



# Citrus College

## Technology Master Plan 2013 - 2017

### Annual Update 2014 -2015



# Table of Contents

<b>Background .....</b>	<b>3</b>
<b>Advisory Committee .....</b>	<b>4</b>
<b>Planning Overview .....</b>	<b>5</b>
<b>Planning Timeline for Annual Updates .....</b>	<b>6</b>
<b>Planning References for Technology Areas.....</b>	<b>7</b>
Technology Area One – Administrative Information Systems .....	7
Technology Area Two – Educational Technology .....	8
Technology Area Three – Network, Infrastructure and Telecommunications.....	8
Technology Area Four – Operations and Support Services .....	9
Technology Area Five – Web Environment and Social Media.....	9
<b>Factors Driving Information Technology Planning.....</b>	<b>10</b>
<b>2013-2017 Technology Goals.....</b>	<b>11</b>
<b>Technology Planning Objectives 2014-2015 .....</b>	<b>12</b>
1. Administrative Information Systems .....	12
2. Educational Technology.....	12
2. Network, Infrastructure and Telecommunications.....	13
4. Operations and Support Services .....	13
5. Web Environment and Social Media .....	13
<b>2013-2014 Technology Planning Accomplishments.....</b>	<b>14</b>
1. Administrative Information Systems .....	14
2. Educational Technology.....	15
3. Network, Infrastructure and Telecommunications.....	15
4. Operations and Support Services .....	16
5. Web Environment and Social Media .....	16
<b>Appendix A – Integrated Planning Goals and Objectives .....</b>	<b>17</b>
<b>Appendix B – Strength, Weakness, Opportunity Threat (SWOT) Analysis Detail .</b>	<b>26</b>
<b>Appendix C – Collegewide Technology Replacement Cycle.....</b>	<b>33</b>

---

## **Background**

Technology in the Citrus Community College District is an integral component of multiple aspects of learning, teaching and student support as well as the foundation and infrastructure for administrative and business processing. Students utilize technology to apply to the college, register for classes, and complete coursework. Faculty use technology to develop curriculum, obtain class rosters, input course grades and provide a distance-learning environment. Staff employ technology for purchasing, scheduling, managing student data, communicating, and managing their daily work. Managers rely on technology for data and statistical analysis to support planning and decision-making.

Citrus College focuses its technology resources on the implementation of available technology applications and support tools. Functional area managers and staff from student, instruction and administrative services partner with the Technology and Computer Services (TeCS) Department to plan and implement technology projects. The TeCS Department designs, installs and maintains the network infrastructure that supports the administrative and instructional technology on campus.

Technology is also integrated into many aspects of governance at Citrus College. The technology governance committee, the Computer Information Technology Committee (CTIC), develops policies and procedures related to technology and undertakes technology planning for the college. In addition to the CITC, the TeCS Department continues to have representation on many governance committees: Physical Resources, Fiscal Resources, Institutional Research, Educational Programs, and Steering. Also, the Chief Information Services Officer (CISO) attends the President's Cabinet Meetings and Board of Trustee meetings.

The Instructional Technology Committee was initiated in 2012-13. This committee is charged with reviewing trends, innovations, changes and needs for instructional technology and making recommendations to the Educational Program Committee and the College Information Technology Committee for plans, policies and procedures that guide the implementation of instructional technology at Citrus College.

## **Advisory Committee**

### **College Information Technology Committee**

The purpose of the College Information Technology Committee (CITC) is to develop, oversee, and review the implementation of campus-wide policy and planning efforts pertaining to the use of computers and information technology at Citrus College. The CITC will:

- Act as a focal point for input from all campus constituencies on computer and technology related issues.
- Act as a communication conduit for computer and technology related issues.
- Advise the Steering Committee on policy and planning matters pertaining to computer and technology use.

#### Composition of Committee

- Chief Information Services Officer (Chair)
- Network, Central Computing and Telecommunications Systems - Supervisor (Alternate Chair)
- Technology Operations and Support Services Supervisor (Alternate Chair)
- Director of Development and External Relations (or designee)
- Director of Fiscal Services (or designee)
- Director of Human Resources (or designee)
- Director of Institutional Research (or designee)
- Dean of Admissions and Records (or designee)
- Dean of Physical Science and Library
- Distance Education Supervisor
- Continuing Education Office Representative
- Library Representative
- Management Team Representative
- Supervisor/Confidential Representative
- Faculty Representative(s)
- Classified Representative(s)
- Associated Students of Citrus College (ASCC) Representative(s)

## Planning Overview

The Citrus College Information Technology Master Plan is the formal technology plan that not only guides the implementation of technology at the college, but also supports the Educational Master Plan and the Citrus College Strategic Planning Goals. The Information Technology Master Plan is included in the college Integrated Planning Manual and the Integrated Planning Model. The plan encompasses the development, management, operation, maintenance, and evaluation of the college technology infrastructure, administrative information systems, operations support, and management of web resources.

The College Information Technology Committee developed the first college-wide Information Technology Master Plan during the spring of 2009. The committee first conducted a SWOT (Strength-Weakness-Opportunity-Threat) analysis to understand current technology environment. The results from the SWOT analysis were integrated with the technology needs defined in the Educational and Facilities Master Plan and the college's Strategic Planning Goals to create the Information Technology Master Plan. That plan has guided technology planning for the college for four year from the 2009-10 to the 2012-13.

While that plan was intended to be a five-year plan covering 2009 - 2014, CITC undertook the development of a new plan one year early so that the Information Technology Master Plan is better positioned to respond to both the Strategic and the Educational Master plans. This second college technology plan will also be a four-year plan, guiding technology develop for 2013-2017. This plan was developed using the same SWOT analysis procedure as the first Information Technology Master Plan.

The Information Technology Master Plan is a living document designed to be reviewed and updated on a yearly basis. While the goals defined remain in place for the lifetime of the plan, the planning objectives will be updated on an annual basis. As projects are completed, as new priorities arise and as new technology options become available, the objectives contained in the plan will be updated to incorporate these new options to better meet the needs of the college.

To assist the TeCS Department in the implementation of the goals and planning objectives, the Information Technology Master Plan goals and objective are organized to meet the operational areas of the TeCS Department. Organizing the goals and objective in this manner leads to operational planning in the TeCS Department and thus the program review and budget planning for the department.

Once technology-planning objective are defined and prioritized via the planning process, the implementation of these resources is coordinated between the college-wide functional areas and the TeCS Department. This inclusive method allows the college to most effectively apply funding sources (general budget, instructional equipment, matriculation, construction, bond and grants) to comprehensively meet technology needs. To facilitate and coordinate this inclusive implementation method, long term planning for technology

infrastructure needs is included in other governance committees. The Physical Resources Committee coordinates long term planning for technology infrastructure needs. At these meetings multimedia, networking, telecommunications, and other technology needs are discussed including new construction, remodeling, and moving of technology resources and relocation of employees. The Construction Projects Committee manages the implementation of these major projects.

## **Planning Timeline for Annual Updates**

The Technology Master Plan is designed to be updated on a yearly basis. The Planning Timeline for Annual Updates outlines the major tasks that the CITC will undertake to support technology planning for Citrus College. This timeline is designed to integrate with the college's budget process. Technology strategies and objectives for the next fiscal year will be in place prior to the beginning of the budget process and will be available to make informed budget decisions. The timeline was update starting with the 2014-15 planning update moving the schedule of planning earlier in the year to better align technology planning with budgeting.

September/ October	Gather further data as needed and evaluate implementation of plan from current fiscal year. Update Planning Goals and Objectives for next fiscal year
November	Develop draft for annual updates to Information Technology Master Plan
March	Review draft for annual updates to Information Technology Master Plan
April	Finalize and approve updated for Information Technology Plan Master in next academic year. Next fiscal year budget requests made based on planning goals and objectives

## **Planning References for Technology Areas**

Technology planning at Citrus College must be responsive to multiple planning initiatives and directives. Technology planning is first responsive to college planning documents including the Strategic Plan and the Educational and Faculties Master Plan. During the planning period for this plan, the California Community College Chancellor's office Student Success innovative goals and objective will also provide direction for technology planning at Citrus. The goals from these plans that are related to technology are documented in this section.

### **Technology Area One – Administrative Information Systems**

#### College Strategic Plan: 2011 – 2016

- Focus Area Two – Student Support and Success
  - Goal 2.3 – Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.
    - Objective 2.3.3 - Utilize technology to assist students in completing programs, including degree audit, online counseling and online educational plans  
Plan 2011 – 2012, Implement 2012 – 2014
- Focus Area Three – College Resources
  - Institutional Goal 3.1 – Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resource management.
    - Objective 3.1.5 - Seek input from various constituencies on how to use current resources more efficiently  
Plan 2012 - 2013, Implement 2013- 2104

#### CCCCO Student Success Initiative 2.3

Develop and use centralized and integrated technology, which can be accessed through campus or district web portals, to better guide students in their educational process.

## **Technology Area Two – Educational Technology**

### College Strategic Plan: 2011 – 2016

- Focus Area Three – College Resources
  - Institutional Goal 3.1 – Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resource management.
    - Objective 3.1.2 - Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding online access to one’s own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology  
Plan 2011 – 2012, Implement 2012- 2104
  
- Focus Area Four – Learning Environment
  - Institutional Goal 4.1 – Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, lab, equipment/technology and parking adequate to meet the student needs.
    - Objective 4.1.1 - Continue to maintain and improve buildings and classrooms on campus with a focus on cleanliness and repairs. Keep classrooms and technical equipment up-to-date with new instructional technologies when appropriate.  
Implementation 2011 – 2012 and 2012 - 2013

## **Technology Area Three – Network, Infrastructure and Telecommunications**

### College Strategic Plan: 2011 – 2016

- Focus Area Four – Learning Environment
  - Institutional Goal 4.1 – Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, lab, equipment/technology and parking adequate to meet the student needs.
    - Objective 4.1.1 - Continue to maintain and improve buildings and classrooms on campus with a focus on cleanliness and repairs. Keep classrooms and technical equipment up-to-date with new instructional technologies when appropriate.  
Implementation 2011 – 2012 and 2012 - 2013



## **Technology Area Four – Operations and Support Services**

### College Strategic Plan: 2011 – 2016

- Focus Area Three – College Resources
  - Institutional Goal 3.1 – Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resource management.
    - Objective 3.1.2 - Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding online access to one’s own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology  
Plan 2011 – 2012, Implement 2012- 2104

## **Technology Area Five – Web Environment and Social Media**

### College Strategic Plan: 2011 – 2016

- Focus Area Three – College Resources
  - Institutional Goal 3.1 – Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.
    - Objective 3.1.1 - Make data needed for decision making readily available and easily accessible for broader understanding, including enhancing data used in program review and promoting communications and data sharing options within and across departments.  
Plan 2011 – 2012, Implement 2012- 2104
  
- Focus Area Five – Institutional Effectiveness
  - Institutional Goal 5.1 – Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.
    - Objective 5.1.1 - Make data needed for decision making readily available and easily accessible for broader understanding, including enhancing data used in program review and promoting communications and data sharing options within and across departments.  
Plan 2011 – 2012, Implement 2012- 2104

## Factors Driving Information Technology Planning

The CITC conducted a Strengths – Weaknesses – Threats – Opportunities (SWOT) analysis to examine the college’s internal technology environment in light of external factors. From this analysis, CITC identified areas to address in planning. The results of the SWOT analysis are presented in the table below. Details of the SWOT Analysis are presented in Appendix B.

SWOT		Internal Factors	
		Strengths	Weaknesses
External Influences	Opportunities	<p><b><u>Leverages</u></b></p> <ul style="list-style-type: none"> <li>- Social Media (L1)</li> <li>- Mobile Applications (L2)</li> <li>- Data Availability (L3)</li> <li>- Existing technology tools that are in place to meet demands of Chancellor’s Office Student Success Task Force (L4)</li> </ul>	<p><b><u>Constraints</u></b></p> <ul style="list-style-type: none"> <li>- Aging technology infrastructure (C1)</li> <li>- Access for students (C2)</li> <li>- Cost for student technology (C3)</li> <li>- Communication with students (C4)</li> <li>- Online tools for student use (C5)</li> </ul>
	Threats	<p><b><u>Vulnerabilities</u></b></p> <ul style="list-style-type: none"> <li>- Funding (V1)</li> <li>- Institutionalizing level of services supported by grants (V2)</li> <li>- Continually increasing requirements in areas such as state and federal reporting and data processing (V3)</li> <li>- Technology security (V4)</li> <li>- Accessibility (V5)</li> </ul>	<p><b><u>Problems</u></b></p> <ul style="list-style-type: none"> <li>- Infrastructure upgrades (P1)</li> <li>- Maintenance of hardware (P2)</li> </ul>

## 2013-2017 Technology Goals

The technology goals presented below represent the long-term goals for technology at Citrus College and provide a common basis for yearly technology planning. Each year, implementation strategies and objectives will be defined in support of the long-term technology goals.

<b>Technology Operational Area</b>	<b>Goals</b>
I. Administrative Information Systems	<ul style="list-style-type: none"> <li>A. Implementation of tools and applications to support the Student Success Initiative</li> <li>B. Implement technology tools and processes that improve the efficiency of staff work processes</li> <li>C. Implement new technologies to provide services to students in support of matriculation and educational goal achievement</li> <li>D. Implement tools and processes to meet state and federal regulatory obligations</li> </ul>
II. Educational Technology	<ul style="list-style-type: none"> <li>A. Establish a replacement cycle for classroom and lab technology equipment</li> <li>B. Support and implement approved recommendations from the Educational Technology Committee</li> </ul>
III. Network, Infrastructure and Telecommunications	<ul style="list-style-type: none"> <li>A. Establish a replace cycle for network and system infrastructure equipment</li> <li>B. Provide mobile access to data and services across the college</li> </ul>
IV. Operations and Support Service	<ul style="list-style-type: none"> <li>A. Improve training options for staff and students</li> <li>B. Provide recommendations and training to expand and improve use of technology tools to support staff and faculty</li> </ul>
V. Web Environment and Social Media	<ul style="list-style-type: none"> <li>A. Update the student portal from current Banner default to Citrus focus portal</li> <li>B. Use Social Media to improve communications with students and staff</li> </ul>

---

## Technology Planning Objectives 2014-2015

---

### Technology Planning Objectives 2014-2015

#### *1. Administrative Information Systems*

**Goal 1A:** Implementation of tools and applications to support the Student Success Initiative

- Expand and tailor the Degree Works Degree Audit and Student Education Planning tools for counselor use with Citrus College students
- Expand use of Student Education Planning tools for student use

**Goal 1B:** Implement technology tools and processes that improve the efficiency of staff work processes

- Support the implementation of the Ellucian Fiscal module including HR updates. Project is scheduled to begin July 2014 with a go-live date of July 1, 2015.
- Begin addition of non-credit data to annual program review online reports
- Continue to work with Institutional Research and the Program Review Committee to update program review data available online
- Expand availability of SLO data online
- Support investigation by HotShot into options for tools to automate data collection for SLOs
- Automate positive attendance collection for Student Services workshop using hand-held collection devices

**Goal 1C:** Implement new technologies to provide services to students in support of matriculation and educational goal achievement

- Update student information pages on web site to improve access to policies, procedures and services available in Student Services
- Implement portal applications for Banner WingSpan and Blackboard
- As electronic transcripts become available from the Chancellor's office, implement available tools and processes for Citrus College

#### *2. Educational Technology*

**Goal 2A:** Establish a replacement cycle for classroom and lab technology equipment (defined in Appendix B)

---

## **Technology Planning Objectives 2014-2015**

---

- Continue development of a multiyear replace cycle that integrates with Academic Affairs instructional technology resources needs for classrooms and labs. Work with Academic Affairs and Fiscal Services to identify means for financing defined needs.
- Support implementation of lecture capture software and technology as recommended by the Instructional Technology Leadership Team.

### ***3. Network, Infrastructure and Telecommunications***

**Goal 3A:** Establish a replace cycle for network and system infrastructure equipment

- Continue development of a multiyear replace cycle for campus wide technology infrastructure. Include options for replacement and expansion of network. Work Fiscal Services to identify means for financing defined needs.

**Goal 3B:** Provide mobile access to data and services across the college

- Implement mobile applications in support of Banner WingSpan and Blackboard
- Based on recommendations from Working Group on classroom safety, work with Academic Affairs, Facilities and Fiscal Services to implement new safety communication technology in classrooms

### ***4. Operations and Support Services***

**Goal 4A:** Improve training options for staff and students

- Continue development of procedures for departments, divisions and individuals to request focused training

### ***5. Web Environment and Social Media***

**Goal 5A:** Update the student portal from current Banner default to Citrus focus portal

- Develop and pilot new Banner SharePoint portal for both student and staff use

**Goal 5B:** Use Social Media to improve communications with students and staff

- Develop policies for web and social media use. Coordinate Facebook pages from all areas across college for integrated communications.

---

## 2013-2014 Technology Planning Accomplishments

---

### 2013-2014 Technology Planning Accomplishments

#### *1. Administrative Information Systems*

**Goal 1A:** Implementation of tools and applications to support the Student Success Initiative

- Complete implementation of Degree Works Degree Audit tool for counselor use with student
- Develop and pilot Degree Works Student Education Planning tool for full implementation in fall 2014

Results for 2013-2014

- All counselors trained in Degree Works audit tool
- Counselors using tool on regular basis each week in pilot mode to develop procedures for using degree audit in student counseling sessions
- Catalogs scribed for 2012-13 and 2013-14 academic years

**Goal 1B:** Implement technology tools and processes that improve the efficiency of staff work processes

- Add non-credit data to annual program review online reports

Results for 2103-2014

- Defined data collection parameters for non-credit in Spring 2014. Data to be available for 2014 Instructional Reviews in August 2014.

- Automate positive attendance collection for Fine and Performing Arts Department using hand-held collection devices

Results for 2103-2014

- Fine and Performing Arts piloted hand-held collection devices during summer session 2013 (Banner 201340). Faculty determined that devices were not suitable for their courses.
- Plan to use for Counseling data collection starting summer 2014.

**Goal 1C:** Implement new technologies to provide services to students in support of matriculation and educational goal achievement

- Provide online option for students to submit changes to define program of study and completion goals including self-services page on web and verification page completed at term registration

Results for 2103-2014

- Finalized list of all programs of study in Spring 2014. Implemented list in Open CCCApply application starting in May 2014.

---

## 2013-2014 Technology Planning Accomplishments

---

- Online option for student submission of program of study to be implemented for Fall 2014 (Banner 201520 term) registration

### ***2. Educational Technology***

**Goal 2A:** Establish a replacement cycle for classroom and lab technology equipment

- Develop a multiyear replace cycle that integrates with Academic Affairs instructional technology resources needs for classrooms and labs. Work with Academic Affairs and Fiscal Services to identify means for financing defined needs.

Results for 2103-2014

- An eight year replace cycle covering all areas of technology on campus (see attached chart Appendix C) developed to define realistic replacement cycles.
- Working with VP Financial and Administrative Services to define appropriate funding sources for each replace areas.
- Implementation of replacement cycle will begin with one time funds available at end of fiscal year 2013-14.

### ***3. Network, Infrastructure and Telecommunications***

**Goal 3A:** Establish a replace cycle for network and system infrastructure equipment

- Develop a multiyear replace cycle for campus wide technology infrastructure. Include options for replacement and expansion of network. Work Fiscal Services to identify means for financing defined needs.

Results for 2103-2014

- An eight year replace cycle covering all areas of technology on campus (see attached chart Appendix C) developed to define realistic replacement cycles.
- Working with VP Financial and Administrative Services to define appropriate funding sources for each replace areas.
- Implementation of replacement cycle will begin with one time funds available at end of fiscal year 2013-14.

**Goal 3B:** Provide mobile access to data and services across the college

- Implement Banner mobile applications for student registration support.

Results for 2103-2014

- Investigated options for mobile applications providers.
- Identified potential vendor to provide mobile access for multiple applications starting initially with Banner WingSpan and Blackboard access.

---

## 2013-2014 Technology Planning Accomplishments

---

- Working to define funding sources to allow implementation in Fall 2014.
- Upgrade college website to next version, which enables web pages to adapt to mobile devices.  
Results for 2103-2014
  - Website upgrades developed with dynamic sizing in Spring 2014.
  - Will transition to new format in Summer 2014.

### ***4. Operations and Support Services***

#### **Goal 4A:** Improve training options for staff and students

- Develop procedures for departments, divisions and individuals to request focused training  
Results for 2103-2014
  - Held discussion with Distance Education Coordinator to coordinate training.
  - Project to continue in Fall 2014.

### ***5. Web Environment and Social Media***

#### **Goal 5A:** Update the student portal from current Banner default to Citrus focus portal

- Develop and pilot baseline Banner Luminous portal in preparation for release to production in fall 2014  
Results for 2103-2014
  - Ellucian to replace Luminous portal with SharePoint portal in December, 2104.  
Updated contract with Ellucian to replace Luminous with SharePoint portal.
  - New technology advantageous to Citrus College as staff in TeCS already have training and experience with SharePoint platform.
  - Implementation of portal to begin in Winter 2015 for piloting in Spring 2015.

#### **Goal 5B:** Use Social Media to improve communications with students and staff

- Develop policies for web and social media use. Coordinate Facebook pages from all areas across college for integrated communications.  
Results for 2103-2014
  - Work on policies to take place in Fall 2015.
  - Will coordinate efforts with External and Government Relations staff who will be expanding college social media usage.



# Appendix A – Integrated Planning Goals and Objectives

**Appendix B – Strength, Weakness, Opportunities and Threats  
(SWOT) Analysis Detail**

## **Appendix B – Strength, Weakness, Opportunities and Threats (SWOT) Analysis Detail**

A S.W.O.T Analysis (Strength-Weakness-Opportunity-Threat) identifies and analyzes the strengths, weaknesses, opportunities and threats an organization faces in the near and short/long term depending upon organizational goals and objectives

Step 1 – Look at internal factors, strengths and weaknesses of an organization

- Strengths - Positive tangible and intangible attributes, internal to an organization that are within the organization's controls
- Weaknesses - Factors that are within an organization's control that detract from its ability to attain the desired goal and which the organization can improve

Step 2 – Look at external factors, opportunities and threats that exist in the external environment

- Opportunities - External attractive factors that represent the reason for an organization to exist and develop and which will propel the organization. Opportunities are potential future strengths.
- Threats - External factors, beyond an organization's control, which could place the organization mission or operation at risk; items are often classify them by their "seriousness" and "probability of occurrence". Threats are potential future weaknesses.

Step 3 – Review your SWOT matrix with a view to creating an action plan to address each of the four areas. Pair and internal with an external factor to define areas for action

- Leverages (Strengths + Opportunities) "Positional advantage; power to act effectively" when internal strengths combine with external opportunities
- Vulnerability (Strengths + Threats) "Susceptible to injury or penalties; insufficiently defended; liable to succumb to temptation" when external threats combine with internal strengths
- Constraints (Weakness + Opportunities) "The state, quality or sense of being restricted to a given course of action or inaction" when external opportunities combine with internal weaknesses
- Problems (Weakness + Threats) "A question or situation that presents uncertainty, perplexity, or difficulty" when external threats combine with internal weaknesses

## Step 1 Internal Factors

**Analyze Strengths** Positive tangible and intangible attributes, internal to an organization, that are within the organization's control.

### **Facilities**

Excellent facilities  
New facilities

### **Fiscally Sound**

Finances  
Planning linked to budget  
Not on watch list

### **Good Collaborative Work (Team Work)**

Culture of cooperation amongst departments  
More group interaction for reporting

### **Improved Decision Making Data**

#### **Analysis and Reporting**

Technology for MIS reporting improved  
Research office provides data and data analysis

#### **Improved ERP Processing**

Better understanding of Banner Waitlist Implementation  
Fine tuning of Banner processes

### **Increase online Presence**

Online services reduce redundancy  
Presentence in Facebook, Twitter  
Increasing online access (Students/Faculty)  
Online work order system  
Multiple online services for students (Library, BB, Wingspan)  
Parking permits online (Winter 13)

### **New Funding Sources**

New grants  
Active pursuits of grants facilitate student success  
New connections via Foundation  
New Management (Dean of A&R & Financial Aid Director)

### **Positive Brand**

Accredited  
No recent negative P.R.  
Campus climate: Facilities, Attitude, and Spirit

### **Preparedness Emergency/Communication**

Automated emergency contract system and communication

### **Staff Skills**

Tech savvy staff  
TeCS Staff  
Dedicated employees

### **Strength in Classroom Technology**

Dedication to classroom technology  
Technology infrastructure

### **Strength in Programs**

Industry partnerships (CTE)  
Successful academic and CTE Programs  
STEM effort

### **Student Completion Focus**

High student success and graduation rate  
Student focus  
Keeping Winter Intersession

### **Student Technology**

Students are very tech savvy

### **Virtual Technology/New**

#### **Technology/Green Technology**

Progression of the virtualization of technology resources

## Step 1 Internal Factors

**Weakness** Factors, that are within an organization's control, that detract from its ability to attain the desired goal and which the organization can improve

### **ADA Access Inability to Meet Rules**

ADA access accommodations

### **Changing Hiring Practices**

Difficulties filling vacant positions

Difficulties hiring professional experts

Human Resources hiring structure

Support for employment changes/ hiring

### **Classroom Technology Support**

Direct technology support for classrooms

Reliance on classroom technology makes it difficult to adjust to broken equipment

### **Computer Lab Usage/Student Access to Technology**

Availability of technology to students (lab hours)

Lack of multiple computer labs for student use

Open computer labs are limited

### **Difficulty Communicating with Students**

Lack of consistent communication to students

### **Improve Shared Governance**

Lack of student input on discussions

Need more classified on shared governance

### **Job Description Limitations**

Ability to realign job descriptions to a new role

### **Lack of Automated Processes**

Automation of non-credit to Banner

Lack of Automation of processes

### **Lack of Funding End User**

Funding ended for Technology Infra Structure

Lack of Wi-Fi access

### **Lack of Funding Infrastructure**

Aging equipment

Aging server room

Securing dedicated funding for equipment replacement

### **Lack of Funding Instructional Equipment**

Budget crisis & limited ability to replace lost/broken equipment

Lack of equipment budgets

### **Lack of Integrated Enrollment**

#### **Management Plan**

Few course sections offered

Lack of integrated enrollment management plan

### **Limited Student Support Resources**

Dedicated program counselors are minimal

Equity/Availability of services for all students

### **Reporting Documentation**

Lack of continuity in report development

### **Resistance to Change**

Lack of innovative solutions

Lack of willingness/ability to consolidate services

Resistance to change

### **Staff Training/ Awareness of Technology Tools**

Lack of access to outside training & workshops

Lack of information about available & free products

Lack of staff/professional development

### **Staff Volume Decreasing**

Decreased support staff

Lack of staffing (TECS, etc.)

### **Sustainability of Programs (not able to institutionalize)**

Sustainability of programs when grant/funding goes away

## Step 2 – Analyze External Factors – Opportunities and Threats

**Opportunities** External attractive factors that represent the reason for an organization to exist and develop and which will propel the organization

- Availability of free textbooks
- Continuing education - options to CR
- Expanding social media (External Relations students arts)
- Use of Cloud for students
- Licensing for student software
- New devices changing learning methodology, access to websites/ technology BYOD (Bring Your Own Device)
- Open CCCApply
- SARS online counseling
- Share tools, RP data – data warehouse
- Technology – smart phones

**Threats** External factors, beyond an organization’s control, which could place the organization mission or operation at risk; items are often classify them by their “seriousness” and “probability of occurrence”.

- Accessibility
- Ellucian (Banner) changes
- Budget - Software maintenance & Expectations
- BYOD - Bring Your Own Device
- Campus resources - loss of funding
- Change in mission of community college
- College support personal
- Compliance issues, especially those that need immediate response
- Copyright
- External demand for accountability
- Growth (students)
- Openness of Data Mart (CCCCO)
- Outside groups requesting info
- Performance funding
- Repeatability – “family” course repeats
- Student success plan – categorical funding; clarification for reporting
- Security – Technology
- How to keep up with technology; selecting best tech for target
- Monitor “Citrus” brand
- Prop 30 – goes away
- Comparison reporting with Fed, 4-year public/private

### **Step 3 – Create Pairings of Internal vs External Factors**

Parings made from the four categories: (S) Strengths (W) Weaknesses (O) Opportunities (T)

#### **Leverages (Strengths + Opportunities)**

“Positional advantage; power to act effectively” when internal strengths combine with external opportunities

- (S) Students teen savvy + (O) Social Media / BYOD = Leverage
- (S) Online presence + (O) Social media = Leverage
- (S) Culture of cooperation among department + (T/O) Student Success task force = Leverage
- (O/T) Student Success task force + (S) Improving ERP process = Leverage
- (S) Improved ERP + (T/O) Social Media = Leverages

#### **Vulnerability (Strengths + Threats)**

“Susceptible to injury or penalties; insufficiently defended; liable to succumb to temptation” when external threats combine with internal strengths

- (S) Fiscal Accountability + (T) Prop 30/Budget = Vulnerability
- (S) Improved ERP + (T) External demand for accountability = Vulnerability
- (S) STEM Effort + (T) grant funded = Vulnerability
- (S) Improved ERP + (T) Changing ERP = Vulnerability

#### **Constraints (Weakness + Opportunities)**

“The state, quality or sense of being restricted to a given course of action or inaction” when external opportunities combine with internal weaknesses

- (W) Book costs + (O) Free Books = Constraint
- (W) Difficulty commuting with students + (O) Social Media = Constraint

#### **Problems (Weakness + Threats)**

“A question or situation that presents uncertainty, perplexity, or difficulty” when external threats combine with internal weaknesses

- (W) ADA accommodations + (T) Accessibility = Problem
- (W) Aging technology + (T) Threat + (T) Budget= Problem
- S(T) Budget + (W) Classroom technology support = Vulnerability

## Linking Pairings to Planning Areas and Goals

Technology Operational Area	Goals	SWOT Analysis Results			
		Levels	Constraints	Vulnerabilities	Problems
I. Administrative Information Systems	A. Implementation of tools and applications to support the Student Success Initiative	L4	C3/C5		
	B. Implement technology tool and processes that improve the efficiency of staff work processes	L3		V2	
	C. Implement new technologies to provide services to students in support of matriculation and educational goal achievement	L4	C3		
	D. Implement tools and processes to meet state and federal regulatory obligations	L3		V3	
II. Educational Technology	A. Establish a replacement cycle for classroom and lab technology equipment		C1	V1	P1/P2
	B. Support and implement approved recommendations from the Educational Technology Committee		V2		
III. Network, Infrastructure & Telecommunications	A. Establish a replace cycle for network and system infrastructure equipment		C1	V1	P1/P2
	B. Provide mobile access to data and services across the college	L1/L3	C2/C5		
IV. Operations and Support Service	A. Improve training options for staff and students	L3			
	B. Provide recommendations and training to expand and improve use of technology tools to support staff and faculty	L3/L4			
V. Web Environment and Social Media	A. Update the student portal from current Banner default to Citrus focus portal	L2	C2/C4/C5		
	B. Use Social Media to improve communications with students and staff	L1/L2	C2/C4/C5		



## Appendix C – Collegewide Technology Replacement Cycle

	# Computers	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7	Cycle 8
Lab Computer Systems	1011	\$ 171,100.00	\$ 213,150.00	\$ 192,850.00	\$ 194,750.00	\$ 161,300.00	\$ 208,000.00	\$ 208,000.00	\$ 201,900.00
Faculty Computers	165	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25	\$ 29,906.25
Staff, Management & Supervisors	322	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50	\$ 58,362.50
Server		\$ 124,800.00	\$ 109,400.00	\$ 79,700.00	\$ 56,400.00	\$ 54,700.00	\$ 61,350.00	\$ 76,200.00	\$ 52,000.00
Data Storage		\$ 126,000.00	\$ 39,600.00	\$ 126,000.00	\$ 36,000.00	\$ 131,000.00	\$ 41,000.00	\$ 26,000.00	\$ 130,000.00
Network Refresh		\$ 93,445.00	\$ 93,445.00	\$ 93,445.00	\$ 93,445.00	\$ 93,445.00	\$ 93,445.00	\$ 93,445.00	\$ 93,445.00
Podium & Projectors (31 per cycle)	155	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00
Wireless Access Points	112	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50	\$ 10,412.50
Mobile Devices Laptop, Tablets		\$ 15,062.50	\$ 15,062.50	\$ 15,062.50	\$ 15,062.50	\$ 15,062.50	\$ 15,062.50	\$ 15,062.50	\$ 15,062.50
<b>Total</b>	<b>1765</b>	<b>\$ 708,088.75</b>	<b>\$ 648,338.75</b>	<b>\$ 684,738.75</b>	<b>\$ 573,338.75</b>	<b>\$ 633,188.75</b>	<b>\$ 596,538.75</b>	<b>\$ 596,388.75</b>	<b>\$ 670,088.75</b>