Information Technology Master Plan

2024 – 2027

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Introduction

Background Information

Advancements in information technology have unlocked unprecedented opportunities for the campus community, empowering them to solve problems and collaborate in innovative ways. However, the rapid pace of technological change and the rising demand for information technology services have placed significant pressure on all organizations, including Moorpark College.

As Prime Minister Justin Trudeau of Canada said, "The pace of change has never been this fast, yet it will never be this slow again." Given this reality, it is wise for Moorpark College to concentrate its efforts and utilize the resources of its Information Technology Services (ITS) division with effectiveness, efficiency, and impactful outcomes.

To this end, we require a well-defined strategy and plan to chart a clear course for information technology initiatives that yield maximal benefits for our students, faculty, and staff. This strategy must be people-oriented and rooted in the campus community's needs, focusing not solely on technology but on its achievable outcomes.

Specifically, we need to focus on the following areas:

- Improving student learning: Technology can create more engaging and personalized learning experiences. For example, we can develop online courses and resources that allow students to learn at their own pace and in their own way. We can also use technology to provide students with real-time feedback and support.
- Supporting Academic Initiatives: Technology can help faculty to conduct research more efficiently and effectively. For example, we can provide faculty access to modern computing resources and data analytics tools. We can also help faculty collaborate with colleagues from other institutions and globally.
- Enhancing campus operations: Technology can help us to streamline administrative processes and improve efficiency across the campus. For example, we can use technology to automate tasks, such as issuing transcripts and processing financial aid. We can also use technology to provide better customer service to students, faculty, and staff.

Information Technology Services Vision, Mission, and Core Values

Vision Statement

Our vision is to become the go-to choice for our campus community and their information technology services needs through a commitment to excellence in client support and ubiquitous IT resources.

Mission Statement

With a people-centric approach, equity, and a commitment to enhancing students' academic experience, we provide the Moorpark College community with the technology resources they need to learn, teach, and work effectively. Our dedicated team is committed to being the catalyst for technological advancement that enables collaboration and a trusted partner in realizing the college's vision for a brighter future.

Moorpark College ITS Core Values as Guiding Principles

Our Core Values drive and guide us as we serve the Campus Community. Information Technology Services division is committed to the following:

- **Collaboration:** We are committed to creating a positive and collaborative work environment where we can all learn from each other, share our knowledge, and build strong partnerships.
- **Continuous Improvement:** We are committed to achieving operational excellence through continuous improvement of our staff and organization.
- **Collaborative Innovation:** Creativity and critical thinking are essential for developing innovative and effective technology services and solutions.
- **People:** We believe that everyone deserves to be heard, respected, and cared for, both professionally and personally. We strive to create a community where everyone feels valued and supported, regardless of their position or background.
- **Customer Service:** By being consistent, agile, reliable, and accessible, we can provide our customers with the excellent service they deserve.
- **Inclusion:** IT at Moorpark College respects and values our campus community's personal and professional differences. By including varied perspectives and opinions, we believe we can make better decisions that benefit everyone.
- **Transparency:** We believe that transparency is essential for accountability. Communicating openly and honestly makes us more likely to identify and address problems early on. We are also more likely to be held accountable for our actions.

Strategies and Goals

	GOAL 1: Modern, Scalable, and Reliable Infrastructure	
	Key Performance Indicator: - The percentage of hardware and software components refreshed according to the established plan. - The number of emerging technologies identified and integrated into the College's IT environment. - The percentage increase in the adoption of emerging technologies and standards. - The College's IP network coverage percentage was upgraded to meet modern standards.	
	OBJECTIVE	ACTION ITEMS
1	Develop a comprehensive HW & SW refresh plan/policy for Information Technology infrastructure and user-facing systems that support core College activities.	- Implement and maintain a multi-phased refresh plan for technology infrastructure and user-facing equipment that prioritizes areas of most significant value and needs. - Based on the Refresh policy review, update and publish the technology refresh plan for the next three years, updated annually. - Perform a comprehensive evaluation of the Information Technology infrastructure to ensure reliability, usability, and scalability can be met with good performance. - Research viable cloud-based and mobile computing solutions for college systems and share findings with the campus executives for decision-making. - Increase accessibility, reliability, and redundancy by leveraging cloud-based services and mobile applications.
2	Anticipate and develop a support plan for adopting modern technologies and emerging trends.	- Continuously evaluate the college's current and anticipated technology needs and collaboratively work with the Campus Community to acquire technology solutions that best meet the Institution's needs. - Explore enhancements and new application delivery technologies to address discipline-specific and specialized application needs. - Define and develop a mobile access strategy and architecture for Moorpark College IT services, including security and ease of access.

3	Deliberately and collaboratively adopt emerging technologies, standards, and practices.	• Complete current projects in priority order. • Conduct a classroom AV equipment evaluation, soliciting user input and setting minimum standards for classroom technology equipment. • Equitably equip all classrooms to meet the best practices in higher education. • Solicit input from all stakeholders on the simplicity, usability, and accessibility of current systems and incorporate viable refinements.

4	Continue Campus Network Upgrade Initiatives	• Implement Phase Two of the campus Wireless network.
		• Expand and upgrade outdoor wireless coverage to uncovered areas.
		• Upgrade the campus building's low-voltage wiring infrastructure to support WiFi 6 standards.
		• In partnership with the District IT team:
		   o Simplify network topology to enable 10-40Gb/s bandwidth.
		   o Upgrade network infrastructure to the latest switch standards as necessary.
		   o Facilitate more robust connections and agile services for the campus community.
		   o Deploy a new network monitoring system to respond to network issues proactively.

	GOAL 2: Teaching and Learning -- Provide and support technology to create an innovative learning environment and, through partnership, encourage the exploration and adoption of new teaching tools.	
	Key Performance Indicator: • Successful implementation of next-generation classroom technology in designated areas. • The reduction in the average response time for resolving classroom technology issues. • The percentage of student inquiries resolved within the specified timeframe.	
	OBJECTIVE	ACTION ITEMS
1	In close partnership with the Office of Vice President for Academic Affairs, Office of Student Life, Library, and critical academic	• Establish processes to identify, evaluate, and approve new classroom technology solutions, considering new and innovative hardware, AI-enabled Learning Tools, and design solutions.

	stakeholders, implement the "Next Generation" Classroom Technology.	• Provide transforming technology training opportunities and workshops for faculty. • Identify opportunities to automate routine processes and activities and implement changes. • Continually engage faculty and students to identify emerging technology needs through surveys and focus groups. • Introduce pen sensitive monitors at the teacher station in the classroom.
2	Provide a timely, reliable, proactive support model for all on-campus classrooms.	• Help ensure reliable Wireless in classrooms. This will include installing new wireless access points and addressing wireless access point anomalies. • Consistently engage with students and faculty to understand evolving needs and disseminate information to classroom support staff to best serve students. • Proactively engage faculty to discuss new software requirements each semester. • Develop training materials and quick-start laminated guides at the teacher station to help faculty and students use the technology in each classroom. • Offer technology orientation for new students and faculty using the latest classroom technologies. • Use student workers and IT staff during all hours of classroom sessions.
3	Establish a responsive, proficient, courteous IT Service Desk for Students utilizing the current ITSM protocols.	• Recruit qualified technologists to manage the service desk. • Define a staffing plan, recruit, train, develop, and evaluate student workers to augment Service Desk staffing. • Define hours of operation for the service desk. Analyze current help request data to identify • times of peak demand. • Collaborate with Instructional Design and Library to advance the Service Desk.

	GOAL 3: IT Team Excellence
	Key Performance Indicator:

		• The number of innovative IT solutions implemented to address organizational challenges.
		• The number of DEI training programs attended by IT staff.
	OBJECTIVE	ACTION ITEMS
1	Champion Organizational Innovation & Growth.	• Conduct an assessment of IT staff skills, interests, and professional development goals.
		• Create individual development plans for each IT staff member—utilize the Specific, Measurable, SMART goal system.
		• Develop a program to engage and support IT staff in formal and informal professional development opportunities.
		• Establish a budget for professional development.
		• Promote annual attendance at technical conferences and membership in professional organizations like EDUCAUSE.
2	Ensure IT staff have the knowledge, skills, and abilities to tackle Diversity, Equity, and Inclusion issues.	• Implement equitable IT employee search and hiring processes.
		• Identify and implement improvements to IT's culture of inclusivity.
		• Provide DEI training for all IT staff.
		• Review equipment in public spaces for accessibility.
		• Conduct a digital accessibility review of the campus digital signage system.

	GOAL 4: Improved Customer Experience	
	Key Performance Indicator: • Improvement in overall satisfaction ratings from IT service recipients. • Completion and adoption rate of IT policies, guidelines, and SLAs. • Establishment of measurable KPIs and objectives for all strategic goals.	
	OBJECTIVE	ACTION ITEMS
1	Enhance Customer Experience.	• Provide an outstanding end-user experience while striving to increase service speed, quality, and efficacy.
		• Continue developing the Service Catalog to provide an intuitive, customer-centric self--- service tool for all technology services.
		• Partner with the Office of Academic Affairs and Library Learning Resource Center to create a

			digital sandbox space for research, support, and the provisioning of technology in support of pedagogy.
		•	Increase accessibility, reliability, and fault tolerance, leveraging cloud-based services and mobile applications. Build trust and increase transparency.
2	Develop policies, guidelines, SLA, and communication strategies for ITS.	•	Collaborating with Campus Community, develop policies and best practices to improve the customer experience.
		•	In partnership with IT Governance, develop SLAs for standard service requests.
		•	Establish a service catalog to communicate available services to the Campus Community.
		•	Delegate IT communication, announcements, and maintenance to someone within IT who is responsible for IT communication.

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Your participation and dedication have been instrumental in shaping a vision that reflects our institution's needs and aspirations and lays a strong foundation for innovation and growth in the years ahead. The Information Technology Services Department takes immense pride in our strong relationships with faculty, staff, students, and stakeholders. These partnerships are the cornerstone of our success.

As we move forward, we are excited to continue fostering these relationships, working together to implement the strategies outlined in this plan, and building a future that embraces technological excellence. Thank you for being an integral part of this journey. Your commitment inspires us, and we look forward to many more productive collaborations in the future.