

COASTLINE COLLEGE

Technology Master Plan 2018-2020

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# Purpose of the Technology Master Plan

The purpose of the Coastline College Technology Master Plan is to provide a framework for the evaluation, adoption, training and management of technology hardware, software, services, and processes.

The Coastline College Technology Master Plan anticipates the global, local and scholastic changes in technology and provides an outline of how Coastline can adjust and leverage new technologies to continue our focus on student success and achievement. This plan will also outline our process for how resources and projects are prioritized and align with the college and district goals.

The plan anticipates a continuously changing IT environment and the need for maintaining secure and reliable core services while simultaneously implementing new technology tools and solutions to further the mission of Coastline College and the Coast District.

This Technology Master Plan is built upon a foundation of technology trends, collegial input, Coast District policy and standards and an ongoing dialog with students, faculty, staff and administrators. Feedback and comments about the plan and IT initiatives are always welcome. This document also presents an overview of the processes we use to align planning with College and District priorities and projects.

# Coastline College Overview

### College Vision

*"Creating opportunities for student success."*

### College Mission

Coastline College steadfastly focuses on providing access and supporting student success and achievement. Inspired by an innovative and student-centered mindset, Coastline delivers flexible courses and services that cultivate and guide diverse student populations across the globe to complete pathways leading to the attainment of associate degrees, certificates, career readiness, and transfer to four-year colleges/universities.

### College Educational Master Plan

*The following are excerpts from the Coastline College 2016-2020 Educational Master Plan:*

Coastline’s 2012-2017 Strategic Technology Plan (STP) was developed to contextualize Coastline’s vision of technology in relationship to its overall vision, mission, and Master Plan. The plan presents a dynamic approach to evaluating, adopting, and implementing new and emerging technology both from an intrinsic and extrinsic value proposition, supporting the notion that as technology advancements occur, perspectives, values, theories, and methodologies radically and rapidly change. Unknown or unexpected technologies will change education in ways unimagined over the next five to ten years. As a result, the plan does not attempt to determine everything that should be accomplished in each department in an incremental fashion; rather, the plan presents a conceptual map with targeted technologies and systems that need to be evaluated, implemented, and/or prepared for now. The overarching goal of this plan is to ensure Coastline’s sustained success in meeting the College, District, State, and National emphasis on student success.

Coastline College is committed to encouraging faculty and staff to embrace calculated risk taking while seeking innovative approaches in addressing objectives. Faculty and staff will be inspired through ongoing professional learning and evidence-informed collaboration to develop initiatives to actualize the Mission with a focus on the following seven objectives. By 2020 Coastline will:

|  |  |
| --- | --- |
|  | **College Master Plan Initiatives** |
| **EMPI 1** | Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education. |
| **EMPI 2** | Provide universal access to student service and support programs. |
| **EMPI 3** | Strengthen post-Coastline outcomes (e.g., transfer, job placement). |
| **EMPI 4** | Explore and enter new fields of study (e.g., new programs, bachelor’s degrees). |
| **EMPI 5** | Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement. |
| **EMPI 6** | Strengthen community engagement (e.g., student life, alumni relations, industry, and academic alliances). |
| **EMPI 7** | Maintain the College’s Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI). |

*\*EMPI = Educational Master Plan Initiative*

# Coast Community College District Overview

### District Vision

Coast Colleges provide excellence, innovation, and success in education to inspire and transform lives in our local and global community.

### District Mission

Coast Colleges offer inspiration, innovation, and meaningful learning experiences to their diverse and changing community and prepare students to achieve success in post-secondary, career and technical, and lifelong educational opportunities.

### CCCD Technology Vision, Mission and Shared Values

The CCCD is a multi-college organization serving over 70,000 students every year, facing nuanced challenges in an environment where technological advances are taking place at an increasingly fast pace. Students live in a world where access to information and resources is 24/7. This requires that competing technology needs are carefully evaluated and deployed to ensure not only that students are fully engaged intellectually, socially and emotionally, but also to optimize the investment of limited resources.

### Coast Community College District Vision 2020 Plan

*The following are excerpts from the CCCD Vision 2020 Plan:*

The CCCD Technology Plan was created to meet the learning needs of students in the 21st century. The plan integrates technology into learning, teaching, and student learning outcomes in alignment with the 2010 National Educational Technology Plan. The plan also addresses the central theme of the Coast District’s Vision 2020 Master Plan student success through excellence in teaching and service and clearly supports the Master Plan’s strategic themes of Cooperation and Collaboration, Partnerships, Technology, Sustainability, and Cultivating a Culture of Accountability through Evidence.

### Vision for Technology-Enhanced Learning Environments

The district values, and supports the use of technology by students and educators to achieve their educational and professional goals. Therefore, use of technology will be aimed at fulfilling student and educator needs while investing scarce capital resources to contain operating costs. The district plan reflects the five key areas outlined in the 2010 National Educational Technology Plan to achieve the mission of providing an information-rich, interactive educational environment that integrates technology into the fabric of teaching and learning experiences:

* **Learning: Engage and Empower** – The district will leverage powerful technology that provides personalized learning that customizes the pace of teaching and instructional practices. All learners will have engaging and empowering learning experiences both in and outside of the college classroom that prepare them to be active, creative, and knowledgeable participants in a globally networked society.
* **Assessment: Measure What Matters** – The district will leverage technology to regularly measure and report student success, institutional effectiveness, and operational efficiency while using assessment data for continuous improvement.
* **Teaching: Prepare and Connect** – The district will increase the ability of educators to use technology to create engaging, meaningful, and connected learning environments. They will be supported individually and in teams by technology that connects them to data, content, resources, expertise, and learning experiences that enable and inspire more effective teaching for learners.
* **Infrastructure: Access and Enable** – The district will provide a comprehensive sustainable technology infrastructure including hardware, software, support staff, policies, and processes for students, educators, and staff for learning when and where needed.
* **Productivity: Redesign and Transform** – The district will redesign organizational processes and structure to take advantage of technology in order to improve learning outcomes and use resources more efficiently.

# Technology Committee Overview

### Technology Committee Mandate

The Coastline Technology Committee is responsible for the development and evaluation of a Technology Master Plan.  
The committee is also responsible for:

* The development of long and short range plans and priorities for Coastline College to facilitate the acquisition and deployment of technology
* The review, evaluation and advocacy for new and emerging technologies that will enhance student learning and improve communication and computing technologies at Coastline.

### Technology Committee Mission

Coastline College is a recognized leader in the design, development, and use of innovative technology-based teaching and learning practices, processes, and systems for anytime-anywhere learning to achieve and sustain outstanding student success. The Coastline Technology Committee champions continuous evaluation and testing of new and emerging technology and is willing to rapidly transform programs, processes, and practices to improve student success and institutional effectiveness through the innovation and application of new technology.

### Technology Committee Members

The Coastline Technology Committee is currently (2018) Co-Chaired by:

* Co-Chair – Dave Thompson - Director of IT, Academic and User Support
* Co-Chair – Cheryl Chapman - Faculty Member, Department Chair, Career Education

Makeup of the Coastline Technology Committee currently consists of:

* College Dean – Westminster Campus
* College Dean – Garden Grove Campus
* Associate Dean – Distance Learning
* Senior Research Analyst
* Manager of Instruction and Veteran’s Services
* IT Applications Developer – Webmaster
* IT User Support Analyst
* Two Instructional Technology Designers
* Faculty Member – Mathematics
* College Counselor – Professor
* Librarian

### Trends and Industry Resources

The Technology Committee uses data from district, college and industry resources that reflect trends in information technology for higher education; these sources will be continually monitored to support and update the Technology Master Plan:

|  |  |  |
| --- | --- | --- |
| **Coastline EMP**  **Educational Master Plan (2016-2020)** | **CCCD STP**  **Coast Community College District Strategic Technology Plan** | **Educause**  **2018 IT Issues List for Associate’s Institutions.** |
| [Resource Link](http://documents.coastline.edu/research%20and%20planning/__CollegePlans/2016-2020%20Educational%20Master%20Plan.pdf)  Student Success, Universal Access, Transfers, Job Placement, New Fields of Study, Grants, Contracts, Community Engagement | [Resource Link](https://www.cccd.edu/aboutus/master-planning/Documents/District-wide%20Strategic%20Technology%20Plan%202016-19.pdf)  Optimizing Educational Technology, Student Success Technologies, E-Learning and Online Education, Business Intelligence and Analytics, Enterprise Application Integrations, Institutional Data Management, Information Security, IT Funding Models, IT Organizational Development | [Resource Link](https://www.educause.edu/~/media/files/library/2018/1/2018top10itissuesalmanac.pdf?la=en)  Information Security, Student Success, Institution-Wide IT Strategy, Data-Enabled Institutional Culture, Student-Centered Institution, Higher Education Affordability, IT Staffing and Organizational Models, Data Management and Governance, Digital Integrations, Change Leadership |
| **Gartner**  **Top 10 Strategic Technology Trends for 2018** | **NETP**  **National Education Technology Plan** | **Internal Survey**  **Conducted by Coastline Institutional Effectiveness Department** |
| [Resource Link](https://www.gartner.com/smarterwithgartner/gartner-top-10-strategic-technology-trends-for-2018/)  AI Foundation, Intelligent Apps and Analytics, Intelligent Things, Cloud to the Edge, Conversational Platforms, Immersive Experience, Blockchain, Event Driven, Continuous Adaptive Risk and Trust (CARTA) | [Resource Link](https://tech.ed.gov/netp/)  The National Education Technology Plan is the flagship educational technology policy document for the United States. The Plan articulates a vision of equity, active use, and collaborative leadership to make everywhere, all-the-time learning possible. | Mobile Technology and Compatibility, Effective Research Tools, WiFi Coverage, Office Technology, Anytime-Anywhere Access, eBooks, Improved Access to Student Services |

### Student and Employee Satisfaction

*The following is provided by Coastline’s Intuitional Effectiveness Department from recent survey results.*

|  |  |  |  |
| --- | --- | --- | --- |
| **2017-18 Student Satisfaction** | **Garden Grove** | **Newport Beach** | **Westminster** |
| Technology in the classrooms meets my learning needs. | 93.0% | 96.5% | 95.5% |
| Access to technology (Wi-Fi and computers) is adequate. | 92.1% | 86.1% | 89.1% |

|  |  |
| --- | --- |
| **2017-18 Employee Satisfaction** |  |
| Technical support | 89.2% |
| Classroom technology | 95.1% |
| Office technology | 95.5% |
| Meeting room technology | 90.0% |
| Computer applications | 96.4% |

### Accreditation Standards

Coastline College is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges.

Accreditation standards for Technology Resources are addressed in Standard III C.

*The following is an excerpt from the* [*ACCJC Accreditation Standards*](https://accjc.org/eligibility-requirements-standards-policies/) *(Adopted June 2014):*The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness. Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

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.

### Technology Initiatives

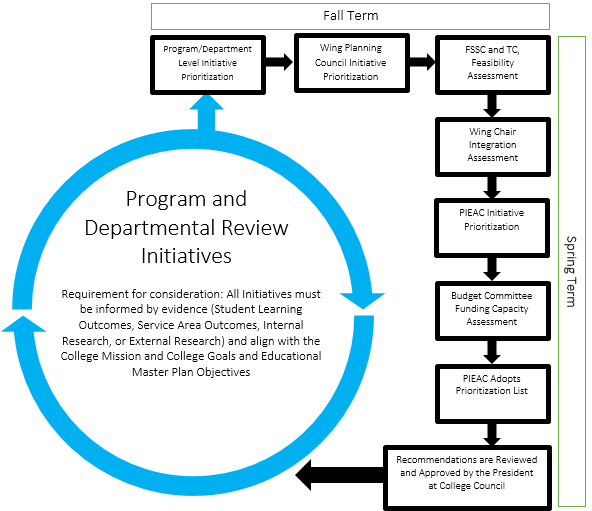
By analyzing and compiling these combined resources, Coastline has identified the following initiatives and areas of focus for the current Technology Master Plan timeframe. These items will be reviewed annually to ensure that our principles, goals and focus reflect the ever-changing landscape of technology and education.

|  |  |  |
| --- | --- | --- |
|  | **Technology Initiatives** | **Alignment** |
| **TCI 1** | **Student Success, Completion, and Achievement** Use technology in innovative and creative ways to enhance the learning environment and advance student success, completion, and achievement. | EMPI (1,3) CCCDSTP Educause ACCJC III.C.1 |
| **TCI 2** | **Access and Student Support** Continually evaluate and increase student access to college technology and provide adequate support services to enhance the learning experience, including those with disabilities. | EMPI 2 ACCJC III.C.2 WCAG AA 2.0 |
| **TCI 3** | **Classroom and Faculty Support** Ensure learning spaces are outfitted with the latest technology and faculty are trained and effective in its use. | EMPI 4 ACCJC III.C.3 Educause |
| **TCI 4** | **Technology Approval and Purchasing** Ensure all technology is evaluated for effectiveness and efficiency, follows district and college standards. Maintain a reasonable refresh cycle of all technology related items. | ACCJC III.C.2 Educause |
| **TCI 5** | **Technology Procedures and Processes** Create and maintain the College’s Technology Procedure manual. This document is available to existing faculty and staff and is also provided to new employees during the on-boarding process. | ACCJC III.C.5 |
| **TCI 6** | **Culture of Evidence, Planning, Innovation, and Change** We continually build, strengthen, and advance the College’s planning culture and strategies around evidence-informed and governance structures to create significant positive change. | ACCJC I.B |
| **TCI 7** | **Promote Technology** We value the role that technology plays in reducing barriers to learning, the innovative ways to deliver instruction, accommodating student learning styles and enhancing the administrative aspects of serving the college community. | EMPI 1 ACCJC III.C.2 Educause |
| **TCI 8** | **Accessibility and Equity** Create a culture of equity among all students and employees. This includes students and employees with disabilities or those who may interact with the college at a distance. By ensuring all technology offerings are available in multi-modalities and accessible, along with virtualizing classrooms and lab computers, we can offer students an equitable learning experience. | Section 508 WCAG AA 2.0 |

\*TCI = Technology Committee Initiative

# Resource Allocation Processes

### Coastline Budget Allocation Cycle



The above diagram outlines the budget allocation prioritization process, which begins with the Program and Department Review. Through the review process, initiatives are developed to facilitate change. Initiatives use evidence (i.e., outcomes assessment, internal research, and/or external research) to support change and are aligned with the College Mission and College Goals and Educational Master Plan Objectives.

Initiative(s) that require resources outside of the program or department budget’s capacity are forwarded to the respective Wing Planning Council. The Wing Planning Councils collectively review all prioritized requests to prioritize and determine any external funding sources that may be applicable to procuring the prioritized resources. The Wing Planning Council prioritized list of initiatives is forwarded to the Department of Institutional Research, Effectiveness, and Planning and are compiled into a comprehensive list.

The technology and facilities related request, along with the comprehensive prioritization list, are forwarded to the Facilitates, Safety, and Sustainability Committee (FSSC) and the Technology Committee (TC) to ensure that the requests are feasible and align with the Facilities Master Plan and the Technology Master Plan.

The Wing chairs meet to review the prioritized initiatives to determine if any overlap if integration exists. Once the integration assessment is conducted, the final list of prioritized requests is compiled and sent to PIEAC for prioritization.

### Technology Project Prioritization

When a technology project is approved / recommended by the College President at College Council it is then placed into prioritization with the Coast Community Colleges IT department.

Projects are prioritized based on a scoring matrix that is evaluated and scored by the following groups: Coastline College, Golden West College, Orange Coast College, the CCCD District office and the CCCD Chancellor. Each of these five scoring groups has equal voting power (20%) in the overall prioritization process. Each of the five scoring groups can have as few as one or as many as twenty members participate in the review and scoring of projects, except for the Chancellor who votes solely for his/her group. Regardless of the number of members assigned to score for a particular group, their individual scores are averaged among the group and provide only a 20% overall weight towards the prioritization outcome.

Due to this scoring practice, Coastline College has allocated two members to score projects for prioritization, the College President and Coastline’s Director of IT, Academic and User Support. By limiting the number of scoring members, we can ensure that our average percentage is more accurate based on the voting criteria and aligns with the College initiatives and goals.

Coastline’s Director of IT, Academic and User Support scores the matrix based on the collective opinions of the Coastline Technology Committee and PIEAC prioritization discussions.

***The current project prioritization matrix includes the following items, descriptions and scoring weights:***

|  |  |
| --- | --- |
| **Required Service/Product** | |
| * Mandate (campus, district or state) - President or Chancellor * Required to meet legal, compliance or regulatory * Impacts core/foundational service * Other services/products depend on it | (0) None are true (3) One is true (6) Two are true (9) All are true |
| **Strategic Alignment** | |
| * Campus Initiatives: Strategic Priorities/Master Plan /Technology Plan * District-Wide Initiatives: Strategic Priorities/Master Plan /DCC Strategic Technology Plan * Program Review: Program/Department conditions support the need * Educational Innovation | (0) Aligns with none (3) Aligns with one (5) Aligns with two (7) Aligns with three (9) Aligns with all |
| **Value to "Constituents"** | |
| * Constituents are users of the service/product and could be students, staff, faculty, other services; project that are funded. (Impact: Classroom Instruction, Department, College, or District Wide?) * Leverage Potential - Multiplier effect: | (0) Little value (3) Some value (6) Good Value (9) Essential / Critical |
| **Importance to Risk Mitigation** | |
| * Risk and complexity assessment * Would the campus or constituent be exposed to a risk or impact if the service or products are not offered? | (0) Little risk (3) Some risk (6) Much risk (9) High risk / Critical |
| **Financial Analysis** | |
| * Full Disclosure of Costs and Funding Source - includes implementation, maintenance costs, and budget. * Demonstrates long term or short term cost savings. * Demonstrates a return on investment. * High probability of quick results | (0) All costs unknown (3) Some costs known (6) Many costs known (9) All costs known |
| **Requirements Analysis** | |
| * 100% completion of the Project Request form * Schedule * Scope * Cost Analysis * Resources | (0) None (3) Initial (6) Preliminary (9) Final |
| **Emergency Project** | |
| * Required to meet legal, compliance, regulatory, or mandate (campus, district or state) * Would the campus or constituent be exposed to a risk or impact if the service or product is not offered? * Considerable finical impact | (0) None are true (3) One is true (6) Two are true (9) All are true |

# IT, Academic and User Support Department

The IT, Academic and User Support Department is employed by Coast Community College District and serves the needs of Coastline College. The current department makeup is one (1) IT Director, four (4) full-time technicians and one (1) part-time technician. An Academic and User Support technician is located on each the college’s four campuses and support the following equipment and services:

### Academic and User Support Functions

|  |  |
| --- | --- |
| **Administrative Technology Support** | **Alignment** |
| The Academic and User Support team assures that technology resources at all locations where Administrative and Student services are offered is implemented and maintained to assure reliable access, safety, and security. | ACCJC III.C.1 ACCJC III.C.3 |
| **Academic Technology Support** | |
| The Academic and User Support team assures that technology resources at all locations where courses or programs are offered is implemented and maintained to assure reliable access, safety, and security. | ACCJC III.C.1 ACCJC III.C.3 |
| **Computing and Infrastructure Refresh Cycles** | |
| The Academic and User Support team continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support the College’s mission, operations, programs, and services. | ACCJC III.C.2 |
| **Printing Services** | |
| The college currently supports 243 printers or scanners. Most of these printers are used for administrative purposes with a few dedicated to student printing. Coastline currently contracts some of this service to MRC (<http://www.mrc360.com/>)  Coastline is currently implementing a student printing system called GoPrint from ITC Systems (<http://itcsystems.com/>). This service will allow us to offer printing to students for a nominal fee. The proceeds will be used for printing supplies and maintenance. | ACCJC III.C.2 |
| **Conference Room Technology** | |
| The Academic and User Support team supports and maintains Coastline College’s conference spaces and event venues. Conference rooms contain either projectors or larger format monitors, laptops and some also contain audio systems. Some of the college’s larger venues contain larger projectors and more complex lighting, control and video recording systems. |  |
| **Digital Signage and Wayfinding** | |
| As Coastline continues to add services and locations, we are growing and standardizing our digital signage and wayfinding technology. Coastline currently supports 5 digital signage displays with plans to expand to approximately 12 units within the next year. |  |
| **Security Cameras** | |
| Coastline assists the Coast Community College District and the Coastline Security office in the installation and maintenance of campus security cameras. |  |
| **Telecommunication and VOIP** | |
| Coastline assists the Coast Community College District in the installation and maintenance of campus telephones and VOIP technology. |  |

# Short and Long Term Technology Goals

|  |
| --- |
| **Short Term** |
| Accreditation document organization. Including naming conventions, keyword searching across documents, and all documents in one place. Make documents accessible and searchable for seven years and then archived |
| Create a review process that is responsive, rather than waiting for the next Technology Committee meeting 1 to 2 months in the future. Provide feasibility assessments in a timely manner to any program/department requests, initiative trainings. |
| Compile a list of webinars, conferences, websites that model and focus on emerging technologies. Encourage members of the technology committee to be more informed and bring back ideas to the committee. |
| Improve and simplify desktop (lab & classroom) imaging process. Current process is too resource (staff) intensive and creates scheduling issue between semesters. |

|  |
| --- |
| **Long Term** |
| Ensure college wide implementation and utilization of technology. And foster ongoing training. |
| Investigate the development and use of an augmented reality app for students to navigate College Center. |
| Use 360 cameras to video record College Center and the learning centers. Post on our website. Prospective students, new faculty, new staff can get a virtual 360 tour of all our facilities. |
| Implement Application Streaming so all students can benefit from an equitable experience. |
| Increase virtualization of classroom PC’s to Virtual Desktop Infrastructure (VDI) |

# Technology Projects and Initiatives – 2018/19

|  |  |
| --- | --- |
| **Short Term** | **Status** |
| Implement GoPrint Pay to print system. Installed and operational. | Completed |
| Install cloud based VoIP phone system to replace aging Avaya phone system. | Completed |
| Create a list of computers available for new hires at Coastline.  Update / review the list annually. Expand list to include other items as needed. | Completed |
| Create a listing for all students, staff, and faculty can get information regarding what software is available to them (Adobe CC, Office 365, etc.). Include instructions how to get it, login, help and support. | In Progress |
| Increase and simplify Digital Signage across all campuses | In Progress |
| Coastline College Website Conversion. Coastline College is currently migrating their existing website to use Cascade CMS from Hannon Hill to improve student outreach, conversion and retention. | In Progress |
| Implement theft protection on all mobile technology. In an effort to minimize risk associated with data loss or theft, Coastline will be implementing theft protection software on all mobile technology for the purpose of recovery and data destruction. | In Progress |
| Working with the Coast District, Coastline will be migrating all Exchange email functionality to the cloud. This migration will include all email and calendaring functions. | In Progress |