OXNARD COLLEGE

Technology Master Plan
2022 – 2032

Introduction

In the 21st century, technology infrastructure is a cornerstone to any college's work. Certainly, that is true for Oxnard College, which is why we are proud of this comprehensive Technology Master Plan (TMP). The TMP outlines our plans for the next decade of technological support to Oxnard College's programs and services. It is a product of the collective wisdom and input from stakeholders throughout our campus and community. The ten-year plan aligns with our Educational Master Plan, ensuring that our technology goals align with those of the college overall. It will be reviewed annually in order to evaluate our progress and challenges as well as to account for any adjustments.

Consistent throughout this document, you will see that placing students at the center of everything we do is our core focus. That is why the TMP focuses primarily on achieving student success through access and availability to technology resources as well as providing effective and functional technology in our classrooms, labs, and wireless networks across campus. These objectives are essential to Oxnard College's efforts to provide a modern and state-of-the-art learning environment for current and future students.

We look forward to implementing this plan in the decade ahead as well as adapting it in order to effectively serve our students. Technology continues to change exponentially and we intend to continue doing the same so that our students can benefit and thrive.

Purpose

As an important component of integrated planning, the Technology Master Plan (TMP) is linked and responsive to the Educational Master Plan (EMP). Oxnard College will use the TMP in working to fulfill the College's Mission, Vision, and Guiding Principles through a technological lens, and to accomplish the Goals identified in the Educational Master Plan.

Mission

Oxnard College transforms lives by offering equitable access to multiple educational and career pathways. Our academic programs and student services prepare students to enrich their communities and to succeed socioeconomically, professionally, and personally.

Vision

Oxnard College will be a model of state-of-the art education and training in the diverse communities we serve. We will foster the highest level of student success, advocate for a just and inclusive society, and be a valued community partner.

Guiding Principles

These guiding principles reflect our values. They are the foundational landscape from which all our efforts emerge. As with a physical landscape, the state of our foundation is dynamic—changing with the environment. In order to preserve its vitality, parts of our landscape require attention and renewal from time to time. In the EMP, we set renewal goals for several of our guiding principles.

In order to optimally serve our students, we commit to:

1. **A students-first approach.** Our decisions will be primarily guided by what is best for the students we serve. Our efforts will support students' achievement of their academic goals and enhance their interpersonal skills and professional competencies.

2. **Social justice and equity.** Acknowledging the historical context of exclusion in higher education, we accept the responsibility to make our college a model of access and inclusivity. We will
   a. Cultivate a welcoming culture that recognizes the advantages diversity brings to our classrooms and offices,
   b. Harness our experiences as a Hispanic Serving Institution to equitably deliver resources and support to all underserved and marginalized students, and
   c. Empower all underserved populations to achieve their full potential.

3. **Civic engagement.** We recognize the responsibility to prepare students to become active and constructive participants in their communities and in our democratic republic. So, we will encourage and model civic engagement.

4. **Environmental Stewardship.** In our planning, operations, and programs we will be thoughtful stewards of our environment.

5. **Safety and Wellness.** We will continue to foster a safe, secure, and healthy environment.

6. **Fiscal stewardship.** We will be prudent in our management of the college's fiscal resources in order to maximize their service to students.

7. **Excellence.** We will build data-informed self-reflection, evaluation, and improvement into everything we do on a continuing cycle. We will promote innovation by:
   a. encouraging experimentation and creativity in our instruction, services, and operations,
   b. promoting professional development for faculty and staff, and
   c. aligning our curriculum with new and emerging knowledge and technologies to ensure students are prepared to participate in the rapidly changing world.

8. **Collaborative and transparent leadership.** To improve our services and build a more prosperous community, we will engage a diverse range of voices from both within the college and around the community. We will consult with stakeholders before making significant decisions and we will be transparent about the decisions we make.

Oxnard College will be a model of state-of-the art education and training in the diverse communities we serve. We will foster the highest level of student success, advocate for a just and inclusive society, and be a valued community partner.

EDUCATIONAL MASTER PLAN GOALS

Goal 1: Enhance Student Success
In alignment with the systemwide goals for California Community Colleges, Oxnard College will improve the key educational outcomes that transform students' lives.

Goal 2: Strengthen Access to Educational Opportunity
Oxnard College will promote our open-access mission and uphold the value of higher education throughout our entire community. Through expanded outreach and streamlined services, we will lead more of our residents to pursue higher education.

Goal 3: Advance Social Justice and Equity-Minded Practices
Oxnard College will advance equity-focused practices, rooted in anti-racism, in our instruction, services, and operations.

Goal 4: Promote the College's Reputation
To advance the value of an Oxnard education, Oxnard College will earn far-reaching recognition as a leading institution for higher learning, socio-economic mobility, and community engagement.

Goal 5: Strengthen the College's Financial Future
Oxnard College will expand our advancement capacity and diversify our revenue streams in order to better and more sustainably serve our students and employees.

A master plan is only useful if people refer to it, act upon it, and update it when necessary. **This document is intentionally lean to encourage its use in technology-related decision-making and action across the campus.** Over the course of its 10-year span, this plan will be reassessed with updates to goals and developments in standard practice being included as needed in regular review cycles.

Overview of Our Technology Master Plan Development

This Technology Master Plan represents a collaboration among stakeholders across campus and in the surrounding community. After the college affirmed the Educational Master Plan, the Technology Effectiveness Committee (TEC) formed a workgroup made of TEC members and stakeholders around campus. The Vice President of Business Services asked the Office of Institutional Effectiveness (IE) to initiate two campus surveys, one of students and one of employees, to gather information on the types of technology people use, what campus technology works well, and what campus technology needs improvements.

Following a review of findings from these surveys, the Technology Master Plan Workgroup developed a list of priorities that support the EMP goals. After the first draft was completed, it was distributed through the Participatory Governance Committees for review and approval. The TMP was then recommended to the College Planning Council, which affirmed it and sent it forward to the College President for final approval. A review of this document will be completed annually to assess progress toward the goals and objectives and write new goals and objectives as needed.

TECHNOLOGY PLANNING ASSUMPTIONS

In the planning of Oxnard College's technological future, the following were assumed to be true:

- The college will diligently strive to comply with technology accessibility requirements.

- Distance Education will continue to be an increasingly prominent mode of instructional delivery and student learning at Oxnard College.

- The use of technology to strengthen and increase the college's retention and success of students will continue to be in great demand among instructional and student services personnel.

- The increased use of technology to promote student services will continue to be a priority of the institution.

- Technology will continue to be an important means to achieve student, employee, and organizational learning and effectiveness.

- The college will continue to actively pursue methods to further automate college processes, including curriculum management, enterprise resource planning, communications, and general technology support.

- The use of technology will continue to increase in all instructional areas including those that do not traditionally depend on such applications.

- Technology, both hardware and software, has limited effective lifespans, so technology infrastructure will require continuous maintenance and expansion.

- New technologies will require user training.

- Cyber security will be a vital investment in ensuring student and employee privacy and safety.

- Oxnard College will continue to prioritize making hardware, software, and internet access available to students in support of their education.

- Modern technology is dynamic and in a continuous state of evolution.

- Continuous participatory input from the college community and external stakeholders must be solicited, evaluated, and incorporated into our technological strategies to promote student success.

- Maintaining existing technology and acquiring new technologies will require continuous investment of human and fiscal resources.

- Technology will be used to inform data-driven decisions.

- Instructional software and hardware for career education, science, and math-based classes will increase as a desired enhancement to deliver instruction and promote student learning.

Under the ten-year Educational Master Plan, four technology priority items were identified. This TMP outlines these priorities as measurable goals and objectives to be achieved by the college over the course of those years. The TMP Workgroup will evaluate the work of the College toward these goals and objectives on an annual basis, changing objectives as necessary.

Technology Priority Items

1. Ensure all students have access to required technology to participate in a rapidly changing world by having technology readily available for each student—Mission, Vision, Guiding Principles 1, 7c, Goal 1

2. Maintain and refresh existing technology to keep our resources up to date and allow efficient working conditions—Guiding Principle 7c

3. Survey and review students' needs to align all future goals toward facilitating student success—Mission, Guiding Principles 1, Goal 1

4. Work with internal and external experts to ensure that technology meets 508 standards, which are currently set Web Content Accessibility Guidelines (WCAG-2.0 AA) standards—Vision, Guiding Principle 2, Goal 3

TECHNOLOGY MASTER PLAN TEN-YEAR OBJECTIVES

Objective One

Ensure all students, staff, and faculty have access to reliable Wi-Fi across campus buildings and grounds.

Related to EMP Goals 1 and 3

Action Steps

- Go to bid to find a company to enhance the Wi-Fi system by the end of Spring 2022
- Work with the company to develop a plan
- Work with Deans to ensure locations are identified that would need enhanced Wi-Fi load for courses with laptop carts, etc.
- Implement the upgrades by June 2023
- Supplement service to students and employees in the case of outages and maintenance with library check-out hotspots
- Gather feedback by all campus survey and by TEC discussion on alternating years to measure ongoing needs

Objective Two

To ensure that all students have access to required technology, Oxnard College will make laptops, tablets, and internet hot spots available for check-out through the library system. This hardware will be refreshed on a five-year cycle to ensure maximized functionality.

Related to EMP Goals 1, 2, and 3

Action Steps

- Place order for 500 iPad tablets during Spring 2022 to add to the Library technology stock
  - iPads will be set up for student check-out within 3 months of delivery
- Hotspot service will continue to be paid for using CARES or other available money through Academic Year 2024
- Evaluate the use and add an appropriate number of laptops, tablets, and hotspots to be added to the campus Technology Refresh process
- 1,000 print cards pre-loaded with $10 will be provided to students at the beginning of each term, starting in Fall 2022

Objective Three

The availability of technology for library check-out will be communicated to the student population by including messaging about what is in supply in every syllabus and Canvas course shell. This will be implemented for the Fall 2022 term.

Related to EMP Goals 1, 2, and 3

Action Steps

- Draft common language about Library Check-Out resources summer 2022
- Send language to Deans to be included in all syllabi summer 2022
- Add the notice to every Canvas Shell Fall 2022
- Revise the language as updated technology is added to the stock

Objective Four

Provide training in commonly used and new classroom software and hardware to students, faculty and staff through in-person and online training.

Related to EMP Goals 1, 2, and 3

Action Steps

- Establish a Tech Bar program in the Spring of 2022
- Develop trainings on common required software and hardware, such as Microsoft Suite, Canvas, and common classroom presentation equipment to be offered starting in Fall 2022

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