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I. Introduction

The pace of evolution, integration, and use of information technologies within modern organizations has accelerated dramatically within the past decade and is expected to continue unabated for the foreseeable future. This trend, while fostering significant enhancements, as well as significant changes to the content and style of most intellectual activities, has also introduced major challenges for many institutions. In particular, institutions of higher education face significant financial hurdles in continually upgrading and expanding information technology access, services, and support for their students, faculty and staff.

Los Angeles Mission College (LAMC) is pursuing an aggressive posture with regard to its use of technology in achieving its chosen future. The College seeks to incorporate appropriate technologies to transform its teaching and learning environment, to provide high quality services to its students and the community, and to extend its reach to new and diverse constituents.

To assist in furthering its mission, Los Angeles Mission College engaged in the development of a Master Plan for Information Technology during the spring semester of 2003. This planning effort was designed to identify strengths and weaknesses within the existing College technology infrastructure and to identify technology improvements and initiatives consistent with the needs, objectives and outcomes consistent with the College’s mission.

In order to achieve its mission the College has established the following strategic technology goals. Specifically, LAMC seeks to transform the college by:

- Fostering Continued Quality Improvement in Teaching and Learning
- Using Technology to Enhance Students Services
- Promoting Effective and Efficient College Operations
- Upgrading and Extending the College’s Technology Infrastructure
- Assuring Comprehensive Electronic Communication Capability for all College Constituents

The result of the strategic information technology master planning effort contained within this document is the establishment of a series of specific technology goals, objectives and action plans. The resultant impact of these goals, objectives and action plans will be to enrich the quality and comprehensiveness of the College’s academic and services offerings to its many constituencies. Specifically, the College hopes to assure that all faculty, administrators, students and staff possess the necessary technologies and training that will enable them to pursue educational innovation, manage institutional resources effectively, achieve their learning objectives, and provide quality service, while aiding the institution to extend its reach and enhance its competitive position.

II. LOS ANGELES MISSION COLLEGE
College Philosophy

Los Angeles Mission College is dedicated to providing the highest quality education in an atmosphere that respects and assists all people in pursuit of their educational goals. We believe that the acquisition of knowledge and skills necessary for success in the academic and workplace environments requires modes of instruction that match the changing needs of students. Furthermore, the college is committed to supporting student learning and personal growth as lifelong processes. Finally, we are dedicated to an inclusive decision-making process that respects the interdependency of the college, the student body, and the community we are privileged to serve.

Mission Statement

Los Angeles Mission College will ensure that students master academic and workplace knowledge and skills by providing comprehensive lower-division general education, AA and AS degree programs, occupational education, occupational certificates, transfer education, developmental education, counseling and guidance, and community services which will meet the needs of people in the San Fernando Valley while protecting academic freedom and maintaining academic standards.

College Goals

1. Educational programs and services will be developed, evaluated and improved to ensure student access, learning and success while maintaining appropriate academic standards.

2. Human, physical, technological and financial resources will be managed effectively to enrich and expand educational programs and maintain fiscal stability.

3. Relationships with the community at large will be enhanced to promote common development.
III. Strategic Technology Priorities

In preparation for the development of the Los Angeles Mission College Information Technology Master Plan several key activities were conducted. The first was the evaluation of the quality and comprehensiveness of the technology environment as reported through a Technology Survey administered to a random sampling of students, faculty and staff. Second, an off-site planning retreat was held on May 15 and 16, 2003 with representation from all major constituent bodies of the College. Third, an assessment of the technology infrastructure and capabilities of the College was conducted by members of the consulting firm supporting the planning effort.

In conducting the previous assessments several key deficiencies were identified. In seeking to plan for the future improvement of the LAMC technology environment the following four deficiencies represent strategic impediments to the achievement of overall plan objectives. It is crucial to future success, as well as present stable operations, that these deficiencies receive the highest priority attention during the first year of the plan.

**Technology Governance** – The lack of a formal College structure to coordinate campus-wide technology progress contributes to a lack of effective use of resources, limited technology planning focus, and no mechanism to set College technology priorities. It is strongly recommended that the President appoint and charge a representative technology advisory body (Information Technology Advisory Council (ITAC), which will recommend College-wide policies and procedures governing technology priorities, access, and appropriate use of instructional technology, data and information technology.

**Director of Information Technology** – The College does not have a full-time position responsible for College-wide technology activities. As a result, support is fragmented, leadership is absent, and it is very difficult to focus project and implementation accountability for technology initiatives. It is strongly recommended that the College create the position of “Director of Information Technology” or its equivalent. Given the institution’s technology agenda, overall size (approximately 8,000 enrolled students), projected growth in physical size and enrollment, and technology investments it is crucial that there be one individual charged with the overall responsibility to coordinate, set direction and manage College-wide technology activities. It is fair to say that a position of Director of Information Technology for LAMC is not only consistent with higher education industry standards but an absolute necessity in today’s information intensive environment.

**E-Mail** – The absence of a reliable, quality e-mail system contributes to the loss of significant opportunities for improved service delivery and basic campus communications. In particular, the opportunity to effectively provide routine communication to students, and between students and faculty, is severely restricted. It is strongly recommended that the District/College E-mail strategy be resolved to enable LAMC to properly implement this fundamental technology building block.
Learning Resource Center (LRC) Commons – The LRC Commons is a vital facility for the delivery of numerous College teaching and learning activities. However, while it currently houses a large number of open access student computers, these devices are severely dated in their capability. It is strongly recommended that the College re-evaluate its needs for publicly available student devices and develop a utilization plan for the LRC that combines needs for special purpose laboratory facilities as well as public student stations.

IV. Technology Vision & Strategic Outcomes

Los Angeles Mission College’s vision for the use of Information Technology is to use it as a tool for learning, for management support, and for process simplification and innovation. In order to achieve the College’s mission, we must be creative and vigilant in seeking technology solutions that contribute to the accomplishment of the College’s mission.

Our Vision for Action:

We will employ Information Technology innovations to assist the College in achieving its strategic agenda by:

• **Fostering Continued Quality Improvement in Teaching and Learning** - Faculty, students and academic support personnel will be provided consistent, reliable access to information technologies. By continuing to support the inclusion of information technologies in the teaching and learning process we will empower faculty and students to participate fully in the academic environment: teaching, learning, collaborating, fostering and achieving their potential in an ever-increasingly information intensive society.

• **Using Technology to Enhance Student Services** - Provide current and prospective students with a comprehensive offering of conventional and emerging technology tools that facilitate easy access to student information, contributes to their full participation in the College community, develops their information literacy, minimizes unnecessary student interaction with administrative functions, and which facilitates and enhances students’ educational, career and personal development.

• **Promoting Effective and Efficient College Operations** – We will assure that all faculty, administrators, students and staff possess the necessary information technologies and training that will enable them to pursue educational innovation, manage institutional resources effectively, achieve their learning objectives and provide quality service. Administrative and management staff will have access to modern management information systems and tools that facilitate efficient and effective access to the data and information necessary to support sound institutional decision-making.
• **Upgrading and Extending the College’s Technology Infrastructure** – The basic building block for enhanced technology services is the quality and comprehensiveness of the College’s technology infrastructure. A scalable, reliable, flexible and comprehensive network, desktop, communications and web services environment is crucial to the continued improvement of College technology services.

• **Assuring Comprehensive Electronic Communication Capability for all College Constituents** – We will use information technology to extend the reach of the College and to promote its image within the community. We will use modern network and communications technologies whenever and wherever possible to reach prospective students and alumni as well as academic and business partners. At the same time, we will use information as a valuable tool to strengthen our ability to enhance and maintain a sense of community and to improve communication between and among all members of the College community.

**Our Expected Outcomes:**

We will realize our vision if the following outcomes are achieved through the judicious use of technology investments:

- All College graduates have acquired information competency and the technological skills appropriate to their academic discipline and career preparations;
- All College students have acquired the confidence to embrace new technologies and to see the creative opportunities in their use; (Needs to be reworded to be measurable or should be deleted)
- The College has improved communications among faculty, students, staff and administration;
- The College has an environment that supports and encourages innovation, exploration, risk taking and resourceful uses of technology throughout all aspects of College life;
- The College has enhanced student relationships with our faculty, with our institution, and with other students;
- The College has extended interaction and enhanced relationships with the community, other educational institutions, business and industry, our alumni, and professional organizations;
- The College has effective, efficient, quality delivery of student learning programs and services and the ability to make and implement institutional decisions in support of student learning;
- The College has adequate support and training for faculty, administrators and staff to enable the success of our vision; and
- The College supports analysis and decision-making at all levels which is information driven and knowledge based.
V. Technology Goals, Objectives & Action Plans

A. GOAL: Fostering Continued Quality Improvement in Teaching and Learning

Objectives & Action Plans:

1. Establish minimum competencies that all students will demonstrate in the use of computers and information technologies, and assure that students have the training and developmental support necessary to guarantee their success.
   - The Vice President for Academic Affairs will request the Academic Senate to charge the Curriculum Committee with recommending minimum competencies, whether for entry, graduation or both, that all LAMC students will demonstrate in the use of computers and information technologies.

2. Provide an environment, plan, and assessment strategy for faculty to integrate technology into existing curricula, as well as their research and non-teaching duties.
   - The Vice President for Academic Affairs will charge Academic Department Chairs with recommending a strategy for the best method to integrate technology within the College’s teaching and learning functions.
   - Implement an enterprise course management system (Etudes) and promote its use as an aggregator of all class content for distance, hybrid, and face-to-face courses.
   - Identify and recommend collaboration tools such as secure instant messaging, group messaging and synchronous web-conferencing.
   - Review the benefits and possibilities of the use of video-conferencing technology as a tool for extending learning opportunities at regional locations where students may be limited by time and place.
   - Develop a portable computing strategy to include an approach for student, staff and faculty computer acquisition as well as wireless connectivity.
   - The Vice President for Academic Affairs, in consultation with the Information Technology Advisory Council (see Goal C, Item #1) will recommend a comprehensive, coordinated, instructional technology professional development program as well as other appropriate strategies that assure that faculty and professional staff with teaching and learning responsibilities are competent in the use of appropriate instructional technology tools to facilitate the integration of technology into the teaching and learning processes. Such a professional development program will address, at a minimum, the following needs:
     - To promote and communicate the value of accessible technology integration within the curriculum to all faculty.
     - To identify gaps in curriculum, training, facilities, and any other areas that will impede the objective of accessible technology integration within the curriculum.
     - To set priorities for faculty development and recommend creative programs to energize all LAMC faculty.
     - To identify and organize internal and external resources to facilitate faculty development.
• To create a faculty “mentors” program to provide ongoing support for faculty integration of accessible technology into their courses.
• To recommend a reward program for faculty creativity and skill in integrating accessible technology within their courses.
• The Vice President for Academic Affairs, in consultation with the Information Technology Advisory Council, will oversee the development of a robust course development support environment for faculty who wish to integrate technology into their teaching. Such an environment will coordinate appropriate academic and technological resources to minimally accomplish the following:
  • Provide a supportive environment for faculty experimentation with a wide range of technology capabilities and innovations.
  • Provide faculty with the instructional course design support necessary to effectively integrate technology into the curriculum.
  • Provide support for faculty who wish to exploit the full capabilities of the Etudes course management system.
  • Provide an organized approach and access to a range of internal and external information resources.
3. Provide learning programs and services and classrooms and laboratory environments with technologies that support the teaching, learning and research objectives of the College.
  • Ensure that adequate IT personnel are available to research, test, and recommend tools and software to support the teaching and learning process.
  • Incorporate computing and information technology requirements of academic programs into IT planning.
  • Provide students with disabilities with the latest advances in adaptive technology.
  • Expand open lab (LRC Commons) facilities to provide student lap-top docking stations and other technological enhancements in support of student learning.
  • Develop a strategy to assure that adjunct faculty have appropriate physical space and access to technology to support their teaching and administrative responsibilities by having the Council on Academic Affairs survey adjunct faculty technology needs.
  • Provide access to electronic training rooms when needed to support student learning.
B. GOAL: Using Technology to Enhance Student Services

Objectives & Action Plan:

1. Provide students with efficient, comprehensive, accessible student services and self-service options.
   - Implement a holistic student services approach which utilizes available technologies to establish an equivalent electronic one-stop student support environment including such areas as program of study, academic advising, counseling, registration, financial aid and bill payment, etc.
   - Map processes, review workflows, design and implement an accessible electronic student services center which fully exploits the functionality of the District Student System.
   - From the results of the process and workflow review, identify applications gaps which contribute to service deficiencies and evaluate the feasibility and cost of developing local automated solutions to improve service delivery.
   - Building upon the current capabilities of the District Student Services System, design and implement a cross-training program that establishes professional academic advisors as Student Services (SA) generalists who can effectively communicate basic information about all student service and academic areas.
   - Assess and implement the steps needed to ensure all students have ready access to electronic resources and their own electronic records.
   - Ensure that adequate IT personnel are available to research, test and implement tools and software to support enhancements to student services.

2. Encourage and support faculty use of College accessible online student information resources to bolster services to students.
   - Provide ongoing professional development for faculty and staff on electronic access to student records and other information that supports academic functions.

3. Develop a strategy to enable the College to provide all communications to students electronically.
   - Evaluate and design the most efficient method of implementing student use of College provided e-mail.
   - Require students to use their College assigned student email accounts to communicate with the College.
C. GOAL: Promoting Effective and Efficient College Operations

Objectives & Action Plan

1. The President will establish a permanent oversight structure, the Information Technology Advisory Council (ITAC), to provide guidance to, as well as monitor the progress of, College-wide information technology initiatives.
   - The ITAC will be a standing shared governance committee of the College, will focus upon all College technology functions, and will have membership representing the interests of faculty, students, including disabled students, staff and administration. The ITAC will be structured with subcommittees representing key College constituent groups which will minimally include subcommittees representing instructional and administrative uses of technology.
   - The ITAC will have representation from Academic, Student and Administrative areas charged with taking an institutional view in making recommendations to the President and cabinet to:
     - Oversee the progress toward achievement of Information Technology Master Plan objectives.
     - Develop and recommend the duties and responsibilities of the position of Director of Information Technology.
     - Provide information, and when necessary, educate members of the College community regarding all aspects of the College’s information technology plans, policies and objectives.
     - Provide special focus upon issues of access, connectivity and communication for all members of the LAMC community.
     - Ensure adherence to, and when necessary, recommend modifications to, information technology priorities.
     - Review, recommend and mediate operational policy and procedures.
     - Function as an executive and constituent sounding board for College-wide information technology issues.
     - Maintain a planning focus; being watchful for the need to adjust and initiate priorities and new planning activities when circumstances dictate.
     - Provide a structure and process for identifying and evaluating emerging technologies that may be a benefit to the accomplishment of the objectives of the college and its units or programs.
     - Coordinate computing and information technology requirements of academic programs and administrative functions of college.
     - Coordinate, with appropriate College departments, a comprehensive physical facilities assessment to ascertain the requirements to upgrade teaching spaces to accommodate modern instructional technologies and reflects the College’s future building program.
     - Assure that appropriate policies, plans and procedures exist for such critical functions as physical facilities, data integrity and security, disaster recovery planning and copyright and intellectual property right issues, etc.
• Develop and implement a formal method of communication of the ITAC’s activities and deliberations for dissemination to the College community on a regular basis.
• Establish the full-time College position of Director of Information Technology or its equivalent.
• The position should report as high within the organization as possible. Traditionally, the lowest reporting structure for a Director of Information Technology for an institution of LAMC’s size and breath would be at the Vice Presidential level.
• The position should have responsibility for all College technologies and support personnel and have responsibility for the satisfactory resolution of all Americans with Disabilities Act (ADA), Section 508 compliance issues regarding electronic accessibility for the disabled
• The position would be a standing member of the ITAC, but not the chair.
• Provide a secure technological infrastructure, employing the most viable information delivery technologies and support necessary to assure that administrators, faculty and staff have access to the information necessary to make informed decisions.
• Ensure that adequate IT personnel are available to research, test and implement tools and software to support enhancements to administration. While LAMC continues to be served by the District’s central systems a minimum of two administrative systems support personnel should be available. One generalist familiar with the breadth and depth of District provided administrative systems to provide day-to-day end user support, and another specialist in desktop productivity tools, file extracts, and report writers who can support the ad hoc reporting needs of senior institutional management.
• Coordinate and incorporate computer and information technology requirements of academic programs and administrative functions of the college into IT planning.
• Support ongoing research and development initiatives to identify new technologies that can be incorporated into the operating procedures of all departments and units of the College.
• Provide critical information and analytical tools for reporting and analyzing student information in order to deliver essential support services to students, including those at risk.
• Evaluate, recommend and implement a data-warehousing system that provides dynamic access to database information at any given point in time.
• Evaluate and recommend collaboration tools such as secure instant messaging, group messaging, synchronous web-conferencing, and video-conferencing for use by staff and faculty for training, presentation, and general communications services.
• Identify the current level of user knowledge with respect to the various functions and capabilities of College and District provided systems, to include the need for training and staff development to take full advantage of the existing systems capabilities.
• Define the information needs of institutional management as reflected in administrator’s ability to gain easy access to data for manipulation and reporting requirements.
• Measure the degree of consistency with industry best practices.
• Conduct process and workflow reviews in all administrative offices to maximize business process efficiency for all College operations and to enhance service delivery to all College constituents.
• Assure that all institutional processes have been aligned to provide seamless, non-duplicated, accurate entry, storage and movement of data and information throughout all College systems.
  • Ensure high quality, accurate and secure data entry and retrieval.
  • Identify problem areas in data entry and retrieval and design and implement tools and training to ensure accuracy and quality.
  • Ensure accuracy, relevance, and 508 compliance of all College web pages.
  • Research and implement an electronic document imaging system.
  • Move the College from functional, departmentally-based, paper driven processes to service driven, web-enabled, College-wide processes.
  • Research and implement automated workflow systems and determine their suitability to support the implementation of electronic authorization for College workflows.

4. The Director of Information Technology, in consultation with the Staff Development Committee and the ITAC, will evaluate the areas of need, recommend and implement a comprehensive staff and faculty development program for all core institutional technologies. This development program will be ADA, Section 508, compliant and include requirements for all newly hired members of the College community as well as address the ongoing development requirements of all full and part-time staff. The primary focus of the development program will be to ensure that all members of the College community have the requisite training and ability to effectively utilize College technologies in the performance of their duties, thus assuring their ongoing productivity and contribution to College objectives for service and support. The program would include, but not be limited to, the following core technologies:
  • Microsoft Office Suite and Windows operating system(s)
  • District provided systems
  • Internet, World Wide Web, online databases information research skills
  • Etudes
  • Electronic data storage and electronic data management technologies

In addition, the Training and Development program will assure that:
  • Standards are set for e-mail and software use through the ITAC.
  • Training is provided for specialized College applications.
  • Assistance is provided to user offices in evaluating their staff training needs.
D. GOAL: Upgrading and Extending the College’s Technology Infrastructure

Objectives & Action Plan:

1. LAMC must establish minimum software and hardware standards for all workstations and universal access to networks, so that all faculty, students and staff can communicate electronically. Supported software will include applications that are necessary for the general functioning of the academic and administrative offices (such as the integrated Microsoft suite and District provided systems), as well as for electronic communication (Netscape/MS Explorer).
   • A minimum configuration for all College workstations should be established that guarantees campus-wide desktop interoperability and the capability to access voice, video and data.
   • A plan for the use of the LRC should be developed that evaluates the overall needs of all academic programs and courses for use of specialized and general lab facilities as well as the needs of students for publicly available, unscheduled computer use.

2. LAMC must adopt a formal, "fleet managed" approach to desktops which incorporates a life cycle budget model permitting replacement of personal computer workstations on a predictable and scheduled basis.
   • The Director of Information Technology, in consultation with the Information Technology Advisory Council, will develop and propose a desktop recycle/replenishment program for all campus desktops. Such a plan will differentiate between and among various levels of applications and end user requirements, and will suggest a recycle strategy which ensures long-term desktop interoperability and reasonable minimum software standards while being mindful of overall budgetary impact.

3. A stable, flexible, functional 508 compliant web-based e-mail system, which incorporates the delivery of secure documents, with a policy for use and users properly trained, is critical for effective communications and cost savings.
   • The ITAC, in consultation with the Associate Vice President for Administrative Services, will evaluate the current District e-mail strategy and determine the most efficient method for implementing campus-wide e-mail as quickly as possible.
   • LAMC must prepare for a significant expansion of web site resources within the next three years. As such the College must evaluate its present web resources strategy and determine an appropriate long-term approach to provide web storage capacity at reasonable cost.
   • The Director of Information Technology will develop an ADA, Section 508, compliant web resources plan for approval by the Information Technology Advisory Council. Such a plan will take into account the proposed expansion of LAMC’s use of the web, to include the incorporation of Etudes into instructional applications and the potential development of local, web based management information applications.
E. GOAL: Assuring Comprehensive Electronic Communication Capability for all College Constituents

Objectives & Action Plan:

1. LAMC must implement and maintain a comprehensive, accessible integrated network design. The basic network design will minimally adhere to the following guidelines:
   - Based on proven technologies and industry standards.
   - Design capable of expansion and enhancement with little or no obsolescence.
   - Provide for multiple protocols and multiple topologies.
   - Capable of implementation in phases without degrading overall performance.
   - Use guided and unguided media capable of delivering voice, data and video to any location.
   - A common implementation theme across all servers while concurrently supporting specific needs of individual users and departments.

2. The LAMC network design will provide for an "umbrella" of services for faculty, students and staff.

   **Proposed Baseline Services**

   - Internet
   - Print Sharing
   - Bulletin Boards
   - Library Information Resources
   - Dial In/Out Modem Systems
   - Financial Systems
   - Collaborative Systems
   - Email
   - File Sharing
   - Application Software Delivery/Control
   - Instructional Software Delivery/Control
   - High Speed Connectivity
   - Student Systems
   - Multimedia applications

   - Under this umbrella users can be provided with appropriate access to a variety of services such as academic file servers, administrative systems, library systems, database management systems, Internet, and other common functions such as e-mail, word processing, database management systems and spreadsheets. Individual users will be able to configure their desktop systems to meet their specific needs including access to the network-provided services and the ability to download software applications onto the desktop as needed.

3. Exploit the College’s electronic communications infrastructure to enhance the community’s access to general and specific information about the College and its services.
   - Evaluate and recommend an appropriate strategy and policies governing College hosted web content and web content management.
   - Utilize the College’s web site and information-sharing technologies to enhance the awareness of the College’s contribution to the social and economic well-being of the region, as well as a vehicle to enhance awareness of the scope and depth of College academic programs, services and resources.
• Share the professional expertise of faculty externally through an expanded use of electronic communications initiatives thereby providing opportunities for faculty to further serve their professions and the community.

4. LAMC should proceed immediately to conduct a comprehensive assessment of the quality and extent of its current Web presence. Given the institution’s extensive outreach and community service mission, the need to significantly enhance student services, and the requirement to remain competitive in its served markets, the College’s Web presence and service offerings must be improved. The recommended effort should be coordinated by the ITAC and include consideration of the institution’s strategy for use of the Web with respect to community service offerings, as a distance/distributed education delivery vehicle, and as a marketing tool for student recruitment. At a minimum, the assessment should focus on the feasibility and effort required to deliver the following services:
  • Portal technology
  • General & specific College information
  • Community bulletin boards
  • College announcements
  • College calendaring
  • College and community events
  • Alumni information
  • Faculty and Department Web sites

In addition, the ITAC should consider the alternative of outsourcing certain web development needs. Specifically, the College should evaluate the feasibility of outsourcing the following:
  • Web design
  • Promotion
  • Content
  • Technical support
  • Applications
VI. Implementation and Evaluation Plans

A three-year implementation plan and an evaluation plan will be developed by ITAC once it is established. ITAC and the Assessment and Planning Committee will work collaboratively to develop the evaluation plan. The implementation and evaluation plans will be presented to the Assessment and Planning Committee for formal approval.
APPENDIX

Situational Analysis

A. A. Strengths & Weaknesses Assessment

As an integral component of the strategic technology master planning process the Los Angeles Mission College Information Technology Planning Committee conducted an assessment of the institution’s existing strengths and weaknesses. The results of the assessment follow:

1. Strengths
   • The College enjoys a core group of faculty interested and knowledgeable in the application of technology to teaching and learning.
   • The College environment can be characterized as possessing a “pioneer spirit” exemplified by many innovative and creative personnel.
   • The College has a number of quality specialized lab facilities.
   • The TTIP program provides a basis for funding campus-wide technology improvement.
   • Many LAMC students are interested in technology and come to the institution with skills that can push the faculty.
   • The College has a reputation for solid community outreach.
   • In general, the College has many quality academic programs (i.e., Culinary Arts, Multi-Media, Chicano Studies, ESL and Child Development, etc.).
   • The College's planned building expansion program will add substantial program flexibility and facilities.
   • The College benefits from a committed student body, faculty and staff.
   • There are pockets of excellent facilities and equipment to support scholarship and student learning.
   • Library facilities and access is very good.
   • The College benefits from a good IT infrastructure and video conferencing capability.
   • The College will benefit from housing the District ITV program on campus.
   • A solid policy of access to technology for students is in place.
   • The IT organization and the Library work well together.
   • The IT organization has a positive reputation for supporting faculty.
   • The College bookstore is working to provide online textbook, supplies, etc., purchase capability for students.
2. **Weaknesses**
   - Overall campus communication regarding technology issues is weak.
   - There is minimum oversight structure for technology planning, policy, and priority setting.
   - The College does not have one full-time position responsible for all College technology.
   - There is a need to upgrade several facilities, particularly the LRC Commons.
   - More than 50% of the faculty are adjuncts.
   - A comprehensive faculty and staff technology professional development program does not exist.
   - Very inconsistent or nonexistent technology policies and procedures.
   - The College’s Web Site is weak and not being promoted effectively among the College community, it is also not 508 compliant.
   - There are a lack of integrated administrative systems and limited training and familiarity with District supplied systems (e.g., Purchasing and Financial systems).
   - The College does not deploy technology support staff wisely.
   - The lack of an oversight structure and campus-wide responsible entity for technology contributes to problems with project accountability, implementation issues, and “getting it right” the first time.
   - Budget crises lead to halting progress.
   - Students have email but most don’t know it exists and fewer of them use it.
   - There is no coordinated vision for technology within the curriculum.
   - There is no plan or debate for the value or application of distributed learning.
   - There are possible space constraints and definite scheduling problems with the use of computer facilities.
   - The personnel classification schema contributes to the lack of flexibility.