

District Innovation and Technology Plan



LOS ANGELES COMMUNITY COLLEGE DISTRICT

CITY / EAST / HARBOR / MISSION / PIERCE / SOUTHWEST / TRADE-TECHNICAL / VALLEY / WEST

This document serves as the Los Angeles Community College District Innovation and Technology Plan for 2021-2026. It contains a brief description of technology key strategic priorities and outlines their alignment to execute on the District's Strategic Plan technology direction for the Los Angeles Community College District.



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About this document:

The District Innovation and Technology Plan describes the organization's current context and environment (where we are), articulates our mission, goals, and strategies (where we are going), and summarizes some of the upcoming initiatives that continue to drive us in the direction of our vision for the District.

The technology strategic plan is influenced by internal factors and drivers within the community, and our organization, as well as external trends within the higher education industry and overall technology trends. It reflects feedback from faculty, staff, stakeholders, and students.

This document is a high-level summary District Innovation and Technology Plan. It is designed to organize the high-level strategic goals and initiatives; it is not intended to be a tracking system for all the specific IT requests and projects. These goals and objectives will be supported by specific projects (district-wide or College level) that will be tracked on yearly technology roadmaps.

In preparation of this plan, we have reviewed all existent College-level technology plans and incorporated all items that were still relevant (some items have already been completed or no longer pertinent due to technology rapid changes or evolving College circumstances).

IT Assessments and Resulting Board Action: there were technology assessments completed by the Burwood Group and Huron Consulting. The results from their assessments were summarized and presented to the Board of Trustees. The reports were reviewed and recommendations funneled into this plan.

The District Innovation and Technology Plan is directly aligned with the District Strategic Plan <http://laccd.edu/Departments/EPIE/PlanningAccreditation/Pages/District-Strategic-Plan-v2.aspx> and influenced by the Educational Master Plan as well as Facilities Plan.

The District Innovation and Technology Plan goals and objectives should be used to align and validate all program review or campus technology requests. This includes computers, instructional educational technology, lab equipment, department technology, training, staffing, accessibility, and funding requests.

For more information visit our LACCD OIT website:

<https://www.laccd.edu/Departments/InformationTechnology/Pages/-LACCD-Innovation-and-Technology-Plan.aspx>



Office of Information Technology Mission and Vision

Mission: The mission of the Office of Information Technology (OIT) is to provide district-wide information technology services which support our educational community and foster the success of our students.

Vision: Build innovative services and solve difficult business problems through technology.

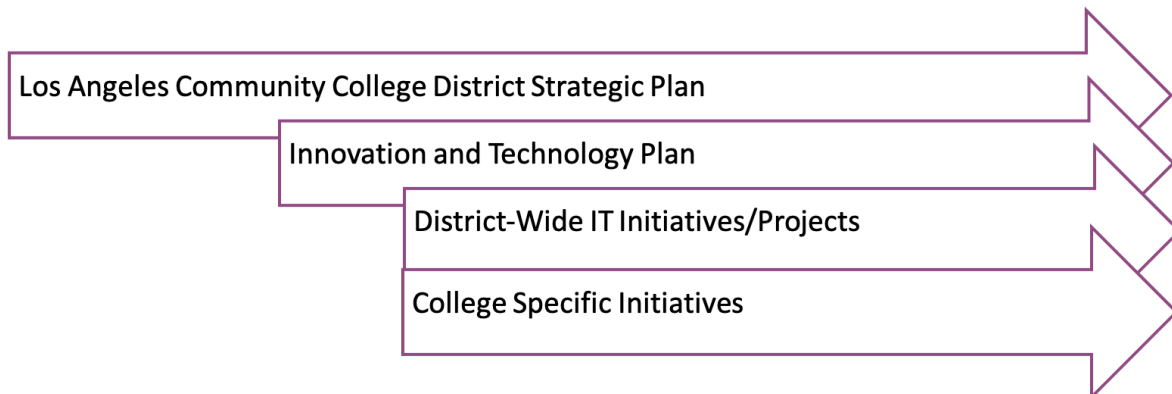
Our business vision is guided by the following principles:

- Use technology as a vehicle to drive teaching and learning initiatives;
- Add value through technology adoption and innovation;
- Apply data-driven decision making to technology planning insights;
- Focus resources on delivery and support of core computing and client-support services;
- Continually improve process efficiencies through simplification and innovation; and
- Provide leadership in activities that can lead to district-wide operating and cost efficiencies.

These directions are intended to define where our organization is going and to inform our technology strategic priorities and a planning roadmap.

Influence and Implementation

The District Innovation and Technology Plan is influenced by internal factors and drivers within the institution as well as by technology trends. It reflects feedback from staff, stakeholders, and end users.





Key Strategic Priorities

1. Foster student-centered investments.

- 1.1. Enhance student success and readiness by providing Anytime, Anywhere access to technology (distance learning, blended learning, interactive learning, social networking, virtual learning communities)
- 1.2. Ensure all instructional spaces (classrooms and labs) have baseline level of technology standards and optimize per College programmatic need with direct input from students, faculty, and staff
- 1.3. Implement robust district-wide solutions that are easily deployable, reusable, and scalable. Ensure timely delivery of high-quality IT solutions that meet business needs in a cost-effective manner while providing convenience for users and efficiency of operations. Core services for LACCD students or potential students should be available online.
- 1.4. Implement instructional space technology asset inventory and sustainable refresh/replacement plan.
- 1.5. Ensure ADA needs of our students and staff are met and expand support beyond addressing regulatory and compliance requirements
 - 1.5.1. Raise disability awareness and basic knowledge by providing assistive technology workshops
 - 1.5.2. Increase availability of assistive technology software to students that need it
 - 1.5.3. Monitor and validate all web pages for compliance with applicable standards
- 1.6. Build new student focused website with common platform for all Colleges whilst allowing for uniqueness of individual College Spirit to be reflected on their pages
- 1.7. Develop and standardize district-wide instructional software bundle available to all students to increase institutional equity, efficiency, and support for computing needs. This will be supplemented with college level solutions for local program needs
- 1.8. Provide technological capabilities to enable Guided Pathways district-wide. Develop process to initiate and prioritize technological requests and establish district-wide governance process to standardize and adopt technologies as part of the district-wide Guided Pathways.
- 1.9. Support and enhance Distance Education program to ensure full coordination between academic and administrative departments.
- 1.10. Build district-wide platform to provide access to library subscription databases for all our students; students from every college have access to same foundational library resources
- 1.11. Expand and enhance online education and instructional technologies
- 1.12. Determine, develop, and implement technology-based solutions that can strengthen the effectiveness of career and technical programs



2. Increase technology modernization and innovation

- 2.1. Provide a multi-tier and multi-use data platform that breaks down the barriers between legacy systems and allows for advanced analytics.
- 2.2. Foster a culture of innovation and empowerment within OIT, attract and maintain top talent by growing OIT reputation as technology innovation center of excellence.
- 2.3. Explore and implement new green campus initiatives.
- 2.4. Embrace new technology options for enhanced learning such as Simulation Technology, Artificial Intelligence, Virtual Reality
- 2.5. Reduce paper footprint through replacing individual printers and enabling Multi-Function Devices (MFDs) that provide higher efficiencies and cost saving.
- 2.6. Migrate to a cloud-based environment where proven subscription-based application solutions are available

3. Provide effective administration operations through technology.

- 3.1. Continually improve processes through simplification, automation, and innovation.
- 3.2. Enable a shared service model for technology for all commodity services and allow for differentiating solutions only where unique programmatic need exists
- 3.3. Seek process commonalities across departments and replace departments' overlapping process with simplified district-wide solutions resulting in increase in productivity.
- 3.4. Further leverage our expertise in software licensing, actively coordinate shared hardware purchases and evaluate and broker services from cloud and other off-premise solutions.
- 3.5. Streamline and standardize procurement procedures for technology

4. Modernize technology infrastructure through upgrades, platform simplification and standardization, and data center environment collocation for LACCD.

- 4.1. Reduce college owned technology-infrastructure; actively coordinate shared hardware across district, evaluate other cost-effective services; and consolidate support and applications to LACCD.
- 4.2. Data Center Consolidation
- 4.3. District-wide Network Redesign – create a resilient core network infrastructure
- 4.4. Expand wireless network capabilities to best serve all college campus areas – ensure Wi-Fi is reliable in all instructional areas



- 4.5. Develop shared standards for LACCD whilst ensuring that all campus needs are met including collaborative tools, computer and laptops, printers, AV, cabling, etc., while maintaining flexibility based on the needs of individual programs.
- 4.6. Deploy network security and monitoring solution.
- 4.7. Support growing physical security capabilities including: expansion of surveillance cameras and video storage; emergency announcements; building/door access control standardization; way-finding solutions
- 4.8. Enhance Business Continuity capabilities and Disaster Recovery. Develop, test and update disaster recovery procedure and mitigation plans.

5. Introduce Disciplined High Caliber Technology Support.

- 5.1. Adopt district-wide technology support and service request system district-wide (centralized IT-based work order request system)
- 5.2. Roll-out Information Technology Infrastructure Library (ITIL) based IT Service Delivery Model
- 5.3. Develop Service Catalog (list of IT services) and expectations of service delivery (which services are given priority over others when conflict exists).
- 5.4. Administer periodic Technology Survey for students, faculty, and staff to better assess technology needs and conduct focus groups with students, faculty and staff to discuss technology
- 5.5. Implement a process for the adoption of new technologies including administrative support and training to ensure timely adoption of those new technologies
- 5.6. Ensure clear points of accountability for consistent and timely service and support.
- 5.7. Regular review of staffing levels to ensure appropriate levels of support for existing technologies and services

6. Comprehensive technology adoption through continuous training.

- 6.1. Increase awareness and utilization of existing IT resources on each campus and throughout the district. Encourage utilization of existing resources.
- 6.2. Support faculty and staff by providing training in enterprise software and use of existing technology. There needs to be training materials available as well as periodic training sessions.
- 6.3. Promote deepening of information literacy and technology competency; enhance the college professional development program, to improve faculty and staff skill in the use of technology by leveraging CCCTech Learning resources



- 6.4. Develop orientation training for new employees which deals with technology issues (either use of smart classroom technology or use of enterprise and administrative tools (this could be how-to videos or instructor led training)
- 6.5. Establish Technology Resource Center shared by all faculty and staff. The center will provide ongoing workshops, self-paced instructions, and respond to technology training needs of our district community. Integrate with the Vision Resource Center as feasible.
- 6.6. Develop Smart Classroom Certification training to ensure proper and comprehensive utilization of instructional equipment.

7. Improve Coordination, Communication, and Governance related to Technology Planning

- 7.1. Ensure closer coordination and communication between College Technology Committees and Technology Planning and Policy Committee, our district technology shared-governance body
- 7.2. Build partnership and collaboration with all departments and with our technology community.
- 7.3. Develop and support creative ways to best meet user base needs while maintaining focus on each department's unique objectives.
- 7.4. Facilitate outreach and communication between OIT, departments, and the technology community with a robust communication strategy.
- 7.5. Promote ways in which OIT may enable to extend partnerships beyond customary boundaries through technology and innovation.
- 7.6. Engage vendors and challenge them to provide solutions that would address LACCD education issues.

8. Strengthen the Information Security Posture of the District

Protecting the assets of an institution – intellectual property, infrastructure, network, and computer resources – are becoming more important and more difficult with the rise in the number and sophistication of cyber threats and as the network evolves to accommodate remote learning and distance education, on-demand courses, social networking, and global collaboration.

- 8.1. Implement sound IT policies and standards to protect the LACCD and its assets.
- 8.2. Better quantify, measure, and communicate risk; ensure risk profiles are optimally developed; and assure compliance and security through application developments, implementations, enhancements and system upgrades.
- 8.3. Ensure information security: maintain software and systems patching, regular back-ups with testing to ensure integrity



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- 8.4. Assess, monitor, and improve student and personnel data security online and on campus technology resources including authentication, data storage, and collaboration tools
- 8.5. Information security awareness and training session for all constituencies



Appendix 1: District Strategic Plan

Our Goals

Comprised of the nine colleges; Los Angeles City College, East Los Angeles College, Los Angeles Harbor College, Los Angeles Mission College, Los Angeles Pierce College, Los Angeles Southwest College, Los Angeles Trade Technical College, Los Angeles Valley College, and West Los Angeles College, we, the Los Angeles Community College District have set these goals as fundamental to the success of our District, the colleges, and the students we serve.

<i>Goal 1:</i> Access to Educational Opportunities	We will increase the college going rate for the Los Angeles region through enhanced outreach to community and educational partners and expanded access to educational programs that meet community and student needs.
<i>Goal 2:</i> Premier Learning Environments	We will develop a premier learning environment that places students as the first priority in the institution and effectively supports students in attaining educational goals.
<i>Goal 3:</i> Student Success and Equity	We will increase student completion to exceed the statewide performance measures and increase attainment of milestones indicative of academic success.
<i>Goal 4:</i> Organizational Effectiveness	We will improve organizational effectiveness at the ESC and among the colleges through streamlined processes, minimized duplication of efforts, and enhanced communication and training.
<i>Goal 5:</i> Fiscal Integrity	We will improve fiscal integrity through enhanced resource development, institutional advancement, and effective use of existing resources.



Appendix 2: The Accreditation Technology Standards Alignment

STANDARD III.C Technology Resources

III.C.1 Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operations functions, academic programs, teaching and learning, and support services.

III.C.2 The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure; quality and capacity are adequate to support its mission, operations, programs, and services.

III.C.3 The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.

III.C.4 The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in effective use of technology and technology systems related to its programs, services, and institutional operations.

III.C.5 The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning process.



Appendix 3: IT Strategic Priorities Alignment with District Strategic Plan Goals

ID	IT Strategic Priorities	Access to Educational Opportunities	Premier Learning Environments Community	Student Success and Equity	Organizational Effectiveness	Fiscal Integrity
1	Foster Student Centered Investments	X	X	X	X	
2	Increase Technology Modernization and Innovation		X		X	X
3	Provide Effective Administrative Operations through Technology				X	X
4	Modernize Technology Infrastructure through Upgrades, Platform Simplification and Standardization, and Data Center Environment Collocation for LACCD		X		X	X
5	Introduce a Disciplined High Caliber Technology Support				X	X
6	Comprehensive Technology Adoption through Continuous Training		X		X	X
7	Improve Coordination, Communication, and Governance related to Technology Planning		X		X	X
8	Strengthen the Information Security Posture of the District		X		X	



Appendix 4: Office of Information Technology Functions

Functional Organizational Chart

