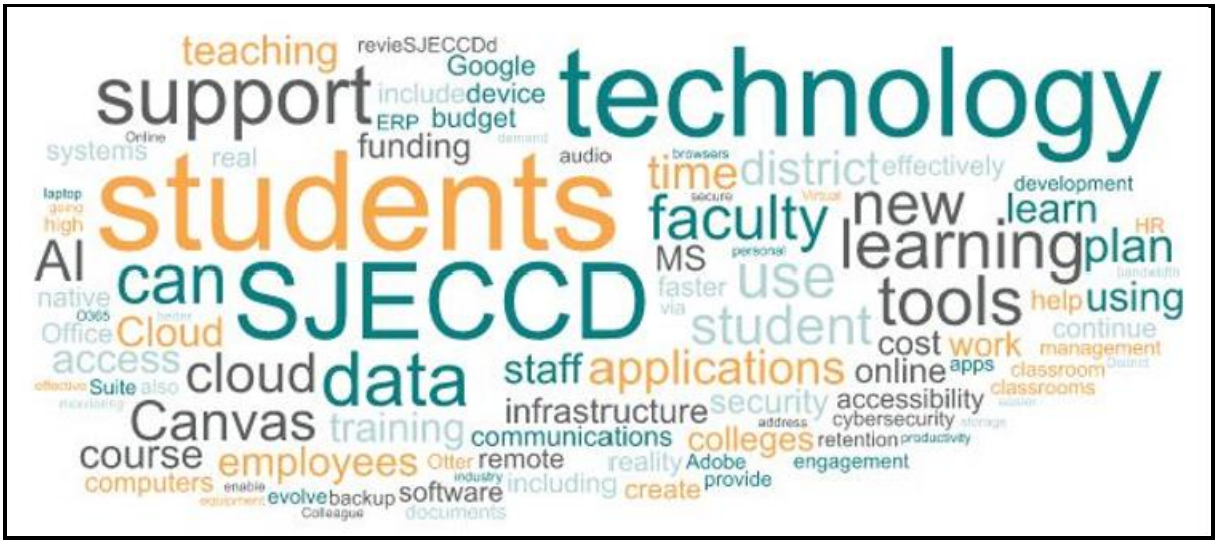

SAN JOSE EVERGREEN COMMUNITY COLLEGE DISTRICT TECHNOLOGY MASTER PLAN FY 2025-2032

Key Steps in Plan Development:
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Purpose of the Plan

The purpose of the *San Jose Evergreen Community College District Technology Master Plan FY2025-2032* is to meet the technology needs of students and staff throughout the District and continue the ongoing work from the *SJECCD Technology Master Plan 2017-2024*. The plan describes the technology themes, goals and initiatives that San Jose Evergreen Community College District (SJECCD) will work collaboratively to achieve in order to deliver on its Mission, Vision, Values and Strategic Priorities. The plan specifically aligns with four (4) of the District strategic priorities of Student Success, Organizational Effectiveness and Sustainability, Technology, and Communications.

The *Technology Master Plan FY2025-2032* was developed within the existing District planning processes and governance structure. Comparable best practices at institutions of higher education and at similar California Community Colleges were used in the development of the plan. This plan includes strategic and tactical items that the District will accomplish collectively, and it provides the foundation for the local college technology plans.

The Plan is designed to operate in concert with and in support of the Evergreen Valley College (EVC) and San Jose City College (SJCC) Educational Master Plans, the EVC and SJCC Technology Plans, the Vision 2030 Facilities Master Plans as well as address the recommendations in the recently completed MIS Data Quality Project. In addition, the plan continues the ongoing items from the *SJECCD Technology Master Plan 2017-2024*. The plan leverages current and emerging technology trends to guide the college's technology innovation in order to enable students to succeed and employees to be most productive in meeting the needs of the institution, the students and the community.

The Plan incorporates collegial input through ongoing dialogue with students, and employees both during the development process with interviews, a District-wide survey, a Summit and a draft plan two-week review period and through annual reviews via the District Technology Planning Committee. It was developed using data while adhering to externally mandated structural constraints and regulations. The Plan will be reviewed annually with the District Technology Planning Committee assessing progress and making recommendations for adjustments to account for changes in technology or institutional goals. Information Technology will work collaboratively with other departments within the organizational structure to carry out the initiatives identified in the Plan. All initiatives are dependent on the identification of funding and staff resources.

This Plan uses the fundamental organizing framework of the "People, Process, Technology" first attributed to Professor Harold Leavitt and expanded by the Gartner Research Company and the Information Technology Infrastructure Library (ITIL), serving as a set of practices for Information Technology service management that focuses first on institutional needs. An understanding of the way in which technology supports the institution can reduce stress, improve productivity and encourage task understanding and teamwork to guide Technology Master Planning:

People are at the heart of every institutional initiative. Student success is achieved through collaboration in support of strategic goals within a shared value system. A shared understanding of technology goals and initiatives serves as a foundation for informed, collective action.

Process incorporates the 'what' and 'how' of essential work. The best technology tools cannot make up for broken processes. Understanding of the current state and desired future state, along with how results will be measured enable the institution to prioritize and pursue opportunities for improvement in effectiveness and efficiency.

Technology is the essential enabler for supporting people and processes. Technology is the tool for achieving student success and institutional effectiveness. Alignment of people through collaboration and efficient and appropriate business processes leading to the selection and use of technology tools is the foundation of the Technology Master Plan.

This document presents an overview of people, process and technology that will be used to align technology planning to meet the mission, vision, goals, and institutional commitments in executing initiatives.

Planning Context

The foundation for the *San Jose Evergreen Community College District Technology Master Plan FY2025-2032* is built on a commitment to equity, diversity and accessibility and based on the District's Mission, Vision, Values, and Strategic Priorities. It is the Strategic Goals that provide the overarching framework upon which this Plan is presented.

Mission Statement

As a leading educational institution, the mission of SJECCD is to meet the diverse educational and workforce needs of our community by empowering our students to become agents of socio-economic change.

Vision Statement

SJECCD is the premier post-secondary education institution in our region for advancing opportunity, equity, and social justice through educational excellence.

Values

Our District's core values are opportunity, equity and social justice. Each one of these values is incorporated into our strategic planning and is a part of the foundational commitments we make to our communities.

Strategic Priorities

STRATEGIC PRIORITY 1: STUDENT SUCCESS

The San José-Evergreen Community College District will improve student success through a culture of evidence by providing structured educational pathways and continuous support services that align with their educational and career goals and promote responsible global citizenship and civic engagement.

STRATEGIC PRIORITY 2: WORKFORCE & ECONOMIC DEVELOPMENT

The San José-Evergreen Community College District will support economic mobility of our diverse community by responding to the workforce needs of the Silicon Valley region.

STRATEGIC PRIORITY 3: ORGANIZATIONAL EFFECTIVENESS & SUSTAINABILITY

The San José-Evergreen Community College District will develop and utilize systems that promote institutional effectiveness, fiscal sustainability, and accountability.

STRATEGIC PRIORITY 4: TECHNOLOGY

The San José-Evergreen Community College District will invest in secure information technology solutions and instructional technology that enhance the learning and working environment and support guided pathways, institutional effectiveness, and student success.

STRATEGIC PRIORITY 5: COMMUNICATION

The San José-Evergreen Community College District will engage in effective communication with internal and external audiences to improve stakeholder satisfaction.

STRATEGIC PRIORITY 6: TOTAL WORK ENVIRONMENT

The San José-Evergreen Community College District will promote a total work environment that contributes to the success and development of its students and employees.

Plan Format

The themes, objectives, and initiatives outlined in the *San Jose Evergreen Community College District Technology Master Plan FY2025-2032* are organized based on the District's Strategic Priorities of Student Success, Organizational Effectiveness and Sustainability, Technology, and Communications. Equity, Diversity and Accessibility serve as an overarching theme that all Objectives and Initiatives should strive to deliver.

For each Strategic Priority, the appropriate Technology Master Plan Theme is listed. Each Theme includes Objectives, Initiatives, Responsible Parties, Target Completion, and Needed Resources presented in a columnar fashion for easy understanding. For each initiative, the corresponding Accrediting Commission for Community and Junior College's (ACCJC) Accreditation Standard is referenced using the January 2024 Accreditation Standards.

The following are the definitions for each column heading:

- **Objective** describes the outcome that will address the Technology Master Plan Theme within the framework of the College's Strategic Goals.
- **Initiative** describes the actions that will be undertaken to move the institution towards meeting the Objective.
- **Responsible Party** identifies the individual or group assigned the responsibility to launch, oversee and complete the Initiative. The Responsible Party may complete the Initiative independently or collaborate with others, such as IT staff, as needed to complete the Initiative.
- **Target Completion Date** is the timeframe within which the institution strives to complete the Initiative.
- **Needed Resources** refer to the personnel, supplies, and equipment needed to carry out the initiative.

The three columns to the right of the Needed Resources have been provided for use during the annual review of the plan. They include a column for How to Measure the Result, Yearly Outcome Assessment and Implications for Next Year's Plan to be completed each year by the institution to provide for continuous review, evaluation and revision of the plan.

The following are the definitions for these columns:

- **How to Measure the Result** is the criteria that will be used to measure progress towards completion of the initiative.
- **Yearly Outcome Assessment** is a brief statement describing the results for the year in completion of the Initiative.

- **Implications for Next Year's Plan** describes adjustments that may be needed if the outcome described in the previous column requires changes.

<NOTE: Once Themes, Objectives and Initiatives are fully vetted, Responsible Party, Target Completion/Needed Resources and How to Measure the Result will be completed by the District Technology Planning Committee>

San Jose Evergreen Community College District Technology Master Plan FY2025-2032

District Strategic Priority #6: Equity, Diversity and Accessibility serve as an overarching theme that all Objectives and Initiatives should strive to deliver.

District Strategic Priority #1: Student Success

Technology Master Plan Theme 1: Student Experience							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
1.a Effective student communications	***1.a.1*** *Determine best tool(s) (i.e. email, text, Canvas, mobile app etc.) for student communications and mandate their use for all official communications (3.9)* ***1.a.2*** *Acquire tool(s) identified in 1.a.1 if needed and implement (3.9)* ***1.a.3*** *Train staff on use of selected tool(s) in 1.a.1 (see Initiative 7.a.3) (3.2)*						
1.b Effective & equitable student assistance	***1.b.1*** *Identify resources for & secure low-cost or no-cost equipment*						

	District-wide for students in need by: • *Exploring partnerships with technology companies to secure equipment* • *Finding other funding sources for equipment* • *Setting up equipment for check-out* • *Arranging low or no cost direct student purchase options from vendors* • *Other options as identified* *(2.7)* ***1.b.2** Explore and if feasible implement AI-assisted technology assistance for students with appropriate human intervention (2.6, 3.9)* ***1.b.3** Improve, streamline & expand use of helpdesk ticketing system & Chatbot by providing relevant solutions (i.e. knowledgebase, videos,*						

	easier choices etc.) (2.7, 3.9) ***1.b.4*** *Evaluate current student processes & systems (i.e. matriculation, payments, performance, etc.) to streamline the student experience by documenting current processes, analyzing possible improvements and implementing appropriate technology to support changes including:* • *Transcript equivalencies (Data Integrity Project recommendation)* • *Early Alert* • *Credit for Prior Learning* • *Refund requests* • *Self-enrollment payment plans* • *CalISER* • *Others as identified* *(2.7)*						

1.c Shared value of serving students	***1.c.1*** *Evaluate the shared value of serving students in all technology solution decisions; incorporate this in Initiative 10.a.1 (4.3)*						
1.d Effective Pre-Enrollment Services	***1.d.1*** *Using Customer Relationship Management system (CRM) establish processes/systems for 1) technology savvy and 2) non-technology savvy students to assist in the application process (see Initiative 11.a.1) (3.9)* ***1.d.2*** *Remove technology barriers to pre-enrollment services by providing technology mentors (2.7)*						

Technology Master Plan Theme 2: Student Technology						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
2.a Automated student processes	***2.a.1*** *Automate student email issuance & Microsoft 365 deployment (see Initiative 5.a.2) (3.9)*					
2.b Student technology solutions that promote student success	***2.b.1*** *Evaluate the print solutions used District-wide for students & consolidate to a single solution (preferably via Wi-Fi) that is easy for students to use (3.9)* ***2.b.2*** *Identify & develop/acquire additional self-service web-based and/or mobile apps such as interactive maps, OER delivery & other apps as identified (3.9)*					
2.c Equitable access for students to technology	***2.c.1*** *Explore providing course required software & computing resources remotely for students (2.7)*					

	2.c.2 *Provide course required software in computer labs (2.7, 3.9)*						
2.d Learning content in multiple modalities & languages	***2.d.1*** *Provide technology to assist in presenting content in multiple languages and modalities (2.6)*						

District Strategic Priority #3: Organizational Effectiveness and Sustainability

Technology Master Plan Theme 3: District-wide Collaboration						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
3.a Increase end-user collaboration across the District	***3.a.1*** *Provide a common collaboration tool across the District to encourage department to department communications & sharing of best practices (3.9)*					
3.b Clear roles & responsibilities for technology support & maintenance	***3.b.1*** *In concert with Initiative 3.c.1, clarify & document ITSS versus CTSS roles & responsibilities to ensure alignment & eliminate duplication of work & share roles and responsibilities widely with all constituents (4.2)* ***3.b.2*** *Establish technology support protocols & service levels based on 3.b.1 & widely communicate with all constituents (3.9)*					

	3.b.3 *Clearly define roles & responsibilities for ITSS in the following areas:* • *Position control* • *Training* • *Distance Education* • *Website maintenance* • *Data Warehouse* • *Others as identified* *(4.2)*						
3.c Proper staffing for ITSS/CTSS to meet user needs	***3.c.1*** *Immediately **c**onduct an analysis of the organizational structure & staffing levels in ITSS/CTSS in concert with Initiative 3.b.1 & implement changes as warranted addressing security needs, accessibility expertise & other needs as identified (3.1)* ***3.c.2*** *Determine adequacy of current after hours & help-desk support for students & staff & address additional staffing needs as appropriate (3.9)*						

	3.c.3 *Maintain a sustainable staffing model & budget for technology resources and services (3.6)*						
3.d Eliminate duplication of effort & resources	***3.d.1*** *Conduct a software portfolio analysis of all software/tools used across the District; consolidate & share costs where possible (3.4, 3.9)*						
3.e Improve student success with appropriate support (see Objective 1.b)	*See Initiatives 1.b.1 – 1.b.4 (2.7)*						

Technology Master Plan Theme 4: Consistency Across the District							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
4.a Consistent user experience across the District	***4.a.1*** *Conduct a District-wide inventory of IT systems with an equity lens to identify barriers to a quality user experience for students & staff (see Initiative 3.d.1) (2.7, 3.9)* ***4.a.2*** *Conduct a District-wide review of IT processes/procedures with an equity lens to identify redundancies & barriers to a quality user experience (2.7, 3.9)* ***4.a.3*** *Based on results of 4.a.1, prioritize changes & implement (2.7, 3.9)* ***4.a.4*** *Based on results of 4.a.2, prioritize changes & implement (2.7, 3.9)*						
4.b Current & relevant Policies/ Procedures/ Standards	***4.b.1*** *Develop, vet and adopt the following policies/procedures/standards:* • *Home Institution*						

	• *Data Governance (Data Integrity Project recommendation)* • *Remote Work* • *Access to Systems* • *Ergonomics with technology* • *Common Course numbering (Data Integrity Project recommendation)* • *Social Media Use* • *Artificial Intelligence* • *Use of Cell Phones/Apps in classroom* • *Accessibility* • *Email retention* • *Account inactivity* • *Minimum hardware standards for offices & classrooms* • *Hyflex standards* • *Information security* • *Telecommunications infrastructure* • *Construction standards for technology* • *Support of Apple products* • *Recording & use of video in classroom (deep fake issue)*						

	• *Others as identified* *(4.4)* ***4.b.3*** *Review the following Policies/Procedures/Standards and update as appropriate:* • *Priority registration* • *Non-resident tuition waiver* • *Waitlist* • *Cell Phones* *(4.4)*						
4.c No duplicative/ disparate systems	***4.c.1*** *Select & implement a single Educational Planning System across the District (Data Integrity Project recommendation) (2.7, 3.9)* ***4.c.2*** *Conduct a District-wide inventory of IT systems with an equity lens to identify redundancies (see Initiative 3.d.1) & retire duplicative systems (3.4, 3.9)* ***4.c.3*** *Consider consolidation/ sharing of health systems between the campuses (3.4, 3.9)* ***4.c.4*** *Conduct an analysis of printing technologies across the District to identify possible improvements and cost effectiveness & implement if warranted (3.4, 3.9)*						

Technology Master Plan Theme 5: Technology Enabled Processes						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
5.a Efficient technology enabled student processes	***5.a.1*** *Provide self-service tools to prospective students (i.e. applications, counselor appointments, etc.) (see Initiative 1.d.1) (2.6, 3.9)* ***5.a.2*** *Automate student email issuance & Microsoft 365 setup (see Initiative 2.a.1) (3.9)* ***5.a.3*** *Provide self-service tools for alumni students (i.e. tax information, transcripts, etc.) & track these interactions using the CRM (see Initiative 11.a.1) (3.9)* ***5.a.4*** *Provide a central Calendar of Events (2.4, 3.9)*					

	5.a.5 *Ensure all student self-service applications are mobile capable (2.6)* ***5.a.6*** *Identify functional technologists (business analysts) in each major department to work with ITSS on departmental needs (3.9)* ***5.a.7*** *Examine, streamline, and simplify the following processes & apply technology solutions as appropriate in the following areas:* • *Course numbering (Data Integrity Project recommendation)* • *Account creation for various systems* • *Help desk escalation* *(3.9)*						
5.b Efficient technology enabled staff processes	***5.b.1*** *Automate approval process for access requests using Workflow (3.9)* ***5.b.2*** *Implement self-service attendance and payroll function input capability for faculty (3.9)*						

	5.b.3 *Provide ability to encrypt email (3.9)* ***5.b.4*** *Provide computer/network system statuses via website (3.9)* ***5.b.5*** *Provide a central Calendar of Events (see Initiative 5.a.4) (2.4, 3.9)* ***5.b.6*** *Examine, streamline, and simplify the following processes & apply technology solutions as appropriate in the following areas:* • *Hiring* • *Onboarding* • *Offboarding* • *Schedule rollover* • *Curriculum approval* • *Apprenticeship* • *Graduation evaluations* • *Technology purchases* • *Account creation for various systems* • *Help-desk escalation*						

	• *Positive attendance collection* • *System integration requests* *(2.9, 3.9)*						
5.c Eliminate paper & manual processes	***5.c.1** Select & implement a District-wide forms systems that integrates with Colleague (Data Integrity Project recommendation) (3.9)* ***5.c.2** Eliminate manual processes & paper usage by using technology tools as identified in the following areas:* • *Payroll (i.e. timecards)* • *Evaluations* • *Catalog & schedule production* • *Storage of employee files (see Initiative 5.d.1)* • *Graduation petitions (see Initiative 5.c.1)* • *Prerequisite clearing*						

	• *Educational Plans (see Initiative 4.c.1)* • *Special admits (use online forms)* • *Promise/Dream Act* • *Budget development* • *Clery reporting* • *Others as identified* *(3.9)* ***5.c.3*** *Identify & implement automated data error checking during schedule creation (2.5, 3.9)*						
5.d Eliminate duplicative systems (shadow systems)	***5.d.1*** *Move all digital imaging to Square 9 (Data Integrity Project recommendation) (3.9)* ***5.d.2*** *Move all District websites to a single platform while retaining each campus autonomy (3.9)* ***5.d.3*** *Evaluate functionality provided in Student Access system for either District-wide adoption & interface of data to Colleague or*						

	elimination & replacement with a more comprehensive system (3.4, 3.9) ***5.d.4*** *Eliminate Excel shadow systems for data collection & storage which pose a security risk & risk of incomplete reporting data; move collection & storage of this data to Colleague or other District system as identified (i.e. payroll data, position control, etc.) (Data Integrity Project recommendation) (3.4, 3.9)*						

Technology Master Plan Theme 6: Data Integrity for Good Decision Making and Funding						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
6.a Implemented Data Integrity project recommendations	***6.a.1*** *Review & monitor regularly Data Integrity Project recommendations until completion (see Data Integrity Project Final Report) NOTE: Data Integrity Project recommendations are noted throughout this plan (1.3, 2.4, 4.3)* ***6.a.2*** *Define & implement a data quality function (person or persons) to monitor the accuracy of reported data (Data Integrity Project recommendation) (1.3, 2.4, 3.9)*					
6.b Efficient & effective data collection, validation & storage	***6.b.1*** *Develop MIS audit reports for departmental staff to use in monitoring MIS data completeness & accuracy (Data Integrity Project recommendation) (3.9, 4.3)*					

6.c Data used in decision-making	***6.c.1*** *Promote data driven decision-making by providing technology tools to collect, store, analyze and present data (Data Integrity Project recommendation) (1.3, 3.9, 4.3)*						

Technology Master Plan Theme 7: Training/Cross-training and Support						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
7.a Provide training for staff on District technology solutions	***7.a.1*** *Develop training and online materials for staff on technology/ software solutions available, what they are, how to use them & who to contact for help (3.2)* ***7.a.2*** *Survey staff on technology training needs (3.2)* ***7.a.3*** *Based on results in 7.a.2 & based on new technologies acquired (i.e. such as new communication tools see Initiatives 1.a.3, 12.b.3, 12.b.3, & 12.d.3) offer appropriate training opportunities both in-person & remotely (3.2)* ***7.a.4*** *Provide training or training resources on new functionality in Colleague as it is implemented (3.2)* ***7.a.5*** *Consider offering walk-in training sessions*					

	for specific topics as identified (i.e. new technologies) (3.2)						
7.b Provide training materials & self-help resources	***7.b.1** Post training materials & videos of training sessions on website for easy viewing. Topics of interest include:* • *Artificial Intelligence & its impact* • *HECVAT-its purpose & process* • *SharePoint* • *Security* • *Power BI* • *Effective teaching tools* • *Website development & maintenance* • *Accessibility for technology* *(3.2)* ***7.b.2** Develop website materials for onboarding & offboarding regarding technology resources & use (3.2, 3.9)* ***7.b.3** Provide self-help materials for needs identified in 7.a.2 (3.2)*						

7.c Facilitate cross-training of departmental staff on technology processes & best practices	***7.c.1*** *Assist functional users in documenting use of District-wide systems for use in cross-training (3.2)* ***7.c.2*** *Annually review with functional users the Process Maps / Data Dictionaries developed during the Data Integrity Project with end users for accuracy & currency (Data Integrity Project recommendation) (1.4, 2.9, 3.4, 3.9)* ***7.c.3*** *Conduct cross-training session between ITSS/CTSS on topics of joint interest (3.2)*						
7.d Provide training for students on technologies for successful course completion & workplace requirements	***7.d.1*** *Prepare a set of materials for use during student orientation regarding technology best practices & help desk resources (2.4, 3.9)* ***7.d.2*** *Post self-help information on Canvas & District website for student facing systems (2.4, 3.9)*						

Technology Master Plan Theme 8: Security							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
8.a Protect District assets, students and staff (Data Integrity Project recommendation)	***8.a.1*** *Support physical building security with appropriate technology solutions (i.e. new security cameras, door locks, wide-area loud speakers, etc.) (3.8, 3.9)* ***8.a.2*** *Include in student orientation security information & best practices (i.e. passwords, known issues, etc.) (3.9)* ***8.a.3*** *Regularly test emergency alert system (3.9)* ***8.a.4*** *More fully use & upgrade cameras in place to protect District assets (3.8, 3.9)* ***8.a.5*** *Fully implement Multi-Factor authentication (3.9)*						
8.b Plan for Disaster Recovery & Business Continuity	***8.b.1*** *Update Disaster Recovery & Business Continuity plans (3.10)*						

	8.b.2 *Conduct tabletops & drills annually (3.2, 3.10)*						
8.c Regular security updates & best practice information	***8.c.1*** *Increase cybersecurity awareness by providing annual mandatory cybersecurity training (3.9)* ***8.c.2*** *Train staff on HECVAT (trusted & responsible vendors) principles for clear understanding of how to comply & why it is needed (3.2)* ***8.c.3*** *Monitor the security threats & notify all staff & students of possible vulnerabilities when detected (i.e. Phishing, etc.) (3.9, 3.10)*						

Technology Master Plan Theme 9: Compliance						
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***	***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
9.a Meet mandated reporting & operational requirements	***9.a.1*** *Produce a calendar of all mandated reporting deadlines & share widely with staff to help ensure data is ready when needed (1.3, 3.9)* ***9.a.2*** *Monitor changes in & comply with all mandated reporting requirements (i.e. MIS, IPEDS, CCFS-320, etc.) (1.3, 3.9)*					

District Strategic Priority #4: Technology

Technology Master Plan Theme 10: Technology Decision-Making & Long-term Planning							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
10.a Clear & well understood technology decision-making & planning process	***10.a.1*** *To drive planning, create a standardized, fair & equitable process & rubric for district technology planning, acquisition & program/ service review including:* • *Defining role of the District Technology Planning Committee* • *Identifying how technology supports District goals* • *Total Cost of Ownership (TCO) information (see Initiative 10.b.1)* • *Describing how program/ service review is linked to budget allocation*						

	• *Account creation for various systems* • *Identifying how ITSS/CTSS will need to be involved (i.e. system integration)* *(4.2, 4.3)* ***10.a.2*** *Develop, update a District-wide minimum standard for technology (i.e. classroom/lab technologies & devices, staff devices, etc.) (3.9, 3.10)* ***10.a.3*** *Document the planning & decision-making process (i.e. flowchart) in 10.a.1 & make widely known so all know how to participate (4.2, 4.3)* ***10.a.4*** *Maintain a sustainable funding model for technology resources & services (3.4, 3.6)* ***10.a.5*** *Use the District Technology Planning Committee to monitor the progress of & annually*						

	review & update this plan (1.4, 3.9)						
10.b Total Cost of Ownership model for acquisition	***10.b.1*** *Develop a standard Total Cost of Ownership evaluation to use during acquisition of technology assets/systems including energy efficiency & sustainability evaluation (1.4, 3.4, 3.6, 3.9)*						

Technology Master Plan Theme 11: Technology Systems							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
11.a Appropriate new technologies	***11.a.1*** *Analyze & fully implement as appropriate the following:* • *Customer relationship management (CRM) from entry to exit including pre-enrollment (Initiative 1.d.1), early alert/retention (Initiative 1.b.4), alumni (Initiative 5.a.3) & other identified needs* • *Degree Audit (Data Integrity Project recommendation)* • *Auto Award/Auto Graduation (Data Integrity Project recommendation)* • *Predictive Analytics for Academic*						

	Schedule Development (after completion of Initiative 4.c.1 – Educational Planning System) • *VTEA Survey collection (Data Integrity Project recommendation)* • *Vendor search for staff* • *Proctoring/cheating software* • *Online teaching tools* • *Network monitoring tools* • *Warehouse management system* • *Others as identified* *(3.9)* ***11.a.2*** *When considering acquisition of systems, avoid systems that do not integrate/interface with existing systems such as Colleague/Canvas; avoid stand-along systems that do not integrate well (3.4, 3.9)* ***11.a.3*** *Complete the phone, Wi-Fi, & network*						

	infrastructure upgrades in progress (3.9)						
11.b Fully leveraged systems	***11.b.1*** *Based on results from 11.a.1, determine if current system(s) or statewide funded tools can meet need prior to purchase of any new systems/technology (3.4, 3.9)* ***11.b.2*** *Continue migration of systems to cloud from on-premise (3.9)* ***11.b.3*** *Consider more training on, enhancement to or replacement of Concur, Evaluatd & eLumen to make them more user friendly (3.2, 3.9)* ***11.b.4*** *Reduce as much as possible customizations to Colleague (3.4, 3.9)* ***11.b.5*** *Identify & implement Colleague functionality not in use (i.e. Workflow, Payroll, self-service, cohort tracking) (Cohort Tracking is a Data Integrity Project recommendation) (3.4, 3.9)* ***11.b.6*** *Use Square 9 for digital imaging throughout the District (see Initiative 5.d.1) (3.9)*						

	11.b.7 *Consolidate & streamline SARS codes used across the District to improve cohort tracking, efficacy reporting & pathways success monitoring (Data Integrity Project recommendation) (1.3, 2.9, 3.9, 4.3)*						
11.c Modern systems	***11.c.1*** *Explore technology improvements including:* • *Position control* • *Hiring & Onboarding* • *Evaluations* • *Electronic timesheets* • *Professional Development tracking* • *Distance Education Eligibility tracking* • *Overload tracking* • *Performance Evaluations* • *Class Rosters* • *Others as identified* *(2.6, 2.7, 3.4, 3.9)* ***11.c.2*** *Where possible, move from desktop to laptop technology for easy portability and work location flexibility (3.9)*						

	11.c.3 *As new systems are deployed move to larger, high-resolution, dual monitors which meet minimum standards as set in Initiative 10.a.2 (3.9)* ***11.c.4*** *Consider replacing projectors with large touchscreen panels in conference rooms & classrooms (2.6, 3.9)* ***11.c.5*** *Monitor system-wide ERP system & data lake efforts for applicability to current environment (3.4, 3.9)*						
11.d Knowledge of emerging technologies	***11.d.1*** *Develop expertise in Artificial Intelligence applications in higher education & recommend as appropriate (3.9)*						
11.e Easy to use data warehouse & reporting tools	***11.e.1*** *Immediately embark on a project to replace current data warehouse with a cloud-based, easy to use, self-service system (Data Integrity Project recommendation) (1.4, 3.9)* ***11.e.2*** *Develop ability to bring in outside data into the data warehouse & train appropriate users (1.4, 3.9)*						

District Strategic Priority #5: Communications

Technology Master Plan Theme 12: Communication Tools							
Objective	***Initiative***	***Responsible Party***	***Target Completion /Needed Resource (approx.)***		***How to Measure Result***	***Yearly Outcome Assessment***	***Implications for Next Year's Plan***
12.a Modern student communications (see Objective 1.a)	*See Initiative 1.a.1 – 1.a.3 (3.2, 3.9)*						
12.b Effective internal communication tools	***12.b.1*** *Survey staff & research best practices to determine preferred method(s) of communications with staff (3.2)* ***12.b.2*** *Acquire tool(s) in 12.b.1 if needed and implement (3.2, 3.9)* ***12.b.3*** *Train staff on use of selected tool(s) in 12.b.2 (see Initiative 7.a.3) (3.2)*						
12.c Appropriate targeted & mass	***12.c.1*** *Using results from 1.a.1 and 12.b.1 to identify best targeting*						

communication tools	*and mass communication tool(s) (3.9, 3.10)* ***12.c.2*** *Acquire tool(s) identified in 12.c.1 if needed & implement (3.9, 3.10)* ***12.c.3*** *Train staff of use selected tool(s) (see Initiative 7.a.3) (3.2)*						
12.d Effective communication tools for use with the community	***12.d.1*** *Identify technology tool(s) most effective in communicating with the community in consultation with marketing & public relations staff (i.e., print media, electronic media, marquee, etc.) (3.9)* ***12.d.2*** *Acquire tool(s) identified in 12.d.1 if needed & implement (3.9)* ***12.d.3*** *Train staff on use of selected tool(s) (see Initiative 7.a.3) (3.2)*						

Appendix A – Environmental Analysis and Development Process

District Profile

The San José-Evergreen Community College District (SJECCD) is located in northeastern Santa Clara County, where it encompasses more than 300 square miles, including most of the city of San José and all of the city of Milpitas. The District is comprised of Evergreen Valley College (EVC), established in 1975; San José City College (SJCC) was the first community college in Santa Clara County, established in 1921; the Community College Center for Economic Mobility, formerly known as the Workforce Institute, established in 1988; and the San José-Evergreen Community College Extension at Milpitas, established in 2016. San José-Evergreen Community College District currently serves over 26,000 students annually.

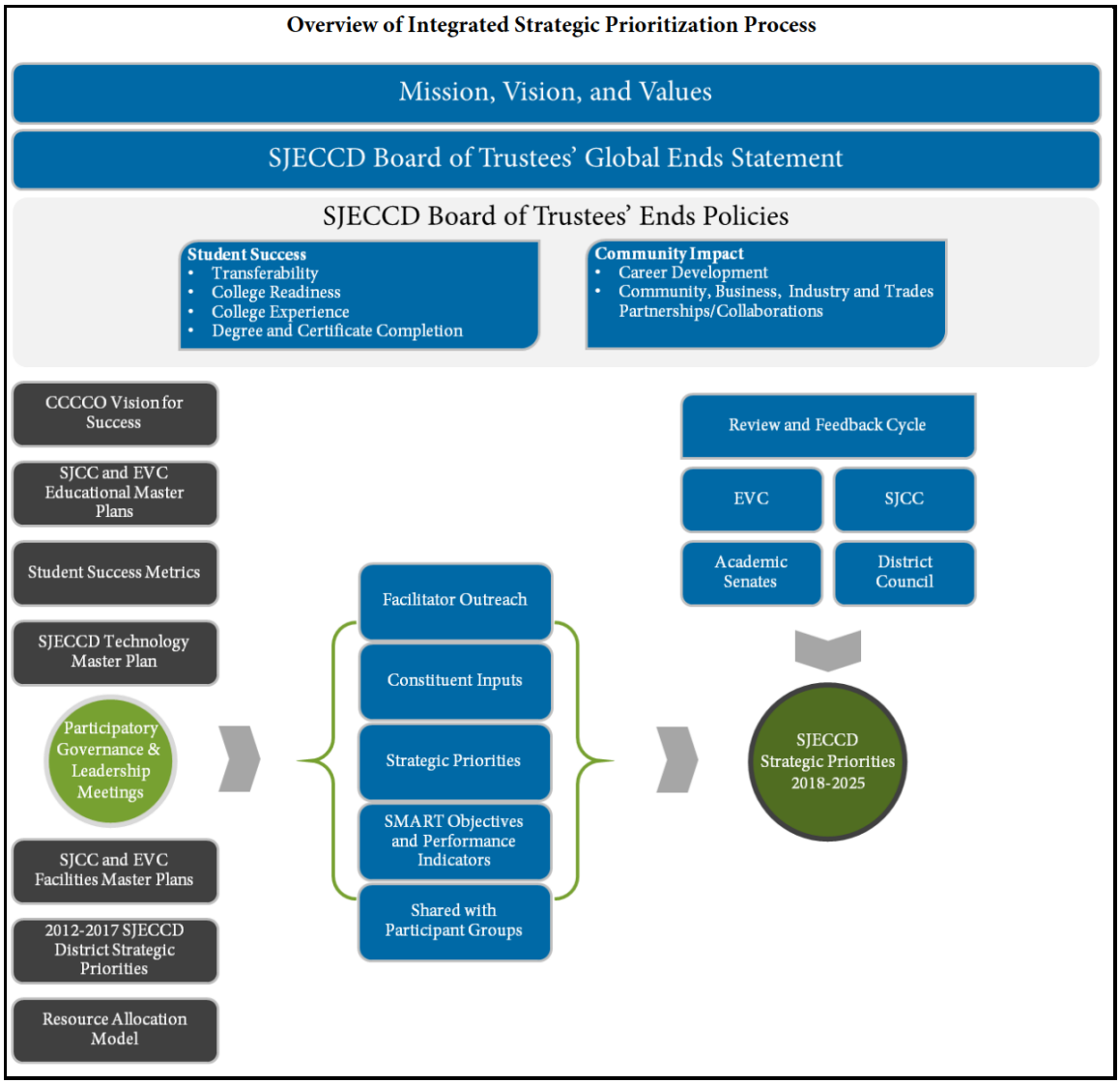
Evergreen Valley College and San José City College are comprehensive community colleges that offer transformational opportunities for students from our richly diverse communities. Through this, students achieve their educational goals and positively affect their lives and their communities. These institutions individually execute their college-specific plans. The Community College Center for Economic Mobility works to make the complex ecology of opportunity fit together like pieces of a puzzle. “When all the pieces fit, we make real the promise of higher education for a better life, economy, and democracy.”

In recent years, SJECCD has revitalized the infrastructure of both Colleges, District Office, and the San José-Evergreen Community College Extension in Milpitas. With these capital investments, students now enjoy additional 21st century collaboration environments and instructional spaces. In 2016, SJECCD achieved passage of Measure X, the District’s $748 million bond.

Current Environment

Planning Environment

The District's strategic prioritization process has been far-reaching and inclusive: Far-reaching in that it drives, and is informed by, the many other District planning and prioritization efforts underway throughout the year; inclusive in that it brings in the voices and perspectives of the many internal and external stakeholders. The graphic below illustrates the plans and groups that are integrated and associated with this overall prioritization process:



Campus and District-wide plans, including the SJECCD Technology Master Plan, are used to develop new programs and services and improve existing ones. Importantly, the plans drive financial resource allocation through the budget process. The decision-making structure at SJECCD culminates at the District Council which is advisory to the Chancellor. Key committees that provide input from the across the District include:

- District Academic Senate
- District Budget Committee

- District Institutional Effectiveness Committee
- District Technology Planning Committee

Descriptions of these committees and their functions are provided on the District website.

Information Technology Services and Support (ITSS) Purpose

To advance student success, Information Technology Services and Support (ITSS) provides reliable, relevant and secure IT services, support and resources for academic, administrative and student support services throughout San José-Evergreen Community College District.

Institutional Self Evaluation Report (ISER) for Accreditation

Both colleges completed their reports in Spring of 2023 and the accreditation visit took place in October 2023. The results are not yet determined; however, the self-evaluation indicates that the college continues to meet all standards set forth in Standard III.C Technology Resources.

Integration of Accreditation Standards in Planning Initiatives

Included in the Plan for each set of initiatives are references to the associated Accreditation Standards. These references denote the Standard most closely related to the initiative such as (I.A.1). Referencing these standards further illustrates the interconnectedness of college planning efforts like the Technology Master Plan to Accreditation Standards.

Trends in Technology/Higher Education

As part of the planning process, several noted resources provided guidance for the future of technology in higher education. They include Educause and Gartner Research. Below is information on the top issues, priorities and trends in higher education from these sources:

Educause

EDUCAUSE is a nonprofit association whose mission is to advance higher education through the use of information technology. We equip our community with the knowledge, resources, and community-building opportunities needed to help shape strategic IT decisions at every level in higher education. Each year, Educause publishes the "Top 10 IT Issues" in higher education. The 2023 IT issues selected by members of the EDUCAUSE community are show below:

2023 Top 10 IT Issues

#1. ***A Seat at the Table:*** Ensuring IT leadership is a full partner in institutional strategic planning

#2. ***Privacy and Cybersecurity 101:*** Embedding privacy and cybersecurity education and awareness in the curriculum and in the workplace

#3. ***Evolve, Adapt, or Lose Talent:*** Creating a workplace that allows for and supports movement up down and sideways to accommodate shifts in personal and professional goals and to foster healthier work/life balance

#4. ***Smooth Sailing for the Student Experience:*** Using technology, data insight, and agility to create a frictionless student experience

#5. ***Enriching the Leadership Playbook:*** Leading with humility and candor to engage, empower, and retain the IT workforce

#6. ***Expanding Enrollments and the Bottom Line:*** Focusing data and analytics initiatives on identifying academic programs with high potential for recruitment ROI

#7. ***Moving from Data Insight to Data Action:*** Converting data analytics into action plans to power institutional performance, enhance operational efficiency, and improve student success

#8. ***A New Era of IT Support:*** Updating IT services to support remote/hybrid work

#9. ***Online, In-Person, or Hybrid? Yes:*** Developing a learning-first, technology-enabled learning strategy

#10. ***SaaS, ERP, and CRM: An Alphabet Soup of Opportunity:*** Managing cost, risk, and value of investments in new ERP solutions

Source: *2023 Top 10 IT Issues, Educause*

Many of these items are reflected in the themes, objectives and initiatives contained in the *San Jose Evergreen Community College District Technology Master Plan FY2025-2032.*

Gartner Research

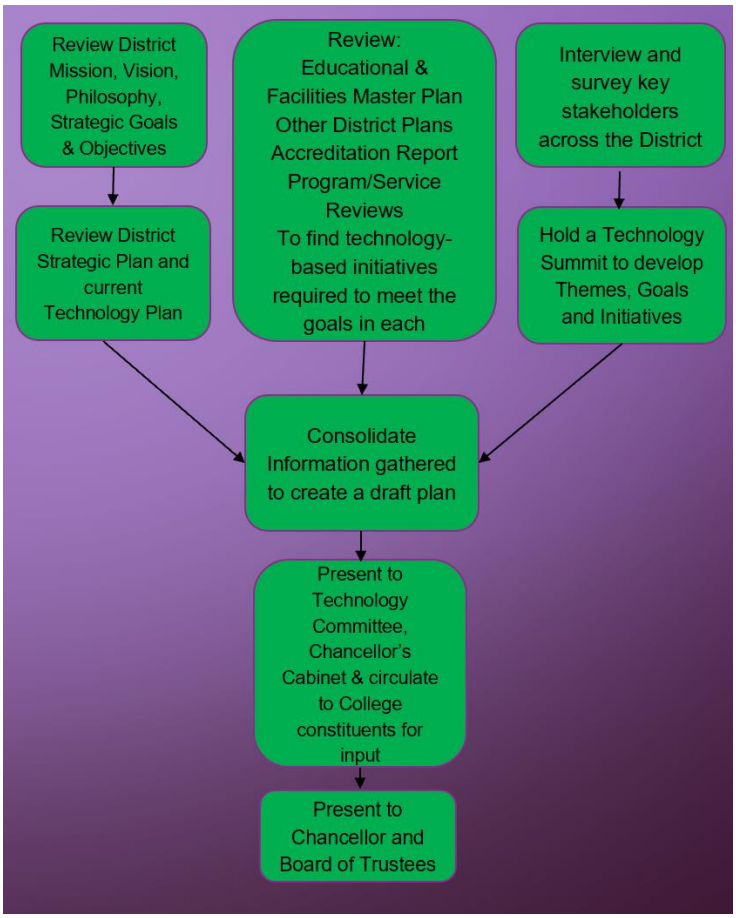
Gartner evaluates the Top Strategic Technology Trends that will drive the global higher education industry each year and published the following in January 2023.

Source: *Top Strategic Technology Trends for 2022, Gartner at* *https://www.gartner.com/en/articles/gartner-top-10-strategic-technology-trends-for-2023*

Many of the issues and trends identified in the research closely aligns with the initiatives that the college will pursue over the next five years.

Plan Development

A flowchart of the process used in the formulation of the *San Jose Evergreen Community College District Technology Master Plan FY2025-2032* is shown below:



The steps taken to prepare the plan included a review of the college Mission, Vision, Values and Strategic Priorities, along with a document review which included the *SJECCD Technology Master Plan 2017-2024*, EVC/SJCC Technology Plans, EVC/SJCC Educational Master Plans and EVC/SJCC Vision 2030 Facilities Plans.

In addition, key stakeholders were interviewed including members of the Chancellor's Cabinet, Academic Senate, Classified Senate, Union representatives, District Technology Planning Committee members, Information Technology staff, and other interested parties. Ninety-eight (98) individuals were interviewed including twenty-three (23) faculty, thirty-three (33) classified, forty (40) administrators and two (2) students. There were twenty-six (26) individuals interviewed from the District office, thirty-two (32) from EVC and forty (40) from SJCC. The interview questions used during the interviews are below:

Question	Response
Review purpose of the interview regarding the District Technology Plan and the expectation of confidentiality. Will use Data Integrity interview information as well. Difference between District and Campus Technology Plans.	
As you think about the future and the technology needs you have, from your perspective, what are the key items that should be included in a Technology Plan at the District level?	
How sufficient is technology and systems support at the District level? What could be done to make it support better?	
How do you request technology projects? What is the decision-making process for computing resources? How does the District prioritize technology projects? What committees are involved? Do you have any suggestions for improving the decision-making process?	
What policies or standards related to technology does the District currently have? What policies or standards are needed?	
How effective and efficient are the Districts technologies and systems? What could be done to improve them? What specific technologies or systems work well? What specific technologies or systems do not work well?	
How well do the technologies and systems meet staff needs?	
How well do the technologies and systems meet student needs?	
What new technologies or systems are needed?	
What training about technology and systems are available? What training is needed?	
How confident are you in the data and reports that the District systems produce? Why or why not?	
How well prepared are the District systems for a disaster or failure?	
How secure do you feel the District systems are? What vulnerabilities concern you the most?	
Is there anything else you wish to share regarding technology or systems at the District?	
General Comments	

A survey was sent to all staff and current students at the District, with 225 surveys completed. The survey included one hundred thirty (130) students, fifty-six (56) faculty, twenty (20) classified staff and nineteen (19) management/confidential staff. This included ten (10) from the District office, seventy-three (73) from EVC, one hundred forty (14)) from SJCC, one (1) member of the community and (1) unknown. The questions used during the survey are shown below:

Question	Response
Define the purpose of the survey regarding the District Technology Plan and the expectation of confidentiality in preamble. District vs. campus.	
Collect name and department information.	
What are your primary uses of technology?	
As you think about the future and the technology needs you have, from your perspective, what are the key items that should be included in a Technology Plan at the District level?	
What specific technology or system needs do you anticipate you will need over the next 3-5 years from the District other than for instruction of students?	
What specific technology or system needs do you anticipate you will need over the next 3-5 years from the District for instruction of students?	
General Comments	

The survey revealed that the primary use of technology for the respondents was work (51) followed by study (43), internet research (35), email/communications (35), Canvas access (33), classroom instruction (27), software applications (20), entertainment/shopping (13), online teaching (12), eBooks (5) and committee work (5). The pertinent results related to campus technology needs will be shared with the respective campus technology committee chairs.

A two-day Technology Master Plan Summit was held with twenty-nine (29) members of the college community in attendance. The Summit built on the previously collected information to develop the themes, objectives, and initiatives for the new plan.

Timeline for Completion of the Plan

The plan was started in September 2023 and completed in June 2024. It was accomplished in three phases. Below are the three phases and the appropriate timeline:

				Approximate Timeline							
				Sept	October					November	
8 Weeks	Document Review, Interviews & Analysis	Approximate Dates	Status	25-29	2-6	9-13	16-20	23-27	30-3	6-10	13-17
1	Initial Project Setup; Contract	Sept 25-29	Complete								
2	Document Review & Interview Scheduling	Oct 2-6	Complete								
3	Initial Steering Meeting	Oct 9-13	Complete								
4-7	Conduct Survey & Interviews	Oct 16-Nov 10	Complete								
8	Analysis - Develop Matrix of Findings/Materials for Summit	Nov 13-17	Complete								

				Approximate Timeline							
				Nov	December		January	February			
8 Weeks	Conduct Summit, Draft Plan & Get Feedback	Approximate Dates	Status	27-2	4-8	11-14	29-2	5-9	12-16	19-23	26-1
1	Conduct Summit - Develop Themes, Goals, Initiatives	Nov 30-Dec 1	Complete								
2-3	Draft Plan	Dec 4-14	Complete								
4-7	Circulate Draft Plan for Feedback to Campus Community	Jan 29-Feb 23									
8	Prepare Responses to Feedback	Feb 26-Mar 1									

				Approx Timeline			
				March	April	May	June
4 Months	Finalize Plan & Present	Approximate Dates	Status	2-31	1-30	7	11
1-2	Governance Approval Process	Mar 2-Apr 30					
3-4	Board Approval Process-First and Second Reading; Final Approval	May 7; June 11					

Summary of Perspectives – Interviews and Surveys

As a result of the document review, surveys and interviews, twenty-eight (28) "Key Areas of Concern" were identified. Below is a table that lists in the left-hand column the "Key Areas of Concern to Address in the Technology Plan" and in the right-hand column the number of interviewees who indicated the item in their response:

San Jose Evergreen Community College District Interview/Survey Analysis	
Key Areas of Concern to Address in Technology Plan	
Student Equipment & Software-need check-out or low-cost equipment for students; need an easier way for students to print; need to be consistent about loaners; equitable access; low or no cost software needed for course work; computer labs for high end applications; research databases; student ability to use computing resources remotely; discounts for students on tools they need and will use in work	**76**
New System Needs/Emerging Technology/Modernization-ed planning not consistent-different tools-not shared; track professional development; position control; hiring; performance evaluations; overload contracts; physical access system; ability to encrypt email; degree audit/auto-awarding; transfer equivalencies; schedule checks; early alert; replace email for students-they do not use it; CRM-use the same one District-wide; project tracking; timecards; tracking of credit for prior learning; VTEA survey needs to be implemented; refund requests; payment plans for students-self-enrollment; CalISER; AI; social media; vendor search for staff; more student apps-i.e. interactive map; self-service needs payroll info for staff; dashboard on system status i.e. Wi-Fi; reports from Help Desk system; digital wayfinding; OER delivery; wide area loud speakers; move to laptops from desktops; better tools to curb cheating; central calendar of events; tools for online/in-person instruction simultaneously; large touchscreen panels to replace projectors; better proctoring software-not intrusive; electronic forms; warehouse system; online teaching tools	**75**
Working Together-need to work together better; working in silos; need District-wide protocols; use same forms for same functions (i.e. FERPA); same depts at both campuses need to work together better; need a printing system that students can use at either campus; share costs; standardize tools across District; collaboration tools needed; build trust; need to work directly-going through the hierarchy makes things inefficient; need a culture change; share licensing; common platforms that we can all use the way we need	**69**
Training, Cross-Training & Training Materials-need more in all areas; need training on what systems we have and capabilities; training on new features in Colleague; new hire technology training; AI and its impact; need central source of training materials; handbook of systems and their purpose; training on HECVAT and purchasing process; student training; security training for IT & staff; SharePoint training; Power BI training; cross-training in ITSS/CTSS needed; need some face-to-face/walk-in training; need a focal point for training; professional development plan including effective teaching, new technologies, best practices; website training; accessibility training	**66**
Data Warehouse-needs new technology; needs to be self-service; user-friendly tools; hard to use; need easier analytic capabilities; have to use consultant to get reports; CROA not user friendly; ODS refresh needed; needs to be able to bring in outside data	**61**
Infrastructure and Aging Systems-running on old technology; more modern phone solution; modernize Colleague; move more applications to the cloud; Wi-Fi needs to be updated; more modern tools for network monitoring; update teaching software so students are prepared for work; energy efficiency and sustainability	**61**

Software Portfolio Analysis-Concur hard to use; Evaluatd not working; duplication of effort; modernize or replace Colleague; digital imaging done in multiple places; need to choose one form system; too many systems-can we consolidate; website software should be same? websites hard to find things; need to discuss Google role; expand use of digital imaging; eLumen hard to use; reduce Colleague customizations; standardize technology; mobile first-all apps should work on a phone	**58**
Policies/Procedures/Standards-need policy on Home Institution; need Data Governance policy; need policy on access to systems and data; data entry standards; remote work; ergonomic policy for working with technology; common course numbering; social media use policy; AI-how to use in our work and how to manage; use of apps in the classroom; accessibility; review priority registration; review non-resident tuition waiver; waitlist; retention re: system/email; student and employee accounts-how long to keep active; minimum hardware/software standards; information security policy needed; need infrastructure standards; technology standards for construction; standard for all apple products; cell phones; minimum standards for Hyflex	**55**
Leverage Systems in Place-need to leverage functions in Colleague; stipends for payroll changes; paper time cards; position control; workflow not used; stay on top of changes to existing systems; automated checks in schedule; more self-service; improve and expand on use of self service; leverage systems already acquired; use Square 9 for stored files throughout the District; dual and larger monitors; cameras not fully used; improve class rosters for ease of use	**52**
Manual/Paper Process Elimination - payroll; human resources; evaluations; employee files; catalog; schedule; grad petitions; prerequisite clearing; manual verification; ed plans; special admits; grad petitions; reconcile multiple systems; Promise/Dream Act student data manually entered; budgets; Clery reporting	**43**
Processes Need to be Examined-course numbering; hiring; onboarding; offboarding; schedule rollover; curriculum approval; apprenticeship; grad evaluations; engage campus and district in all discussions; how to request help in integration of systems; purchasing of technology; issuance of account login/software licenses; examine all student processes for barriers; help desk escalation process; positive attendance collection process; simplify the user experience	**39**
Security-need alerts; good number of phishing emails; need Multi-Factor Authentication; buildings left open overnight; deep fakes; responsibility of all	**38**
Technology Decision Making (IT Governance)-a clear plan of how technology will be used to support District goals; program/service review process not linked to budget allocation; not a clear process-not documented (i.e. flowchart); budget process not clearly understood; no data governance policy; ITSS not always consulted when systems acquired that then want to interface to existing systems; no vetting process for new tools; don't know how it works; need a group to advise IT; explain and document HECVAT; include TCO analysis on all tech purchases; use a rubric; ad-hoc now-go back to the a defined fair process; needs to be fair and equitable; needs to include campus and district process; service review for ITSS; a few make all decisions based on budget; need a flowchart for the process; those who have their own funding get to move ahead; long term technology planning	**36**
Data Incomplete/Inconsistent/Inaccurate-problem validating data; implementing systems using bad data; fraudulent applications have impacted us; no data validation function in place; CO Data Mart not accurate; hard to get data out of Canvas for analysis; no data standards; SAM codes need to be reviewed; SARS codes-too many; Perkins numbers cannot be verified; no confidence in data; implement Data Integrity Project recommendations	**36**
Software Integration-buy systems that do not interface with Colleague; need to interface with third party systems; too many standalone systems; interface to Curricunet; more integration with Canvas for reporting; integrate Square 9; health systems shared by campuses	**27**

ITSS/CTSS Staffing-ITSS/CTSS is understaffed; need after hours assistance; need accessibility expertise; staffing analysis needed; need a security analyst; more help desk staff; examine structure of ITSS/CTSS; need stable IT leadership	**25**
Cohort Tracking-need a tool; SARS codes not consistent for tracking; efficacy reporting is not possible; track students for pathways success	**24**
Data Driven Decision Making-does not occur	**23**
Shadow Systems-excel used extensively; Student Access system; payroll processing; position control	**20**
Disaster Planning-don't have a plan; post pandemic this needs updated; need to do tabletops	**19**
Communications-streamline student communications; students don't use email; use same communications systems district-wide for students; need mass communications system; better communications during failures; text messaging amongst staff; better staff to staff communication tools; collaborative technology	**18**
Support-no hands-on support; more hours for students; list of who to call with various systems; streamline choices in ticketing system; tools to help students find what they need; need apple support; expand ticketing system for other areas	**18**
Roles & Responsibilities-District vs. campus responsibilities for technology not clear; ITSS and supported departments roles not clearly defined i.e. user accounts; HR and Fiscal roles not clear re: position control; who is responsible for what data; who is responsible for training; distance education; website responsible parties need to be defined; CTSS vs. ITSS responsibilities; need to understand IR function	**14**
Functional Technologists-need business analysts; need key users who understand technology	**14**
Community Involvement-partner with tech firms/Silicon Valley	**8**
System Wide Tools-leverage system-wide funded tools; common ERP	**4**
Service Level Agreements-need to set expectations on service levels	**2**
Compliance-Federal, State and Local laws	**2**

Attendees at the Technology Summit were given this detailed information to use in developing themes, strategies and initiatives.

Technology Summit Results

A two-day, District-wide Technology Summit was held on November 30 and December 1, 2023. During the Summit, results from the constituent surveys and interviews identifying key areas the District should address in the new Plan along with the Mission, Vision, Values, and Strategic Priorities were presented. The key areas of concern were grouped into thirteen (13) themes. One theme, that of Equity, Diversity & Accessibility was identified to permeate through all other themes. The Summit attendees then identified which themes aligned with the each of the District's Strategic Priorities. Below is the result:

Attendees were then charged with suggesting objectives and initiatives to support the themes. The recommendations of the attendees at the conclusion of the Summit were incorporated into the initial draft.

Initial Draft

After the Technology Summit, an initial draft was created. In preparing the first draft of the plan, a minimum amount of editing was done to preserve the ideas and suggestions of the Technology Summit attendees. What was done in preparing the draft was consolidation of objectives and initiatives to remove duplicative items. The specific details of how to complete the initiatives will be left to the responsible parties and those participating in the execution of the initiatives.