

MIRACOSTA COMMUNITY COLLEGE DISTRICT TECHNOLOGY PLAN

The District would like to express its sincere gratitude to the members of the Technology Advisory Committee and all the governance groups for their efforts and valuable input in developing the new five-year Technology Plan.

The Technology Advisory Committee (TAC) is an advisory committee with college-wide representation that engages in collaborative discussion regarding the use of information technology and IT planning documents making the best possible recommendations to meet the district’s mission, vision, commitment, institutional values and goals. The committee collaborates closely with Information Technology Services (ITS), *formerly Academic Information Services*, to ensure that IT changes, new directions, and planning is done in a coordinated and cooperative fashion. The committee is also responsible for development, review and updating of the MiraCosta Community College District Technology Plan.

Administrators	Faculty
Anthony Maciel, Associate Vice President/ Chief Information Systems Officer Charlie Ng, Assistant Superintendent/Vice President, Human Resources Chris Tarman, Dean, Research, Planning & Institutional Effectiveness Freddy Ramirez, Dean, Admissions & Student Support John Makevich, Dean, Continuing & Community Education Katie White, Director, Fiscal Services Kristen Huyck, Director, Public & Governmental Relations, Marketing & Communications Linda Kurokawa, Executive Director, Community Education & Workforce Development Mina Hernandez, Director, Purchasing & Material Management Timothy Flood, Assistant Superintendent/Vice President, Administrative Services	Abdy Afzali, Associate Faculty, CSIT; Manager Technology Support Services Adrean Askerneese, Faculty, Counseling Jeff Higginbotham, Faculty Director, Student Accessibility Services Jim Julius, Faculty Director, Online Education Khang Nguyen, Faculty, Physics Lauren McFall, Faculty, Web Services & Emerging Technologies Librarian Mark Stramaglia, Associate Faculty, Computer Science; Senior Enterprise Applications Developer Steve Eso, Faculty, Psychology
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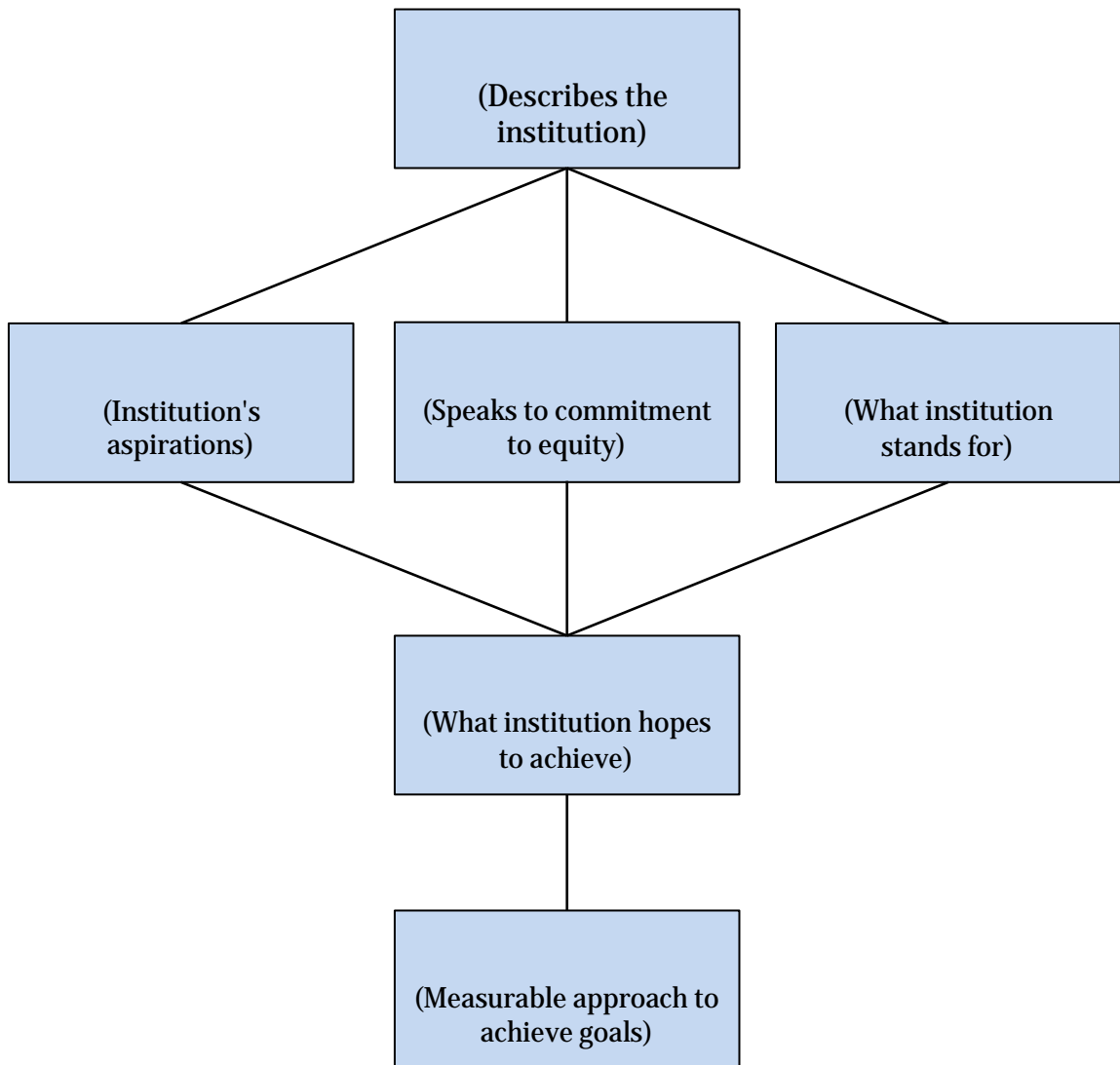
PLANNING FRAMEWORK

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MiraCosta College recently developed the *MiraCosta College Long-Term Planning Framework 2020-2026* to guide its long-term planning efforts. The framework outlines the College's guiding statements related to mission, vision, values, and commitment as well as the 2020-2026 planning goals for the institution. This framework was used in the development of the Technology Plan. The *MiraCosta Community College District Technology Plan* is a five-year plan that is annually reviewed and updated.

LONG-TERM PLANNING FRAMEWORK

The College's long-term planning framework is anchored by the mission, vision, values, and commitment of the institution. The goals represent broad areas of focus that are accomplished via more specific strategies with measurable outcomes. The relationship of the various elements of the long-term framework are illustrated in the following graphic.



MiraCosta College Mission, Vision and Commitment, Institutional Goals and Potential Technology Impact, and Technology Support Strategies Addressing Institutional Goals provided the foundation for the plan. The Institutional Values (Appendix A), Future Focus and Adaptive Planning, Technology Futures Radar, and the Outcome of the Futures Task Force (Appendix B), and Data Summary, Relevant Trends and the Technology Plan Survey (Appendix C) documents provided information used in the development of the plan.

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Potential Impact of Technology on Goal 2:

Technology can be an enabler or inhibitor of engagement with our external community. Technology, when used appropriately, can be a tool for engagement with our broader community. MiraCosta College is fully committed to deploying technology tools that enhance, support, and encourage collaboration with students, external community, and industry partners.

Potential Impact of Technology on Goal 3:

In a rapidly changing world, MiraCosta College will on an ongoing basis and as needs for better technologies arise innovate by evaluating technology tools, services, and emerging technologies. FiFogi1 Fo

GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources by deploying strategies that invest in our employees to reach their full potential; maintain a sustainable and transparent financial model; and reduce the environmental impact of our physical resources.

Potential Impact of Technology on Goal 4:

Technology tools can be used for employee growth and to effectively manage financial resources. It is important to acquire and discard technology in a manner that is environmentally responsible. MiraCosta College will do this by enhancing planning documents, forecasting technology expenses, procuring new systems with affordability in mind, and leveraging systemwide resources to remove or minimize costs.

TECHNOLOGY SUPPORT STRATEGIES ADDRESSING INSTITUTIONAL GOALS

Below are listed the technology support strategies that the Technology Advisory Committee developed based on the data and trends presented above for each of the institutional goals.

INSTITUTIONAL GOAL 1: MiraCosta College will provide equitable access, enhance student success, and close equity gaps by developing strategies that:

... meet students where they are by

- providing technical infrastructure to support multiple pedagogies and modalities to accommodate different students' needs
- providing software licensing and/or subscriptions to meet students' needs
- providing hardware to meet students' needs
- providing access to prompt and reliable support services in multiple modalities
- providing technology rich physical spaces that meet the needs of students

... create a sense of community by

- connecting people in virtual and physical hubs for collaboration
- providing communications that are accessible, intuitive, and easy to navigate to help users find the information needed about events and other students, faculty, staff and community partners with common interests seamlessly

... dismantle systems of inequity by

- identifying and implementing technologies that equitably support student success from the beginning of their experience to graduation and beyond

MEASURING PROGRESS ON THE TECHNOLOGY PLAN

The five-year *MiraCosta Community College District Technology Plan* will be revisited annually by the Technology Advisory Committee over the next five years to evaluate progress

TECHNOLOGY STRATEGIES/INITIATIVES TO SUPPORT INSTITUTIONAL GOALS

The following tables include technology strategies and initiatives that are or will be deployed for the next five years, from 2022-2027 to support the institutional goals outlined in the *MiraCosta College Long-Term Planning Framework 2020-2026*. The plan will be reviewed and updated annually.

GOAL 1: MiraCosta College will provide equitable access, enhance student success, and close equity gaps by deploying strategies that meet students where they are; create community; and dismantle systems of inequity.

FUTURES SIGNALS

<p>1.1.6 Expanding student success and equity by developing and promoting affordable learning technologies and materials.</p> <p>1.1.7 Ensuring appropriate staffing levels to support maintenance of current systems; develop new and innovative systems, and provide appropriate service and support to administrators, faculty, staff, and students.</p>					
<p>1.2 Implement Diversity, Equity & Inclusion technologies for employees to target talent acquisition, analytics, development/advancement, and engagement/ retention in cooperation with Human Resources.</p>	<p>Human Resources (HR) Information Technology Services (ITS)</p>	<p>Equity Plan</p>			
<p>1.3 Identify, implement, and continually assess technologies that equitably support student success from the beginning of their experience to graduation and beyond.</p> <p>1.3.1 Technology support for increasing the visibility and amount of certificate and degree programs that students may complete through online and flexible attendance options.</p> <p>1.3.2 Support Guided Pathways by completing the implementation of TargetX and/or identifying additional technology strategies that support guided pathways and Academic and Career Pathways including proactive student advising and early alert.</p>	<p>Guided Pathways Information Technology Services (ITS) Technology Advisory Committee (TAC)</p>	<p>Educational Master Plan Online Education Plan</p>			
<p>1.4 Institutionalize accessibility by identifying and supporting new technologies while insuring accessibility and cyber-secure access for users by:</p> <p>1.4.1 Conducting assessments of college technology based upon WEB Content</p>	<p>Student Accessibility Services (SAS) Administrative Services (AS) Online Education</p>	<p>Administrative Procedure 3725 Online Education Plan</p>			

GOAL 2: MiraCosta College will meet identified external community needs by collaborating with community and industry partners to develop strategies that provide workforce solutions; prepare students to be active global citizens; and provide opportunities for cultural educational en

GOAL 3: MiraCosta College will foster

3.2.1 Supporting and enhancing innovative professional learning technologies for the

3.4.2 Hosting faculty created content, such as Open Education Resource materials. 3.4.3 Providing technology that facilitates making high end videos for instruction.					
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3.5 Provide an excellent user experience

GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources by deploying strategies that invest in our employees to reach their full potential; maintain a sustainable and transparent financial model; and reduce the environmental impact of our physical resources.

FUTURES SIGNALS: Remote Work / Technology Ownership / Hybrid Building and Dynamic Spaces / Cybersecurity

Strategy/Initiatives	Department/Program/ Committee/Group	Other plan(s) containing equitable Strategy/Initiatives	Needed Resources	Expected Completion / Risk Factors	Status / % Completion & Implications for Future Years (updated annually)
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4.1



- 4.4 Develop, document, and widely distribute a review and approval process for technology requests that results in purposeful allocation of resources making equitable and strategic investment in technology and facilities including:
 - 4.4.1 Incorporating the total cost and total life cycle of the hardware/software, including funding from restricted funding sources (grants) and unrestricted general funds.
 - 4.4.2 Enhancing and improving annual program review processes to strengthen Total Cost of Ownership (TCO) calculations for all new technology initiatives.
 - 4.4.3 Developing procurement protocols for the review (functionality, accessibility, cyber-security, contract terms and conditions, pricing/payment), purchase, and maintenance of instructional technology.
 - 4.4.4 Developing District policy and procedures for grant proposals which include technology that include funding for support contracts, replacement at end of life and staffing for installation,

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<p>4.5 Implement a technology tracking system to ensure a single source to manage all software and hardware inventory for asset management, security, and control.</p>	<p>Information Technology Services (ITS)</p>				
<p>4.6 Build capacity and flexibility to uphold Futures thinking.</p>	<p>Futures Thinking and Planning Information Technology Services (ITS)</p>	<p>Educational Master Plan</p>			
<p>4.7 Provide the necessary tools to implement the Security Plan, Business Continuity Plan and the Facilities Security Plan and regularly review the plans and test systems to make sure the college is prepared to respond to potential disruptions.</p>	<p>Technology</p>				

	Information Technology Services (ITS)	2021-2022 Final Budget			
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APPENDIX A:

Student-Centeredness:

The success of students inside and outside the classroom is the utmost priority by providing student-centered policies, instruction, support, events, and resources with opportunities for growth from student feedback. Learning is designed with students at the center and is personalized to students' unique needs, interests, identities, and aspirations—and designed with their ideas and voices at the table.

Innovation:

We are committed to pursuing new ideas and courageously experiment, explore, and take risks in developing new ways of teaching and serving students and our community.

Community:

We are committed to building a MiraCosta College community that affirms racial and cultural identities of all its members and empowers them to grow, create connections, and transform their lives. We partner with our diverse communities to engage students and their families in collaborative learning and cultural validation for community uplift and success. We are dedicated to preparing students to be positive contributors to the communities we serve and the global community at large.

Sustainability and Stewardship:

APPENDIX B: FUTURE FOCUS AND ADAPTIVE PLANNING, TECHNOLOGY FUTURES RADAR, AND OUTCOME OF THE FUTURES TASK FORCE

The Technology Advisory Committee and the ITS department will participate in the future-focused organization and adaptive planning activities with an eye towards supporting and providing technology and innovation to assist the process and sustain the future-focus and adaptive planning processes at the College.

A future-focused organization is not one that tries to predict the future. Instead, it is one that can imagine several possible Futures and think about how it can make them more likely. It is important to nurture Futures thinking skills within the organization that include the ability to:

- identify and collect **signals** (a local innovation or disruption that has the potential to grow in scale and geographic distribution; evidence of the future that we can find in today's world).
- identify **drivers** (broad, long-term trends that are likely to have a significant impact on the future).
- combine those signals and drivers into possible future scenarios.
- review the Futures Technology information to revise the plan.

MiraCosta College is working to develop as a future-focused institution with a series of facilitator and participant trainings to build Futures skills. Information from these trainings could be applied directly to MiraCosta College's Technology Plan.

In conjunction with a future focus, it is important for an institution to be agile, allowing it to be adaptive, flexible, and resilient when dealing with complexity, uncertainty, and change. Such organizations display several characteristics that include, but are not limited to:

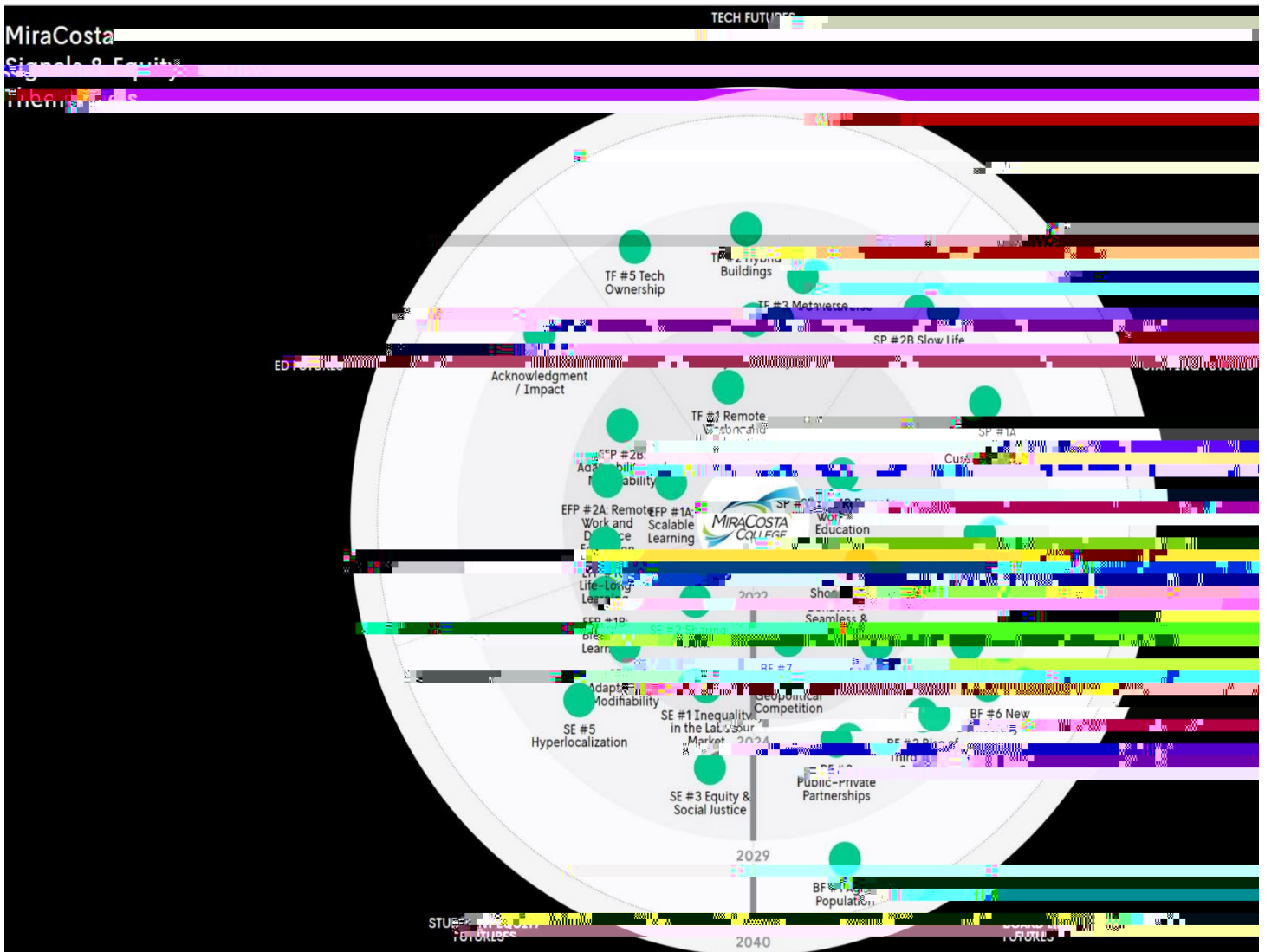
- A clear and compelling purpose that focuses on results.
- Commitment to trust and transparency.
- Ability to provide stability while remaining flexible to adapt and change.
- Enabling rather than directive leadership.
- Collaborative communities and flow of ideas from anywhere in the organization.

It is MiraCosta College's intention to develop planning strategies that allow it to be adaptive to changing conditions and to modify its strategic approach, when necessary, to meet institutional goals. With that in mind, the following strategies for adaptive planning have been identified and should be practiced by the Technology Advisory Committee:

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APPENDIX D: APPROVAL TIMELINE AND ADOPTION HISTORY

