Citrus College

Technology Master Plan
2013 - 2017

First Year
2013 -2014

Citrus College

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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 CITC 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 years 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 objectives 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 objectives are defined and prioritized via the planning process, the implementation of these resources is coordinated between the college-wide functional areas and the Technology and Computer Services Department (TeCS). 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.

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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.

Fall	Gather further data as needed and evaluate implementation of plan from current fiscal year. Update Planning Goals and Objectives for next fiscal year
January/ February	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 updates 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 (CCCCO) 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.

SWOT		Internal Factors	
		Strengths	**Weaknesses**
External Influences	Opportunities	**Leverages** - Social Media (L1) - Mobile Applications (L2) - Data Availability (L3) - Existing technology tools that are in place to meet demands of Chancellor's Office Student Success Task Force (L4)	**Constraints** - Aging technology infrastructure (C1) - Access for students (C2) - Cost for student technology (C3) - Communication with students (C4) - Online tools for student use (C5)
	Threats	**Vulnerabilities** - Funding (V1) - Institutionalizing level of services supported by grants (V2) - Continually increasing requirements in areas such as state and federal reporting and data processing (V3) - Technology security (V4) - Accessibility (V5)	**Problems** - Infrastructure upgrades (P1) - Maintenance of hardware (P2)

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.

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

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Planning Objectives 2013-2014

Implementation Objectives 2013 - 2014

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 students
- Develop and pilot Degree Works Student Education Planning tool for full implementation in fall 2014

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

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

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

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.

Planning Objectives 2013-2014
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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 with Fiscal Services to identify means for financing defined needs.

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

- Implement Banner mobile applications for student registration support.

- Upgrade college website to next version, which enables web pages to adapt to mobile devices.

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

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

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.

Appendix A

Integration of Objectives and Goals from

College Strategic Plan 2011-2016,
Accreditation Standards, and
Community College Chancellor's Office Student Success Initiatives

To Technology Master Plan

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	**Goals**			2013-2014	2014-2015	2015-2016		
		Focus Area One: Academic Excellence						
		Goal 1.1	Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.					
IV. Operations and Support Services	A. Improve training for staff and students	Goal 1.2	Citrus College will support teaching and learning with high quality professional development, ongoing student outcomes assessment, and thoughtful selection and application of technological support.				**III.C.1.b.** The institution provides quality training in the effective application of its information technology to students and personnel.	
II. Educational Technology	A. Establish a replacement cycle for classroom and lab technology equipment	Strategic Objective 1.2.1 Assigned to TeCS and VPAA	Establish equipment replacement cycles and training for innovative instructional technology.				**III.C.1.c** The institution systematically plans, acquires, maintains and upgrades or replaces technology infrastructure and equipment to meet instructional needs.	
III. Network, Infra-structure and Telecommuni-cations	A. Establish a replacement cycle for network and system infrastructure equipment							
				P	I			

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		
		Focus Area Two: Student Support and Success						
		Goal 2.1	Citrus College will ensure the long-term stability of the college by maintaining student enrollment.					
		Goal 2.2	Citrus College will strengthen programs and services that address the learning needs of students.					
I. Administration Information Systems	A. Implementation of tools and applications to support Student Success Imitative --------------------- C. Implement new technologies to provide services to students in support of matriculation and educational goal achievement	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.					**Chapter 2 – Strengthen Support of Entering Students** 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. **Chapter 3 – Incentive Successful Student Behaviors** 3.1 – Adopt system-wide enrollment priorities that (1) reflect the core mission of transfer, career and technical education and basic skills development; (2) encourage students to identify their educational objective and follow a prescribed path most likely to lead to success; (3) ensure access and the opportunity for success for new students; and (4) incentivize students to make process toward their education goals.

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		
I. Administrative Information Systems	A. Implementation of tools and applications to support Student Success Imitative ------------------ C. Implement new technologies to provide services to students in support of matriculation and educational goal achievement	Strategic Objective 2.3.3 Assigned to VPSS and TeCS	Utilize technology to assist students in completing programs, including degree audit, online counseling and online educational plans. 2011-2012 Planning 2012-2013 Implementation				**III.C.1.d.** The distribution and utilization of technology resources support the development, maintenance, and enhancement of its programs and services.	**Chapter 2 – Strengthen Support of Entering Students** 2.2 – Require all incoming community college students to: (1) participate in diagnostic assessment and orientation and (2) develop an education plan. 2.5 Encourage students to declare program of study upon admission, intervene if a declaration is not made by the end of their second term, and require declaration by the end of their third term in order to maintain enrollment priority. **Chapter 3 – Incentive Successful Student Behaviors** 3.2 – Require students receiving BOG Waiver Fee to meet various conditions and requirements (A) Identify a degree, certificate, transfer, or career advancement goal; (B) Meet institutional satisfactory progress standards to be eligible for fee waiver renewal; and (C) Have a transcript that reflects no more than 110 units, not including basic skills and ESL courses.
				I				

Technology Plan		Strategic Plan		Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals		2013-2014 | 2014-2015 | 2015-2016		

		Focus Area Three: College Resources			
III. Network, Infrastructure and Telecommunications	A. Establish a replacement cycle for network and system infrastructure equipment	Goal 3.1	Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.		**Chapter 6 – Revitalize and Re-envision Professional Development** 6.1 – Create a continuum of strategic professional development opportunities, for all faculty, staff, and administrators to be better prepared to respond to the evolving student needs and measures of student success.
II. Educational Technology	A. Support integration of technology in classrooms, teaching labs and online instructional environments based on curricular and instructional needs	Strategic Objective 3.1.2. Assigned to TeCS, VPAA & VPSS	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. 2011-2012 Planning 2012-2013 Implementation	**III.C.1.d.** The distribution and utilization of technology resources support the development, maintenance, and enhancement of its programs and services.	
			I		
I. Administrative Information Systems	A. Provide appropriate technology and work flow to support department and division processes and functions	Strategic Objective 3.1.5. Assigned to IR with VPFAS, HR and TeCS	Seek input from various constituencies on how to use current resources more efficiently. 2012-2013 Planning		
			I		

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		
		Focus Area Four: Learning Environment						
II. Educational Technology	A. Support integration of technology in classrooms, teaching labs and online instructional environments based on curricular and instructional needs	Goal 4.1	Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.					
III. Network, Infrastructure and Telecommunications	A. Provide reliable and secure technology services for voice, data and video services	Strategic Objective 4.1.1 Assigned to TeCS and VPFAS	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. 2011-2012 Implementation 2012-2013 Implementation				**III.C.1.c:** The institution systematically plans, acquires, maintains and upgrades or replaces technology infrastructure and equipment to meet instructional needs.	
V Web Environment	A. Provide tools for users to manage the content of their web pages ------------------ C. Provide an internet environment that provides the college with a current, accurate and relevant web presence	Strategic Objective 4.1.2 Assigned to VPSS, TeCS and VPAA	Improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized WingSpan page. 2011-2012 Planning 2012-2013 Implementation					**Chapter 2 – Strengthen Support of Entering Students** 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.
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Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		
III. Network, Infrastructure and Telecommu-nications		Strategic Objective 4.1.4 Assigned to VPFAS and VPAA	Improve safety standards in classrooms and offices on campus, such as the addition of panic buttons and/or telephones in all offices and classrooms.					
				P	I	I		

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		

		Focus Area Five: Institutional Effectiveness						
		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.					
I. Administrative Information Systems		Strategic Objective 5.1.1 Assigned to TeCS, IR, VPAA and VPSS	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. 2011-2012 Planning 2012-2013 Implementation				**III.C.1.a** Technology services, professional support, facilities, hardware and software are designed to enhance the operation and effectiveness of the institution. 2009 Recommendation 1. Over the last two years, the college has collected a significant amount of data for review and planning. In order to fully meet this Standard, the team recommends that the college build upon its existing processes and better integrate the use of data in program review, planning, budgeting, and decision-making. (Standards I.B.3, I.B.5, I.B.6)	
				I				
I. Administrative Information Systems	C. Provide a self-service reporting environment that allows users to dynamically gather and present information	Strategic Objective 5.1.3 Assigned to TeCS	Automate data collection for routine and repetitive tasks to enhance productivity whenever possible. 2012-2013 Planning					
				I	**I**			

Technology Plan		Strategic Plan					Accreditation Standards	CCCO Student Success Task Force
Technology Area	Goals			2013-2014	2014-2015	2015-2016		
Technology planning is integrated into college strategic plan and budget cycle.	All technology planning areas and goals.	Goal 5.2	Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.				**III.C.2** Technology planning is integrated with the institutional planning. The institution systematically assesses the effective use of technology resources and uses the results of evaluation as the basis for improvement. 2009 Recommendation 5 In order to meet standards, the team recommends that the college complete its stated goal in its comprehensive planning agenda to "demonstrate its commitment to continuous quality improvement through the updating and review of the effectiveness of the college's five major planning documents and be deliberate in utilizing the content with them in budget development." (Standards III.A.6, III.B.2.b, III.C.2)	

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 commutating 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
Total	1765	$ 708,088.75	$ 648,338.75	$ 684,738.75	$ 573,338.75	$ 633,188.75	$ 596,538.75	$596,388.75	$ 670,088.75