



**Peralta Community College District  
District Technology Committee Minutes  
December 3<sup>rd</sup>, 2021  
10:30 a.m. – 12:00 p.m.  
Via Microsoft Team**

***Antoine Mehoulley, Chief Technology & Information System – Chair  
Matthew Goldstein, President of Senate COA – Co-Chair***

**COUNCIL MEMBERSHIP**

<b>Balamurali Sampathraj</b> <i>College of Alameda IT Rep (COA)</i>	<b>Rupinder Bhatia</b> <i>Director of College IT Services (Laney)</i>
<b>Nathan Pellegrin</b> <i>Director of Research and Planning (Merritt)</i>	<b>Mark Swiencicki</b> <i>PFT Rep</i>
<b>Didem Ekici</b> <i>Distance Ed Rep (District)</i>	<b>Vincent Koo</b> <i>Berkeley City College IT Rep (BCC)</i>
<b>Patricia Rom</b> <i>IT Rep (Merritt)</i>	<b>Natalia Fedorova</b> <i>PCS Rep</i>
<b>Joseph Bay</b> <i>Classified SEIU 1021 Rep (District)</i>	<b>Mazin Saeed</b> <i>ASBCC Rep</i>
<b>Adil Ahmed</b> <i>Finance Rep (District)</i>	<b>Violeta de Leon</b> <i>Note-taker <b>NON-VOTING MEMBER</b> (District)</i>

***Total Number of Members: 13***

***Amount Needed for Quorum: 7***

**In attendance:**

1. Antoine Mehoulley
2. Rupinder Bhatia
3. Matthew Goldstein
4. Natalia Fedorova
5. Nathan Pellegrin
6. Vincent Koo
7. Balamurali Sampathraj
8. Joseph Bay
9. Violeta de Leon – Note-taker NON-VOTING MEMBER (District)

**Absent:** Patricia Rom, Adil Ahmed, Didem Ekici,  
Mazin Saeed and Mark Swiencicki

**Guest:** N/A

Agenda Item	Committee Goal	Strategic Plan Goal	Outcome	Action Items	Follow Up on Action Items
<b>I. Standing Items</b>					
A. Call to Order			10:35 a.m.	A quorum was recognized	
B. Adoption of the Agenda			One item was added to the agenda:  1. Coordination of College initiated process improvements involving PeopleSoft	Motion 1 <sup>st</sup> by Pellegrin, 2 <sup>nd</sup> . by Bay Motion passed unanimously	Approved agenda will be posted on the PBIM website
C. Approval of Minutes			The minutes for November 5 <sup>th</sup> , 2021 were reviewed.	Motion 1 <sup>st</sup> by Pellegrin, 2 <sup>nd</sup> by Sampathraj Motion passed unanimously	Approved minutes will be posted on the PBIM website
D. Public Comment			N/A		
E. Committee/Council Reports (2 minutes each)			<b>Berkeley City College</b> Koo reports: <ul style="list-style-type: none"> <li>BCC Tech Committee met on Thursday, 12/2. We discussed about return-to-campus concerns such as check-in procedures, microphone use in</li> </ul>		

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<b>I. Standing Items</b>					
			<p>the classroom, PPE in classrooms and labs, HyFlex, etc.</p> <ul style="list-style-type: none"> <li>• We are looking into the check-in process when entering the campus to prevent crowding at the building entrance. We are exploring microphone products for classrooms and computer labs as faculty members have been making requests. We also discussed about the availability and use of PPE.</li> <li>• BCC is establishing a HyFlex task force to explore technology products and use of Hybrid-Flexible classroom instruction.</li> <li>• Measure G requests for IT orders for computer labs were fulfilled by vendors. Items were recently received. Deployment preparation has begun in the computer labs. Deployment of these computer lab desktop computers is expected to be completed before start of Spring 2022.</li> <li>• Measure G request for AV upgrades is in progress. Formal bids were received and reviewed. Board approval is pending for December Board</li> </ul>		

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<b>I. Standing Items</b>					
			<p>meeting. Implementation is expected to be in Spring 2022.</p> <ul style="list-style-type: none"> <li>• BCC IT is working with the security camera vendor and District IT to access a critical security camera located at the front entrance.</li> <li>• BCC IT is working with District IT on the current District-wide Security Camera Refresh Project.</li> <li>• BCC IT assisted various departments and groups about technology equipment and supplies as BCC administration were accepting proposals to request funding support of the college HEERF.</li> <li>• Two BCC administrators encountered local Windows Outlook sign-in issue after multi-factor authentication (MFA) was enabled recently. BCC IT assisted to request disabling MFA for the affected users at this time. MFA troubleshooting continues. MFA is expected to be enabled at a later time.</li> <li>• BCC IT participated in meetings about IT, AV, and facility security regarding</li> </ul>		

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<b>I. Standing Items</b>					
			construction of the new BCC campus building.		
			<b>College of Alameda</b> Sampathraj reports: <ul style="list-style-type: none"> <li>• H building (NCLA) smart classrooms installation in progress. Some change orders are being processed.</li> <li>• We are continuing to move folks into the H building.</li> <li>• College of Alameda Bond Update was presented to the College of Alameda Facilities/Technology Committee Meeting by Sharon Serrano,</li> <li>• We have filled one of the two vacancies in IT. Saurav Pudasaini from the district IT help desk has been promoted to join COA.</li> <li>• EOPS and Financial aid department are trading places to better accommodate Covid protocols.</li> </ul>		
			<b>Laney College</b> Bhatia reports: <ul style="list-style-type: none"> <li>• Laney IT is working with the District for a campus wide assessment and upgrade of the</li> </ul>		

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<b>I. Standing Items</b>					
			<p>security camera system. All outdoor security cameras are being assessed if needing to be replaced or fixed. Due to global delays in electronic equipment, the project will be completed next Spring.</p> <ul style="list-style-type: none"> <li>• As part of the Tech Tuesday's series, IT did a training on cybersecurity on 11/16/21. Due to the large number of spam emails received, the training focused on setting up Peralta portal password recovery options and securing portal login information.</li> <li>• The Technology Planning Committee will be sending out its annual survey to assess technology training needs for Laney faculty and staff.</li> <li>• IT is working with the Business Office to fund/order the technology equipment for several departments requested through the HEERF funds.</li> <li>• IT has replaced 30 computers in the Laney Welcome Center and is working on replacing computers in some of the student labs.</li> </ul>		

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<b>I. Standing Items</b>					
			<ul style="list-style-type: none"> <li>Laney IT is working with facilities on clearing e-waste from campus.</li> <li>Laney IT Continues to provide remote tech support all week. Limited on-site support is provided Monday - Friday. Please contact us at <a href="mailto:laneyhelpdesk@peralta.edu">laneyhelpdesk@peralta.edu</a> For PeopleSoft class scheduling questions, faculty should email <a href="mailto:Laneyscheduler@peralta.edu">Laneyscheduler@peralta.edu</a> If you need assistance with website changes, your website account or WordPress training please email <a href="mailto:laneywebhelp@peralta.edu">laneywebhelp@peralta.edu</a></li> </ul>		
			<b>Merritt College</b> No report.		
			<b>Distance Education</b> No report.		

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<b>I. Standing Items</b>					
			<p><b>Department of Marketing, Communication &amp; Public Relations</b>  Mark Johnson informed:</p> <ul style="list-style-type: none"> <li>• Web Content Developer position.</li> <li>a) We have completed the interview process to hire a second web content developer at the district office.</li> <li>b) This is a new position in addition to Aaron Harbour, the current web content developer</li> <li>c) Thanks to Dr. Diana Bajrami for chairing the screening committee and thanks to Shane Williams (web content developer at COA), Henry Mai (web content developer at Merritt), Angel Hunter (Peralta TV producer) and Aaron Harbour for serving on the committee</li> <li>d) Expect the new person to start in January</li> <li>• Relaunch of the District website.</li> <li>a) New site "soft launched" (meaning not promoting, not being indexed by google) now up at a temporary domain <a href="https://explore.peralta.edu">https://explore.peralta.edu</a></li> <li>b) Will announce the new temporary site to employees</li> </ul>		



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<b>I. Standing Items</b>					
			<p>early next week so people can use and provide feedback on what works, what doesn't, what needs to be changed.</p> <p>c) Feedback can go to Aaron Harbour - email is at the bottom of every page on the site</p> <p>d) Last month I shared preliminary timeline options with DTC. I followed up with Chancellor's Cabinet and the college presidents recommended launching ASAP because of the accessibility issues with the current WordPress site. Recommendation was to launch in early January, with fall back to mid Feb if needed</p> <p>e) The accelerated launch schedule was presented at PGC on Nov 19. It was not action item, so no formal vote, but there wasn't any pushback from the plan as presented.</p> <p>f) Both PGC and students asked about translated content in non-English languages. That is on our roadmap but we need a baseline of English content first.</p>		

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<b>I. Standing Items</b>					
			g) Thanks to all for your input and ongoing support!		
			<b>Office of Institutional Research - Department of Academic Affairs and Student Success</b> No report.		
<b>I. Carried-Over and New Items</b>					
Incident Response Team (Security Information)			Mehouelley informed: The DTC Committee discussed the Peralta Cyber Incident Response Plan Workbook (attached) and incorporated the two recommendations by the committee to the report last meeting, it is necessary to endorse this document. Mehouelley added that this document is an institutional component required by Federal, State, and Insurance.	Motion 1st by Pellegrin, 2nd by Bay Motion passed unanimously	

Agenda Item	Committee Goal	Strategic Plan Goal	Outcome	Action Items	Follow Up on Action Items
<b>I. Standing Items</b>					
Matrix – Prioritization of Technology Master Plan			.		Mehouelley encouraged colleges to work on the Matrix- Prioritization (enclosed) and present the draft at the next DTC meeting. The due date will be on Friday, April 8, 2022.
<b>PeopleSoft Updates Phase II</b>	<i>In concert with college Technology Planning Committees, create a comprehensive technology plan</i>	Strengthen Accountability, Innovation, and Collaboration	Mehouelley informed: PeopleSoft Upgrade will go live on March 31. Pushing forward to getting the RFP done for the mandatory training of 2,700 employees in January 2022. The Chancellor is reviewing with the board the RFP infrastructure prices.		
<b>IT Services updates</b>			<p>Daniel Park, District Telecommunication System, made a presentation</p> <ul style="list-style-type: none"> <li>• Security Camera Refresh: District-Wide Upgrade of Security Cameras.</li> <li>• Network Infrastructure Refresh: District-Wide Upgrade of networking equipment and Wi-Fi.</li> <li>• NetApp Storage Upgrade: On-Premise storage solution for non-PeopleSoft apps.</li> </ul>		

Agenda Item	Committee Goal	Strategic Plan Goal	Outcome	Action Items	Follow Up on Action Items
<b>I. Standing Items</b>					
			<ul style="list-style-type: none"> <li>InCommon SSO: Student access to State apps, i.e. CVC online course marketplace.</li> </ul> <p>Mehouelley added that IT is working hard to obtain the network security camera. The delay is due to bottleneck at the port.</p>		
<b>Coordination of College initiated process improvements involving PeopleSoft</b>	<i>In concert with college Technology Planning Committees, create a comprehensive technology plan</i>		<p>Pellegrin says:</p> <p>The Student Services and the Merritt Technology Committee have identified some critical areas where process improvement would be beneficial.</p> <p>Francisco Herrera, IR Associate Vice Chancellor, invited Pellegrin to participate with IT and Financial Aid personnel from Los Rios Community College to review some of these processes.</p> <p>Mehouelley added that all the forms can convert to PeopleSoft and must be standardized for all colleges. He noted that there would be cost and schedule considerations to convert the forms. The college needs to work together to agree to a standard form.</p> <p>Pellegrin share the following links:</p>		.

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<b>I. Standing Items</b>					
			<a href="https://www.merritt.edu/admissions/navigation-diagram-guidebook/">https://www.merritt.edu/admissions/navigation-diagram-guidebook/</a> <a href="https://www.merritt.edu/admissions/wp-content/uploads/sites/5/2021/09/39-8.16.21-REQUEST-FOR-RECORD-CORRECTION-DIAGRAM.pdf">https://www.merritt.edu/admissions/wp-content/uploads/sites/5/2021/09/39-8.16.21-REQUEST-FOR-RECORD-CORRECTION-DIAGRAM.pdf</a>		
<b>II. Adjournment</b>			12:00 p.m.		
<b>III. Next meeting</b>			February 4, 2022		



# **PERALTA CYBER INCIDENT RESPONSE PLAN WORKBOOK**

**NOVEMBER 2021**

DRAFT



## PERALTA CYBER INCIDENT RESPONSE TEAM CALL TREE

### **Incident Commander**

Chancellor Jannett Jackson – (510) 466-7202 – jjackson@peralta.edu

### **Information Technology Staff**

CTISO Antoine Mehoulley – (510) 587-7871 – amehoulley@peralta.edu  
Senior Network Admin, Chi Au – (510) 816-0482 – chiau@peralta.edu  
Database Admin, Teresa Chan – (510) 466-7234 – tchan@peralta.edu  
Senior Network Admin, Jonathan Olkowski – (510) 466-7323 – jolkowski@peralta.edu  
Senior Programmer, Chiran Adusumalli – (510) 466-7266 – cadusumalli@peralta.edu

### **Cyber Liability Insurance**

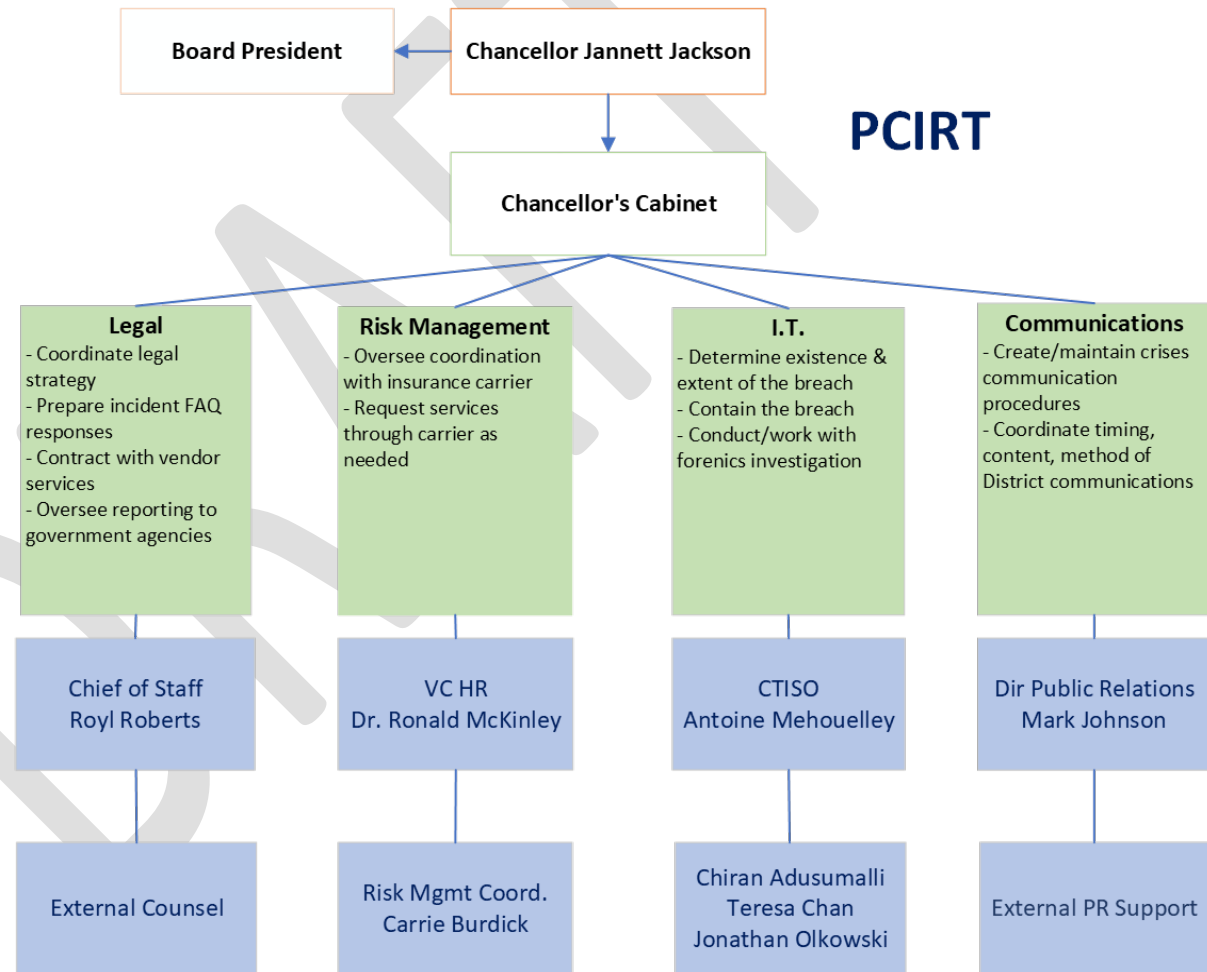
ASCIP - 562-404-8028  
Martin Ronquillo - ASCIP: 909-477-0474; 562-404-8029

### **Information Technology Vendors**

True Tech Consultants – (949) 350-3526 – brandon@truetechconsultants.com  
NetXperts – (925) 806-0800 – vgeisler@netxperts.com  
Oracle Cloud Services Service Desk – 1 (800) 376-9079  
Cisco Security – 1 (877) 228-7302  
Microsoft Support – 1 (800) 642-7676



## PERALTA CYBER INCIDENT RESPONSE TEAM ORGANIZATIONAL CHART







Below is a checklist that identifies the key elements of incident response.

### PCIRP Checklist

<p>」 <b>Identify</b></p> <p>Determine if unusual activity or behavior is being observed or reported (College Presidents will report activity to District Office/IT for further investigation. If incident occurs at the District, CTIO will lead investigation). If so, determine if this constitutes an actual security incident and potentially compromised systems.</p> <ul style="list-style-type: none"><li>• <i>Incident Criteria: Damage or compromise to District's computing environment</i></li><li>• <i>Members of the District have had privacy compromised such as PII or PHI</i></li></ul> <p>If an incident has occurred or is occurring, notify ASCIP. <b>Cyber Hotline   909-477-0474   <a href="mailto:cyberclaims@ascip.org">cyberclaims@ascip.org</a></b></p>
<p>」 <b>Respond</b></p> <p>Activate the Peralta Cyber Incident Response Team (PCIRT); gather any necessary tools (forms, documentation, etc.)</p>
<p>」 <b>Contain</b></p> <p>Isolate affected systems to prevent further damage. Perform system backups using the methodology defined by the incident response manager and/or legal counsel. Begin the process of documenting events and preserving evidence. (This step should occur in conjunction with <b>Identify</b> and <b>Respond</b>.)</p>
<p>」 <b>Eradicate</b></p> <p>Find and eliminate the root cause (e.g., remove affected systems from production), engaging an IT forensics firm or specialist if necessary. (If seeking reimbursement, Trust members must receive written consent prior to incurring investigation costs.) Ensure that there is an effective validation process in place to confirm that the problem has been eradicated.</p>
<p>」 <b>Recover</b></p> <p>Restore affected systems into the production environment. Document the process of bringing the impacted systems back online. Also, define and execute a process for monitoring the affected systems and documenting their performance.</p>
<p>」 <b>Report</b></p> <p>Complete the Incident Response Form. For significant events, provide a summarized executive report to senior management. Report to regulatory agencies as required.</p>
<p>」 <b>Summarize/Regroup/Discuss lessons learned</b></p> <p>If needed, create a summary report documenting key observations and takeaways.</p> <p>Once the incident has been resolved, conduct a debriefing and complete an after-action report. Discussion should include the following topics: Was the problem discovered in a timely fashion? Was the response appropriate and effective? Was enough information gathered and retained? How was the institution affected? Is the institution still vulnerable?</p> <p>Make process and policy changes as necessary.</p>



## PERALTA CYBER INCIDENT RESPONSE FORM

### Incident Information

**District / Location:**

**NAME(S) / EMAIL(S) / PHONE(S):**

**Date / Time Reported:**

**Date / Time Discovered:**

### Origin of Incident

Where did the incident originate (phishing, system compromise, RDP, etc.)?

### Assets Impacted

Workstations, servers, laptops, payroll, etc.

### Exfiltration?

Is there a possibility there was an unauthorized transfer of data out of the system?

### Description of Incident (include symptoms and names of those involved in the incident)

1. IDENTIFICATION
  - a. Note observations here, how discovered, when, etc.
2. RESPONSE
  - a. Was CIRT activated, and who was contacted, when?
3. CONTAINMENT
  - a. Removed from network?
  - b. Date/time:
  - c. Backup available?
4. ERADICATION
  - a. Has a third party been engaged to assist?
  - b. Process to remove?
  - c. Verification of removal:
5. RECOVERY
  - a. Date/time systems brought back online
  - b. Process and duration of monitoring/validating eradication
  - c. Incident reported to law enforcement?

### Post-Incident: Root Cause Analysis, Resolution, and Lessons Learned

Consider additional staff training (specify); procedures to be reviewed/updated (specify); other (specify)



## SUMMARY REPORT

[Attorney-Client Privileged Document]

**Incident Name:** \_\_\_\_\_

**Report Author:** \_\_\_\_\_

**Report Date:** \_\_\_\_\_

### Executive Summary

*Describe in up to three paragraphs your key observations and takeaways related to the incident(s). Outline the most significant courses of action taken to defend against the adversary when responding to the incident. (The remainder of the report should substantiate this summary.)*

### Adversary's Actions and Tactics (Who? What? Where? Why? How?)

*Summarize in one paragraph the adversary's actions and tactics, as well as the effects of the incident on the victims. (Note: See Incident Response Form section, Incident Information.)*

### Lessons Learned

*Can a lessons learned meeting be scheduled within two weeks after the incident has been resolved? The purpose of this meeting is to review the overall effectiveness of the response procedures.*

### Completed by:

Print name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date/Time: \_\_\_\_\_



## AFTER-ACTION REPORT

[Attorney-Client Privileged Document]

**Corrective Action:** As a result of the incident, and upon conferring with the Peralta Incident Response Team, the following revisions were made to the Peralta Cyber Incident Response Plan. (Please note the date these changes were made.)

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**Action Items:** As a result of the incident, and upon conferring with the Peralta Incident Response Team, the following action items are in progress. Upon completion, they will be added to the Peralta Cyber Incident Response Plan. (Please note the estimated date when the changes will be ready for implementation.)

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## PERALTA COMMUNITY COLLEGE DISTRICT TECHNOLOGY MASTER PLAN MATRIX 2021-2026

Strategic Goal Theme: A. Advance Student Access, Equity, and Success							
Technology Plan Theme: A.1 Innovation and Automation							
Objective	Initiative	Responsible Party	How to Measure Result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
A.1.a Streamline processes to improve efficiency and expand system usage	A.1.a.1 Complete the full (phase I and II) upgrade of the PeopleSoft system.	<ul style="list-style-type: none"><li>Chief Technology Officer (CTO)</li><li>District Technology Committee</li></ul>	Phase I and II as outlined in agreement with Oracle are complete		Target Completion: Fall 2021/Oracle Consulting Services		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	A.1.a.2 Perform process mapping in the following areas- student journey: <ul style="list-style-type: none"><li>Onboarding</li><li>Admissions</li><li>Registration</li><li>Financial Aid</li><li>Online graduation petition</li></ul> Add employee: <ul style="list-style-type: none"><li>Payroll</li><li>Scheduling</li><li>Purchasing</li><li>Human Resource Employee Reporting/Leave Balances, etc.</li></ul>	<ul style="list-style-type: none"><li>CTO</li><li>Lead Manager for each designated area</li><li>Functional Lead for each designated area</li><li>VP Academic Affairs and Student Services</li></ul>	Number of mappings completed		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		

Strategic Goal Theme: A. Advance Student Access, Equity, and Success						
Technology Plan Theme: A.1 Innovation and Automation						
Objective	Initiative	Responsible Party	How to Measure Result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>A.1.a Streamline processes to improve efficiency and expand system usage (continued)</b>	<b>A.1.a.3</b> Based on process mapping outcomes, implement process improvements which leverage current system capabilities and reduce or eliminate: <ul style="list-style-type: none"> <li>• Paper processes</li> <li>• Manual processes</li> <li>• Duplicate data entry and storage</li> </ul>	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Lead Manager for each designated area</li> <li>• Functional Lead for each designated area</li> </ul>	Number of paper process, manual processes minimized and/or eliminated; duplicate data entry eliminated	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>A.1.a.4</b> Compile a list of all system customizations and work to reduce or eliminate them as systems are upgraded and provide new features in preparation for cloud migrations	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Lead Manager</li> <li>• Functional Leads for each designated area</li> </ul>	Customizations list completed	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

Strategic Goal Theme: A. Advance Student Access, Equity, and Success							
Technology Plan Theme: A.1. Innovation and Automation							
Objective	Initiative	Responsible Party	How to Measure Result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
A.1.a Streamline processes to improve efficiency and expand system usage (continued)	A.1.a.5 Develop criteria for assessing customization requests for PeopleSoft, balancing user functional needs with capacity to manage updates and remain current.	• CTO • Chancellor’s Cabinet	Minimized customizations and full utilization of upgraded Peoplesoft modules as delivered		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	A.1.a.6* Implement a Single Sign On user authentication platform for all student and employee-facing applications.	• CTO • District Technology Committee	Only one set of credentials (user name + password) is required for students and staff.		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral) \$400,000		

Strategic Goal Theme: A. Advance Student Access, Equity, and Success						
Technology Plan Theme: A.1 Innovation and Automation						
Objective	Initiative	Responsible Party	How to Measure Result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
A.1.a Streamline processes to improve efficiency and expand system usage <i>(continued)</i>	A.1.a.7 Adopt a “mobile first” strategy to ensure equitable access for students and the community; mobile access to conduct student services actions: -Apply to the college -Review schedule of classes -Register/enroll for classes -Add/Drop a class -Pay fees -Address account holds -Check grades -Request transcripts -Text messaging	<ul style="list-style-type: none"> <li>• CTO</li> <li>• District Technology Committee</li> <li>• VP Academic Affairs and Student Services</li> </ul>	Applications are mobile friendly and function across devices and browsers	Target Completion		
				Staffing Needs		
				Budget Resources (One-time/Ongoing/neutral)		



Strategic Goal Theme: A. Advance Student Access, Equity, and Success						
Technology Plan Theme: A.1 Innovation and Automation						
Objective	Initiative	Responsible Party	How to Measure Result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>A.1.b Assess website strategy as Peralta's virtual front door</b>	<b>A.1.b.1</b> Conduct a full assessment of each college website and the district website focusing on content and navigation	<ul style="list-style-type: none"> <li>• Director of Marketing and Communications</li> </ul>	Assessment is complete	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>A.1.b.2</b> Develop a strategy to update the websites, including the possible use of a content management system	<ul style="list-style-type: none"> <li>• Director of Marketing and Communications</li> <li>• College Management Lead</li> </ul>	New websites are live	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
<b>A.1.c Use data to make informed decision</b>	<b>A.1.c.1</b> Implement a business intelligence reporting solution focused on student equity and achievement, as well as enrollment management measures (e.g. PowerBI, Tableau, etc.)	<ul style="list-style-type: none"> <li>• Institutional Effectiveness Office with relevant user groups</li> <li>• VP Academic Affairs and Student Services</li> </ul>	Reporting tool is implemented with an agreed upon number of data gauges and visualizations	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

<b>Strategic Goal Theme: B. Engage and Leverage Partners</b> <b>Technology Plan Theme: B.1 Communication and Transfer of Information</b>						
Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>B.1.a Use technology to leverage partnerships and share allowable student information</b>	<b>B.1.a.1</b> Develop a Districtwide database of current strategic partnerships; expand partnerships to include K-12 institutions, four-year colleges and universities, community-based organizations, local government and regional businesses and industries	<ul style="list-style-type: none"> <li>• Vice Chancellor of Academic Affairs</li> <li>• Director of Marketing and Communications</li> <li>• College Vice Presidents</li> </ul>	Districtwide database of the of strategic partnerships developed and shared with the Peralta Colleges	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>B.1.a.2</b> Leverage and use statewide systems to share student information, as policies and procedures allow, with four-year institutions to expedite information sharing services (e.g. transcript exchange with transfer institutions, for concurrent enrollment; workforce apprenticeships, etc.)	<ul style="list-style-type: none"> <li>• Vice Chancellor of Academic Affairs</li> <li>• CTO</li> </ul>	Evidence that as opportunities are available and agreements between institutions are reached, that students will be able to transmit documents electronically by following all “release of information” policies, procedures and practices consistently across the district	<b>Target Completion</b> Spring 2021		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

**Strategic Goal Theme: B. Engage and Leverage Partners**

**Technology Plan Theme: B.1 Communication and Transfer of Information**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>B.1.b Leverage IT academic programs at the colleges to supplement and grow IT staffing</b>	<b>B.1.b.1</b> Assess partnerships with IT programs across the colleges to build in-house internship opportunities in Cyber Security, Networking, Mobile App Development, and others that may be relevant.	<ul style="list-style-type: none"> <li>• CTO</li> <li>• District Technology Committee</li> <li>• Academic Senate</li> </ul>	Number of student interns in IT	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

Strategic Goal Theme: C. Build Programs of Distinction						
Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization						
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment
<b>C.1.a Engage in comprehensive technology acquisition decision-making practices</b>	<b>C.1.a.1</b> Develop a clear technology acquisition process based on identified business needs and total cost of ownership including: <ul style="list-style-type: none"> <li>•business requirements</li> <li>•level of effort</li> <li>•required customizations for the system to meet user needs</li> <li>•benefits</li> <li>•impact on students</li> <li>•impact on staffing</li> <li>•training plan</li> <li>•ability to integrate with existing systems</li> <li>•one-time and on-going costs</li> <li>•justification for not using existing systems/technology</li> <li>•an evaluation rubric which includes</li> </ul>	<ul style="list-style-type: none"> <li>•CTO</li> <li>•District Technology Committee</li> <li>•Lead Manager</li> <li>•Functional Leads</li> </ul>	Written technology acquisition process developed		<b>Target Completion</b>	
					<b>Staffing Needs</b>	
					<b>Budget Resources</b> (One-time/Ongoing/neutral)	

Strategic Goal Theme: C. Build Programs of Distinction							
Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization							
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
	student/staff input, flexibility, accessibility, user interface, adaptability of the solution, need for customization, ease of maintenance and specific user needs criteria •other considerations determined by Peralta Colleges						
	C.1.a.2 Ensure that the technology acquisition process is vetted through the District governance mechanisms and then fully communicated districtwide	•CTO •District Technology Committee •Constituent Groups	Written technology acquisition process vetted and approved		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	C.1.a.3 Assess impact of new technology on teaching and learning to ensure quality control and proper change management	• CTO •District Technology Committee •Faculty Advisory Group	Feedback sought and received 3 to 6 months after implementation and ongoing as needed		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		

Strategic Goal Theme: C. Build Programs of Distinction						
Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization						
Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>C.1.b Develop and implement a hardware acquisition plan and refresh (replacement) policy based on equipment lifecycle standards</b>	<b>C.1.b.1*</b> Bring to current and develop a comprehensive replacement cycle for employee and lab computers using a 5-year lifecycle resulting in 20% annual replacements.	<ul style="list-style-type: none"> <li>•CTO</li> <li>•Campus IT</li> <li>•District Technology Committee</li> </ul>	Replacement cycle documented and list of users and labs requiring updates for upcoming five years identified	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral) \$705,000 to bring existing desktop, laptops, and printers to current		
	<b>C.1.b.2*</b> Develop and implement a comprehensive replacement cycle for servers, network devices (including wi-fi), Uninterruptible Power Supplies, and A/C units in MDF (Main Distribution Frame) and IDF (Intermediate Distribution Frame) rooms across all Peralta College sites.	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Campus IT</li> </ul>	Replacement cycle documents by type of device, lifecycle, and upcoming replacement year identified  Hardware refreshed across all Peralta sites on schedule	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral) \$7,450,698		
<b>C.1.c. Develop and Implement</b>	<b>C.1.c.1</b> Develop and implement written smart		Written standards developed	<b>Target Completion</b>		

Strategic Goal Theme: C. Build Programs of Distinction								
Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization								
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans	
Classroom Technology Standards for all classrooms to include, lecture, CTE, CTE demo labs and all labs classrooms	classroom standards that meet the current and future educational delivery needs of the Peralta Colleges.	• District Technology Committee			Staffing Needs			
					Budget Resources (One-time/Ongoing/neutral)			
	C.1.c.2 Develop inventory of existing classrooms identifying current technologies in place along with gap of items needs to meet the standards.	• Campus IT	List developed for every college site, including current technology within the space and what is still needed  Smart classrooms delivered across all Peralta College sites		Target Completion			
					Staffing Needs			
					Budget Resources (One-time/Ongoing/neutral)			
	C.1.c.3 Maintain faculty technology resources spaces to allow for the recording of lectures and demonstrations	• Campus IT	Surveys indicate that faculty are satisfied with resources provided		Target Completion			
					Staffing Needs			
					Budget Resources (One-time/Ongoing/neutral)			
	C.1.d Develop and Implement Technology-	C.1.d.1* Install classroom emergency phones at necessary	• CTO • Campus IT	Installation is complete		Target Completion		
						Staffing Needs		

**Strategic Goal Theme: C. Build Programs of Distinction**

**Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
enabled Measures Focused on Health and Safety	location (Aviation, 860 Atlantic, COA and Merritt)					
				<b>Budget Resources</b> (One-time/Ongoing/neutral) \$102,144 5-year software subscription and SMARTnet		
	C.1.d.2* Provide integrated emergency message broadcast/notification across all communication platforms (phone, sms, digital signage, etc.)	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Campus IT</li> </ul>	Unified digital messaging in place and tested at least quarterly	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral) \$133,750 Includes licensing, configuration, and 5-year support		
	C.1.d.3* Improve cell phone coverage across locations identified (Laney, Merritt, BCC)	<ul style="list-style-type: none"> <li>• CTO</li> <li>• District Technology Committee</li> </ul>	Cell signal boosters are in place and result in improved cell coverage	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral) \$700,000		
	C.1.d.4* Refresh the security camera infrastructure currently in place, ensure	• CTO	73 identified security camera network switches in place and process	<b>Target Completion</b>		
				<b>Staffing Needs</b>		



Strategic Goal Theme: C. Build Programs of Distinction						
Technology Plan Theme: C.1 Technology Acquisition, Adoption, and Standardization						
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment
	continued refresh cycle, and upgrade to 10G Cenic circuits		for continued refresh documented		<b>Budget Resources</b> (One-time/Ongoing/neutral) \$1,976,112 Includes 5-year hardware support and upgrade to faster WAN	
<b>C.1.e Centralize and Institutionalize Software Licenses</b>	<b>C.1.e.1</b> Provide consistent and ongoing funding for software, such as office-productivity suite, library system platform, distance education delivery platform, antivirus protection, website development and content management, and other agreed upon districtwide platforms.	<ul style="list-style-type: none"> <li>Chancellor's Cabinet</li> </ul>	Automatic annual renewals in place with pre-designated ongoing centralized funding		<b>Target Completion</b>	
					<b>Staffing Needs</b>	
					<b>Budget Resources</b> (One-time/Ongoing/neutral) Ongoing software licenses are automatically renewed without major vetting by Cabinet and Board	

Strategic Goal Theme: C. Build Programs of Distinction							
Technology Plan Theme: C.2 Infrastructure and Cloud Computing							
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
C.2.a Prepare for sustainable technology investments	C.2.a.1 Assess feasibility and Return on Investment for Virtual Desktop Infrastructure, including considerations for: business continuity; impact to software licensing; and security/isolation of the network for instructional purposes	<ul style="list-style-type: none"><li>• CTO</li><li>• District Technology Committee</li><li>• Campus IT</li></ul>	Feasibility assessment complete		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	C.2.a.2 Develop an implementation schedule, if cloud strategy deems feasible	<ul style="list-style-type: none"><li>• CTO</li><li>• District Technology Committee</li><li>• Campus IT</li></ul>	Timeline and detailed schedule developed and approved through governance groups		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	C.2.a.3* Consider moving to a cloud-based telephone/voice backup system to better address the needs of students and staff and ensure business continuity.	<ul style="list-style-type: none"><li>• CTO</li><li>• District Technology Committee</li></ul>	Survey indicates improved delivery of telephone services		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		

Strategic Goal Theme: C. Build Programs of Distinction						
Technology Plan Theme: C.2 Infrastructure and Cloud Computing						
Objective	Initiative	Responsible Party	How to measure result or Evaluation		Target Completion/ Needed Resources	Outcome Assessment
					\$40,000 inclusive of 5-year support agreement	
<b>C.2.b Develop and Implement Strong Network Security Protocols</b>	<b>C.2.b.1*</b> Implement security and redundancy for local and remote services and access across all Peralta sites	<ul style="list-style-type: none"> <li>• CTO</li> <li>• District Technology Committee</li> <li>• College IT</li> </ul>	Participate in and receive clean audit results from State Chancellor's Office Cyber Security Unit		<b>Target Completion</b>	
					<b>Staffing Needs</b>	
					<b>Budget Resources</b> (One-time/Ongoing/neutral) \$866,736	

**Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration**

**Technology Plan Theme: D.1 Clearly Define IT Governance and Implementation Protocols**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>D.1.a Conduct technology Governance practices that include all constituent groups</b>	<b>D.1.a.1</b> Evaluate the effectiveness of strategic and operational decision-making groups and implement needed committee improvements	<ul style="list-style-type: none"> <li>District Technology Committee</li> </ul>	Revised structure in place  Satisfaction survey	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.1.a.2</b> Streamline and document the District and College IT collaboration and support models.	<ul style="list-style-type: none"> <li>CTO</li> <li>District Technology Committee</li> <li>Chancellor's Cabinet</li> </ul>	Update functional map focusing on Standard IIIC	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.1.a.3</b> Develop a process to communicate technology decisions across the District on a regular basis.	<ul style="list-style-type: none"> <li>District Technology Committee</li> </ul>	Process in place	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration							
Technology Plan Theme: D.1 Clearly Define IT Governance and Implementation Protocols							
Objective	Initiative	Responsible Party	Howto measure result or Evaluation		Target Completion/Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
D.1.b Institutionalize Technology Planning and Prioritization	D.1.b.1 Annually evaluate the Peralta Technology Strategic Plan and update as needed.	• District Technology Committee	Plan updated yearly, with accomplishments identified along with implications and reprioritization for the following year		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	D.1.b.2 Create a project prioritization process that is widely communicated for all IT project requests	• District Technology Committee and approval from Chancellor’s Cabinet	Prioritization process complete		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		
	D.1.b.3 Based on the developed prioritization process re-evaluate all in-progress and identified projects and prioritize them for completion	• District Technology Committee	Priority list developed		Target Completion		
					Staffing Needs		
					Budget Resources (One-time/Ongoing/neutral)		

**Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration**

**Technology Plan Theme: D.1 Clearly Define IT Governance and Implementation Protocols**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>D.1.c Use Project Management tools for project tracking and completion</b>	<b>D.1.c.1</b> Identify a project manager/coordinator for every technology project and select a project management tool for use in planning and tracking progress	• CTO	Individual identified to lead major project  Project management tool identified and use to monitor progress	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.1.c.2</b> Conduct project management training for District and College staff	• CTO	Number of Project managers/staff trained	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.1.c.3</b> Modification to existing and development of new applications, must be done in tandem with a user groups, and include a functional champion to ensure specifications meet user needs and requirement	• Director of Institutional Technology • Functional Lead	User group and functional champion identified per major project	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.1.c.4</b> Communicate project status to the District Technology Committee on a regular basis	• Project Manager	Satisfaction survey	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

**Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration**

**Technology Plan Theme: D.2 Employee Professional Development, Training and Support**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>D.2.a Provide employee professional development and training encompassing all pertinent technology usage and information</b>	<b>D.2.a.1</b> Clearly define who is responsible for training initiatives	• Chancellor's Cabinet	Responsible persons identified	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.2.a.2</b> Develop in-house training expertise; cross-train important functions	• Staff identified by Chancellor's Cabinet	Trainers and training sessions identified	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.2.a.3</b> Solicit user feedback on training needs and emerging issues regularly and tailor offerings to identified needs	• Staff identified by Chancellor's Cabinet	Satisfaction surveys	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.2.a.4</b> Document a list of available software resources and the related function	• CTO	List of software resources developed	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		

**Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration**

**Technology Plan Theme: D.2 Employee Professional Development, Training and Support**

Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
<b>D.2.a Provide employee professional development and training encompassing all pertinent technology usage and information (continued)</b>	<b>D.2.a.5</b> Provide training opportunities for IT staff that are needed to complete the current project list, initiatives in this technology plan and potential new technologies	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Lead Manager</li> </ul>	Number of training opportunities provided	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.2.a.6</b> As part of any project include a training plan as part of the proposal	<ul style="list-style-type: none"> <li>• CTO</li> <li>• Lead manager in impacted area(s)</li> </ul>	Integration of training plan with acquisition process	<b>Target Completion</b>		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral)		
	<b>D.2.a.7</b> With each new release of PeopleSoft and other major systems, provide training opportunities for staff to leverage the new features and functions	<ul style="list-style-type: none"> <li>• CTO</li> <li>• All Vice Chancellors</li> </ul>	Number of training opportunities provided	<b>Target Completion</b> Ongoing software contractual service agreement		
				<b>Staffing Needs</b>		
				<b>Budget Resources</b> (One-time/Ongoing/neutral) Requires annual budgeting and dedicated funding		



Strategic Goal Theme: D. Strengthen, Accountability, Innovation and Collaboration						
Technology Plan Theme: D.2 Employee Professional Development, Training and Support						
Objective	Initiative	Responsible Party	How to measure result or Evaluation	Target Completion/ Needed Resources	Outcome Assessment	Implications to Existing/Future Plans
	<b>D.2.a.8</b> Conduct cyber-security, privacy and security training for all employees on a regular and on-going basis including topics such as endpoint security, email security, common threats and other current topics	<ul style="list-style-type: none"> <li>• CTO</li> <li>• HR</li> </ul>	Number of training opportunities provided	<b>Target Completion</b>  <b>Staffing Needs</b>  <b>Budget Resources</b> (One-time/Ongoing/neutral)		
<b>D.2.b Support and promote innovation and experimentation with new technologies in order to remain agile, creative, and current</b>	<b>D.2.b.1</b> Develop incubation opportunities promoting experimentation with new technologies that deliver creative instructional and support services to students	<ul style="list-style-type: none"> <li>• CTO</li> <li>• District Technology Committee</li> <li>• Academic Senate</li> </ul>	Number of incubation opportunities provided	<b>Target Completion</b>  <b>Staffing Needs</b>  <b>Budget Resources</b> (One-time/Ongoing/neutral)		

\* See PCCD Information Technology Prioritized Request List in Appendix E