

2013-2016

Technology Plan

Updates to Initiatives - Dec 2014



MONTEREY PENINSULA
COLLEGE

**Goal 1:
Academic Accessibility & Success**

To provide students have access to classes, services, and support with a focus on their overall academic success.

Scope:

With declining enrollment and the current funding challenges that face MPC, it is imperative that efforts to enhance student accessibility and success are fully supported. It is necessary that adequate resources be provided to the Information Technology Department in order to support the technology-focused goals of the college.

Objective 1a – Enhance the Delivery and Support of Technology to MPC			
Initiative	Description	Measurable Outcomes	Dec 2014 Update
1.a.1 Implement help desk software for IT/AV	The system of using email distribution lists as a help desk solution provided very limited functionality and did not provide reporting capabilities. Using a cloud-based help desk management system will provide functionality for users, such as being able to track requests and reporting capabilities for managers.	By April 2014 fully implement the ITDirect module of SchoolDude. The implementation will include training for groups and individuals.	SchoolDude ITDirect module was implemented in April 2014. Since implementation over 2100 helpdesk requests have been logged and completed. Efficiency and effectiveness improvements are ongoing.
1.a.2 Develop mobile apps for institutional use	The development of mobile apps designed to support student access has been identified as a priority. This initiative will lend to the perception of technology modernization and will be focused on the current usage trends of students.	By the end of fiscal year (FY) 2014/15 have a mobile app in production that will allow students to view campus maps, class schedules and other information.	- Solutions such as Guidebook are being evaluated by I.T. New Timeline - APP in place for Spring '15 Graduation.

Objective 1.b – Enhance Distance Education Support			
Initiative	Description	Measurable Outcomes	Dec 2014 Update
1.b.1 Implement help desk software for Distance Education Support	Implement a focused help desk solution specifically for Distance Education/ Online support. The use of this system is designed to increase efficiency and responsiveness when responding to online help desk issues.	By December 2013 fully implement help desk solution to address Distance Education issues.	The helpdesk system for DE – Freshdesk – has been implemented.
1.b.2 Hire full time Instructional Support Technician	This position will directly support Distance Education and Online classes. This position will report to the Associate Dean of Instructional Technology and Development.	Fill position by July 2014	This position has been filled
Objective 1.c – Technology Support, Services and Training			
Initiative	Description	Measurable Outcomes	Dec 2014 Update
1.c.1 A feasibility analysis for centralizing and standardizing technology support	In addition to I.T. Technicians, MPC has decentralized model of technical support with Instructional Technicians assigned to several divisions. A Business Process Analysis should be	During FY 2013/14 Research and plan for a model of centralized technology support and services.	No update

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	<p>performed to determine if a centralized model of technical support, under the IT Department would enhance support, efficiencies, areas and hours of coverage and standardization.</p>	<p>During FY 2014/15 Perform independent Business Process Analysis FY2015/16 Transition to the model of support as recommended by the Business Process Analysis</p>	
<p>1.c.2 Increase technical proficiency and professional development</p>	<p>Technical training and professional development will be provided for IT personnel as well as other staff and faculty.</p>	<p>FY 13/14: Director, I.S. completes Project Management Professional (PMP) and CISO Certification FY 13/14: Net Engineers complete Hyper V training FY 14/15: Complete training for technicians on Windows 7/8 FY 14/15: Director, I.S. completes EDUCAuse leadership program FY 15/16: IT managers complete CISO certification. TBD: VMWare training and certification for IT staff January 2014: IT and the library</p>	<p>- Training in the Measurable Outcomes column has been completed or is ongoing.</p>

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		begin offering Lynda.com training to MPC faculty and staff	
1.c.3 Improve IT's use of best practices, planning and support	Develop a system of best practices and methodologies based on Project Manager Professional (PMP) and the Information Technology Infrastructure Library (ITIL). The benefits to the college will include technologies being planned and tested before being implemented.	Ongoing	- This is ongoing. IT has set aside the 1 st and 3 rd Friday afternoon of each month to train and work on processes.
1.c.4 Create a new computer/ network Acceptable Use Agreement (AUA)	This will provide an updated AUA to reflect current technology usage and needs. See <i>Appendix A: Policies</i> for draft.	By July 2014 develop a new AUA.	- Updated BP 3720 and AP 3720 has been submitted to P/VP for approval

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<p>1.c.5 Develop a Service Level Agreement (SLA)</p>	<p>After a sustainable level of resources is allocated to the IT Department, based on the staffing / re-organization recommendations that were put forth by the CISO, a Service Level Agreement (SLA) would be put in place. This SLA would include hours of operations, expected response times and other expectations. See <i>Appendix A: Policies</i> for draft.</p>	<p>This initiative is dependent on Initiatives 1.c.1 and 1.c.8.</p> <p>By the end of FY 2014/15 the SLA will be fully implemented and include; telephone support for urgent issues, tiered escalation of issues, clearly defined response times.</p>	<ul style="list-style-type: none"> - SLA has been developed. However, the current staffing levels will require responsiveness baseline analysis
<p>1.c.6 Develop consortiums and partnerships with IT leaders and local colleges</p>	<p>Develop and enhance a collaborative relationship between the I.T. leadership at local colleges including CSUMB, Hartnell and Cabrillo. Utilize these relationships to share information, experiences and resources. Investigate the possibility of increased purchasing opportunities through these consortiums.</p>	<p>Ongoing</p>	<p>Members of MPC IT have or will visit the IT Departments at the following colleges:</p> <ul style="list-style-type: none"> • Cabrillo CC • Ohlone CC • CSU, MB • Hartnell CC <p>The follow solutions were demonstrated:</p> <ul style="list-style-type: none"> • Google Apps for EDU • WiFi • Smart Classroom <p>These site visits have opened the door for ongoing collaboration.</p>

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<p>1.c.7 Develop an established IT maintenance window</p>	<p>This will provide the IT Department with a scheduled time to perform routine off-hours maintenance, such as system patching and other upgrades.</p>	<p>By September 2013 work with MPC leadership to establish approved maintenance windows.</p>	<ul style="list-style-type: none"> - The following Maintenance Windows were approved by PV/P in Sept '13: - 1st and 3rd Saturday of each month -> 10pm - 8am - 2nd Wednesday of the month -> 10pm - 6am
<p>1.c.8 Address IT staffing needs</p>	<p>Create and fill a Network Operations Manager position. This position along with centralized support will provide IT with the human resources required to fulfill the technology expectations and needs of the college.</p>	<p>Fill this position as soon as possible.</p>	<ul style="list-style-type: none"> - This initiative is on-hold due to structural budget deficit.

Goal 2: Communication & Collaboration

Provide students, faculty and staff with access to proven technology that enhances communication and collaboration.

Scope:

Utilizing proven technology, students, faculty, and staff can effectively and efficiently access portals of communication and collaboration.

The enhancing of communications will lead to increased efficiency amongst functional areas on campus and will ultimately lead to better support and services for the students.

Objective 2a – Enhance Channels of Communication and Collaboration			
Initiative	Description	Measurable Outcomes	Dec 2014 Updates
2.a.1 Redesign website including project management and hosted solution	Develop and advertise RFP for website redesign project. The intent is to increase effectiveness of the present website and to remove barriers to student success. Accept vendor proposal that is within budget. A hosted solution is desirable for availability and sustainability. The redesigned website should enhance channels of communication and collaboration.	<p>By September 2013 - establish Website Redesign Sub-committee.</p> <p>By October 2013 – Develop and approve a Request for Proposal (RFP) for a website redesign project</p> <p>By December 2013 – Select a vendor.</p> <p>By April 2014 – Hire an internal Project Manager to work with the vendor</p> <p>By August 2014 – Go live with new website.</p>	<p>- The new Website is up. However, the ongoing need for a Web Master needs to be addressed.</p>
2.a.2 Implement hosted email, storage and collaboration solution	This initiative will reduce ongoing costs and overhead to the I.T. Department, while providing enhanced services to students, faculty and staff. Appropriate and timely Training for all stakeholders will be heavily emphasized during this implementation.	<p>By Feb 2014 visit neighboring colleges and universities to research their email solutions.</p> <p>By March 2014 conduct student survey focused on email</p> <p>By Jan 2015 all students, faculty and staff will be using a hosted</p>	<p>- Developing project guidelines and identifying required resources. If funding is identified for PM and Training. The new “go live” will be Summer ‘15</p>

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		email solution. The implementation is estimated to take 4 – 6 months from the initiation.	
2.a.3 Improve emergency alert system	A robust emergency alert system will need to be put in place. Recent tests and a real incident identified gaps in communications. A text alert system should be evaluated and gaps in current systems will need to be addressed.	By August 2014 a text alert system will be implemented.	- A solution (EverBridge) has been purchased. Configuration will take place During Dec '14 and Jan '15. The new “go-live” is Feb '15

Goal 3: Technology Infrastructure

The college technology infrastructure needs to be enhanced and supported to provide the tools and resources for institutional technology needs.

Scope:

The technology infrastructure is the core of technology on this campus. We need to provide a modernized and sustainable foundation for which technology on this campus will grow. This includes: hardware, software, transmission networks, security protocols, backup and recovery systems, and monitoring systems.

3.a – Enhance the Institutional Network and Internet Connectivity			
Initiative	Description	Measurable Outcomes	
3.a.1 Enhance network infrastructure	An upgrade to the core networking infrastructure will need to be performed. To date, 21 new switches have been purchased from contingency funds.	By August 2014: 21 switches will be installed at the Library. Ongoing this initiative is dependent on Initiatives 1.c.1 and 1.c.8.	<ul style="list-style-type: none"> - The Library Switches Are now scheduled To be installed On Dec 22, 23, '14 - Other network Enhancements are Ongoing.
3.a.2 Wi-Fi validation, plan and upgrade	The college Wi-Fi is performing well below reasonable standards and expectations. A Wi-Fi validation will be performed to identify areas of concern. Then a plan of remediation based on student expectations will be developed. After the plan is developed enhanced Wi-Fi solutions will be implemented.	By January 2014 hire consultant to perform Wi-Fi validation Contingent on Initiatives 1.c.1 and 1.c.8. and contracted expert services: By September 2014 A Wi-Fi prioritization plan will be developed to include Bring your Own Device (BYOD) By December 2014 address all known technical Wi-Fi issues. MPC will have a robust and sustainable Wi-Fi.	<ul style="list-style-type: none"> - The following Enhancements Have been made To the system: - Secure Authentication And Acceptable Use Agreement The changes are In a test Environment, but Will be implemented To “production” in Jan '15 _ Technology Committee will Continue to work On WiFi prioritization Plan.
3.a.3 Enhance VOIP Voicemail	The current voicemail system is based on Microsoft Exchange. The voicemail system needs to be standardized on a Cisco platform.	Contingent on Initiatives 1.c.1 and 1.c.8.: By Jan 2015 Cisco Voicemail will be integrated into the Cisco Phone system. Combining this with hosted email will result in a decrease in software licensing cost.	<ul style="list-style-type: none"> - The will be Addressed as Part of the Scope Of Work for Initiative 2.a.2

3.b – Enhance Security for Transactions, Storage and Backups			
Initiative	Description	Measurable Outcomes	
3.b.1 Utilize service provided by the CCC Information Security Center	These free services are supported by the Chancellor’s Office and include vulnerability scanning and server monitoring. The security audits will be followed with plans to mitigate any vulnerabilities.	By March 2014 begin using this free service.	- Initial security scan Will be scheduled For Feb ‘15
3.b.2 Implement network management/ monitoring software	Network monitoring is essential to help understand the extents of a smooth running network and to be able to negate issues before end-users are impacted.	This initiative is dependent on Initiatives 1.c.1 and 1.c.8.	- Completed Nov ‘15 - Solar Winds – Orion Has been purchased And implemented.
3.b.3 Develop disaster preparedness/ recovery plan	Preparation, planning and drills will be established by using industry best practices. The recovery plans will protect the essential data of the college and ensure business operations can be reestablished.	By August 2014 a Disaster preparedness / recovery plan will be formalized.	- A Disaster Preparedness / Recovery plan is Being developed. New Timeline Spring ‘15
3.c – Increase Sustainability and Reduce Ongoing Overhead			
Initiative	Description	Measurable Outcomes	
3.c.1 Implement server and desktop virtualization technologies	Virtualization technologies are software applications that allow a single desktop computer or server to mimic multiple desktops or servers. This increased use of virtualization will reduce energy consumption; speed up desktop/server deployment, improve disaster recovery capabilities and enhance remote access capabilities.	By March 2014 – Using consulting help and in-house staffing resources. Implement Virtual Desktop Infrastructure (VDI) lab Contingent on Initiatives 1.c.1 and 1.c.8. and funding: By January 2015 - 30% of all workstations, servers and lab PCs will be virtualized	- This initiative is on-hold due to structural budget deficit. VDI may be part of a Long-range refresh & Sustainability strategy. However, adequate resources Will need to be identified first.

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		<p>By Jan 2016 – 50% of all workstations, servers and lab PCs will be virtualized.</p> <p>The result of this initiative will be sustainable technology that will reduce power consumption.</p>	
3.c.2 Implement Single Sign On (SSO) solution	<p>This will allow users to log in to the computer once to gain access to all connected systems without being prompted to log in again at each one of them. The authentication to college services is centralized through Active Directory.</p>	<p>By June 2014 hire consultant to configure SSO for open CCCApply</p> <p>Contingent on Initiatives 1.c.1 and 1.c.8</p> <p>By September 2014 All applicable applications will be accessible by SSO</p>	<p>- Will be Addressed as Part of the Scope Of Work for Initiative 2.a.2</p>
3.c.3 Active directory redesign	<p>A redesign of active directory to industry standards and functionality will enhance the overall functionality and performance of critical enterprise services, including SSO and security.</p>	<p>Contingent on Initiatives 1.c.1 and 1.c.8. and possible need for expert services:</p> <p>By September 2014 Active Directory will be completely redesigned. This is a necessary preparation step for hosted email and other efficiency saving initiatives.</p>	<p>- Will be Addressed as Part of the Scope Of Work for Initiative 2.a.2</p>
3.c.4 Develop sustainable printing solutions	<p>Evaluate sustainable printing solutions. It has the potential to enhance the sustainability and functionality for this core service. By properly designing and implementing a campus-wide centralized printing solution, the overall number of printers can be reduced.</p>	<p>June 2014 begin evaluating present campus wide printing solutions.</p> <p>By December 2014 make recommendations to reduce printing costs for MPC.</p>	<p>- Beginning to Develop Request For Proposal (RFP) for printing / copier solutions. Forming a” Printing Solutions” taskforce</p>

**Goal 4:
Institutional Information Management**

Faculty and Staff will have access to college information systems that facilitate storage, retrieval, analysis and reporting of institutional information.

Scope:

The guidelines for a business process analysis, the procurement of an Enterprise Resource Planning system, as well as institutional reporting in concert with the ERP system will be established.

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4.a Enhance the Institutional Data Storage, Retrieval, Organization and Access			
Initiative	Description	Measurable Outcomes	Dec '14 Update
4.a.1 Perform a Business Performance Analysis (BPA)	A Business Process Analysis (BPA) will be an opportunity to examine current business processes. The goal is to identify inefficiencies and ineffectiveness and to develop a plan to mitigate those flaws.	By December 2013 hire consultant to perform BPA for A & R and HR Other functional areas TBD	- This initiative was completed. The results will be used to develop a Request for Proposal for a ERP.
4.a.2 Procure and implement Enterprise Resource Planning (ERP) software	The Santa Rosa SIS system is operating with increasingly reduced resources. A fully supported and integrated Enterprise Resource Planning (ERP) system will need to be procured and implemented.	By October 2014 begin the process of developing Request for Proposal (RFP) for an Enterprise Resource Planning (ERP).	- Working to indentify funding strategies/ options.
4.a.3 Enhance institutional reporting; in concert with the new ERP system	This is dependent on available funding through a Title V grant. A plan will need to be developed to train people on how to use the ARGOs reporting system.	By May 2014 file submission for Title V grant. Depending on results of grant and identified other funding sources, begin implementing ERP system by the end of spring 2015	- 2014 Title V grant was not awarded to MPC. However, the work done to write this grant can be used for other funding opportunities.
4.a.4 Hire Network Operations Manager	The network operations manager will be essential for the backfill of duties of the CISO during ERP preparation and implementation. This position will also be an essential part of IT helping to stabilize the continued growth and sustainability of technology at MPC.	The position will be filled once approved.	- This initiative is on-hold due to structural budget deficit.

Goal 5: Funding & Sustainability of Technology

Technology solutions will be high priorities for the college and are funded, acquired, developed and implemented in a timely, sustainable and cost-effective manner.

Scope:

The Technology Committee in consultation with the IT department will research a sustainable refresh strategy and identify additional funding sources. Grants and partnerships that are obtained will enhance technology for the campus and strengthen relationships with other educational and professional entities.

5.a Improve Technology Budgeting, Prioritization and Purchasing Processes			
Initiative	Description	Measurable Outcomes	Dec 2014 Updates
5.a.1 Develop and update a sustainable technology refreshment strategy	The College must develop a sustainable technology refresh budget. The budget should be centralized under the IT Department to ensure the ability to leverage purchasing options.	By the beginning of FY 15/16 a refresh budget should be established.	- A Technology Refresh Plan is being developed. Scheduled to be complete by Feb '15.
5.a.2 Develop processes for departments to partner with IT for investigation, purchase and implementation of technology	Without a pre-purchase partnership, there is a risk that technology will be purchased the IT Department is not aware of, cannot support, and/or is not compatible with the IT infrastructure. It is imperative, for long-term sustainability and robust college-wide technology, that all technology purchasing is reviewed and approved by the IT Department.	Ongoing	- This initiative is being addressed at the VP level and through the purchasing.
5.a.3 Explore funding opportunities, including grants and partnerships	Explore funding opportunities including grants through the MPC Foundation and through other funding opportunities. This will develop opportunities and strengthen partnerships with vendors.	Ongoing	- This work is ongoing. The Foundation has already provided grants that provided essential training opportunities for I.T. staff.

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<p>5.a.4 Develop a system to prioritize and rank current and future initiatives.</p>	<p>The Technology Committee will develop a clearly defined system to rank and prioritize technology initiatives. Criteria such as scope of positive impact to student success and feasibility will be utilized.</p>	<p>By December 2014 an initiative prioritization system will be in place.</p>	<p>- This initiative is in progress.</p>
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