #2: Ensure network access and stability			
Action Items*	***Estimated Timeline***	***Status****	***Responsible Party(s)****
1. Regularly schedule network infrastructure replacement			
A. Request funding for replacements	*Ongoing*	*IP*	*TSS*
B. Monitor and adjust as appropriate for changing technologies	*Ongoing*	*IP*	*TSS*
2. Ensure data integrity, storage, and recovery			
A. Develop data storage policies (quota)	*Fall 2014*	*IP*	*TSS*
C. Develop and implement data storage, integrity, and recovery plan	*Fall 2015*		*TSS*
D. Develop a data and network disaster recovery plan	*Fall 2015*		*TAC/TSS*
E. Monitor and analyze both plans for effectiveness	*Ongoing*		*TAC/TSS*
4. Ensure wireless access throughout campus			
A. Monitor and analyze for effectiveness and adjust as appropriate	*Ongoing*		*TSS*
5. Provide remote access to the network			
A. Develop policies and procedures	*Fall 2015*	*IP*	*ITC/TAC/TSS*
B. Develop informational materials and publicize	*Fall 2015*	*IP*	*ITC/TAC/TSS*
C. Launch remote access to the campus groups identified	*Spring 2015*		*TSS*
D. Review process and adjust as needed	*Ongoing*		*ITC/TAC/TSS*

CAMPUS TECHNOLOGY PLAN GOALS 2015-2019

Action Items Matrix

Goal #3: Ensure and implement dedicated technology funding			
Action Items*	***Estimated Timeline***	***Status****	***Responsible Party(s)****
1. Increased budget for Technology Support Services			
A. Develop planning agenda proposals for technology needs			
1. Increase wireless coverage – Goal #2	*Ongoing*	*IP*	*TSS/VSA*
2. Make VDI available from off campus – Goal #2	*Spring 2015*		*TSS*
3. Develop a data and network event recovery plan – Goal #2	*Fall 2015*		*TAC/TSS*
2. Technology object codes			
A. Monitor and analyze for effectiveness and adjust as appropriate	*Ongoing*		*AS/TSS*

Goal #4: Provide direction and recommendations to increase the efficiency and effectiveness of campus processes			
Action Items	***Estimated Timeline***	***Status****	***Responsible Party(s)****
1. Develop electronic forms processes			
A. Form subcommittee to review paper based processes	*Spring 2015*		*TAC*
B. Implement subcommittee recommendations	*Fall 2015*		*TAC/VSA*
C. Monitor and adjust as appropriate	*Ongoing*		*TAC/VSA*
2. Provide document imaging capabilities to the campus			
A. Implement Chancellor's Cabinet recommendations	*Spring 2015*		*AR/TSS/VSA*
B. Develop subcommittee to review imaging process and make recommendations to various service areas	*Spring 2015*		*TAC/VSA*
C. Monitor and adjust as appropriate	*Ongoing*		*TSS/VSA*

CAMPUS TECHNOLOGY PLAN GOALS 2015-2019

Action Items Matrix

Goal #5: Act in an advisory capacity to assist all constituencies with campus technology initiatives			
Action Items	***Estimated Timeline***	***Status*****	***Responsible Party(s)*****
1. Ensure all constituent groups are aware of the role of the TAC			
A. Disseminate the advisory function of the TAC to the campus community	*Fall 2015*		*TAC*
B. Develop Action Plans for projects in conjunction with constituent groups	*Ongoing*		
C. Work with the Strategic Planning Council to require TAC is consulted on tech Aps process	*Ongoing*		
Provide feedback to participants on various projects through the TAC committee website			

Goal #6: Participate in the District Technology Committee			
Action Items	***Estimated Timeline***	***Status*****	***Responsible Party(s)*****
1. Participate in technology planning through the TAC and TCC			
A. Participate in the District Technology Committee	*Ongoing*		*TAC/TSS*
B. Update FCC Campus Technology Plan as appropriate	*Fall 2015*	*IP*	*TAC/TSS*
			Table updated September 4,, 2015

CAMPUS TECHNOLOGY PLAN GOALS 2015-2019

Action Items Matrix

Definitions

Status:

IP = In Progress
C = Completed (e.g., C-SP14 is completed spring 2014)
UP = Unknown Pending - waiting on other processes before it can be completed

Responsible Party(s):

AR = Admissions and Records
AS = Administrative Services
ASG = Associated Student Government
CC = Chancellor's Cabinet
CP = Classified Professionals
DSPS = Disabled Students Program and Services
DE = Director of Distance Education & Instructional Technology
HR = Human Resources
IR = Institutional Research
ITC = Instructional Technology Committee – Academic Senate
MC = Management Council
OP = District Operations
PDC = Professional Development Committee
TAC = Technology Advisory Committee
TSS = Technology Support Services
VSA = Various Service Areas

CAMPUS TECHNOLOGY PLAN GOALS 2012-2015

Rank	**Goal**	**FCC Strategic Plan Goal & Objective 2010-2013**	**SCCCD Strategic Plan Goal 2012-2016**
1	Assess technology needs for students/faculty/staff on a regular basis	1.2, 5.1	1, 3, 6
2	Ensure technology funding	1.3, 6.2	7
3	Provide network stability	3.4	3
4	Provide network access	3.4	3
5	Participate in the development of the District Technology Plan	6.3	6
6	Increase the efficiency and effectiveness of campus processes	3.4	6

STRATEGIC PLAN ACCOMPLISHMENTS 2012-2015

Goal One: FCC will effectively provide quality services to our community

1.2 The college will systematically evaluate the effectiveness and quality of its programs and services.

Campus Technology Plan Goal	Progress
1. Assess technology needs for students/faculty/staff on a regular basis.	• Technology surveys were conducted for employees in spring 2014 and 2015. Results were analyzed by the TAC and training recommendations were made to the Director of Distance Education & Instructional Technology, the Technology Support Services office, and the Professional Development Committee. Employee surveys will continue to be administrated each spring. • Surveys for incoming freshmen were done in fall 2014. Results are posted on the Institutional Research webpage under Survey Results. Student surveys will continue to be administrated each fall. A new student internet survey will be conducted in addition to the freshman technology survey in the fall 2015.

1.3 The college will identify public and private additional external resources for key college initiatives, projects, and programs that support the college's mission, vision, and goals.

Campus Technology Plan Goal	Progress
2. Ensure technology funding	• The 2014 TSS program review had as one of its goals the inclusion of a line item budget for projected equipment purchases. • A ten-year projection for technology expenditures was provided to the VP of Administrative services and funding has been supplied but is still not allocated to the regular operating budget for TSS.

Goal Three: FCC will provide broad access to programs and services.

Objective 3.4 The college will minimize barriers to access for all learners.

Campus Technology Plan Goal	Progress
3. Provide network stability	• TSS has replaced all of the CISCO switches on campus over the past three years. Juniper switches have replaced CISCO as the standard for networking switches at FCC, Reedley, and the District Office. The Juniper switches provide 10x more throughput at about 2/3 the cost of the same CISCO switch. • The TAC subcommittee is working on a Data Event Recovery plan that is slated for completion in fall 2015, at which time it will be sent out for campus approval. • UPS devices have been installed in every cross connect and can provide a minimum of thirty minutes of uptime in the event of a power outage. • A backup storage device was placed at the District Office in case of a disaster. Backups are performed both daily and weekly depending upon the type of data.
4. Provide network access	• TSS replaced the Blue Socket Wireless Access Points three years ago with Aerohive. 220+ AP's have been installed and approximately 50 additional AP's will be installed in the next 18 months. The new wireless network provides both the 2.4 Ghz and 5.0 Ghz spectrums and supports wireless protocols A, B, G, N, and A/C. Weekly statistics show and average of 6000 users. • TSS has implemented a limited number of Virtual desktops for faculty/staff. The VDI will allow faculty/staff to access their desktops and all other network resources from off campus.
6. Increase the efficiency and effectiveness of campus processes	• The Director of Technology has been working with the District Office to implement the upgrade of Hershey imaging software to OnBase. The project is underway and phase one will be completed in fall 2015. This new version will help identified areas on campus to reduce their need for paper storage and will eventually be used to provide electronic forms submission with workflow capabilities.

Goal Five: FCC will partner with educational, business, and other local community organizations.

Objective 5.1: The college will improve existing partnerships with educational, business, and local community organizations.

Campus Technology Plan Goal	Progress
1. Assess technology needs for students/faculty/staff on a regular basis.	• A survey instrument for occupational advisory groups was created by the TAC and dispersed to division department chairs. To date, the committee has not received any results or feedback from the programs.

Goal Six: FCC will collaborate with SCCCD to create strategic alignments

Objective 6.2 The college will work with SCCCD to develop a resource allocation model.

Campus Technology Plan Goal	Progress
2. Ensure technology funding	• TSS has been working with the district on various district wide initiatives that will help shift the cost from the campuses to the District Office to help ease the financial and human capital burden on FCC.

Objective 6.3 The college will actively collaborate with SCCCD to create a district-wide plan designed to improve open communication and trust.

Campus Technology Plan Goal	Progress
5. Participate in the development of the District Technology Plan	• Although the district has not formally reconstituted the District Technology Committee, the Director of Technology participates in bi-monthly meetings with the other IS Directors. • The TAC refers to the FCC and District Strategic Plan as a guide for technology planning at the campus level. The District Technology Plan objectives are also considered in the goals established at the campus level.

Student Success

Goal 1: FCC will identify and implement collaborative and specific activities to facilitate successful completion of our students' educational objectives.

1.1 By Spring 2014, the college will update, approve, and implement priority student success recommendations detailed in the FCC Educational Master Plan and those contained in the FCC Student Success Plan.

1.2 As noted in the Enrollment Management Plan, by Spring 2015, the college will begin to define, and publish common annual student success benchmarks.

1.3 The college will continue to work with feeder schools to identify innovative methods of enhancing matriculation.

1.4 By Spring 2015, the college will identify and support existing efficient and cost effective methods of improving basic skills preparation.

1.5 By Fall 2014, the college will identify baseline student services and priority activities to include in the creation and implementation of college and districtwide student services delivery plans.

1.6 By Fall 2014, the college will create and implement a Student Involvement Plan that identifies successful methods of engaging students in campus and community activities that enable them to enhance learning opportunities beyond the classroom and further engage in the betterment of their community.

1.7 The college will continue to analyze enrollment, retention, success rate patterns and other transfer general education course data to identify and implement strategies that lead to increased retention and successful completion.

1.8 The college will continue to analyze enrollment, retention, success rate patterns and other career and technology course data to identify and implement strategies that lead to increased retention and successful completion.

Access

Goal 2: FCC will identify access barriers and create strategies to mitigate them.

2.1 By Spring 2014, the college will complete writing and begin implementation of recommendations contained in the Enrollment Management Plan.

2.2 By Fall 2013, the college will work with the district to implement districtwide recommendations regarding priority registration.

2.3 By Fall 2014, the college will identify methods of improving course scheduling to efficiently move students through successful completion.

2.4 By Fall 2014, the college will identify and address gaps and barriers to student support services.

2.5 By Fall 2015, the college will inventory existing outreach, recruitment, co-curricular and career awareness activities for every academic and student support program to identify best practices, duplication, and opportunities.

Quality

Goal 3: FCC will provide the highest quality instructional programs utilizing current and emerging methodologies, pedagogies, and technologies as appropriate.

3.1 By Fall 2013, the college will ensure that all administrators, faculty, and staff are provided ample opportunities for professional development.

3.2 By Fall 2015, the college, in coordination with sister campuses, will develop a comprehensive Basic Skills Delivery Plan for the college and the district.

3.3 By Fall 2013, the college will define and identify Signature Programs and criteria to create models of excellence.

3.4 By Spring 2014, the college will identify and promote opportunities for districtwide collaboration, program coordination and development.

3.5 Faculty will continue to identify appropriate courses to enhance cross-district coordination of curriculum.

3.6 By Fall 2014, the college will implement a Distance Learning Plan that identifies online and hybrid best practices, student support services, student success benchmarks, and effective delivery methods.

3.7 By Spring 2014, the college will implement a campus wide technology plan and address technology gaps.

3.8 By Fall 2014, the college will ensure that student success, student learning outcomes, and program review objectives are integrated and support FCC's mission, vision, and strategic goals.

Partnerships

Goal 4: FCC will strengthen existing and create new community partnerships with educational, business, and other entities to ensure our region is receiving quality services to meet its economic, cultural, and social needs.

4.1 By Fall 2014, every program and student support service will identify activities that enhance partnerships with educational, business, and/or local community organizations as appropriate.

4.2 By Spring 2015, every program and student support service will systematically assess the community need for its respective program/service and refine student learning outcomes as appropriate.

4.3 By Spring 2015, every occupational related program and support service will inventory, identify, and increase the number of quality work experience, apprenticeship, job shadowing, service learning, and/or internship experiences as appropriate.

Values

Goal 5: FCC will provide a culture where its core values are visible in the activities and interactions of all administrators, faculty, classified professionals, and students.

5.1 By Fall 2014, the college will enhance its efforts to recognize individuals who epitomize FCC's core values.

5.2 By Spring 2014, the college will identify existing activities and new opportunities that promote FCC's core values.

5.3 By Spring 2015, the college will provide campus wide training on excellence and innovation.

Communication

Goal 6: FCC will effectively communicate with its constituent groups and external communities.

6.1 By Spring 2014, the college will perform an annual shared governance audit to ensure the college and district are engaged in open communication and encouraging participation from all constituent groups.

6.2 The college will continue to implement its campus wide communication plan and continually identify additional methods to enhance campus, district, and external communications.

6.3 By Fall 2013, the college will initiate discussions that provide feedback and recommendations on opportunities to enhance campus-to-campus and campus-to-district collaboration.

Institutional Effectiveness

Goal 7: FCC will collaborate with SCCCD to create strategic alignments in our planning and organizational processes.

7.1 By Fall 2013, the college will collaborate with the district in ensuring shared governance is practiced consistently in decision-making.

7.2 By Spring 2014, the college will collaborate with the district and respective committees to update and improve safety and security communication and education.

7.3 By Fall 2014, the college will collaborate with the district to create and implement a parking plan that supports the mission of FCC.

7.4 By Spring 2014, the college will participate in districtwide decision-making regarding program development (including signature programs), implementation, and expansion.

7.5 FCC will continue to implement and update the Campus Facilities Master Plan.

7.6 By Spring 2015, the college will create a Human Resource Plan that reflects the needs of the college.

7.7 By Spring 2014, the college will fully implement its Research Agenda to enable every department to utilize the information as part of its program development and decision-making.

7.8 By Fall 2014, the college will work with all internal constituent groups to develop and implement annual program review summaries that concisely monitor and report progress toward campus and district strategic goals.

Accountability

Goal 8: FCC will demonstrate fiscal integrity by being prudent stewards of our resources.

8.1 By Spring 2014, FCC will create and implement an education module on understanding the college and district budget and budgeting processes.

8.2 FCC will continue to improve methods of ensuring financial accountability and resource stewardship.

8.3 FCC will continue to work collaboratively with the SCCCD grants office and with external partners to increase funding opportunities that support student success.

2012 – 2016 SCCCD STRATEGIC PLAN

Goal 1: Student Success

SCCCD is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.

1.1 Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success;

1.2 Improve student success rates by increasing persistence and completion rates for all students;

1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers;

1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations;

1.5 Increase students' campus and community engagement.

Goal 2: Student Access

SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.

2.1 Evaluate student access for all communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District;

2.2 Maintain and improve student admission, registration, counseling and orientation processes to maximize student educational planning; 2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular and career awareness activities throughout the District.

Goal 3: Teaching and Learning Effectiveness

SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.

3.1 Create a comprehensive Basic Skills Delivery Plan;

3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District;

3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollments delivered at a distance;

3.4 Ensure continuous integration and implementation of the colleges' cycles of Program Review and Student Learning Outcomes assessment to improve institutional effectiveness;

3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning, and learning communities.

Goal 4: Economic and Workforce Development

SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.

4.1 Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners;

4.2 Regularly assess workforce program and skill needs based upon up to date, relevant employment and other business data;

4.3 Increase persistence and completion rates for students in career technical programs;

4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning and internship experiences.

Goal 5: Communication

SCCCD is committed to open and clear communication among its constituent groups and with its external communities.

5.1 Develop and implement a District Governance Model;

5.2 Increase regular reporting of District and Board activities and actions to the colleges' communities through various means such as newsletters, meetings and discussion sessions;

5.3 Expand and improve communication throughout the district;

5.4 Maintain and improve relationships with the District's community, economic and workforce partners.

Goal 6: Organizational Effectiveness

SCCCD is committed to continually improve its organizational process to ensure its institutional effectiveness and accountability.

6.1 Develop and implement a District Resource Allocation Plan;

6.2 Review and update the District Technology Plan;

6.3 Finalize and implement a District Facilities Master Plan;

6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future and the organizational and curricular changes of the District, and the need for staff training;

6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures and facilities needs;

6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the District with coordination mechanisms, an annual district research agenda, common research projects and additional research needed for assisting in planned growth for SCCCD;

6.7 Implement an integrated Strategic Planning Model that includes regular assessment of progress toward goals.

Goal 7: Community and Resource Development

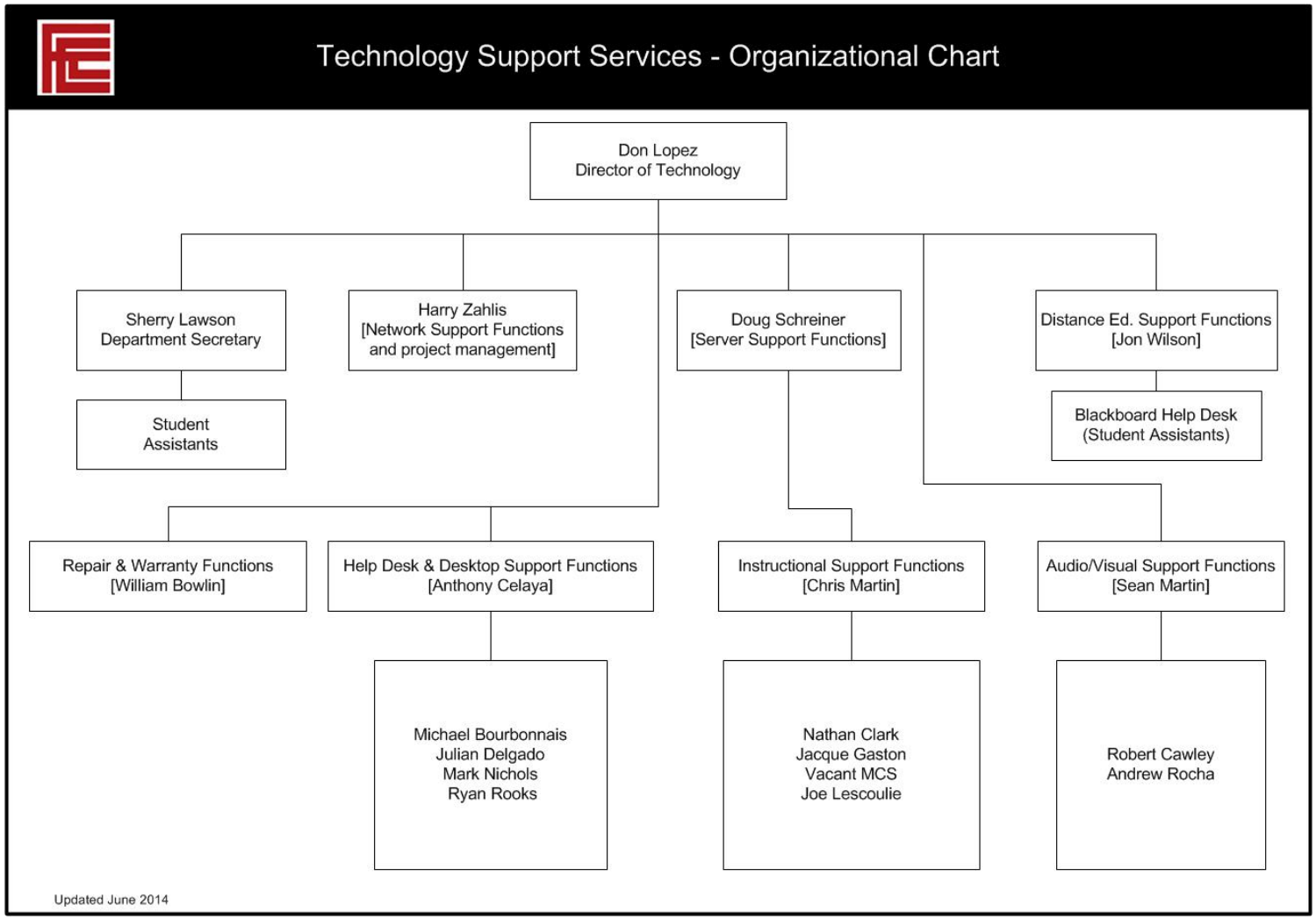
SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.

7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District;

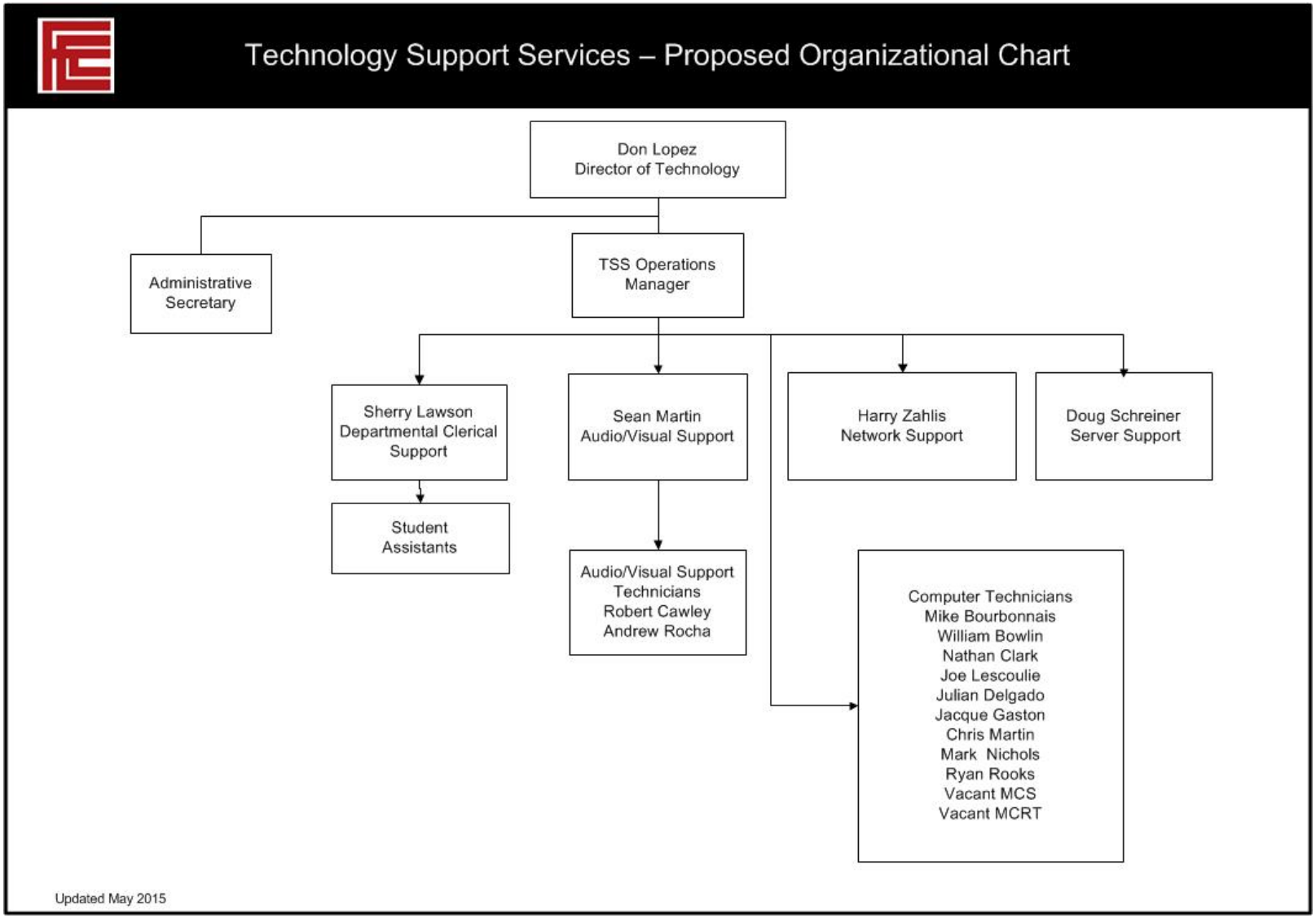
7.2 Create a Resource Development Plan to enhance revenue generation and external giving;

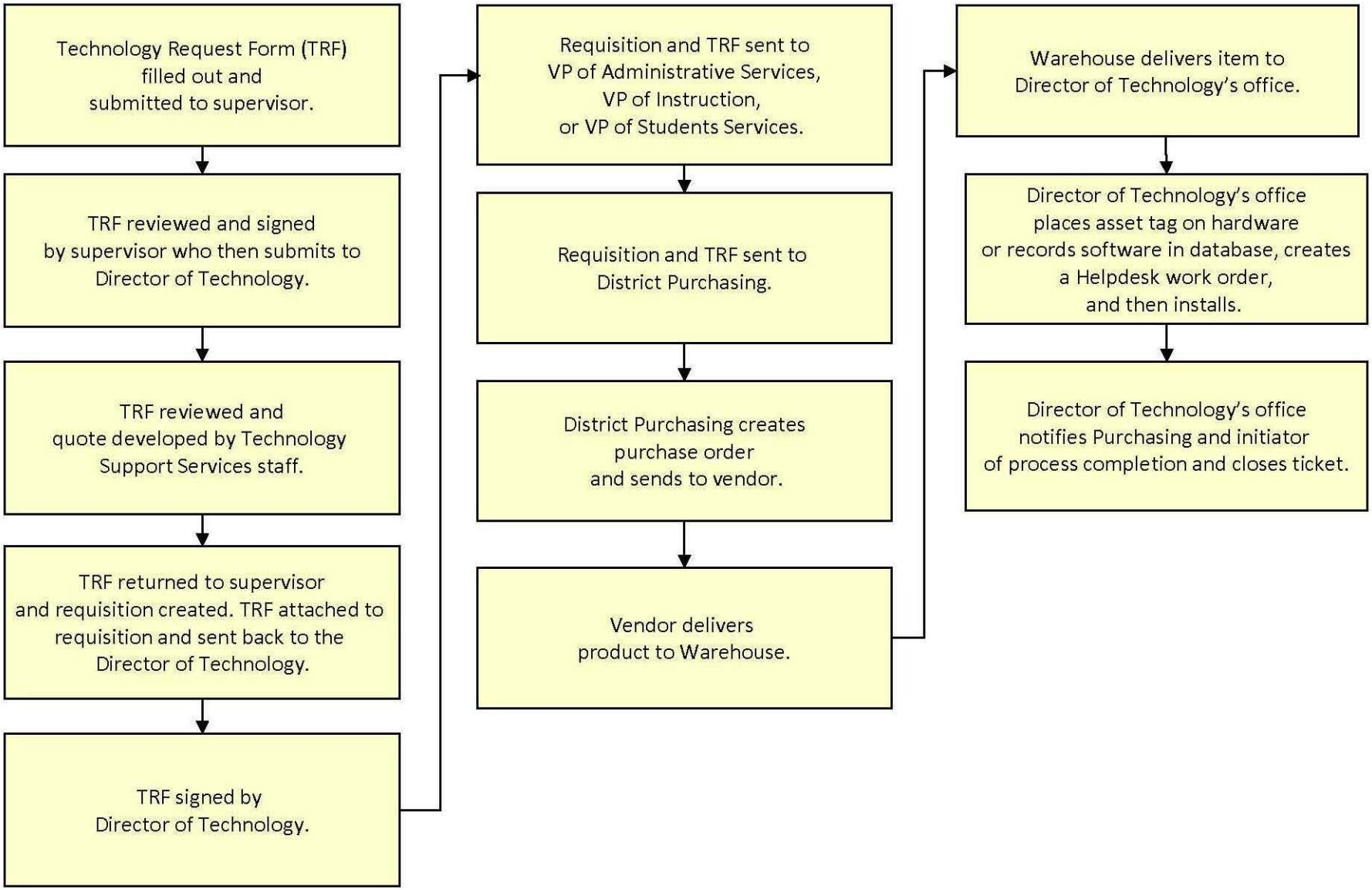
7.3 Develop a systematic process to maximize mission driven grants acquisition.

TECHNOLOGY SUPPORT SERVICES ORGANIZATIONAL CHART



TECHNOLOGY SUPPORT SERVICES PROPOSED ORGANIZATIONAL CHART




Technology Request Form (TRF) filled out and submitted to supervisor.
TRF reviewed and signed by supervisor who then submits to Director of Technology.
TRF reviewed and quote developed by Technology Support Services staff.
TRF returned to supervisor and requisition created. TRF attached to requisition and sent back to the Director of Technology.
TRF signed by Director of Technology.
Requisition and TRF sent to VP of Administrative Services, VP of Instruction, or VP of Students Services.
Requisition and TRF sent to District Purchasing.
District Purchasing creates purchase order and sends to vendor.
Vendor delivers product to Warehouse.
Warehouse delivers item to Director of Technology's office.
Director of Technology's office places asset tag on hardware or records software in database, creates a Helpdesk work order, and then installs.
Director of Technology's office notifies Purchasing and initiator of process completion and closes ticket.