



Technology Plan 2021 – 2026

May, 2021



The mission of Merritt College is to enhance the quality of life in the communities we serve by helping students to attain knowledge, master skills, and develop the appreciation, attitudes and values needed to succeed and participate responsibly in a democratic society and a global economy.



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Message from the Committee

This plan is offered in the spirit of bringing technology closer to each constituency to make for a better Merritt experience. It is an intentional shift toward a helpful solutions focus rather than a problems focus.

Through the 2020-21 Annual Program Update, resource requests totaling an estimated \$8.7 million were submitted. Of that amount, 68% were related to technology, demonstrating that technology is a critical component to the advancement of our college. There is a major need for innovating our processes and tools (hardware and software).

Implementation of the goals in this plan will not move or take over IT functions, services or staffing from the district office to the college. This plan is a step toward putting in place the components needed for responsibly and effectively managing technology business at the college. Coordination and alignment with district IT budgets on software allocation related to colleges is essential. For example, through working with the district we have the opportunity to identify common software that all colleges can benefit from.

Strategic tracking of key metrics related to Student Centered Funding Formula (SCFF) is necessary to the long-term vitality of the college. We need to prepare, as an institution, to plan and manage technology once hold-harmless expires.



Executive Summary

The purpose of this document is to guide the activities and planning around adoption and utilization of technology, which is necessary to achieving the mission of Merritt College. In alignment with college, district, and state goals, and to fulfill the charge of the Merritt Technology Committee, this document establishes a comprehensive five-year plan to recommend, prioritize, plan and support implementation of technology projects across the college.

Included in this plan is the description of a process whereby technology goals and activities are updated in conjunction with the integrated planning and budgeting (IPB) process (see Goal 9). As such, it is intended to be a 'living' document that reflects evolving needs and priorities from year to year.

Following are five critical areas which require near term attention from college governance:

- IT Staffing – there is a very critical need for additional IT staff and succession planning.
- Adequate Network Infrastructure (including wi-fi around campus) to support a safe reopening
- Provisioning of software and software applications needed by all constituencies and functional areas
- Technology project management/coordination
- Sustainable IT budget

This plan tracks current and potential technology initiatives under nine broad technology goals:

Goal 1: Identify the software needs of students, faculty, staff, and administrators.

Goal 2: Provide instructional technology for supporting teaching and learning environments which enable students to achieve course and program learning outcomes.

Goal 3: Establish network and facilities infrastructure necessary for servicing the campus community with reliable telecom, internet connectivity, security in all learning and working locations.

Goal 4: Refresh all equipment and SaaS subscriptions in accordance with its lifecycle. Manage the acquisition of new equipment consistent with the needs of anticipated projects (e.g., VDE, Smart Classroom upgrades).

Goal 5: Increase IT staffing to the level required for achieving the technology goals of the college and avoiding risks to current infrastructure.

Goal 6: Support the goals of the Distance Education plan

Goal 7: Provide the training and technical support needed by each constituency.

Goal 8: Develop and manage the college website to be one of the main tools for outreach, and for connecting students to critical services.

Goal 9: Institutionalize technology governance by establishing budgetary oversight and integrating project tracking/coordination with program review and the annual cycle of planning and budgeting



Plan Development

An MTC subcommittee was formed for the express purpose of updating the 5-year Merritt Technology Plan in alignment with the goals and objectives of the 5-year District Technology Plan. This MTC subcommittee was comprised of up to 5 members of the MTC, executives such as the VP of Student Services and the VP of Instruction and we invited in District Technology Members & the District CTO for certain meetings as guest. The group met weekly on Wednesdays from 2-3 pm starting August 2020.

The following sources of data were utilized in compiling the list of technology goals:

- Prioritized resource requests submitted through the 2020-2021 Annual Program Update
- Student and faculty survey of technology needs (fall 2020)
- Records of requests for technical assistance submitted by students
- District Five-Year Technology Plan (December 2020 Draft)
- Input from members of the technology planning committee
- Feedback from participatory governance groups

Chairs and Co-chairs of participatory governance committees were consulted in development of the plan so as to ensure that it represents the needs and priorities in these areas, including the Classified Senate president and co/chairs of the Distance Education, Professional Development and Curriculum committees. Additionally, the Vice President of Administrative Services and the chair of the Library Information Studies department were asked to review the plan and offer suggestions.

In addition to their contributions to the plan made through the Technology Committee, Lilia Chavez, Glenn Van Straatum and Nathan Pellegrin held working meetings during the months from March to May to structure the plan, edit the draft and design messaging

Merritt College Strategic Goals

In order to align the Education Master Plan with the Vision for Success, the college adopted the following strategic goals in 2018:

1. **Completion** - Increase number of degrees and certificates by 20% over the next 5 years.
2. **Transfer** - Increase transfers to CSU and UC by 6% annually. (Reach approx. 35% in 5 years).
3. **Time to Completion** - Reduce the number of excess units earned by students.
4. **Employment** - Maintain at least 82% of students attaining employment in the field of study.
5. **Equity** - Reduce the achievement gaps for African-American, multiethnic, and male students.



Technology Committee Charge

1. Assess how effectively current technology is being utilized at the College
2. Identify, prioritize, and recommend areas for expansion of technology utilization for the enhancement of instructional programs, student services, and the management of the College
3. Identify, prioritize, and recommend both on-going and specialized training needs for maximum utilization of technological resources
4. Identify, prioritize, and recommend staffing for technology
5. Develop an on-going comprehensive College Technology Plan for consideration by College Council
6. Recommend funding strategies and priorities for major technology spending
7. Advise the District Technology Committee about the information technology needs and concerns of Merritt College
8. Receive regular reports from the District Information Technology Committee, and review and respond as appropriate
9. Establish (as needed) technology subcommittees.

Technology Planning Taskforce Members

Courtney Brown, Computer Science Faculty and Dept. Chair Technology

Lilia Chavez, Vice President of Student Services

Jason Holloway, Dean of Math, Science and Applied Technology

Doris Hankins, Director of Student Activities and Campus Life

Mitra Mofidi, Student Accessibility Services

Henry Mai, Web Content Developer

Dale Nabeta, Network Support Specialist

Nathan Pellegrin, Director of Research and Planning and Co-chair of Technology Committee

Denise Richardson, Vice President of Instruction

Patricia Rom, Network Coordinator

Glenn Van Straatum, Head Soccer Coach



Technology Project Management (TPM) Task Force

A consistent theme of discussion at meetings of the MTC (Merritt Technology Committee) is the vital role which technology plays in all aspects of the institution. Considering the current enrollment trend, alignment with SCFF (Student Centered Funding Formula) funding, and equity implications, successfully leveraging technology is a necessity to achieving our mission as a college. In keeping with its charge “Identify, prioritize and recommend areas for expansion of technology utilization for the enhancement of instructional programs, student services, and the management of the College,” the MTC is recommending that a task force is formed to provide ongoing support to projects which rely on acquisition and usage of technology.

At the April 14, 2021, meeting of the MTC, a motion was passed to form a subcommittee (task force) for managing technology projects across the college. The responsibilities of the TPM were developed in subsequent planning meetings and then presented to the college executives and managers, with feedback from that group being incorporated into the draft. The following set of responsibilities were approved, along with the draft of this plan, during the MTC meeting on May 13, 2021.

Responsibilities of the TPM task force:

1. Meets weekly or biweekly as a body. Project teams meet as needed.
2. Provides reports at each MTC meeting.
3. Membership includes the Technology Project Coordinator, the Vice President of Administrative Services, representatives from key functional areas, and Associate Project Managers (see below).
4. Chaired by a Technology Project Coordinator (.2 FTE), who also serves as co-chair of the MTC
5. Receives requests for assistance from constituencies regarding challenges or gaps encountered with current systems.
6. Holds discovery conversations with constituencies (user groups) to identify sources of help that are available within the college, district, or state.
7. Serves as a central project management group in support of technology and information management infrastructure across the college.
8. Forms project teams with other business units for planning and implementation of technology projects. Project teams will be assembled with project stakeholders from varying business units to establishing timelines, assess risks, and mitigations of risks for each project.
9. Attends district IT and DGS project meetings relevant to Merritt’s technology goals, or in which Merritt technology is a dependency.
10. Recommends technology projects to College Council and chief executives, including cost and implementation timeline.
11. Monitors and reports regularly on budget expenditures related to technology.
12. Conducts analysis of resource requests received through program review process for the purpose of identifying and prioritizing technology needs and proposing projects to meet those needs.

Description of Associate Project Manager (APM) role

APM (Associate Project Manager) will work the business units to maintain communication between the business owners, sponsors, and the relevant constituent parties within the college



(e.g., faculty, classified, and students), clarifies and documents business processes, conducts planning in support of technology projects, and assists in conflict resolution related to plan implementation. The APM does not oversee a budget. APMs (Associate Project Manager) are enrolled in work experience course, observed by faculty as part of their graded curriculum. For an example job description see here: [Associate Project Manager \(careertrend.com\)](https://careertrend.com/job-description/associate-project-manager) Description of the APM pathway is here:

<https://peralta.curricunet.com/Report/Program/GetReport/1728?reportId=103>



Merritt Technology Plan Goals

The table below includes technology needs and goals collected from the Annual Program Update, technology surveys, or contributed by participatory governance committee members and members of the Technology Plan Development Taskforce. It includes proposals and projects in various stages of development. Some are aspirational. Inclusion in this list does not imply that funds will be expended. Items are grouped in to one of nine general goals according to which one(s) they support. Some items may appear in more than one group.

Table 1. Technology Goals and Initiatives

	Goal 1: Identify the software needs of students, faculty, staff, and administrators.	District Plan Initiative Code	Benefits / Outcomes	Timeline	Required Resources
1.a	Support campus community in leveraging PeopleSoft 9.2. Assess services/functionality of modules that will be available once the upgrade is complete.	A.1.a.2	PeopleSoft 9.2 provides improved accessibility for students and faculty, especially on Smartphone/Mobile Devices.	Ongoing	PeopleSoft 9.2 product documentation; time spent assessing current functionality and making recommendations on process improvements
1.b	Develop strategy for how we will distribute software in support of instruction and other business needs.	A.1.a.2	With the paradigm shift to cloud-based Software as a service (SaaS), software can more quickly deployed and enables monitoring of monthly usage by business unit.	See district plan	Inventory of software; utilization metrics; budget expenditure detail; tools to monitor effective usage of the SaaS products (e.g., Kivuto)
1.c	Adopt an early alert system. Form a task force charged with assessing requirements (integrations with PS and Canvas), estimates and timelines	A.1.a.2	Connecting students to supports they need when they need it, improved course completion and persistence	2021-22	Time of task force members; licensing cost of system
1.d	Leverage PeopleSoft, Office 365 and AdobeSign to convert email-based business processes to workflows.	A.1.a.2	Increased efficiency, productivity and accuracy.	2021-2026	Staff time is implied; TMP time also. Depending on workflow, consultant time



	Short-term collaboration (grade mod) Vs. long-term collaboration (document governance, complicated process., for which O365 can be utilized)				may be required.
1.e	Streamline enrollment process from application to registration for all types of students (first-time, dual and concurrent enrollment, AB 504); Configure MyPath with accurate information and working links to academic and support programs; Leverage HubSpot to manage communications and track progress from application to services (FA and counseling) and enrollment	A.1.a.2	Improved interface between business services admissions and counselor to ensure students do not encounter delays. Improved enrollment; fewer complaints	2021-2022	Time of MyPath team (Outreach), Web Content Developer, District Communications Team; data upload automation and administration of workflow
1.f	Emergency response and disaster recovery plan. For example, when the power goes out, lose internet access, we need some way of providing business continuity for administration. This can include an out of channel communication pathway. T	A.1.a.2	Disaster preparedness; increased capacity to respond to address and respond to emergencies with respect to IT infrastructure.		
1.g	Utilize HubSpot to track applicants, student engagement and route to services; automate regular upload of new leads collected through outreach, applicants, and progress indicators	C.1.e.1, C.1.d.2, A.1.b.1	Automated responses to students; pillars 1 and 2.	2021-23	Subscription covered by district; time spent developing automation and workflows
1.h	Annual Subscriptions: For each constituency, collect data on number of users for each identified service/software. (i.e., Turnitin, Adobe Acrobat, Adobe, Creative Suite)	C.1.e.1	Baseline information to track usage and determine ROI; identify potential savings through volume licensing	Fall 2021	Time to conduct survey
1.i	Upgrade obsolete software tools for IT Staff.: Imaging software for lab use. Currently using Clonezilla	C.2.a	Easier, more reliable imaging software	Summer 2021	\$5,000
1.j	Reliable text editing software with current features that does not require an internet connection or additional software. This is	C.1.D.2	Addresses disproportionate impact with respect to access to technology	TBD	\$80 per license x 500 = \$40,000



	related to dis. Prop. Impact for students who have unreliable internet access and need reliable				
1.k	File conversions system for students to ensure that students and faculty documents can be read and edited regardless of the type of device – I.e., Chromebook- MacBook/ pc/ phone / phone – talk to text functionality	C.1.A.1	Enables students to manipulate documents regardless of platform	TBD	\$15/mo. X 9 mo. X 1000 = \$135,000
1.l	Otter Ai https://otter.ai/login	C.1.A.1	Transcribing devices more media and caption – for faculty staff and admin	TBD	TBD
1.m	Form task force to assess product options for a curriculum inventory management platform.	C.1.a	Improved functionality and integration with publishing systems	2021-2022	TBD
1.n	Ex Libris , a Library Services Platform service	C.1.e.1	Library services	2021-2026	\$10K annually
1.o	Electronic document system for sending and tracking of scanned copyright material to students	C.1.a	Accurate accounting and payment of copyright fees	2021-2023	TBD
Goal 2: Provide instructional technology for supporting teaching and learning environments which enable students to achieve course and program learning outcomes.		District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources
2.a	Webcams / Headsets	C.1.E.1	Assist with online instruction / virtual meetings	Summer 2021	Webcams \$40 Headsets \$30 X 200 = \$14,000
2.b	Upgrade Smart Classrooms	C.1.C.1	All buildings other than S are outdated	2021- 2024	\$20,000 x 50 = \$1,000,000
2.c	Electronic books, databases, textbooks and library book resources			Ongoing	\$50K books \$50K databases
2.e	Centralized reproduction (scan/copy) and	C.2.a		TBD	\$5,000



	wireless printing system provided to students as a service (located in Library)				
2.f	Hot spots – reliable internet for student and staff	C.1.D.3	Student accessibility to internet services off campus	TBD	\$50 x 1000 = \$50,000
2.g	Faculty virtual access codes to attend student books - / regardless of funding source / shared codes access to automatically enroll students – record	C.1.A.1	Student faculty access to online support materials for instructions	TBD	\$80 x 1000 = \$80,000
Goal 3: Establish network and facilities infrastructure necessary for servicing the campus community with reliable telecom, internet connectivity, security in all learning and working locations.		District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources
3.a	CAT 6 Cabling for P Building (not including CIS). This is NOT addressed by district plans. The district plan meets needs for CIS only. Need to assess how many offices are without cabling (first and second floor, P218).	C.1.b.2	Give better service to P Building and Cybersecurity	2021	\$20,000
3.b	Upgrade Air conditioning in all network rooms. There is no cooling system for first and second floor (HVAC in P218 is a Health and Safety issue). THIS IS NOT PART OF THE DISTRICT PLAN	C.1.b.2		2021	DGS (Sharon Millman) is working on this project



3.c	Increase wireless WAP (Wireless Access Points) access on campus. Extend wireless access to quad area and parking lots and outside of business office and in front of president's office and in front of library and area outside child dev (between F and new Child dev 13ldg..) and outside of gym (both sides) and the bus stop and track, stadium stands, and soccer field. Ensure it is adequate in strength and coverage to support working and learning demands inside buildings and provides adequate access for mobile devices in outdoor spaces including horticulture, parking lots, athletics facilities. <i>Note: CENIC (Corporation for Education Network Initiatives in California) provides 10GB to campus, and each building has 10GB switches. Part of this assessment must meet the needs of Cloud Based web micro services architecture of modern web sites</i>	C.1.b.2, C.2.a.2	Improved productivity and safety for all constituencies	2021-2022	NetExpert's can suggest a plan.
3.d	Inventory of computer equipment and peripherals in use and in storage across campus. Retire old equipment and supplies.	C.1.b	Maximize use of technology on-hand. Retire old equipment. Identify surplus hardware and supplies.	Summer 2021	Time of IT and Business Services staff time
3.e	Improve cellular phone service on campus. Assess options for locating a tower on campus.	C.1.d.3	Improved mobile coverage and safety for students and employees; possible revenue from tower		
Goal 4: Refresh all equipment and SaaS subscriptions in accordance with its lifecycle. Manage the acquisition of new equipment consistent with the needs of anticipated projects (e.g., VDE, Smart Classroom upgrades).		District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources



4.a	Replace obsolete servers and purchase spare hard drives.	C.1.b		2021	\$30,000 (Measure G). This is a campus led effort and likely does not need district IT involvement.
4.b	Replace non-Cisco switches in Barbara Lee building as they are out of warranty and non-compliant with district standards. Also requires additional equipment such as chassis and suitable patch cords.	C.1.b C.2.a C.2.b		2023 Schedule not to interfere with instruction	\$500,000 including labor and consulting by NetExpert's to spec equipment and installation (Measure G) Requires coordination with district IT, and GS if any building mechanicals are involved
4.c	Campus-wide need for equipment and spare parts to maintain technology. (Hard drives, projector lamps, spare projectors, document viewers, etc.)	C.1.b		2021	\$10,000 (Measure G)
4.d	Upgrade hardware tools for IT Staff.			2021	\$6,000 (Measure G)
4.e	Upgrade the 51 original smart classroom which have obsolete computers, projectors, document cameras, and need to replace VGA video & audio cabling with HDMI. About 30K each. [Priority = High. Impacts Instruction]	C.1.c.1 C.1.b		2022	\$1,530,000 (Measure G)
4.f	While 51 smart classrooms are being be upgraded, need to upgrade computers and order spare projectors, document viewers, and projector lamps. [Priority = High. Impacts Instruction]	C.1.c C.1.b		2022	\$175,000 (Measure G)
	Goal 5: Increase IT staffing to the level required for achieving the technology goals of the college and avoiding risks to current	District Plan Initiative			
			Benefits / Outcomes	Timeline	Required Resources



	infrastructure.	Code			
5.a	In order to provide adequate support for campus the size of Merritt, hire an additional Network Services Specialist, a IT Technician, and a Sr. College Information Systems Analyst <i>Note: College of Alameda has 4 full-time IT Staff and Berkeley City College has 5</i>	B.1.b	Insufficient IT staffing levels impacts planning and implementation of technology across the college. Improved maintenance of Smart classroom equipment and computer labs.	2021-2022	\$70,000
5.b	Develop apprenticeships and partnerships with SEIU (1021) utilizing Merritt courses for career advancement. For example, Sac City and Mission College established apprenticeships	B.1.b		TBD	TBD
5.c	Develop work-study opportunities with technology project management pathway in CIS	B.1.b.1		2021-2022	Faculty time is implied
	Goal 6: Support the goals of the Distance Education plan	District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources
6.a	College website for all faculty teaching online classes	A.1.b.1	Compliance with district AP have a Merritt sponsored webpage	By Dec., 2022	Time of Web Content Developer
6.b	Provide equipment needed for delivering effective online instruction. Provide ergonomic structures and materials related to instructors who are teaching in the online format (standing desks, ring lights, ergonomic chairs)	C.1.c.2	Improved working conditions; video and audio quality in online instruction	Summer 2021	TBD
6.c	Create a repository of class zoom recordings. Download and archive recordings, and make the available on a shared resource, such as SharePoint	C.1.c.3	Course content preserved, and made available for future use	Summer 2021	Possible data storage costs for large media files.
6.d	Expand storage capacity for Canvas classes	C.1.c.3	Avoid having to remove course content in order to meet	Summer 2021	TBD



			storage cap, thus making content available to instructors and students.		
6.e	Ensure that all classrooms have computers with accessible cameras and working speakers/mics so they may broadcast live Zoom sessions in case students are not able to be in class immediately upon returning in a face-to-face format	C.1.c, C.1.c.2		TBD	TBD
6.f	Ensure that professors know HOW to use the technology being acquired - this is evident in the forms of trainings and workshops	C.1.c.1		TBD	TBD
6.g	Students will need access to local IT assistance - perhaps a group of work study students that may hold office hours to help Merritt College students with Canvas, or log in help M-Th			TBD	TBD
6.h	Video conferencing rooms/facilities to support a transitioning back to working in-person (at least one room in R and one in S)				
	Goal 7: Provide the training and technical support needed by each constituency.	District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources
7.a	Professional Development Series: Recorded workshops in CTS (Contract Tracking System), SharePoint, Adobe Sign, Adobe Fillable Forms, MS Forms, MS Teams, Zoom. These can be short focused videos on how to perform common specific tasks in	D.2.A		2021-2026	Staffing is implied; video production assistance



	<p>Merritt's work environment. For example, Canvas has good training videos (LTOs). We need videos for canvas add-on functionality.</p> <p>The district is producing videos. We can link to the videos from Merritt's website.</p>				
7.b	Orientation for new staff, faculty, and administrators with information on contacts.	D.2.A		2021-22	Staffing is implied; video production assistance
7.c	Training for Assistive software for DE (Distance Education) Requirements and Accessibility to engage instructional support materials – i.e., Math department/	D.2.A		TBD	TBD
7.d	Certain types of requests need to be addressed immediately. Currently, response time is unacceptably slow. For example, waiting a week to reset a password. Help desk feature should be immediate and automated for common issues related to new accounts, forgotten passwords, login edits	D.2.A.5		TBD	TBD
7.e	Create training videos to post online for faculty and staff for smart classroom usage and other technology issues.	D.2.A.5		TBD	\$2,000
7.f	Inventory of essential services provided through Student Accessibility Services (SAS) contracts.	C.1.c.2		TBD	TBD
7.g	Professional Development training for IT Staff (Apple, Extron, Microsoft)	D.2.a.5		TBD	TBD
7.h	Archiving videos of Flex Day and other PD trainings on resources controlled by college (e.g. Sharepoint).	D.2.a C.1.c.3			
7.i	Leverage state resources, including CCC (California Community College) Tech Center and CISOA (Chief Information Systems Officer Association)			2021-2026	TBD



	Goal 8: Develop and manage the college website to be one of the main tools for outreach, and for connecting students to critical services.	District Plan Initiative Code			
			Benefits / Outcomes	Timeline	Required Resources
8.a	Optimize website for mobile devices	A.1.a.7	Ease of navigation	Ongoing	Website design firm hired to achieve mobile-ready design \$20K
8.b	Assess all parts of website for meeting accessibility standards	A.1.a.7 A.1.b.1	Provide for needs of all students, compliant with WCAG standards	2021-2022	Faculty and student workers to conduct testing. Design team to address issues \$10K
8.b.1	Purchase Accessibe (SaaS) to achieve accessibility across website	A.1.a.7 A.1.b.1	Address accessibility compliance	2021-2022	\$1.5K Annually
8.c	Implement adopted Areas of Interest on website	A.1.a.7 A.1.b.1	Fulfilment of key goal in adoption of guided pathways; (pillars 1,2 & 3);	2021-2022	Prototype followed by UI/UX design ~\$30K
8.d	Consolidation of media assets, including videos, images, and branding elements	A.1.b.2	Central repository of media for use by faculty and staff.	Ongoing	Approximately \$5K to cover cost of consultant
8.e	Develop a college policy for website content ownership roles and annual calendar for making updates	A.1.b.2	Clear roles and responsibility for maintaining content on website	2021-2022	Staff time implied
8.f	Clarify data flow, roles, and business processes for integrating CurriQunet course and program information	A.1.a.7 A.1.b.2	Guaranteed accurate course and program information posted online.	2021-2022	\$15K for data systems analyst to produce flow diagrams and data file definitions for supporting website integration of course and program information
8.g	Analysis of user interaction data collected from website and Google analytics to assess website usability and search engine optimization (SEO); bundled with marketing to develop a plan to	A.1.a.7 A.1.b.1	Data-driven website optimization; Information for marketing and outreach	2021-2023	\$20K for marketing firm specializing in analytics to develop plan



	follow.				
8.h	Streamline sign-on processes: Students are directed to multiple sign on portals to reach their Merritt passport/canvas shells./ Student apps page. Have One general sign on process to access anything business/ administrative service	A.1.a.2 A.1.a.6	Clarity of sign-on process for students; fewer road blocks	Ongoing	Possibly already addressed needs validation with district and community; https://sa.peralta.edu/
8.i	Update and standardize content for each program site, including features such as videos and faculty bios;	A.1.b.1 A.1.b.2	Accurate information published and validated annually (3 or 4 times per year); create mindset of working together.	Ongoing; 2021-2023	Staff time implied; possibly utilize time during FLEX or Planning Summit to conduct review
8.j	Support production of videos and media for placing on website. Consider offering internships to students to support production or design. Possibly work with the project management pathway.	B.1.b		2021-2023	Funding of student workers or apprenticeships
	Goal 9: Institutionalize technology governance by establishing budgetary oversight and integrating project tracking/coordination with program review and the annual cycle of planning and budgeting	District Plan Initiative Code	Benefits / Outcomes	Timeline	Required Resources
9.a	Creation of an IT budget as its own cost center.	D.1.a, D.1.b	Budget transparency; accurate baseline accounting; accurate asset tracking; improved forecasting	2021-2023	VPAS
9.b	Establish the Technology Project Management subcommittee to plan, coordinate, and support implementation of technology projects (see above)	B.1.b, D.1.b, D.1.c	Improved coordination with district IT; improved efficiency of business processes.	Summer 2021	.2 FTE
9.c	In collaboration with district offices, clarify process for initiating system change requests with the district.	D.1.a, D.1.b A.1.a.4	Clearly defined roles and processes which reduce time required to assess and	2021-2022	



		A.1.a.5	communicate technology needs to college and district administration.		
9.d	Each fall term, conduct an annual student survey to discover and prioritize technology needs of students, including identification of issues encountered in application, enrollment and learning systems	D.1.a, D.1.b	Improved student support, learning environment leading to improved enrollment and retention of students	Annual	
9.e	In sync with the college Integrated Planning and Budgeting (IPB) cycle, in January/February review prioritized resource requests and assess whether each can be met with existing tech or by projects already planned, or requiring updated technology goals.	D.1.a, D.1.b	Supports adherence to institutional administrative procedures; upholds ACCJC standards	Annual	
9.f	At the end of each academic year, assess goals of the Technology Plan and provide a status update on each item.	D.1.a, D.1.b	Ensures technology plans reflect the needs and priorities of each constituency.	Annual	



List of Source Material

1. Vision for Success (retrieved May, 2021) <https://vision.foundationccc.org/>
2. Peralta Five-Year Technology Plan (April, 2021) [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BZVNVK605BF8/\\$file/PCCD%20TMP%202021-2026%20\(2\).pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BZVNVK605BF8/$file/PCCD%20TMP%202021-2026%20(2).pdf)
3. Peralta Community College District Facilities, Technology Master Plan Update (2018) <https://web.peralta.edu/general-services/files/2019/02/BOT-March-13-FTMP-Update.pdf>
4. Merritt College Technology Plan (2013) <http://www.merritt.edu/wp-content/uploads/sites/3/2014/11/MC-Tech-Plan-2013.pdf>
5. Merritt College Education Master Plan (2015) <https://www.merritt.edu/emp/wp-content/uploads/sites/371/2016/09/MC-Educational-Master-Plan-2015-2020.pdf>
6. Merritt College Education Master Plan Update (2018) <https://www.merritt.edu/emp/wp-content/uploads/sites/371/2019/05/MC-EMP-Update-2018.pdf>
7. Merritt College Distance Education Plan (forthcoming)
8. California Community Colleges Chancellor's Office Digital Innovation & Infrastructure (retrieved May, 2021) <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Digital-Innovation-and-Infrastructure/initiatives>



Appendix I. Peralta District Five Year Technology Plan Goals and Initiatives (April 2020).

Technology Plan Theme: A.1 Innovation and Automation

A.1.a Streamline processes to improve efficiency and expand system usage

A.1.a.1 Complete the full (phase I and II) upgrade of the PeopleSoft system.

A.1.a.2 Perform process mapping in the following areas - student journey:

- Onboarding
- Admissions
- Registration
- Financial Aid
- Online graduation petition

Add employee:

- Payroll
- Scheduling
- Purchasing
- Human Resource Employee Reporting/Leave Balances, etc.

A.1.a.3 Based on process mapping outcomes, implement process improvements which leverage current system capabilities and reduce or eliminate:

- Paper processes
- Manual processes
- Duplicate data entry and storage

A.1.a.4 Compile a list of all system customizations and work to reduce or eliminate them as systems are upgraded and provide new features in preparation for cloud migrations

A.1.a.5 Develop criteria for assessing customization requests for PeopleSoft, balancing user functional needs with capacity to manage updates and remain current.

A.1.a.6* Implement a Single Sign On user authentication platform for all student and employee-facing applications.

A.1.a.7 Adopt a “mobile first” strategy to ensure equitable access for students and the community; mobile access to conduct student services actions:

- -Apply to the college
- -Review schedule of classes
- -Register/enroll for classes
- -Add/Drop a class
- -Pay fees
- -Address account holds
- -Check grades
- -Request transcripts
- -Text messaging

A.1.b Assess website strategy as Peralta’s virtual front door

A.1.b.1 Conduct a full assessment of each college website and the district website focusing on content and navigation

A.1.b.2 Develop a strategy to update the websites, including the possible use of a content management system

A.1.c Use data to make informed decision



A.1.c.1 Implement a business intelligence reporting solution focused on student equity and achievement, as well as enrollment management measures (e.g., PowerBI, Tableau, etc.)

Technology Plan Theme: B.1 Communication and Transfer of Information

B.1.a Use technology to leverage partnerships and share allowable student information

B.1.a.1 Develop a Districtwide database of current strategic partnerships; expand partnerships to include K-12 institutions, four-year colleges and universities, community-based organizations, local government and regional businesses and industries

B.1.a.2 Leverage and use statewide systems to share student information, as policies and procedures allow, with four-year institutions to expedite information sharing services (e.g., transcript exchange with transfer institutions, for concurrent enrollment; workforce apprenticeships, etc.)

B.1.b Leverage IT academic programs at the colleges to supplement and grow IT staffing

B.1.b.1 Assess partnerships with IT programs across the colleges to build in-house internship opportunities in Cyber Security, Networking, Mobile App Development, and others that may be relevant.

Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization

C.1.a Engage in comprehensive technology acquisition decision-making practices

C.1.a.1 Develop a clear technology acquisition process based on identified business needs and total cost of ownership including:

- business requirements
- level of effort
- required customizations for the system to meet user needs
- benefits
- impact on students
- impact on staffing
- training plan
- ability to integrate with existing systems
- one-time and on-going costs
- justification for not using existing systems/technology
- an evaluation rubric which includes student/staff input, flexibility, accessibility, user interface, adaptability of the solution, need for customization, ease of maintenance and specific user needs criteria
- other considerations determined by Peralta Colleges

C.1.a.2 Ensure that the technology acquisition process is vetted through the district governance mechanisms and then fully communicated districtwide

C.1.b Develop and implement a hardware acquisition plan and refresh (replacement) policy based on equipment lifecycle standards

C.1.b.1* Bring to current and develop a comprehensive replacement cycle for employee and lab computers using a 5-year lifecycle resulting in 20% annual replacements.

C.1.b.2* Develop and implement a comprehensive replacement cycle for servers, network devices (including wi-fi), Uninterruptible Power Supplies, and A/C units in MDF (Main Distribution Frame) and IDF (Intermediate Distribution Frame) rooms across all Peralta College sites.

C.1.c. Develop and Implement Classroom Technology Standards for all classrooms to include, lecture, CTE, CTE demo labs and all labs' classrooms



- C.1.c.1** Develop and implement written smart classroom standards that meet the current and future educational delivery needs of the Peralta Colleges.
- C.1.c.2** Develop inventory of existing classrooms identifying current technologies in place along with gap of items needs to meet the standards.
- C.1.c.3** Maintain faculty technology resources spaces to allow for the recording of lectures and demonstrations
- C.1.d Develop and Implement Technology-enabled Measures Focused on Health and Safety**
- C.1.d.1*** Install classroom emergency phones at necessary location (Aviation, 860 Atlantic, COA and Merritt)
- C.1.d.2*** Provide integrated emergency message broadcast/notification across all communication platforms (phone, SMS, digital signage, etc.)
- C.1.d.3*** Improve cell phone coverage across locations identified (Laney, Merritt, BCC)
- C.1.d.4*** Refresh the security camera infrastructure currently in place, ensure continued refresh cycle, and upgrade to 10G CENIC circuits
- C.1.e Centralize and Institutionalize Software Licenses**
- C.1.e.1** Provide consistent and ongoing funding for software, such as office-productivity suite, library system platform, distance education delivery platform, antivirus protection, website development and content management, and other agreed upon districtwide platforms.
- C.2.a Prepare for sustainable technology investments**
- C.2.a.1** Assess feasibility and Return on Investment for Virtual Desktop Infrastructure, including considerations for: business continuity; impact to software
- C.2.a.2** Develop an implementation schedule if cloud strategy deems feasible licensing; and security/isolation of the network for instructional purposes
- C.2.a.3*** Consider moving to a cloud-based telephone/voice backup system to better address the needs of students and staff and ensure business continuity.
- C.2.b Develop and Implement Strong Network Security Protocols**
- C.2.b.1*** Implement security and redundancy for local and remote services and access across all Peralta sites

Technology Plan Theme: D.1 Clearly Define IT Governance and Implementation Protocols

- D.1.a Conduct technology Governance practices that include all constituent groups**
- D.1.a.1** Evaluate the effectiveness of strategic and operational decision-making groups and implement needed committee improvements
- D.1.a.2** Streamline and document the District and College IT collaboration and support models.
- D.1.a.3** Develop a process to communicate technology decisions across the district on a regular basis.
- D.1.b Institutionalize Technology Planning and Prioritization**
- D.1.b.1** Annually evaluate the Peralta Technology Strategic Plan and update as needed.
- D.1.b.2** Create a project prioritization process that is widely communicated for all IT project requests
- D.1.b.3** Based on the developed prioritization process re-evaluate all in-progress and identified projects and prioritize them for completion
- D.1.c Use Project Management tools for project tracking and completion**
- D.1.c.1** Identify a project manager/ coordinator for every technology project and select a project management tool for use in planning and tracking progress
- D.1.c.2** Conduct project management training for District and College staff
- D.1.c.3** Modification to existing and development of new applications, must be done in tandem with a user groups, and include a functional champion to ensure specifications meet user needs and requirement
- D.1.c.4** Communicate project status to the District Technology Committee on a regular basis



D.2.a Provide employee professional development and training encompassing all pertinent technology usage and information

- D.2.a.1** Clearly define who is responsible for training initiatives
- D.2.a.2** Develop in-house training expertise; cross-train essential functions
- D.2.a.3** Solicit user feedback on training needs and emerging issues regularly and tailor offerings to identified needs
- D.2.a.4** Document a list of available software resources and the related function
- D.2.a.5** Provide training opportunities for IT staff that are needed to complete the current project list, initiatives in this technology plan and potential modern technologies
- D.2.a.6** As part of any project include a training plan as part of the proposal
- D.2.a.7** With each new release of PeopleSoft and other major systems, provide training opportunities for staff to leverage the new features and functions
- D.2.a.8** Conduct cyber-security, privacy, and security training for all employees on a regular and on-going basis including topics such as endpoint security, email security, common threats, and other current topics



Appendix II. Peralta Community College District

2018-19 Strategic Goal Alignment to State Chancellors *Vision for Success*

Goal One: Completion

Vision for Success Goal: Over five years, increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.

Current PCCD (Peralta Community College District) Data on State Goals: Using 2017-18 as the baseline year there were 3,279 degrees, and certificates awarded including noncredit courses taken. To meet the five-year goal, we will need to increase the number of awards by 656.

A. Advance Student Access, Equity and Success

1. Complete the implementation of OnePeralta, which focuses on improving the student experience with registration, customized application (CCC Apply), online education and degree audit.
2. Implement professional development training for all Information Technology (IT) staff.
3. Implement early alert and degree audit districtwide.

B. Engage and Leverage Partners

1. Continue to work with CCC Technology Center to support better student onboarding experience and analyze results to see how it relates to program completion.
2. Colleges work with high schools, four-year institutions, and industry partners to create seamless pathways for completion of the programs and CE (Career Education) skill attainment.
3. District and colleges strengthen partnership with the Promise program supporters by enhancing recruitment, admission/registration, and overall onboarding process.

C. Build Programs of Distinction

1. Strengthen Learning Communities, Adult Education, Promise Programs, Career Education, Dual Enrollment, and Non Credit.
2. Ensure student services areas have appropriate resources to support student completion.

D. Strengthen Accountability, Innovation and Collaboration

1. Enhance and customize Power BI to strengthen enrollment management and data driven resource allocation.
2. Create a system to identify, track, and retain students who meet the criteria of performance base funding (special populations and those near completion).
3. Ensure that the district conducts annual program reviews and assessment of Service Area Outcomes.

**E. Develop and Manage Resources to Advance Our Mission**

1. Provide resources to support successful student completion every semester.
2. Strengthen the Peralta Foundation to increase financial resources to support successful student completion beginning immediately.

Goal Two: Transfer

Vision for Success Goal: Over five years, increase by 35 percent the number of CCC students systemwide transferring annually to a UC (University of California) or CSU (California State University).

Current PCCD Data on State Goals: In 2017-18, the number of Peralta transfer students receiving an AS-T or AA-T was 1568. To meet the 35% increase in transfers districtwide, we will need to transfer an additional 548 students.

A. Advance Student Access, Equity and Success

1. Implement auto awarding degrees by Fall 2020.
2. Increase the number of ADT's (Associate Degree for Transfer to CSU) beginning Spring 2020.

B. Engage and Leverage Partners

1. Increase the number of four-year institution partners (including private and independent colleges and Historically Black Colleges and Universities at least two per academic year.
2. Increase collaboration with UC and CSU partners to develop 2+2+2 pathways that lead to transfer to UC and/or CSU by 2020.

C. Build Programs of Distinction

1. Strengthen Learning Communities, Adult Education, Promise Programs, Career Education, Dual Enrollment, and Non Credit.
2. Ensure academic programs and student services areas have appropriate resources to support student completion.

D. Strengthen Accountability, Innovation and Collaboration

1. Enhance and customize Power BI to strengthen enrollment management and data driven resource allocation.
2. Support the implementation of Guided Pathways to increase student transfer to UC and/or CSU, independent and private colleges, and Historically Black Colleges and Universities.

E. Develop and Manage Resources to Advance Our Mission

1. Complete the implementation of OnePeralta, which focuses on improving the student experience related to registration, customized application (CCC Apply), online education.
2. Provide resources to support successful student completion.
3. Strengthen the Peralta Foundation to increase financial resources to support students' successful completion.



Goal Three: Decrease Units

Vision for Success Goal: Decrease the average number of units accumulated by CCC students earning associate degrees from 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.

Current PCCD Data on State Goals: Our current estimate in reviewing associate degrees conferred for 2017-18 shows on average our students have 93 cumulative units. We will reduce it by 14 units over the next 5 years.

A. Advance Student Access, Equity and Success

1. Implement a degree planner and an audit system by Spring 2020.
2. Ensure 100% of students have accurate SEPs (Student Educational Plan) by Spring 2020.
3. Increased development of ADTs by four (4) each academic year.
4. Implement Guided Pathways and revise high-unit degrees to focus on well-sequenced pathway programs through Guided Pathways by Fall 2020.
5. Educate students more effectively regarding the financial aid implications of high unit accumulation by each college conducting two Financial Aid workshops on this topic per academic year and clearly posting this to each college's financial aid website immediately.

B. Engage and Leverage Partners

1. Collaborate with Counseling Departments to increase frequency of districtwide professional development training for counselors and advisors to ensure all students are receiving accurate, timely, and consistent information.
2. Collaborate with Counseling Departments to develop a districtwide policy and procedures manual for advisement by Spring 2020.

C. Build Programs of Distinction

1. Align all academic programs to Guided Pathways model and leverage dual enrollment to decrease time for student completion.

D. Strengthen Accountability, Innovation and Collaboration

1. Sequence course offerings across academic programs for student completion in a timely manner.
2. Strengthen collaboration across academic departments to streamline curriculum processes.

E. Develop and Manage Resources to Advance Our Mission

1. Eliminate unnecessary process or procedures thereby allowing faculty, staff, and administrators at each College to focus on the review, revision, or development of programs with reasonable units for completion.

Goal Four: Career Education

Vision for Success Goal: Increase the percent of exiting career technical education students who report being employed in their field of study from the most recent statewide average of 60% to an improved rate of 69%—the average among the quintile of colleges showing the strongest performance on this measure.



Current PCCD Data on State Goals: Peralta's current average is 70% based upon 2017-18 data reflected in the CTEOS (CTE Outcome Survey) survey. Over the next 5 years, we will increase by 12.8% or more.

A. Advance Student Access, Equity and Success

1. Align current and new CE curriculum with industry required skills to ensure that PCCD students are industry-ready upon completion of the programs.
2. Utilize active CE advisory committees to create employment pathways at each College.

B. Engage and Leverage Partners

1. Leverage partnerships with local companies like Facebook, Apple, Google, Kaiser Permanente and other to increase CE awareness and develop students' in-demand skills through internships.
2. Use LMI (Labor Market Index), Center for Excellence, SWP data source to ensure that CE course offerings and programs at the colleges to align with regional industry and occupation needs.

C. Build Programs of Distinction

1. Offer CE certificate programs with work-based learning or internships, and include flexible class schedules that allow certificate completion.
2. Increase number of CE courses based on industry demand, with a focus on career pathways to employment.

D. Strengthen Accountability, Innovation and Collaboration

1. Leverage SWP or CCC to create accurate and easy data access to students' employment data.
2. Enhance District research, IT and data access capacity for CE. Align data needs with the SWP and other state-wide indicators to eliminate unnecessary detours to get data.

E. Develop and Manage Resources to Advance Our Mission

1. Develop District partners with the CCCC (Community Colleges Chancellor's Office) and other state-wide agencies to develop mechanisms to obtain employment data of our students.
2. Align Strong Workforce (local and regional), Perkins, Adult Education, CTE online funding to increase student enrollment in CE programs and ensure student successful completion.

Goal Five: Equity

Vision for Success Goal: Reduce equity gaps across all the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within 5 years and fully closing those achievement gaps within 10 years.

Current PCCD Data on State Goals: Institutional research just completed a 2017-18 districtwide disproportion study to review the measures listed above to serve as a baseline. We will utilize all four colleges' data to identify equity gaps for degree completion.

A. Advance Student Access, Equity and Success

1. Adopt and integrate CCC Technology initiatives like MyPath to improve application



process.

2. Implement technology and processes that increase FAFSA Application completion and shorter award time for Pell Grants and other funds.
3. Increase degree and certificate completion for underserved populations through Guided and Student Equity and Achievement activities for example, early alert, embedded counseling, tutoring, mentoring.

B. Engage and Leverage Partners

1. Work with CCC Technology Center to support better student onboarding experience and analyze data in relation to program completion.
2. Leverage community and industry partnerships to expand resources and raise funds to address unmet needs of underserved student populations and support Student Equity Achievement programs such as Puente, Umoja, APASS, First Year Experience, Promise Programs, Formerly Incarcerated, Foster Youth, Undocumented Community Resource Centers, expansion of Food Pantries and other Affordability programs.

C. Build Programs of Distinction

1. Strengthen Student Equity Achievement programs such as Puente, Umoja, APASS, First Year Experience, Promise Programs, Formerly Incarcerated, Foster Youth, Undocumented Community Resource Centers, expansion of Food Pantries and other Affordability programs.

D. Strengthen Accountability, Innovation and Collaboration

1. Enhance and customize Power BI to strengthen enrollment management and data driven resource allocation.
2. Create a system to identify, track, and retain students who meet the criteria of performance base funding (special populations and those near completion).
3. Provide districtwide culturally responsive customer service training for Business Services, Financial Aid, HR (Human Resources), Admissions & Records, Counseling, and front-line staff in academic year 2019-20.

- E.** Provide districtwide equity focused professional development training to increase culturally responsive student services and instruction.

Develop and Manage Resources to Advance Our Mission

1. Allocate funding and resources to develop educational environments conducive to students' learning, including enhancing multimedia technologies in all classrooms, labs, and career education facilities.
2. Develop and implement safety and health standards across all teaching and learning spaces, including CE classrooms and facilities. Allocate funding and resources to address outstanding safety and health facilities requirements.



Appendix III: ACCJC Standard IIIC Technology Resources

1. Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.
2. The institution continuously plans for, updates, and replaces technology to ensure its technological infrastructure; quality and capacity are adequate to support its mission, operations, programs, and services.
3. The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.
4. The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.
5. The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes