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Introduction

Technology, in all its forms, plays an ever-increasing role in the instructional and operational areas of Los Medanos College (LMC). Proper planning for the allocation and use of technology resources is critical for the long-term support of student learning and institutional effectiveness at the college. This Strategic Plan is designed to provide guiding principles and directions not only for the term of the plan (2012 to 2017), but well beyond. By separating out an Implementation Grid (Appendix A) from the main body of the text, this plan can be modified in the long-term to accommodate trends in use of technology in the classroom and administration of the college. Short-term needs that have been identified through the planning and review process will be documented in the Implementation Grid.

Background

In 2001, Los Medanos College developed its first draft of a technology plan. The plan was updated in 2006-2007. In 2008, the Shared Governance Council (SGC) tasked the LMC's Technology Advisory Group (TAG) to update the plan. At that time (2009), a draft was created, but was never fully reviewed by the various campus constituencies and, as a result was adopted only on an unofficial basis. The work of updating the plan became a continuing task for TAG with this version of the plan which was started in late 2010 and passed through the review process in fall semester, 2015. This version of the plan took a different approach in the structure of the plan. The primary difference is that the body of the plan has been developed to be truly strategic and long-term, thus requiring less major updates in the future. More task-related items are contained in an implementation grid which can be more readily updated on an as-needed basis and will be updated at least annually.

Los Medanos College Mission

Los Medanos College is a public community college that provides quality educational opportunities for those within the changing and diverse communities it serves. By focusing on student learning and success as our first priorities, we aim to help students build their abilities and competencies as life-long learners. We create educational excellence through continually assessing our students' learning and our performance as an institution. To that end, we commit our resources and design our policies and procedures to support this mission.

Los Medanos College's Technology Advisory Group

LMC's Technology Advisory Group (TAG) was established in 20XX by the Shared Governance Council (SGC). The Group consists of members of the student, faculty, classified staff, and management constituencies. TAG members are appointed by the various shared governance bodies of the constituencies – student members by the Los Medanos College Associated Students (LMCAS), faculty members by the Faculty Senate, classified staff by the Classified Senate and managers by the College

President. TAG meetings are open to all members of the LMC community and regular meetings are scheduled.

TAG investigates, discusses and provides guidance to the college on all aspects of technology. Topics addressed by TAG in the past include:

- Investigating the need for incorporating new or expanding and existing technologies. Examples are the development of a Macintosh computer user's plan and the expansion of LMC's wireless network;
- Obtaining feedback from campus constituencies relating to various topics such as emerging technologies and the current level of satisfaction with various areas of technology on campus;
- Developing and presenting policies for the implementation, use and maintenance of technology.

In fall of 2009, TAG was tasked by the SGC with updating the college's Technology Renewal Plan.

Los Medanos College's Information Technology & Services Department

The LMC Information Technology & Services Department (IT&S) takes a leadership role in assuring the campus is continually moving forward with regard to all aspects of technology. These include, but are not limited to:

- Working with campus entities in identifying, procuring, deploying and supporting campus computer hardware and software and other technology resources;
- Providing development of applications for campus use;
- Maintaining and updating the campus network and server infrastructures;
- Keeping the campus informed of emerging technologies.

In addition, IT&S maintains the college's Help Desk. Day-to-day help requests, technology purchases and application support are tracked through the Help Desk in conjunction with the District's trouble ticket system.

Commented [11]: Do we want to add anything about support for the LMS?

Planning and Development Process for the Technology Strategic Plan

In 2009, TAG was tasked with updating LMC's Technology Renewal Plan. At that time, the current Technology Renewal Plan was unofficially adopted as an interim document with the intent to develop a completely new Technology Strategic Plan to replace the Technology Renewal Plan after its expiration in 2012. TAG started work on the current version of the plan in spring of 2010 with the development of technology goals and the creation of the implementation grid. Over the course of several meetings, the goals and grid were developed using a consensus model for approval. Once the structure and content of

implementation grid were complete, the text of the Plan was created, discussed and modified using the consensus model of approval.

Much of the work on the Plan was performed off-line using the District's InSite portal. Through the InSite portal, members of TAG were able to collaboratively work on the Plan and make suggestions or changes outside of regularly scheduled meetings. These changes could then be reviewed and accepted or deleted during discussions in regular TAG meetings.

Once completed by TAG, the Plan was presented to the College constituency groups – LMCAS, Faculty Senate, Classified Senate, and President's Council and Cabinet. After compiling and incorporating comments from the constituency groups, the Plan was presented to SGC for final approval.

Los Medanos College Technology Goals

Technology goals for LMC have been developed by TAG to support educational and administrative goals as outlined in the college's Mission and Educational Master Plan. The current set of technology goals were created using the goals stated in the Technology Renewal Plan 2009-2012 as starting points. The goals presented here have been refined and expanded to be truly long-term.

Student Access

The goal of providing student access is to provide resources – software, hardware, supporting infrastructure, etc. – that meet the course-related needs of all students. Student access includes services available in a secure method both on-campus and off-campus from Internet-connected computers and other devices. The following are areas covered under student access:

- Campus computer labs with up-to-date and relevant software to be used for course-related work;
- A wireless network that provides access throughout the Pittsburg and Brentwood campuses;
- Access to a learning management system for access to fully online and hybrid courses and online supplements to face-to-face courses;
- Off-campus access to support services such as admissions, registration, financial aid, counseling, library resources, and transcripts;
- Compliance with Section 508 to the fullest extent possible.

Instructional Technology

The instructional technology goal's primary function is to assure that technology provided for instructional use at the college is up-to-date and serves the needs of the students and employees of the college. In addition, relevant training on existing technologies and soon-to-be-implemented technologies will be planned for and delivered.

- Planning for the use, maintenance, upgrading and support for the various hardware required to support the instructional activities on both campuses;

- Investigate emerging technologies with the goal of determining the viability of these new technologies at LMC;
- Develop and deliver training that is relevant to existing and soon-to-be-implemented technology to support the delivery of instruction using technology;
- Develop and maintain policies and procedures to assure that hardware and software used for instruction remains suitable for the purpose for which it is used.

Administrative Computing

For administrative computing, the focus is on providing planning and implementation of technology for administrative purposes and general support of the campus. As with all goals, institutional effectiveness is a primary concern with administrative computing.

- Develop processes and procedures for the development of specialized applications to support administrative computing needs;
- Develop and maintain standards for technology-related hardware and software used for administrative purposes that include purchasing, installation, support, and replacement;
- Maintain competitive contracts with outside vendors to assure that the most economic pricing for hardware, software and technology-related services;
- Ensure that policies and processes are in place to provide reliable service and support of college technology.

Technology Infrastructure

Technology infrastructure includes the campus local area network, servers, wide area network connections to the District Office and other services such as backup and disaster recovery. Reliable function of the college's technology infrastructure is critical to all of LMC's instructional and administrative functions.

- In conjunction with District IT, develop and maintain standards for networking equipment (wireless, local area network, wide area network, and Internet connectivity) and services to ensure that the network connectivity needs of the campus are needed;
- Through network monitoring and management, assure that our campus network and Internet connections are used efficiently and not open to compromise by malfeasance;
- Assure that server infrastructure, both physical and virtual, meet the needs of the campus and that standards are created and implemented to assure planning, maintenance of, and replacement of LMC's servers;
- Assure that student and administrative computer workstations meet the needs of users through the development and implementation of a computer workstation replacement schedule;
- Develop, implement, and maintain backup and disaster recovery plans to ensure continuity of services in the event incidents ranging from accidental data loss to a major disaster.

Technology Support

Technology support covers the resolution of day-to-day trouble tickets as well as major projects such as updates to student computer labs and computer-based classrooms and deployment of new computers based on replacement schedules. Maintenance of the college's technology infrastructure is also the responsibility of the technical support staff. Adequate support for technology is required for the continued functioning of all instructional and administrative functions at the college.

- Assure that an effective and responsive Basic Help Desk is maintained in order to deliver timely and efficient support to both college campuses;
- Assure that there is a process for the timely escalation for issues that are beyond the ability of the Basic Help Desk;
- Staffing levels, both classified staff and management, are evaluated annually and levels are maintained to adequately support campus needs.

Digital Communications

Digital communications play an ever-increasing role in the instructional and administrative functions of the College and are used to facilitate the flow of information between constituencies both on and off-campus. This area is constantly evolving and must be continually assessed and refreshed.

- Implement unified communications to integrate voice-mail, e-mail, and emerging technologies;
- Continually investigate emerging communications technologies to determine their usefulness for instructional and administrative purposes;
- Centralize communication from the campus using the District's InSite portal, student's InSite e-mail and the Office 365 e-mail accounts that are available for all District employees;
- Maintain the college's web site with current information as a communication tool for providing information about the campus, its services and instructional and administrative departments;
- Develop and maintain infrastructure to provide time-sensitive notifications through multiple media channels in the event of emergencies.

Professional Development

Professional development for faculty and classified staff is critical to the effective delivery of instruction using technology and the functioning of administrative services in both Pittsburg and Brentwood. In conjunction with LMC's Professional Development Advisory Committee (PDAC), needs for professional development in all areas related to technology will be assessed, planned and delivered.

- Ensure that adequate resources - both staffing and funding – are made available to fulfil the technology-related professional development needs of the College;
- Ensure that sufficient training opportunities for faculty on the use of technology resources for the delivery of curriculum;
- Ensure that sufficient training opportunities for training all employees in the use of productivity technologies (Microsoft Office suite, CCCCD's InSite portal, Colleague, etc.);

- Regularly evaluate and identify training requirements for the use of instructional technologies by both students and faculty and design and implement training programs to meet these needs;
- Annually evaluate the need for professional development related to technology.

Ongoing Planning, Implementation and Evaluation

To facilitate continued improvement and to keep up with changes in technology, a cycle of planning, implementation, and evaluation will be followed.

Ongoing Planning

Technology is continuously changing and evolving, ongoing planning will be essential to providing tools and services that the college and its students require to be successful in meeting their goals. Through coordination with the College's student groups, academic and administrative departments, and management, and TAG, the IT&S department will identify new technologies and areas of interest that have the potential to increase institutional effectiveness, instruction and, as a result, student success.

Ongoing planning will include the following:

- Continuous planning to ensure that goals related to infrastructure and professional development will be met;
- Examination of emerging technologies for use in instructional and administrative areas and planning to implement those to be adopted;
- Providing forward-looking cost projections to ensure that funding is available to support the regular evaluation and updating of campus technology;
- The continual evaluation of staffing levels to ensure that technology support, training and planning can be provided in a stable and reliable manner;

Implementation

Evaluation

Other topics here?

Appendix A – Technology Goals and Strategic Actions (The Grid)

The completed grid will be inserted here...

Appendix B - 5-year Technology Refresh Cycle

Appendix C - Technology Staffing Plan

Appendix D - Total Cost of Ownership Philosophy

Appendix E - Participants in the Planning Process

Name	Title	Association
Tawny Beal	Senior Instructional Manager	Management - Office of Instruction
Mike Becker	Technology Systems Manager	Management – Information Technology & Services
Curtis Corlew	Professor	Faculty - Art
Clint Ryan	Adjunct Professor	Faculty - Math
Michael Keane	Student	LMC Associated Students
Katherine Cullar	Administrative Assistant	Classified Staff - Outreach
Sharen McLean		Classified Staff – Brentwood Center
Camme Benzler	Senior Administrative Assistant	Classified Staff – Information Technology & Services & Library
Mary Oleson	Senior Administrative Secretary	Classified Staff - Office of College Advancement
Brianna Klipp	Student	LMC Associated Students
Kim Wentworth	Electronic Resource Librarian	Faculty - Library