



Strategic Technology Plan

2012-2015

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I. Overview, Mission, and Vision

Overview

The Strategic Technology Plan for the Ventura College is intended to provide an overall framework for the strategic implementation of technology for the College. The purpose of the plan is to align the application of technology to the College’s Mission, Vision, and Strategic Goals and Objectives. It will provide a roadmap for all major technology initiatives undertaken by the College and District for the next three years.

This plan is divided into three sections. First is the vision and mission of the District and Information Technology. The second section outlines the goals and objectives. The third section lists the strategic initiatives that will be undertaken by the District to meet the goals and objectives, with initiative overviews, benefits, resource requirements and timelines.

Vision Statement

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

Information Technology Mission Statement

1. Continuously improve educational programs and services to meet student, community and workforce development needs.
2. Provide students with information and access to diverse and comprehensive support services that lead to success.
3. Partner with local and regional organizations to achieve mutual goals and strengthen the College, the community, and the area’s economic vitality.

4. Continuously enhance institutional operations and effectiveness
5. Implement the Ventura College East Campus Educational Plan.

Mission Statement

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills and English-language learning; programs for students seeking an Associate's Degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. The College is a leader in providing instruction and support for students with disabilities.

With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College has a dedicated, caring faculty and staff who are committed to student success and to continual assessment of learning outcomes in order to maintain high quality courses and programs.

Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

Information Technology Mission Statement

The mission of the Information Technology Department is to provide secure, reliable, efficient, and effective technology services to the faculty, staff and students of the Ventura College and the District.

To align with the College's mission, the department is committed to excellence, striving to provide technology leadership and long-term vision, sustainability through innovation, high-quality service and support, and continuous improvement to assist in student learning, and support the colleges in their missions and functions.

Ventura College Educational Master Plan Goals

The following are the Strategic Goals and Objectives, as outlined within the VC EMP that must be achieved in order to fulfill the mission and vision of Ventura College.

Continuously improve educational programs and services to meet student, community and workforce development needs.

Objectives:

1. *Planning, Research and Assessment:* Regularly gather and analyze data related to student interests and regional workforce needs and make necessary adjustments to programs and services.
2. *Curriculum and Instructional Delivery:* Continually refine course content and approaches to instructional delivery to meet student and regional needs.
3. *Career Technical and Regional Education:* Refine career, technical and regional education programs to meet constantly evolving needs.
4. *Professional Development for Faculty:* Increase opportunities for faculty growth and training to enhance the teaching-learning process.

Provide students with information and access to diversity and comprehensive support services that lead to success.

Objectives:

1. Increase in-course retention rate by 1% in 4 years; 3% in 7 years; and 5% in 10 years.
2. Increase the overall student success rate (students earning an A, B, C, or CR notation) by 6% in 4 years; 8% in 7 years; and 10% in 10 years.
3. Increase first-term persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.
4. Maintain and gradually increase first-year persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.
5. Establish a baseline number of students who currently complete a Student Educational Plan (SEP) during their first year and increase that number by 10% in 4 years; 20% in 7 years; and 30% in 10 years.

Partner with local and regional organizations to achieve mutual goals and strengthen the College, the community, and the area's economic vitality.

Objectives

1. *Research and Assessment:* Create multiple avenues for monitoring regional needs.
2. *Marketing and Public Relations:* Elevate awareness of the vital role the College plays in the community.
3. *Curriculum and Instructional Delivery:* Continually review and orient the curriculum to take into account community and regional needs.

Continuously enhance institutional operations and effectiveness

Objectives

1. *Planning and Decision Making:* Refine and communicate the College's approach to shared governance and decision making.
2. *Professional Development for Staff:* Increase opportunities for staff to grow and have training opportunities to enhance service to students.
3. *Physical Environment:* Enhance campus maintenance, safety and environmental stewardship.
4. *Marketing and Public Relations:* Develop and implement a comprehensive public relations and outreach plan to highlight the College's image and its contributions to the community.
5. *Resources:* Develop plans to optimize college operations (instruction, student services, college services, etc.) to accommodate significant resource fluctuations (State revenues, facilities, etc.).

Implement the Ventura College East Campus educational plan

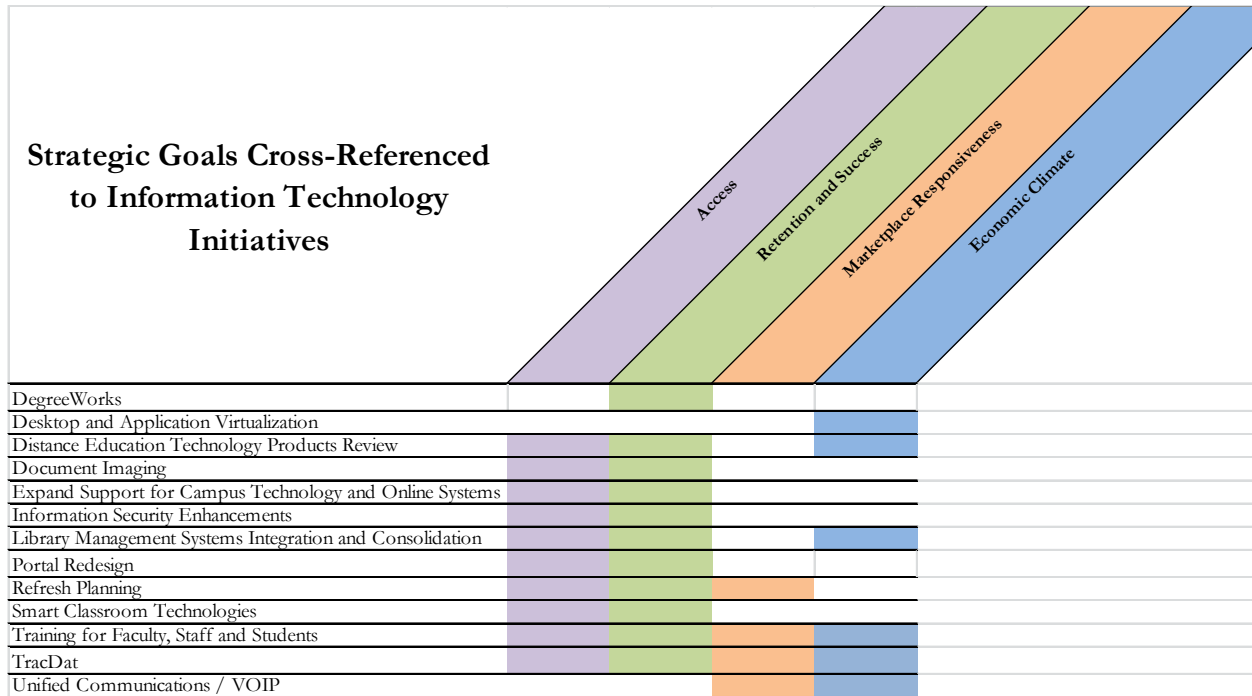
Objectives

1. *Curriculum and Instructional Delivery:* Reconfigure the existing East Campus curriculum so that approximately 3/5 of the course offerings at the East Campus will be occupational in focus; approximately 1/5 of the course offerings will fulfill general education requirements; and approximately 1/5 of the course offerings will be dedicated to English language acquisition courses.
2. *Student Support:* Provide a full complement of student support services to East Campus students.
3. *Research and Assessment:* Regularly gather and analyze data related to student interests and needs, emerging regional needs and employment opportunities, and make necessary adjustments.
4. *Resources:* Develop a plan for creating a new full-time Director of Off-Campus Programs position.
5. *Marketing and Public Relations:* Develop a comprehensive plan that expands regional outreach and financial support for East Campus programs and services.
6. *Facilities:* Determine needs and explore opportunities for reconfiguring existing or acquiring new space to accommodate growth.

II. Strategic Initiatives

The following strategic initiatives will be undertaken in order to achieve the College’s Strategic Goals over the next three years. The initiatives have originated from various sources. Many of the initiatives have been brought forward through the Technology Committee on Accreditation and Planning (T-CAP) or through the Program Plans written by programs across campus. Some have come from the various participatory governance and advisory groups within the District, and other initiatives have originated from the Information Technology Department.

The following chart displays the alignment the Educational Master Plan derived strategic goals with the information technology initiatives:



The sections on the following pages provide overviews of the initiatives, with a listing of benefits, estimated resource requirements, and projected timelines.

Capital Construction Projects Support

In December 2001, the Ventura County Community College District's Board of Trustees approved a resolution for the placement of a bond initiative on the March 2002 Ventura County election ballot as Measure S. At the March election, the citizens of Ventura County approved the issuance of bonds totaling \$356.3 million for construction and rehabilitation of facilities on the three community college campuses and the Camarillo site.

The IT Department provides multiple services related to the construction of new facilities. Services are coordinated with the colleges under the direction of Heery International, the company overseeing the bond construction management. These services include, but are not limited to:

- Time and effort is spent with the Architects and their subcontractors on the building specifications for technology infrastructure
- Interviews of stakeholders to determine long-term technology needs
- Input on bid specifications
- Review of bid submittals
- Meetings with the general contractor and subcontractor to review and discuss details of the infrastructure
- Review of work completed in conjunction with contract administration
- Work with Purchasing and the colleges on equipment budgets and procurement
- Equipment installation in facility (network, computers, phones, Audio/Visual)
- Assist with moves into the new facilities

Numerous capital construction projects are in progress, and will come to completion through 2014. IT will continue to provide services for all projects through completion, and will maintain the infrastructure after occupancy.

Benefits:

- All work conforms to IT infrastructure standards
- Ensure sufficient infrastructure for initial needs, and provide for growth
- All new technology equipment and software is deployed to campus and standards

Resources: Significant IT effort over multiple years; Funding from Measure S project budgets

Timeline: Projects will continue through 2014

DegreeWorks

Implement an online academic planning tool which provides real-time degree and certificate progress information to students and helps advisors provide consistent and meaningful direction to students. This is a district-wide project which will show all of a student's coursework at all three colleges.

Benefits:

- Real-time advice and counsel to students
- Interactive “what if” scenario planning
- More transparent course and credit transfer
- More personalized advising
- More timely degree certification
- Better retention and improved transfer recruitment
- Gives students and financial aid an official education plan

Resources:

IT programmer, Counselor training, Instructional Data Specialists, Matriculation, Articulation and Registration and Records staff time.

Project Timeline:

DegreeWorks will be available to students at the end of September 2012. Counselors have had access since August 2012. Student access became available in September 2012.

Desktop and Application Virtualization

Under current paradigms labs are provisioned with a suite of applications based upon faculty / course assignment. Installation often requires hands to touch every computer in a lab, once a stable image has been developed. Changes in scheduling, or short notice from faculty on updated software needs, create an occasionally frantic effort to redeploy a lab.

Decoupling hardware from application / technology enables a substantially more agile delivery of services. Virtualizing Applications and Desktops, is the containerizing of services, removing

hardware dependencies and software conflicts of an individual lab deployment, and offers opportunity for granular delivery of applications based upon enrollment.

Moving the processing, or actual computing activity, to a server level enables a commoditizing of applications and operating systems, and renders them substantially more portable. Rather than having to install to individual workstations, one image of an application or a desktop is rendered and then shared among multiple users and terminals. This delivery becomes platform agnostic, and in many ways obsoletes the desktop CPU's processing needs. It becomes a delivery terminal.

Benefits:

- One-to-many delivery of applications and operating system images, enabling the rapid deployment of service adapting to changing classroom/lab/instructional needs
- Enabling a more nimble paradigm of updates and patch management – updating one image is substantially faster and more cost effective than updating hundreds
- Enhanced accuracy in software licensing, potentially resulting in substantial savings in per seat costs of software packages
- Where licensing allows, dynamic delivery of instructional applications beyond the campus boundaries, providing students much more flexible access to applications required for coursework
- Substantial savings in refresh of desktop systems by replacing them with thin client terminal, also resulting in dramatic savings in electricity, and facility costs
- Reduced capital expenditures due to longer lifespan of thin client hardware

Resources: Significant IT resources will be required for implementation; Hardware and software expenditures will be significant, funded by the college Technology Refresh budgets. Investments in training and possible staffing realignment may be required to provide adequate systems and support services.

Timeline: Project will commence in 2011 and will continue into 2015.

Document Imaging

The District complies with Title 5 and other legal requirements for document retention. This involves archiving and retention of vast amounts of paper documents. There is a significant amount of physical storage space required in the college and district warehouses and in secure storage areas in various offices. Retrieving older documents is a time-consuming, inefficient process; one document can take an hour or more to retrieve.

As information needs and requirements grow the challenges for file retention, storage and retrieval will continue to grow ever larger. The tasks of document management will continue to grow more expensive and time consuming. A document imaging solution would solve many of these issues.

ATAC has designated this project as the number one priority on the list of pending projects. Data is being gathered for analyzing system options.

Types of documents that could be digitized:

- Transcripts – internal and external
- Applications
- Grade and class rosters
- Financial Aid documents
- Student Business Office – financial records

Benefits:

- A “green” computing initiative, reduces paper requirements
- Minimize paper storage, reducing storage costs
- Eliminate manual and time-consuming searches for physical documents
- Improve employee efficiency by providing immediate availability of information
- Increase information security and reduces possibility of loss or destruction of originals
- Document availability district-wide
- Facilitates articulation between the three colleges – needed for Title 5 compliance
- Enhanced services to our students

Resources: Significant IT and college staff time will be required; Funding source will be the New Information Technology budget, with an estimated implementation cost of \$350,000

Timeline: Pending board approval and funding availability, project would begin in Spring 2013 and be completed within one year.

Expand Support for Campus Technology & Online Systems

Over the 08-09 to 11-12 academic years, there has been a 43% increase in campus technology, from 1639 devices to 2900 devices. This technology is implemented and maintained by a staff of 3 classified staff and one supervisor. This is approximately half the staffing of similar sized Colleges.

The virtualization process has created a need for a staff member with a higher classification with server experience.

The College can improve Information Technology customer service by augmenting the Help Desk operations in several ways. These improvements include:

- (1) Extending service by adding hours of staff coverage during peak periods to include weekends and weekday evenings
- (2) Adding self-service functionality to the Help Desk web site and building a 24x7 FAQ database or wiki to provide answers to commonly asked questions and guidance and procedures on common activities
- (3) Track and analyze Service Level Agreements (SLA) metrics by implementing new help desk software.

Benefits:

- Resource for assistance with technical difficulties in classrooms
- Faster response time to support requests
- Better meet the expectations of the user community
- Better prepare, support and engage faculty and staff
- Reduce frustrations and individual downtime
- Increase productivity, capability and working conditions
- Make Information Technology support services easier to access

Resources: Additional classified staff position; software approximately \$15,000.

Timeline: Pending staff hiring prioritization and funding for licensing.

Information Availability and Reporting

In order to provide accurate and consistent data across the District, a comprehensive, coordinated approach is needed.

The primary issues of collecting and distributing accurate and consistent data should address the following questions and tasks:

- When and how data is captured
- What data should be captured
- Why is the data being captured
- Coordinated processing of data
- Dissemination of appropriate data to internal and external components

A Data Mart will be created that includes data captured at the following critical times: first day of the semester, fourth week census, and end of term after grade submissions. The Data Mart will produce a standard set of reports to be posted on the public websites. There will be a larger set of reports available for internal use and analysis.

More powerful reporting and business intelligence tools will be researched and analyzed to determine if such tools would streamline or automate the data gathering processes.

Longer-term, data warehouse options will be researched.

Benefits:

- Consistent and accurate data
- Coordinated data processing
- Standard data definitions
- Standardized reports for public availability
- Standard and custom reports for internal usage
- Improved performance on production databases through redirecting queries not needing live data

Resources: IT and research staff time will be needed to develop the Data Mart; the Data Mart will not require funding; enhanced reporting tools will be assessed, with potential funding to be identified; a data warehouse will require significant funding

Timeline: The project has already begun, and will continue into 2012

Information Security Enhancements

Each year the number of security threats to Information Systems grows. In order to maintain confidentiality, availability, and integrity, the District must continue to invest in technologies and develop processes for securing its systems.

Recent upgrades to security systems include:

- Implementation of a new desktop anti-virus system
- Implementation of a new email security appliance
- Implementation of next generation firewalls
- Establishing a Disaster Recovery site at Moorpark College

Information security is an ongoing process. There are a number of additional challenges that need to be addressed:

- Adding the capability for encryption, including email, hard drives, and removable media
- Developing and implementing Disaster Recovery / Business Resumption procedures for critical applications
- Ongoing security awareness training
- Implementing technology to address the latest security issues, including new forms of malware and APTs (Advanced Persistent Threats)

Benefits:

- Data confidentiality and integrity is maintained
- Systems are available in emergencies
- Compliance with applicable laws
- Compliance with Payment Card Industry (PCI) standards

Resources: IT staff efforts will be significant; new technologies will be funded through various sources, including District and college Technology Refresh budgets

Timeline: IT efforts will be ongoing; policy and procedure development has already begun and will be ongoing; user security awareness training will begin in 2013

Library Management Systems Integration and Consolidation – in progress

The Ventura College library and the libraries at MC and OC now share the same integrated library system, Voyager. This will eventually allow students to look up the collections of materials across all three campuses. This project needs to continue.

Procedures would need to be put in place to ensure that the books and other items are returned to their home location. If the system is set up properly, each library could still retain a local call number for the book or other item and could still maintain different circulation periods (for example if one library had a circulation period of two weeks while another had a circulation of three weeks).

RFID, which is has been implemented at OC, would allow students to self check out books by placing a radio frequency card in the book. It would also increase efficiency and improve inventory tracking.

Benefits:

- Enable materials to be requested via district courier so that they could be picked up at and returned to any district location
- Potentially reduce materials acquisition costs by allowing sharing of resources
- Provide a powerful research platform for students that would encompass district-wide library resources, research database subscriptions, and online resources
- Would improve the security of the collection

Resources: IT staff time for implementation will not be significant; librarian time for implementing changes to procedures and library staff time for testing the changes.

Timeline: The project began in 2011 and will be completed by end of FY 2012-13.

Operational Assessment and Improvement

In a recurring cycle of reduction and change due to the fiscal conditions of the time, IT needs to be mindful of the effects of contraction and restructuring upon; its customer base, institutional needs, and internal culture. IT currently lacks a mechanism or process for developing quantitative evidence to support decision-making in the program and service delivery changes. Such a program would also provide historical evidence to support assessment in Quality of Service evaluations.

Assessment and Adaptation are the corner stones to fostering a culture of organizational efficacy and improvement. A cycle of Operational Assessment through regular follow up, and direct outreach to our customer base, will provide an annual evidence trail for continual introspection, assessment and improvement. Further, a program of assessment and improvement will enable IT to adapt to changing priorities, both within its customer base and across the institution.

Benefits:

- Baseline and recurring evidence of success and failures in service delivery to support organizational and cultural changes to improve overall service delivery.
- Organizational evidence of assessment and adaptation to fulfill requirements for program review cycles
- Quantitative evidence or better decision making on program, budgeting, training, and allocation changes in adapting to current fiscal conditions.

Resources: IT staff time for implementation will not be significant. IT Supervisor will develop matrix for assessing efficacy support, hardware and software allocations, and training, to inform the unit and college management of successes, and areas of needed improvement.

Timeline: This will become an operational standard for College IT. Initial implementation will occur in stages over the next 18 months.

Portal Upgrade – Student Portal Redesign

Ventura College and Oxnard College have received a grant which includes funding to redesign the MyVCCCD portal for students. The goal is to make it more useable, easier to navigate and friendly for students to use. This will build a platform for more student service delivery online, such as counseling.

Benefits:

- Make the portal more user-friendly
- Make the portal more appealing to users
- Provide more online services to students

Resources:

Grant funding for redesign from Ventura College. A programmer is spending most of his time on the portal. A part-time IT employee. No out of pocket cost to MC.

Timeline:

Aiming for release to students in April or May 2013 to coincide with upgrade window and registration dates for students.

Safety Initiatives

In response to the tragedy at Virginia Tech University, the District Information Technology and Police departments began evaluating options for improving campus safety for students, faculty and staff. After months of evaluating various technologies and options, a plan was presented to the Board of Trustees to fund multiple safety initiatives. With \$1.9 Million in funding approved in March of 2008, VCCCD personnel moved forward with its plans. These included:

- Implementing a mass notification system to provide text and voice messaging, email, instant messaging, and other forms of mass communications
- Implement an on-campus warning system (large speaker system)
- Upgrading the radio systems for safety personnel to improve coverage and quality
- Upgrading phone system to provide Enhanced 911 (E-911) services on campus
- Expanding emergency blue-light phones into parking lots that did not already have them
- Acquire equipment and supplies for emergency situations, including for operation of Emergency Operations Centers
- Improve video surveillance capabilities on campus for real-time monitoring of key areas
- Set up of a disaster recovery data center for critical business systems

All but the video surveillance project have been completed – projected completion is end of 2013. Expansion of the system will be mapped out for the next five years.

Additional needs are being reviewed. An indoor broadcast system for classrooms and offices are needed. And access control systems for new and existing facilities will need to be addressed as a future initiative.

Ongoing training on usage of the systems will continue to be a high priority.

Benefits:

- Capability to warn both remote and on-campus students, faculty, and staff about current situations at a college facility
- Improved communications systems for campus police, first responders, and students
- Increased capability for campus police to monitor situations in real-time
- Supplies and equipment available to set up an Emergency Operations Center

Resources: The safety efforts will require ongoing IT assistance to maintain the systems

Timeline: Training and process changes will be ongoing

Refresh Planning

As technology continually evolves, there is a need to keep the computer equipment reasonably current. New technologies may require additional capacity and computing power that older systems do not have. Guidelines for specific technology standards are included in the IT Operational Plan each year.

Most standards for organizations and white papers recommend a three- to four-year refresh period for technology. The College has been very proactive over the last few years, via the Refresh Program. The ability for the Refresh Program to remain proactive will be greatly influenced by future budgets. While the California Community College Technology II Initiative in 2001 set a goal for state campuses to have a three-year program to refresh equipment, the District currently has adopted a four to five-year program.

The current system for replacing aging equipment is a “trickle-down” process. New equipment is purchased using various funding sources. The equipment being replaced is then redeployed based upon need. Eventually, older equipment is cycled out of the system. Faculty and staff machines are on a 5-year refresh list and receive newer machines as they are available. Student use and instructional machines are included on program plans for consideration in resource allocation process.

Benefits:

- The refresh process keeps computers reasonably up-to-date across campus.
- Instructional and student use machines have priority guaranteeing a better educational environment for students.
- Program needs are weighed with the benefit of the students in mind.

Resources: Workgroup time for prioritization process; IT staff time for purchase orders and deploying machines; a continuing refresh budget line.

Timeline: Ongoing.

Standardize Classroom Technologies

With over 100 hundred smart classrooms in service at VC, the District has made a long-term commitment of investing in classroom technology as a tool to enhance the delivery of instructional content. Crestron Room View would allow the IT department to proactively manage smart classroom resources, it would analyze projector bulb life, system status, and trouble shooting from a distance.

The current standard smart classroom includes:

- Audio-visual control system
- Projector
- Desktop computer
- Integrated voice amplification for lectures where necessary
- Input for laptop computer
- Media player (VHS, DVD and/or Blu-Ray)
- Document camera
- Wired and wireless network access

Benefits:

- Consistent capabilities and user experience for faculty
- Predetermined operational schedules for AV equipment prolongs projector bulb life
- Dramatically reduces unnecessary power consumption
- Proactive maintenance of equipment through central console alerts
- Standardized user interface/control panel throughout all smart classrooms

Resources: Funding will be draw from FF&E budgets for new buildings. Retrofit of existing classrooms will be funded from Technology Refresh funding. The Technology Committee will set room prioritization via program review requests

Timeline: This is an ongoing project. Majority of classrooms should be updated by end of 2013.

TracDat

TracDat is an easy-to-use software application that provides a framework for Student Learning Outcome data collection and program planning. It supports strategic planning, institutional assessment, quality improvement and accreditation.

Benefits:

- Define and align goals among all levels of the institution
- Document how student learning outcome results are used to improve programs
- Document how service level outcomes are used to improve programs
- It will close the loop on how program requests and resource allocations result in program improvement
- Web-based, so programs can access supporting data and evidence easily
- Robust reporting for real-time visibility and documentation
- Data stored in a single location for security and accessibility

Resources:

Institutional researcher time to set up the program and administer it. Training for all program leads and SLO leads.

Timeline:

All SLO data will be migrated by September 15, 2012. All Program Planning will be migrated by October 15, 2012.

Training for Faculty, Staff, and Students

Training is a key component in the effective use of technology. With the rapid pace of change in technology, it is difficult for employees to keep pace with the latest available software and online services. Trained faculty and staff benefit student retention and success.

Moorpark College has an Instructional Technologist responsible for providing training and support for faculty. The College provides faculty training for online instruction through flex workshops and other staff development activities as well as individual help on an as-needed basis.

In the College's Accreditation Self-Study, the College identified the need to provide faculty and staff training on accessibility technology as a planning agenda. The visiting team also identified this as a recommendation (Standard IIIC.1(b)). The Instructional Technologist has already begun offering training on accessibility features in software programs as well as incorporating accessibility information into all other training opportunities.

The District has contracted with Lynda.com to provide online, self-paced training modules available to employees through the portal for many software applications. This online service provides web-based, self-paced lessons on dozens of software packages and technologies. The self-paced training model is cost-effective, but greater awareness is needed on the availability and use of online tools. A marketing effort will be undertaken and training workshops will offered to all staff.

New students are provided training on using the portal during orientation. Online documentation is provided for self-help on using the portal and the Desire2Learn course management system. Faculty assist students using Desire2Learn in their online and hybrid classes.

Benefits:

- Skilled workforce
- Improved collaboration
- Reduced help-desk calls
- Smoother technology rollouts
- Implementation of instructional best practices for using technology for student success and retention

Resources: Instructional Technologist time; Lynda.com is funded by the District Wide Services budget for IT

Timeline: Training efforts will be ongoing.

Unified Communications/VOIP

The current phone systems use traditional legacy technology, including analog and digital phone sets, voice mail systems, and leased circuits for inter-campus communication. The manufacturer of the current systems, Nortel, filed for bankruptcy in 2009, and subsequently was acquired by Avaya.

The current systems are reliable but costly to maintain, and will be phased out by Avaya in favor of their newer voice platforms.

More robust communications technologies have emerged in recent years that provide Unified Communications (UC). One such system is from Microsoft, a product called Lync. Through existing Campus Agreements with Microsoft, the District already owns the licenses for the Lync system. The benefits of the system are listed below.

In conjunction with implementing UC, IT is looking at a network redesign that will eliminate a number of circuits leased from the phone company. When the new phone system had been implemented and the circuit reductions are complete, the operational savings are estimated to be over \$100,000 per year.

Benefits:

- Licenses for system already owned
- Lower cost to maintain than traditional phone system
- Integrated audio, video, and Web conferencing helps reduce travel costs
- Green initiative – less time spent driving between sites
- Powerful voice-enabled self-service applications
- Instant messaging
- Integration of voice mail with email system, with transcription
- Reduces technician time moving, adding, or changing phones
- Capability to add call centers for shared services

Resources: IT staff requirements will be significant during the migration; funding for needed hardware will come from multiple sources

Timeline: The project began in 2012 and will be completed in 2013

Appendix A. Governance Structure

Advisory Groups – College and District

Advisory groups are formed, by the Chancellor or College President, to provide feedback on specific aspects of College Operations -- in line with District Policy on Participatory Governance.

All Information Technology committees are classified as advisory groups.

Ventura College Technology Committee

The College Technology Committee reports to the Budget and Resources Council (BRC), and monitors compliance with Accreditation Standard IIC and provides coordination for the periodic revision for the both the College Strategic Technology Plan and the annual Technology Operations Plan. The Technology Committee is charged with developing and recommending the long-term campus technology plan based on college program review data and the District Technology Plan. It reports and makes recommendations to the Vice President of Business Services and the Budget and Resource Council (BRC).

In addition, the Committee reviews the plan annually, makes recommendations for revisions as needed, ranks priority of technology spending based on program review data, and serves as a forum for discussing campus technology issues. Recommendations from the Technology Committee are also referred to the College Planning Council. The Chair of the Technology Committee serves as a member of the Accreditation Steering Committee.

Membership: Vice President of Business Services; faculty Co-Chair of BRC; two managers selected by the Vice President of Business Services; one full-time faculty member from each division; Academic Senate President or designee; Classified Senate President or designee; Technology Support Services Supervisor;; Instructional Technologist; Instructional Designer; Learning Resources Supervisor;; Technical Data Specialist; Executive Vice President of Student Learning; Associate Vice- Chancellor of Information Technology

Chair: Technology Support Services Supervisor. A co-chair may be elected at the discretion of the committee.

Meetings: Monthly during academic calendar on the second Monday.

Administrative Technology Advisory Committee

The Administrative Technology Advisory Committee (ATAC) advises the Chancellor on technology planning and priority setting for all technologies not used in the teaching/learning process, including Banner enhancements. Such activities may include, but are not limited to:

- Evaluating and prioritizing tasks, including implementation timelines and the identification of needed resources;
- Setting priorities for fiscal and staff resources; and
- Making recommendations to revise business processes and functionalities to improve procedures and productivity.

Ad hoc committees are assigned specific components of projects as needed.

The Chancellor's designee to convene this advisory committee is the District Associate Vice Chancellor of Information Technology. The suggested membership from the District is:

- Vice Chancellor of Business and Administrative Services
- Vice Chancellor of Human Resources
- Director of Administrative Relations
- District Information Technology Project Support Staff

The suggested membership from each College is:

- Executive Vice President of Student Learning
- Vice President of Business Services

This group meets monthly on the first Thursday.

Appendix B. Contributors to Technology Planning

College Technology Committee

Grant Jones	CTS (Chair)
Connie Baker	Enrollment Management
William Budke	Geo Sciences
Nancy Cairns	Kinesiology
Marta De Jesus	Biology
Aurora De La Selva	Counseling
Ken Drake	Business
Sharla Fell	Computer Graphics, MM, WebCstng
Dave Fuhrmann	IT/DAC
Ayanna Gaines	Library
Sandy Hajas	Library
Dave Keebler	Business Services
Victoria Lugo	Student Services
Eric Martensen	English
Aaron McColpin	Nursing
Denise Pope	Counseling
Scot Rabe	CTE
Daniel Walsh	Counseling
Erica Tartt	Prof. Dev.