

## PROJECT INITIATION REQUEST

## TOPIC: Technology Master Plan (TMP)

Project teams may be used when a work group is needed to develop plans, design conceptual models, or execute previously developed items. Prior to requesting a new team, the council should consider whether the potential project has all of the following characteristics:

- Is strategic in nature and falls within the scope of the charge of the sponsoring entity
- Has broad implications for the college and needs to be considered from multiple perspectives
- Is not easily contained within the responsibilities of a single department or job function
- Requires significant effort that is expected to extend a minimum of one semester
- Results in one or more specific, tangible deliverables
- Has potential to solve an existing problem, enhance the student experience, or improve institutional effectiveness
- Is considered as a priority for consideration based on the council's professional judgement

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**SPONSORED BY:** Operations Council

**PROPOSED DURATION:**

- ☒ **NEW - NEXT ACADEMIC YEAR ONLY** (one-year charter)
- ☐ **RENEWAL** – Extend existing project team for another academic year
- ☐ **EXPEDITED/OTHER** – Please specify the intended length of time:

**REQUESTED BY/THROUGH (INITIATOR):**

*Identify the person(s), group(s), or dialogue that led to this request.*

This project team request is prompted by the regular planning cycles identified in the Integrated Planning Guide. See below for details on the timing.

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**RATIONALE (BUSINESS CASE):**

**1. Why is a project team needed?**

*Briefly describe the intended goals, opportunities, potential benefits, or expected deliverables that could be accomplished through the work of a project team. Make the case for why time and effort (institutional resources) should be committed to this project.*

American River College needs a project team to create an aspirational and actionable plan for technology that builds from the foundation of the Institutional Equity Plan, Educational Master Plan, Strategic Plan, and Distance Education Plan. The Technology Master Plan is intended to assess the current state of American River College technology, identify future needs, advance technological progress, and ensure consistency between technology initiatives and the College's strategic direction in support of the college mission.

**2. Why is this the right time?**

*Briefly describe the conditions which prompted this request and any associated mandates (legal requirements), deadlines, or timing considerations. If this work is a prerequisite for other work, please note what items are dependent upon finishing this project.*

Per the ARC Integrated Planning Guide, the Technology Master Plan was scheduled for development during 2019-2020. However, it was intentionally delayed by a year to allow sufficient time to better understand how college-level technology might be influenced by district-level leadership transitions (i.e., new CTO) and districtwide projects (e.g., Hobsons Starfish). Fortunately, this delay has created the opportunity for the Technology Master Plan to be informed by both the future outlook of the Educational Master Plan and the heightened awareness that the COVID-19 pandemic has brought to the strategic role of technology in educational institutions.

**3. Are there any specific concerns?**

*If the project is intended to solve a problem, briefly describe any concerns, risks, or challenges not already described above.*

While a variety of technology concerns have been previously identified, recent events required the rapid transition to a fully remote operation. This experience brought to light a variety of technology-related weaknesses as well as highlighting the vast potential for strategic change to better position the college to adapt to unexpected circumstances (e.g., COVID-19) and modern work practices (e.g., distributed workforce/remote operations). Moreover, there is now an escalating sense of urgency and the institutional will to vigorously pursue technological progress. The previous technology master plans have not included classified staff resources (e.g. remote work for staff).

## Response from the College President

☒ Project team authorized by the President

☐ Not authorized – see feedback below

## Team Composition (to be completed by College President)

**Project Team Leads\*:** Lead (Administrator from either Student Services or Instruction)

**Co-Lead Constituency** (IT Supervisor)

*(Constituency group asked to appoint co-lead and notes on desired qualifications/perspective)*

**Project Steward\*:**

*The project steward role applies project management skills and techniques to enable effective project operation and closure. It may be assigned to one of the leads or be a separate individual. Designation of this role could require a constituency-based appointment.*

**External Consultant (non-ARC expertise):**

**Team Members – *small group of who can commit to all meetings and project activities; actual size of teams will vary by project; a rough estimate of a small team size is 4-8 people in addition to the project leads***

**Recommended positions or roles to include based on knowledge and responsibilities:**

**Anticipated number of appointments including co-lead, project steward, and team members:**

  2   Students

  3   Classified Staff

  5   Faculty

  3   Management

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\*For further information, please see the defined task list in the document titled *What is the Difference Between the Lead and Steward Roles?*