

Chabot-Las Positas Community College District
Technology Plan 2021-2026
DRAFT

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Table of Contents

Introduction.....	1
CLPCCD Mission	1
CLPCCD Technology Vision	1
CLPCCD Technology Environment.....	1
Technology Plan Development Process.....	2
2021-2026 Technology Initiatives and Projects.....	2
Initiative #1: Maintain a Current Technical Environment	3
Initiative #2: Improve the Student Experience.....	7
Initiative #3: Advance Teaching and Learning.....	10
Initiative #4: Improve Operational Efficiency.....	11
Initiative #5: Continually Enhance Data Security.....	15
District Strategic Directions Mapped to 2021-2026 Technology Initiatives	17

Introduction

The Chabot-Las Positas Community College District (CLPCCD) Technology Plan 2021-2026 addresses District-wide technology planning and ongoing support to further the mission and strategic direction of CLPCCD. The Technology Plan reflects the strategic directions in the CLPCCD District-wide Strategic Plan 2021-2026 (DSP) and serves as a guide for the allocation and use of CLPCCD technology resources.

CLPCCD Mission

The Chabot-Las Positas Community College District offers innovative educational opportunities and support services to prepare students to succeed in a diverse global society by challenging them to think critically, to engage socially, and to acquire workplace knowledge and educational skills.

CLPCCD Technology Vision

The DSP has served as a guide to the technology planning process and the recently completed information technology (IT) assessment of the CLPCCD technology environment. The technology initiatives identified in this plan are designed to promote the strategic directions detailed in the DSP (see Appendix I) and support the ongoing efforts of CLPCCD to sustain a highly functional and secure technology environment including the enhancements recommended in the IT assessment.

CLPCCD Technology Environment

The District Chief Technology Officer (CTO) leads Information Technology Services (ITS), which provides several IT services for the District, Chabot College (Chabot) and Las Positas College (LPC). Specifically, ITS is responsible for the physical infrastructure supporting technology, the data network, voice systems, cellular distributed antenna systems (DAS), servers and storage for enterprise applications, and enterprise applications. District ITS works closely with the Managers of College Technology Services at Chabot and LPC who report to the District CTO. The CTO co-chairs the Technology Coordinating Committee (TCC), which makes recommendations to the CLPCCD Planning and Budget Committee for District-wide support for technology planning and facilitates the coordination, alignment, and integration of college technology planning with District-wide technology planning and resources allocation.

Technology Plan Development Process

CLPCCD engaged the IT consulting firm WTC Consulting Inc. (WTC) to conduct an IT assessment of the District, Chabot, and LPC IT environments and assist with the development of the technology plans. As part of the assessment process, WTC conducted multiple interviews with the ITS managers and staff as well as interviews with individual faculty and staff, and provided students, faculty, and staff the opportunity to respond to short online surveys. The District IT Assessment Report appears in Appendix II.

This plan is intended to be living document. Projects will be identified and completed throughout the life of the plan. The plan will be regularly reviewed and updated to account for the ongoing nature of technology operations.

2021-2026 Technology Initiatives and Projects

In this section, we describe five technology initiatives and related ongoing, in progress, or planned projects. For each project within an initiative, we indicate the role of District, the role of the colleges, responsibilities related to these roles, and the impact on students, faculty, and staff.

- Initiative #1: Maintain a Current Technical Environment – Ensure that students, faculty, and staff have access to sufficient and properly configured computing resources, effective online resources, and a highly available and secure network in support of, diversity, equity, inclusion, accessibility teaching, and student support and administrative services.
- Initiative #2: Improve the Student Experience – Provide students with easily accessible tools that enable them to effectively use online student services such as advising appointments, course registration, and tracking degree progress to promote diversity, equity, inclusion and accessibility.
- Initiative #3: Advance Teaching and Learning – Use technology to enable the District to continually enhance a diverse, equitable, inclusive and accessible student learning environment by supporting faculty in their efforts to integrate innovative pedagogical methods to address a wide array of learning styles.

- Initiative #4: Improve Operational Efficiency – On a continuous basis, evaluate and improve technology planning and decision-making processes, enhance training for faculty and staff, and use technology that supports diversity, equity, inclusion and accessibility to reduce the reliance on paper and automate manual tasks.
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- Initiative #5: Continually Enhance Data Security – Evaluate the College’s security posture on a continuous basis, work to mitigate vulnerabilities and reduce security risks, and promote security awareness among students, faculty, and staff through ongoing training that minimizes potential harm in our diverse, equitable, inclusive and accessible community.
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Initiative #1: Maintain a Current Technical Environment

Project: Life-cycle Management of Staff Systems – Continue to refresh staff systems according to the agreed-upon life cycle.

District Role: Conduct an annual review of staff system inventory to identify systems to be replaced, create a replacement plan and schedule, and execute the replacement plan. Primary responsibility: District ITS.

Impact: Ensure that staff have access to up-to-date systems with supported operating systems.

Expected Completion: Ongoing

Project: Life-cycle Management of Servers – Upgrade District servers and add server security enhancements.

District Role: Upgrade servers and enhance server security. Primary responsibility: District IT System Support.

Impact: Ensure the server infrastructure reflects current technology, servers are under warranty and running supported operating systems, and servers are configured with enhanced security features.

Expected Completion: Fall 2022

Project: Migration of Faculty and Staff email to Office 365 (O365) – Initiated a project in September 2020 in response to problems with the District on-premises Exchange servers.

College Role: Participated in the weekly meetings of the Migration Team. Investigated and resolved user issues during the migration. Primary responsibility: Chabot Technology Services and LPC Technology Services.

District Role: ITS staff, Chabot Manager of College Technology Services, and LPC Manager of College Technology Services worked with a consultant from SHI International to conduct the migration of O365 and are currently in the final phase of the migration. Primary Responsibility: District ITS.

Impact: Improved reliability in email services for faculty and staff with additional functions and features including integrated online storage.

Expected Completion: October – November 2022

Project: Single Sign On (SSO) with Multifactor Authentication – Implement the OKTA a identity and access management system to support single sign on that will allow each user to access networked resources (e.g., Class-Web, Zonemail) with a single set of login credentials.

College Role: Investigate and resolve user issues with SSO. Primary responsibility: Chabot Technology Services and LPC Technology Services.

District Role: Implement system and provide ongoing technical support. Primary responsibility: District ITS.

Impact: Each student, faculty, and staff member will be able to access computing resources with their single set of login credentials.

Expected Completion Date: October 2022

Project: Integrate Multifactor Authentication with O365 – Add a multifactor authentication (MFA) requirement for access to O365.

District Role: Integrate MFA with O365 and provide ongoing technical support. Primary responsibility: District ITS.

Impact: Enhance security of CLPCCD O365 accounts.

Expected Completion Date: Spring 2023

Project: Integrate Multifactor Authentication with VPN – Add a multifactor authentication (MFA) requirement for access to the VPN.

District Role: Integrate MFA with the VPN and provide ongoing technical support. Primary responsibility: District ITS.

Impact: Enhance security of CLPCCD VPN accounts.

Expected Completion Date: August 2022

Project: Distributed antenna systems (DAS) – The District has been expanding cellular coverage by installing DAS for the District and for each college. A system includes a headend used to bring cellular carriers into campus and then the signal is distributed over fiber optic and Ethernet cabling to DAS antennas within buildings. The District and LPC headends are in production. The Chabot headend is in development.

College Role: Coordinate with the District staff managing the system to investigate and resolve issues. Primary responsibility: Chabot Technology Services and LPC Technology Services.

District Role: Oversee preparation of physical infrastructure, system installation, and ongoing system support for new and existing construction. Primary responsibility: Manager, ITS Bond Projects.

Impact: Provide improved cellular reception within buildings for students, faculty, and staff.

Expected Completion: Ongoing

Project: Core Switch Upgrade – Migrate the network core equipment from older switches to more contemporary switches as part of life-cycle management of the network equipment.

District Role: Configure and install core network equipment. Primary responsibility: Manager, ITS Bond Projects.

Impact: Ensure core network equipment is supported by the vendor and under maintenance with an appropriate coverage and response level. A network diagram appears in Appendix III.

Expected Completion: January 2024

Project: Complete Migration to Banner 9 – Migrate the last remaining custom, local Banner 8 forms in use to Banner 9.

College Role: Provide input on creation of the new forms, adopt the new forms, and ensure that staff receive the necessary training on using the new forms. Primary responsibility: Chabot Director of Admissions & Records, Chabot Director of Financial Aid, LPC Director of Admissions & Records, and LPC Director of Financial Aid.

District Role: Work with Chabot-LPC-District Team established to create new forms on the structure of the new forms and implement the new forms in Banner 9. Primary responsibility: District ITS Banner Support.

Impact: Increase the efficiency of the college staff members who currently are working in both Banner 8 and Banner 9.

Expected Completion: April 2023

Project: AIX Infrastructure – Upgrade AIX to Version 7.2 together with related firmware.

District Role: Complete required testing prior to upgrade, identify a window when Banner system can be offline, communicate upgrade window to campus community, and apply the upgrade. Primary responsibility: District ITS Systems Support.

Impact: Improve system performance and configure the AIX platform with software and firmware versions required to support the upgrade to Oracle 9C.

Expected Completion: October – November 2022

Project: Upgrade to Oracle 9C – Upgrade the Oracle database management platform that supports the Banner databases.

District Role: Complete required testing prior to upgrade, identify a window when Banner system can be offline, communicate upgrade window to campus community, and apply the upgrade. Primary responsibility: District ITS Systems Support.

Impact: Maintain Banner certification and Oracle support.

Expected Completion: February – April 2023

Initiative #2: Improve the Student Experience

Project: Ellucian CRM Advise – Integrate system with existing Banner system to enhance student success and retention strategies.

College Role: Engage student services areas in redesigning their work processes and workflows to effectively integrate the functionality and features of the system. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Implement system and provide ongoing technical support. Primary responsibility: District ITS Banner Support.

Impact: Enable colleges to strengthen student success and retention strategies, customize communication and outreach to students, track student performance and support timely intervention efforts, and measure performance and retention results.

Expected Completion: November 2022

Project: Implement Ellucian CRM Recruit – Integrate system with existing Banner system to enhance student recruitment and admissions processes.

College Role: Engage recruitment and admissions staff in redesigning their work processes and workflows to effectively integrate the functionality and features of the system. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Implement system and provide ongoing technical support. Primary responsibility: District ITS Banner Support.

Impact: Enable colleges to streamline and enhance their recruitment and admissions processes by automating previously manual tasks and incorporating effective reporting and measurement tools.

Expected Completion: December 2022

Project: Ellucian Degree Works – Migrate the existing Chabot and LPC instances of Degree Works to a single instance to enable integration with CRM Advise.

College Role: Work within a Chabot-LPC-District team to resolve the differences between the two existing instances of Degree Works and migrate to a single instance. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Implement system and provide ongoing technical support. Primary responsibility: District ITS Banner Support.

Impact: Enable integration of Degree Works with CRM Advise.

Expected Completion: January 2023

Project: Upgrade Self-Service Banner (SSB) – Upgrade self-service Banner to Banner 9 SSB, including the student self-service ClassWeb.

College Role: Ensure college staff who work with students during the registration process are provided the training needed to assist students who may have questions on using the new ClassWeb interface. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Implement system and provide ongoing technical support. Primary responsibility: District ITS Banner Support.

Impact: Provide students with a substantially improved and user-friendly interface for the registration process.

Expected Completion: August 2023

Project: Portal – Implement Ellucian Experience Portal with integration of Okta SSO to provide students with a single-entry point to their general online hub including ClassWeb and Zonemail.

College Role: Ensure that college staff working with students are provided training on the portal so they are prepared to assist students who may have questions on using the portal. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Implement the Ellucian Experience Portal and provide ongoing technical support. Primary responsibility: District ITS Banner Support.

Impact: Enhance the experience of students when accessing and using their online resources including course registration.

Expected Completion: December 2022

Project: Ad Astra Course Scheduling – Implement Ad Astra course scheduling software to integrate data such as past enrollment patterns and student pathway progress into the course schedule planning process to improve the match between courses offered and student needs.

College Role: Integrate use of the Ad Astra software into the course scheduling process.
Primary responsibility: Chabot Academic Services Leadership and LPC Academic Services Leadership.

District Role: Implement the Ad Astra software and provide ongoing technical support.
Primary responsibility: District ITS Banner Support.

Impact: Improve the match between courses offered and the courses students need to make progress in their academic programs.

Expected Completion: August 2022

Project: Analyze Student Registration Processes and Technologies – Engage an external consulting firm to assist the District, Chabot, and LPC with conducting an end-to-end review of registration processes.

College Role: Work within a District-Chabot-LPC-consultant team to complete an end-to-end review of registration processes. Primary responsibility: Chabot Student Services Leadership and LPC Student Services Leadership.

District Role: Work within a District-Chabot-LPC team to complete an end-to-end review of registration processes. Primary responsibility: District ITS Banner Support.

Impact: Identify process and technology changes and upgrades that enhance the student experience in and level of satisfaction with the registration process.

Expected Completion: January 2023

Projects: Identify Projects Based on Results of Review – Identify new process development and technology projects based on the results of the end-to-end review of the enrollment and registration processes.

Initiative #3: Advance Teaching and Learning

Project: Hybrid-Flexible (HyFlex) Classrooms – Configure classrooms with the technology required to support HyFlex courses that integrate in-class instruction and online a/synchronous video sessions.

College Role: Participate on the HyFlex Committee to address classroom design District wide, work internally to determine the subset of classrooms to configure to support HyFlex instruction, configure the classroom technology, and provide training for faculty to teach in HyFlex mode. Primary responsibility: College Technology Committees, Chabot Technology Services, and LPC Technology Services.

District Role: Coordinate a District-wide HyFlex Committee with leadership from the Vice Chancellor for Educational Services & Student Success and faculty membership from both colleges to address the classroom design for HyFlex courses. Primary Responsibility: Vice Chancellor for Educational Services & Student Success.

Impact: Provide students with the option to either attend class in person or participate remotely depending on their circumstances.

Expected Completion: Ongoing

Project: East Bay College Agile Network (EBCAN) Partnership – Increase student-focused equity pathways and adopt an innovative model that increases certificate and degree attainment for students across all three campuses (Las Positas, Chabot and Cal State East Bay).

College Role: Provide list of technology needs and specifications to define the solutions needed in support of the program goals and objectives. Primary responsibility: Chabot Academic Services Leadership and LPC Academic Services Leadership.

Impact: Remove barriers and knowledge gaps for students seeking transfer to and from CSU East Bay.

Expected Completion: Ongoing

Initiative #4: Improve Operational Efficiency

Project: Augment the District IT Governance structure for Prioritizing IT Enhancements –
Restructure and expand the District IT governance structure to include the following roles and responsibilities:

- The Chancellor’s Senior Leadership Team (SLT) will be responsible for final prioritization of IT enhancements and related communication to the District faculty and staff.
- A joint group of Chabot and LPC Vice Presidents will be responsible for evaluating and recommending prioritization of IT enhancements to the Chancellor’s Senior Leadership Team. As part of the evaluation and prioritization process, the joint group will identify at least the following related requirements:
 - College staff resources.
 - Other college resources.
 - College work process development.
 - College staff education and training.
- The Technology Coordinating Committee (TCC) will make recommendations to the joint group of Chabot and LPC Vice Presidents regarding prioritization of IT enhancements. See Appendix IV for the TCC charter.
- The CTO will work with ITS staff to identify ITS resource requirements for the IT enhancements and what ITS staff allocation is feasible.

College Role: Participate in the District IT governance evaluation and prioritization process.
Primary Responsibility: Chabot Vice Presidents and LPC Vice Presidents.

District Role: Facilitate and coordinate restructuring and expansion of the District IT governance structure. Primary Responsibility: Designated members of the District Senior Leadership Team.

Impact: Involve the District, Chabot, and LPC leadership as active participants in reaching a consensus regarding prioritization of enterprise IT projects as well as identifying associated work process development, resource, education, and training requirements.

Expected Completion Date: May 2023

Project: District-wide Vaccine Mandate – Provide a system to enable students to upload their proof of vaccination and allow the District to track vaccination status and incorporate compliance to the vaccine mandate into the registration requirements process.

College Role: Serve as a point of first contact for students who cannot register due to vaccine card issues. Primary Responsibility: Chabot Student Services Leadership and LPC Student Services.

District Role: Implement the vaccine mandate system and provide ongoing technical support. Primary Responsibility: District ITS.

Impact: Provide students with an efficient process to upload their proof of vaccination and integrate their compliance with the registration process.

Expected Completion: Ongoing

Project: Update Information Technology Total Cost of Ownership (TCO) Plan – Update the 2017 Information Technology TCO plan (see Appendix V) based on the Gartner model using the IT Key Metrics Data (ITKMD) to reflect current infrastructure and operational costs and recommended staffing levels.

College Role: Perform analysis to update the College's information technology TCO. Primary Responsibility: Manager of College Technology Services

District Role: Perform analysis to update the College's information technology TCO. Primary Responsibility: Chief Technology Officer

Impact: Updated information to use for information technology planning and budgeting.

Expected Completion: May 2023

Project: Five-year “Look Ahead” Model – Build a five-year “look ahead” model for software applications supported throughout the District to identify both potential spending increases and opportunities to cut costs.

College Role: Conduct a College-wide review of existing software applications in use as well as anticipated changes that may require the purchase of new or replacement software applications as part of the College’s strategic technology planning process. Primary Responsibility: Manager of College Technology Services.

District Role: Conduct a District-wide review of existing software applications in use as well as anticipated changes that may require the purchase of new or replacement software applications. Establish an annual review to update the “look ahead” model. Primary Responsibility: District ITS.

Impact: Will have a five-year roadmap of anticipated software application costs.

Expected Completion: May 2023

Project: Training Materials for New Faculty and Staff – Work with Chabot and LPC to develop shared training materials for new faculty and staff such as online videos.

College Role: Establish a team to work jointly with District to develop shared technology training materials for new faculty and staff, supplement shared training materials with college-specific training materials, and incorporate training requirements into the onboarding process for new faculty and staff. Primary Responsibility: Chabot College Leadership and LPC College Leadership.

District Role: Establish a team to work jointly with Chabot and LPC to develop shared technology training materials for new faculty and staff, supplement shared training materials with District-specific training materials, and incorporate training requirements into the onboarding process for new staff. Primary Responsibility: District ITS.

Impact: Technology training for new faculty and staff will facilitate their access and use of campus technology and reduce the number of requests for one-on-one assistance.

Expected Completion: May 2023

Project: Zonemail Storage Requirements – Implement the new Google limitation on the amount of free storage (15GB) that can be used by an account including Google Photos and Google Drive.

District Role: Implement the new free storage limitation on student Google-based Zonemail accounts. Primary Responsibility: District ITS.

Impact: Brings the District into compliance with Google's free data storage limit of 15GB.

Expected Completion: December 2022

Project: Online Forms – Implement online form tools to facilitate workflow and completion of online forms and electronic signatures.

College Role: Help identify high value targets for use with Adobe and adopt solutions as they are available. Primary Responsibility: Chabot College Leadership and LPC College Leadership.

District Role: Develop and deploy Adobe Sign forms as agreed upon with the colleges. Primary Responsibility: District ITS.

Impact: Improve efficiency and time to complete common forms currently handled and routed in hardcopy.

Expected Initiation: October 2022

Project: Implement Social Media Procedure – Create organizational structures and processes in support of Administrative Procedure 3725 (see Appendix VI) allowing the District, Chabot, and LPC to manage social media posts more effectively with respect to content, accessibility, and risk.

College Role: Work with District ITS, Public Relations, and Marketing and Government Relations departments to identify social media channels, accounts, and account owners. Attend relevant social media training and professional development opportunities. Primary Responsibility: Will be either Vice President for Academic Services or Vice President for Student Services at Chabot and LPC.

District Role: Work with college Public Relations, and Marketing and Government Relations departments to identify social media channels, accounts, and account owners. Attend relevant social media training and professional development opportunities. Primary Responsibility: Public Relations, Marketing, and Government Relations (PRMG).

Impact: Enable colleges to comply with public records requests and district-wide administrative procedures.

Expected Initiation: December 2022

Initiative #5: Continually Enhance Data Security

Project: Security Awareness Program – Establish an ongoing security awareness program for faculty and staff that includes at least the following elements:

- Responsible user practices
- Protection of sensitive information
- Phishing and social engineering awareness
- Periodic simulated phishing campaigns

College Role: Help ensure compliance with participation requirements. Primary Responsibility: Chabot College Leadership and LPC College Leadership.

District Role: Identify and make available appropriate security awareness training to the college community. Primary Responsibility: District ITS.

Impact: Meets compliance goals for system security.

Expected Initiation: August 22, 2022

Project: Acceptable Use Policies and Administrative Procedures (3720 and 3725) – Revise these policies and procedures to reflect the current range of technologies and incorporate relevant legal statutes. See Appendix VI.

College Role: Provide input on the changes to the policies and procedures. Primary Responsibility: Chabot College Leadership and LPC College Leadership and constituent groups.

District Role: Conduct review and update process consulting with appropriate groups and committees, create updated policies and procedures, and present to Board of Trustees for approval. Primary Responsibility: Chief Technology Officer.

Impact: Updated policies and procedures reflecting the current range of technologies and relevant legal statutes.

Date Completed: June 2022

Project: Office 365 Training – Provide Office 365 training to faculty and staff including encouraging the use of OneDrive as the preferred option for file storage.

College Role: Encourage faculty and staff participation in Office 365 training sessions.
Primary Responsibility: Chabot College Leadership and LPC College Leadership.

District Role: Providing training sessions. Primary Responsibility: District ITS.

Impact: Improved data protection awareness among faculty and staff and increased use of OneDrive for data storage.

Expected Completion: Ongoing

Project: Server Hardening – As part of a broader program to enhance IT security, the District conducts a weekly vulnerability scan of District and college servers.

College Role: Investigate and resolve any issues discovered during the scan. Primary Responsibility: Chabot Technology Services and LPC Technology Services.

District Role: Investigate and resolve any issues discovered during the scan. Primary Responsibility: District ITS System Support.

Impact: Enhanced security of District and college servers to reduce the chances of a security breach and enable District and college staff to respond in a timely manner to resolving any issues found.

Expected Completion: Ongoing

Project: Cloud Storage for Server Backup System – Expand the Unitrends backup systems of non-Banner District servers and college servers at Chabot and LPC to include cloud-based storage.

College Role: Work with the District to develop and implement a plan and schedule for expanding the server backup system to include cloud-based storage. Primary Responsibility: Chabot Technology Services and LPC Technology Services.

District Role: Work with Chabot and LPC to develop and implement a plan and schedule for expanding the server backup system to include cloud-based storage. Primary Responsibility: District IT System Support.

Impact: Remove the data loss risk of having only on-premises storage of server backups.

Expected Completion: January 2023

District Strategic Directions Mapped to 2021-2026 Technology Initiatives

Table I illustrates the mapping of the District Strategic Directions to the 2021-2026 technology initiatives.

Table I: Mapping of Strategic Directions to Technology Initiatives		
Strategic Direction	Strategic Direction Description	2021-2026 Technology Initiative
Educational Excellence	Increase CLPCCD’s reputation as an educational leader known for offering an outstanding student experience; excellence in teaching and learning; affordable, inclusive, and culturally relevant programs and pathways leading to academic achievement; and preparing students to compete and succeed in a sustainable global environment.	Initiative #1 Maintain a Current Technical Environment Initiative #2 Improve the Student Experience Initiative #3 Advance Teaching and Learning Initiative #5 Continually Enhance Data Security
Community Partnerships	Build strategic collaborations with community partners to meet the current and emerging workforce development needs of local residents, businesses, labor, and industry; deepen partnerships with cities and communities to advance climate justice; connect students to essential resources that support their education (food, housing, health services, technology, work-based internships); align educational pathways with in-demand skills; strengthen transfer pathways through effective intersegmental practices; increase the number of diverse skilled and degreed adults in the region.	Initiative #1 Maintain a Current Technical Environment Initiative #2 Improve the Student Experience Initiative #5 Continually Enhance Data Security
Sustained Prioritized Resources	Invest in strategic partnerships and resource development to sustain prioritized goals, such as: providing tailored support services to increase enrollment and success among populations historically underrepresented in higher education; recruiting, hiring, and supporting diverse staff that reflect the demographics of the students served; implement robust and dependable technology resources; sustain effective professional development; develop and maintain facilities and climate-	Initiative #1 Maintain a Current Technical Environment Initiative #2 Improve the Student Experience Initiative #4 Improve Operational Efficiency Initiative #5 Continually Enhance Data Security

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Table I: Mapping of Strategic Directions to Technology Initiatives		
Strategic Direction	Strategic Direction Description	2021-2026 Technology Initiative
	sustainable campuses to meet the needs of students, faculty, and staff; provide communication resources for faculty and staff to elevate student voices and present student and alumni success; provide an inclusive people-oriented culture aimed at creating a productive learning environment for students and a supportive working environment for all personnel.	
Institutional Effectiveness	Create and refine equitable systems and strategies to achieve greater outreach to key groups of prospective students and community stakeholders; make meaningful connections between academic programs, local economic needs and opportunities, and complex social and environmental problems; improve access and success at all stages of a student’s educational journey, from application and enrollment to poverty assistance to educational pathway selection, and two-year and four-year degree completion.	<p>Initiative #1 Maintain a Current Technical Environment</p> <p>Initiative #2 Improve the Student Experience</p> <p>Initiative #4 Improve Operational Efficiency</p>
Call to Action to Address Anti-Blackness, Racism, and Barriers to Equity	Address anti-black racism and other forms of racism and discrimination across all institutional policies, practices, programs, and services; create a welcoming, inclusive, and safe campus community to benefit all; recruit and retain a diverse staff that reflects student demographics; ensure each student and employee receives the support, guidance, and education or training needed to achieve their goals and thrive in the District environment.	<p>Initiative #1 Maintain a Current Technical Environment</p> <p>Initiative #2 Improve the Student Experience</p> <p>Initiative #4 Improve Operational Efficiency</p>