



**South
Orange
County**

**Community
College District**

District-wide Technology Strategic Master Plan
2025 - 2035

South Orange County Community College District

May 2026 Revision



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Letter from the Chancellor

I am pleased to present the 2026 revision of the South Orange County Community College District's District-wide Technology Strategic Master Plan (DTSMP). This revision reflects many months of collaborative work amongst stakeholders of Irvine Valley College (IVC), Saddleback College, and District Services. The DTSMP proudly incorporates the District's strategic plan—Inspire 2035, its framework and the foundational principles as well as the Inspire 2035 vision of creating student-centered, equitable, and inclusive learning environments; expanding access; improving student outcomes; and fostering an innovative workplace culture where employees feel valued, supported, and equipped with the tools needed to serve our students.



As the District works to implement Inspire 2035, the DTSMP serves as a critical bridge, aligning our technology strategies with the long-term institutional goals of transforming student experiences, advancing operational excellence, and strengthening our culture of belonging. The DTSMP not only reflects where we are today, but also anticipates the technological capabilities needed to support SOCCCD's strategic direction over the next decade.

The South Orange County Community College District remains committed to supporting Irvine Valley College and Saddleback College as they provide exceptional educational opportunities and prepare our students to become our community's future leaders. The continued execution of the DTSMP will strengthen and expand these efforts as we navigate an era of rapidly evolving technology and position our colleges to thrive within the Inspire 2035 vision.

Each college is also implementing a site-specific Technology Master Plan (TMP) to guide its growing technological needs. The development of these plans included surveys and forums to gather input from faculty, staff, students, and management teams. Ultimately, each TMP will align with and support its respective Educational Master Plan as well as the District-wide Facilities Master Plan, ensuring a cohesive and coordinated approach to technology and innovation across the District.

I am confident that this DTSMP update positions the South Orange County Community College District to advance modern learning, strengthen student support, and uphold the values embedded in Inspire 2035. By anticipating changes in technology and aligning our strategies with our mission to provide excellent education, we will ensure that our District remains agile, responsive, and well-prepared for the years ahead. Thank you for your time, attention, and support in reviewing and implementing this plan.

Sincerely,

Dr. Julianna M. Barnes
Chancellor

Summary of Updates

May 2026



DTSMP Summary of Updates: May 2026

DTSMP Budget Philosophy

The budget figures presented in the 2025–2035 DTSMP include all Basic Aid and other funding requests. This approach differs from the 2022–2032 DTSMP, in which only new Basic Aid or other funding requests were included in the budget. Under the earlier methodology, technology initiatives with established funding sources – such as Workday, Microsoft licenses, and SIS maintenance – were prioritized and included in the plan, but not reflected in the 2022–2032 DTSMP budget totals.

The 2026 revision of the DTSMP shifts from that earlier budgeting philosophy and includes all technology initiatives – both newly requested and ongoing – in the budget totals.

DTSMP Budget Comparison

2022 vs. 2026		
Unit	2022	2026
District-wide and District Services	\$132,977,700	\$112,532,391
Saddleback College	\$27,073,200	\$90,057,185
Irvine Valley College	\$23,294,700	\$58,554,381
10-year Basic Aid Investment	\$166,696,000	\$200,549,131
10-year Total Investment	\$183,345,600	\$261,143,957

Key 2026 Budget Update Takeaways

The total DTSMP budget — including contingency — for the 2026 DTSMP Revision is **\$77,777,957** higher than the investment totals in the 2022–2032 DTSMP. This increase is primarily the result of new projects, cost escalation, and a shift in budgeting philosophy to include all technology initiatives, rather than only new Basic Aid or other funding requests.

This updated approach provides a more transparent and comprehensive representation of the District’s true technology investment needs. By capturing both ongoing and emerging initiatives, the 2026 DTSMP offers a clearer understanding of the full cost of acquiring, sustaining, and supporting the technologies required to meet the needs of our students and employees. Ultimately, this improved transparency strengthens our ability to proactively manage technology lifecycles, ensure operational continuity, and align investments and cash flow with Capital Projects.

Background

About South Orange County Community College District

South Orange County Community College District (SOCCCD) spans 382 square miles and serves nearly one million residents across 26 communities in southern Orange County — the largest geographic area of the county’s four community college districts. Established in 1967, SOCCCD is a multi-campus district composed of Saddleback College and Irvine Valley College. Irvine Valley College, originally a Saddleback satellite, became an independent institution in 1985. In 2007, the District opened the Advanced Technology & Education Park (ATEP) in Tustin, expanding opportunities for students to pursue advanced technology programs and career, technical, and workforce development training aligned with high-demand industries.

SOCCCD is committed to promoting access, success, and equity so that every student can achieve their educational goals — whether skill development, a certificate, an associate degree, university transfer, or personal enrichment. Saddleback College and Irvine Valley College are fully accredited and provide a strong educational foundation for the District’s diverse local and regional communities. Their programs support transfer to four-year institutions, facilitate career advancement through certificates and occupational skills training, and offer a wide range of community education opportunities.

Both colleges employ Guided Pathways frameworks to foster learning, improve student success, expand equitable access to programs, and strengthen connections to the regional economy. These efforts directly align with the SOCCCD Inspire 2035 mission and values, particularly the District’s commitments to equitable opportunity, student-centered learning, and responsive workforce preparation. Together, these initiatives ensure that SOCCCD remains focused on long-term goals that prioritize student achievement, community enrichment, and future-ready education.

SOCCCD Strategic Plan – Inspire 2035

Inspire 2035 outlines the district-wide mission that: *“we place students at the heart of our mission, transforming their lives and nurturing creative thinkers that enhance the vitality of the communities we serve. Grounded in principles of equity, belonging, and innovation, we ensure equitable access and foster outcomes that promote economic and social mobility.”*

Inspire 2035 was developed in alignment with the Education Master Plans of both Irvine Valley College and Saddleback College. Together, these three interrelated plans provide the overarching framework that guides long-range planning across the District. They form the foundation for the district-wide and colleges’ Facilities Master Plans and Technology Master Plans, as well as other key institutional planning documents, processes, and Strategic Plans.

By connecting district-wide strategy with college-level priorities, this integrated planning structure advances the SOCCCD Inspire 2035 goals, including expanding equitable access, strengthening student learning and success, and fostering innovation that supports a

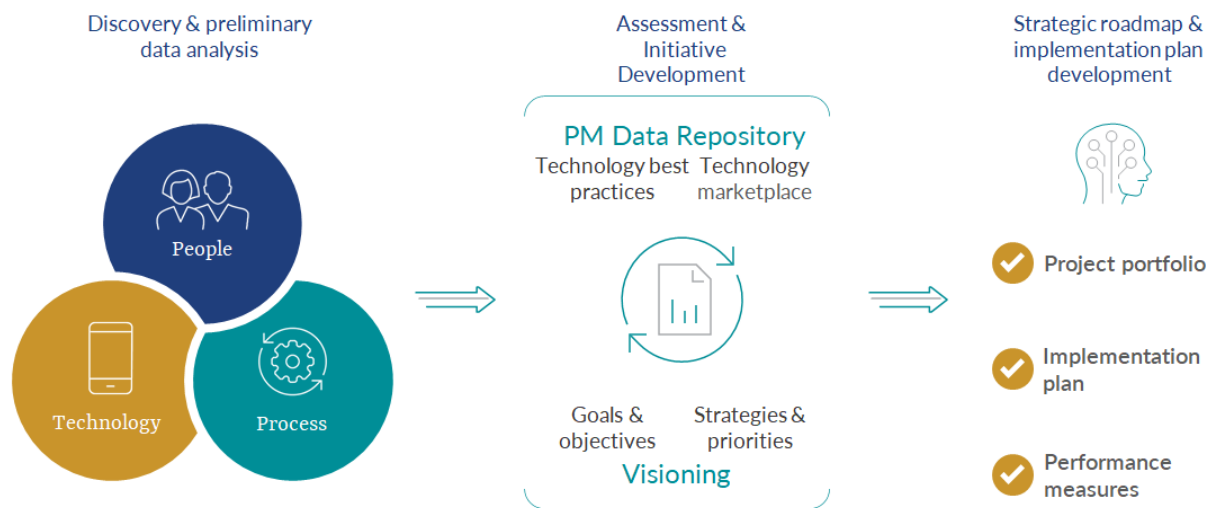


future-ready workforce. This alignment ensures that planning and resource decisions across the District remain coordinated, student-centered, and responsive to the evolving needs of our communities.

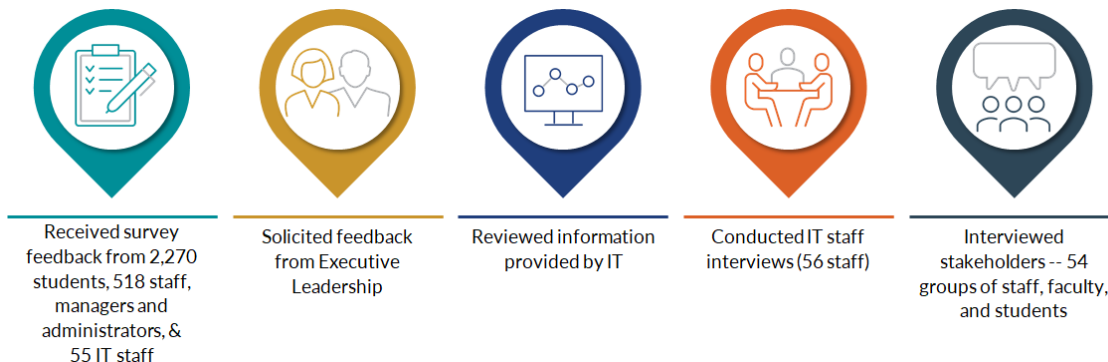
District-wide Strategic Technology Master Plan: 2025 - 2035

The District-wide Strategic Technology Master Plan (DTSMMP) outlines a 10-year vision for technology across District Services and the colleges, including the IT mission, goals, objectives, and key initiatives. Its development was a collaborative, district-wide effort.

The planning process began in 2022, and the plan has been updated to align with the Inspire 2035 framework. The process included several phases: conducting discovery and preliminary data analysis, developing assessments and recommendations, and creating the strategic roadmap and implementation plan.



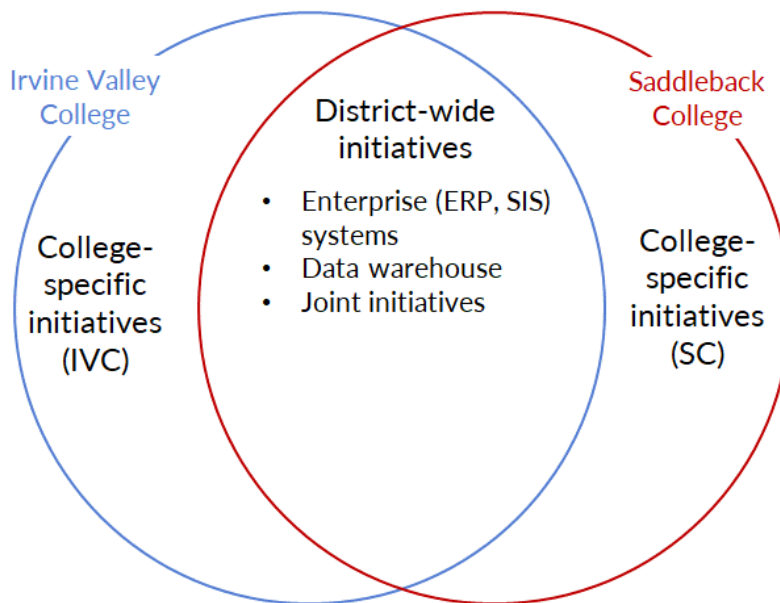
Discovery and preliminary data analysis. These activities included a comprehensive stakeholder survey of students, faculty, staff, and management teams; group and individual interviews with these stakeholders, interviews with District and college IT staff; and a review



of technical, functional, and strategic documentation on the IT environment. An overview of the comprehensive information gathering is shown below.

Assessment and initiative development. These activities included aggregating the information provided in the earlier phase, assessing against best practices for technology and technology management, and identifying opportunities resulting from trends in technology and higher education. Other activities included in this phase were establishing the IT vision, defining the goals, objectives, and specific plan initiatives to achieve the goals. District-wide, common, and shared initiatives can be executed as a collaborative effort with the colleges, while individual, unique initiatives can be executed more independently by the colleges.

District-wide Technology Strategic Master Plan



District-wide Technology Strategic Master Plan

2025 – 2035

May 2026 Revision

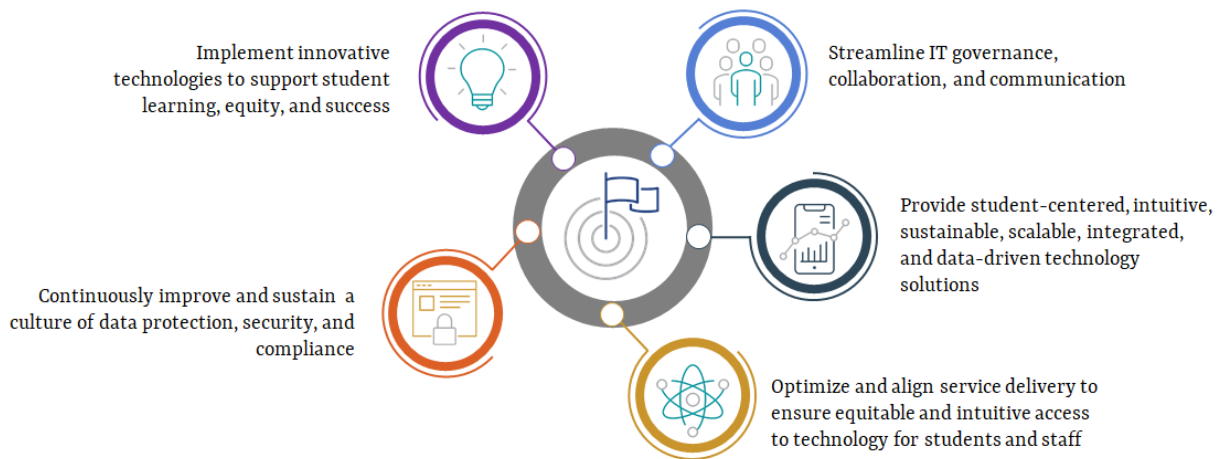
IT Vision

We are the preeminent leader in higher education empowering our students to be successful with innovative technologies.

IT Mission

We provide value-based, advanced technology solutions as a foundation for equitable access and student success. We provide secure, student-centered technology solutions that enable effective learning and teaching. We collaborate across diverse groups to solve institutional problems with technology.

Goals and objectives



Goal 1: Implement innovative technologies to support student learning, equity, and success

Early trial and adoption of newer technologies, including cloud, artificial intelligence (AI), mobile, automation, and other emerging technologies, to understand their potential impact on the student accessibility and experience, whether on-campus or remote.

- Create standardized processes for reviewing, approving, executing, and maturing innovation initiatives and technology-driven business process improvements.
- Implement modern platforms to support online education and to enable students, faculty, and staff to access anywhere/anytime learning, teaching, and support services.
- Develop analytics and AI capability to elevate student learning, success, and equity.



Goal 2: Streamline IT governance, collaboration, and communication

Determine the appropriate level of centralization/decentralization (including delineation of roles/responsibilities), internal communication, and use of external IT services to meet the shared and unique needs of each entity, in alignment with the overall funding and strategic requirements.

- Enhance the process for prioritization, approval, funding, and tracking of technology-related initiatives.
- Establish and streamline IT policies, regulations, processes, tools, committees, and responsibilities.
- Establish IT communications program and practices.

Goal 3: Provide student-centered, intuitive, sustainable, scalable, integrated, and data-driven technology solutions

Adequately architect, procure, maintain, operate, support, and retire technologies to provide resiliency, business continuity, and flexibility for teaching, learning, and operations. Make stakeholder-led data-driven decisions to enable value creation with technology.

- Align technology lifecycles with holistic approach to an enterprise architecture.
- Reduce technical complexity by implementing cohesive platforms and solutions, including cloud.
- Provide well-connected on-campus spaces to accommodate next-generation educational technology.
- Implement an integrated ERP solution and related software applications to reduce costs and provide for optimal user experience.

Goal 4: Optimize and align service delivery to ensure equitable and intuitive access to technology for students and staff

Follow an integrated approach to stakeholder enablement (including students, faculty, and staff) and support processes aligned with the institutional requirements of District Services and the colleges while recognizing unique aspects of the colleges. Ensure training and professional development evolves to support service delivery.

- Adopt common and standardized processes and solutions for IT support across the District.
- Streamline service and solution delivery through formal IT service management practices.
- Provide standardized access, tools, and training necessary to achieve a high-level of IT support and ease of use, leading to increased self-sufficiency by students, faculty, staff, and community members.



Goal 5: Continuously improve and sustain a culture of data protection, security, and compliance

Enhance the security practices, policies, and procedures of District Services and the colleges to protect people, data, and resources, and begin the transition to a security-by-design approach to all IT activities across the District.

- Develop individual and collective cybersecurity responsibility, training, and accountability for SOCCCD employees and stakeholders (e.g., contractors, partner entities, etc.).
- Continuously review and implement best practices for risk management, including security awareness, vulnerability assessment, regulatory compliance, and incident response.
- Establish a security-by-design approach that integrates cybersecurity early in the development lifecycle of technology solutions.

As a part of the overall planning process, it is important to demonstrate the alignment of IT goals and objectives to the institutional goals. This is shown in the following section, “DTSMP Goals: Alignment with Inspire 2035.”

District Services, Irvine Valley College and Saddleback College have work collaboratively to execute and monitor DTSMP progress. This collaborative approach is described in the [Appendix](#), “DTSMP Governance.”



Alignment with Inspire 2035

Inspire 2035 has six strategic goals listed below that were adopted in 2025:

1. Student-Centered: SOCCCD will foster an inclusive environment where students feel valued and supported.
2. Equitable Access: SOCCCD will ensure all students have equitable access to opportunities to explore, enroll in, and succeed in their educational journeys.
3. Equitable Outcomes: SOCCCD will provide the support, resources, and opportunities needed for all students to achieve academic and career success.
4. Community Vitality & Engagement: SOCCCD will enhance community vitality and deepen engagement with local partners, employers, and stakeholders.
5. Economic & Social Mobility: SOCCCD will advance the economic and social mobility of students through programs aligned with high-demand careers and transfer pathways.
6. Workplace Culture & Growth: SOCCCD will foster a safe environment where employees feel empowered, valued, respected, and supported in their professional growth.

These goals informed and guided the development of the 2026 DTSMP Revision, which focuses on aligning the use of technology resources with the overall strategic direction of the colleges and the District as a whole. In addition to verifying the alignment of goals and objectives, the planning teams revisited key themes to help connect them to the projects and plan activities. These themes are shown below and defined in the Appendix, “Key DTSMP Themes.”

- Analytics
- Application development standards
- Cloud
- Communication
- Data governance and security
- Diversity, equity, and inclusion
- Integrated ERP Solution
- Hybrid working environment
- Innovation
- Integration
- Mobility
- On-campus classroom technology
- Online education
- Procurement
- Project Management Office
- Staffing/Professional development
- Standards
- Student-friendly technology
- User training

In developing and defining the DTSMP initiatives, the planning team considered multiple factors, including the meaning of shared initiatives, the existing solutions and experience available District-wide, updated due diligence efforts, and the importance of taking a full life-cycle view. The team also balanced a mix of tactical initiatives and established an agile execution approach. Additional details are provided in the Appendix, “DTSMP Initiatives – Additional Considerations.”

Strategic Initiative Investments

The DTSMP strategic initiatives comprise a set of key efforts, each aligned with the plan’s stated goals and themes. For the 2026 DTSMP Revision, the planning team refined the initiative list to **64 high-value** project portfolio initiatives, reduced from 136 initiatives in the 2022–2032 DTSMP. These **64 initiatives** correspond to **114 projects**, which are detailed in the accompanying **DTSMP Budget Projections Workbook**. The team estimated project costs using a total cost of ownership approach.

The DTSMP portfolio investment summary includes the following components:

- **One-time costs:** These costs represent an estimate of initial costs to execute the initiative. Typically, they include activities such as planning, strategy development, and assessment, etc.
- **10-year total ongoing costs:** These costs represent the operational and recurring costs associated with the initiative, and may include licensing, subscription, maintenance, and refreshment costs. For the full portfolio, these costs are aggregated over the 10-year span of the plan.
- **10-year total costs:** These costs represent the summative amount of both the one-time and the ongoing costs over the life of the plan.
- **Contingency:** A 5% annual cost-increase escalator has been included to account for inflation and the uncertainties inherent in developing estimates. This provides the District with flexibility to absorb changes in initiative scope or priorities, as well as unexpected events that may affect earlier projections.

The 10-year investment for the 2026 DTSMP Revision portfolio is estimated at **\$261.1 million**, including **\$200.5 million in Basic Aid requests**. Although the full planning horizon spans 10 academic years, the 2026 DTSMP Revision is accompanied by the **DTSMP Budget Projections Workbook**, which will be updated annually to add or remove projects in response to unanticipated events or technological advancements, adjust for cashflow and scope changes, and refine budgets based on actual project costs.

DTSMP : 10-Year Annual Investments				
2025-26	2026-27	2027-28	2028-29	2029-30
\$18,785,082	\$25,030,774	\$23,671,705	\$24,954,514	\$24,643,443
2030-31	2031-32	2032-33	2033-34	2034-35
\$28,605,638	\$28,670,590	\$26,153,371	\$21,556,673	\$29,769,547

District-wide and District Services

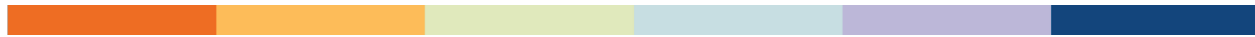
Strategic initiatives – District-Wide

District-wide strategic initiatives are projects that span the entire District and involve collaboration between both colleges and District Services. The annual and total 10-year investment requirements for these District-wide projects are shown below. In the context of this plan, District Technology Services provides execution for District-wide initiatives.

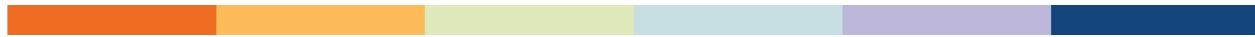
District-wide : 10-Year Annual Investments				
2025-26	2026-27	2027-28	2028-29	2029-30
\$11,624,838	\$9,013,413	\$7,218,237	\$6,814,430	\$7,079,989
2030-31	2031-32	2032-33	2033-34	2034-35
\$9,189,695	\$8,727,816	\$7,501,545	\$7,717,136	\$8,339,386

District-wide	
10-year Basic Aid investment	\$58,988,212
10-year total investment with contingency	\$83,226,485

The individual projects in the District-wide portfolio are shown below.



District-wide Initiatives	Funding	10-Year Investment
Backup Technology (Rubrik, cloud) (maintenance and support)	IT Maint.	\$2,864,733
Backup Technology refresh	Basic Aid	\$677,025
Board agenda and meeting management (diligent)	DS Funds	\$327,025
Cloud Based Technologies (SaaS, DaaS, PaaS, etc.)	Basic Aid	\$6,917,841
Data Warehouse	Basic Aid	\$879,710
Document Management (Perceptive) (Legacy)	IT Maint.	\$85,000
Ellucian ERP	Basic Aid	\$35,300,000
Engineering Services - Tier III and Tier IV solutioneering	Basic Aid	\$3,307,969
Firewall (maintenance, support, services)	IT Maint.	\$4,355,493
Firewall refresh	Basic Aid	\$823,333
Governance, Risk, and Compliance (PCI, FERPA, 508, CA Specific Laws)	DS Funds	\$286,473



District-wide Initiatives	Funding	10-Year Investment
InfoSec Tools (Fraud detection, cyber threat emulation, Zero Trust, DDI, NAC, BCP/DR)	Basic Aid	\$450,000
Library System	IT Maint.	\$804,985
Log Correlation	IT Maint.	\$220,531
Log Correlation refresh	IT Maint.	\$99,667
Managed Security Services	IT Maint.	\$1,845,655
Microsoft Campus Agreement	IT Maint.	\$7,169,399
Network (maintenance, support, services)	IT Maint.	\$2,955,805
Network refresh (Distro & Agg switches, cabling)	Basic Aid	\$3,033,333
Project Management Office	Basic Aid	\$1,800,000
Post implementation Ellucian support	Basic Aid	\$2,000,000
Private WAN	IT Maint.	\$754,674
Privilege Access Management	IT Maint.	\$414,145



District-wide Initiatives	Funding	10-Year Investment
Privilege Access Management refresh	IT Maint.	\$116,667
Research and economic modeling (SPSS and EMSI)	IT Maint.	\$348,927
Salesforce (Tableau)	IT Maint.	\$804,985
Security awareness training	IT Maint.	\$177,650
Service Desk Technology (maintenance and support)	IT Maint.	\$606,461
Service Desk Technology Upgrade and Refresh	Basic Aid	\$975,000
SIS Maintenance	Basic Aid	\$1,814,000
Telephony refresh (e911, VoIP, Call Center, handsets, etc.)	Basic Aid	\$110,000
Workday	Basic Aid	\$900,000

Funding Sources: Basic Aid, District Services Funds, and District-wide IT Maintenance

About District Services

District Services provides centralized administrative services for the two colleges and the Advanced Technology and Education Park (ATEP) and is comprised of the following departments: Chancellor and Trustee Services, Business Services, Educational and Technology Services, Human Resources, and Public Affairs. These departments provide accounting, benefits, facilities planning, fiscal services, human resources, information technology, institutional research and planning, payroll, public affairs, purchasing, risk management, and warehouse/mailroom services to the District.

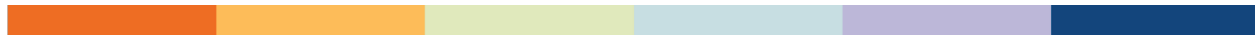
Strategic initiatives – District Services

District Services strategic initiatives are those projects that primarily impact District Services. The annual and total 10-year investment requirements related to District Services is shown below.

District-Services : 10-Year Annual Investment				
2025-26	2026-27	2027-28	2028-29	2029-30
\$845,206	\$1,946,261	\$2,826,810	\$3,076,690	\$3,261,654
2030-31	2031-32	2032-33	2033-34	2034-35
\$3,359,598	\$3,477,971	\$3,456,621	\$3,597,900	\$3,457,196

District Services	
10-year Basic Aid investment	\$28,332,939
10-year total investment with contingency	\$29,305,906

The individual projects in the District Services portfolio are shown below.



District Services Initiatives	Funding	10-Year Investment
Adobe and DocuSign	DS Funds	\$381,964
BoT Technologies (Board Room, Closed Session Room, unique requirements)	Basic Aid	\$130,000
Compute and Storage (servers, end users, support, licenses)	Basic Aid	\$6,945,648
Conference room technology	Basic Aid	\$192,000
Contingency Funds	Basic Aid	\$9,248,563
Data Center Refresh and Upgrades (UPS, HVAC, electrical, security, fire suppression)	Basic Aid	\$250,000
District Services peripherals (keyboards, mice, speakers, scanners, printers)	DS Funds	\$114,589
DTSMP Strategic Initiatives and Technology Planning	Basic Aid	\$330,000
Endpoint Refresh (laptop, thin clients, zero clients)	Basic Aid	\$716,727
IDF infrastructure	Basic Aid	\$70,000
Innovation Fund (AI, future unknown tech, etc.)	Basic Aid	\$10,450,000



District Services Initiatives	Funding	10-Year Investment
Web content hosting	DS Funds	\$476,414

Funding Sources: Basic Aid and District Services Funds

Irvine Valley College Technology Master Plan

Letter from the President



Welcome to the Irvine Valley College (IVC) Technology Master Plan (TMP). This document is the result of a deeply collaborative planning process involving stakeholders from IVC, Saddleback College, and District Services across the South Orange County Community College District (SOCCCD).

The development of this plan began during the COVID-19 pandemic — a period that tested our resilience but did not diminish the collegial spirit of our college and district community. Using collaborative technologies, the TMP team successfully completed a comprehensive and forward-thinking plan that not only responded to the challenges of the global pandemic but also prepared the college to meet the evolving needs of future generations of students.

Since its initial creation, the TMP has been updated to reflect the SOCCCD Inspire 2035 framework, ensuring strong alignment with district-wide aspirations for student success, equity, innovation, and organizational effectiveness. Incorporating this framework strengthens the TMP's ability to make IVC more resilient, nimble, and inclusive — especially for students who experience barriers created by the digital divide.

Our constituent groups came together to envision how we should best prioritize and plan for the technological needs of tomorrow, intentionally aligning these priorities with Inspire 2035's emphasis on transforming the student experience, investing in digital innovation, and fostering operational excellence, while also supporting the IVC Educational Master Plan, Strategic Plan, and Facilities Master Plan.

The TMP underscores the College's responsibility under Accreditation Standard 3.9 to implement, enhance, and secure its technology resources to ensure our infrastructure, quality, and capacity remain adequate to support and sustain IVC's mission, educational services, and operational functions. In doing so, the plan directly supports Inspire 2035 goals.

I am confident that the TMP will position IVC for the future of educational technology, teaching, learning, and student support. This plan not only enhances our ability to attract and serve students but also ensures that every student — regardless of their background or access to technology — has the opportunity to succeed. By taking a long-term view of our infrastructure and digital capabilities, the TMP enables us to confront our most significant technological challenges and opportunities thoughtfully, strategically, and in full alignment with Inspire 2035.

Dr. John C. Hernandez
President, Irvine Valley College



About Irvine Valley College

Irvine Valley College (IVC) combines a medium-college environment with more than 100 acres of modern facilities and equipment, dedicated staff, and an excellent faculty who bring both knowledge and experience to their sincere commitment to student learning. Established as a satellite campus in 1979, IVC became an independent institution in 1985 and has since seen its transfer rates and campus community flourish.

IVC Vision and Mission

Vision

Irvine Valley College is a premier educational institution that provides students avenues for success through exceptional services and dynamic partnerships.

Mission

Student equity, inclusion, access, and success are central to Irvine Valley College's identity. We offer clear and guided pathways to transfer opportunities, certificates, associate degrees, employment, and further education to a diverse and dynamic local and global community. IVC fosters economic and workforce development through strategic partnerships with business, government, and educational networks.

Irvine Valley College strives to:

Foster an inclusive, student-centered environment where all learners feel valued, supported, and empowered through high-impact learning experiences.

Ensure equitable access by removing systemic barriers and improving opportunities for underrepresented students to apply, enroll, and persist.

Advance equitable outcomes by using data-informed strategies to support graduation, transfer, career readiness, and long-term student success.

Promote economic and social mobility through strong industry partnerships, workforce alignment, and expanded access to bachelor's degree pathways.

Strengthen community vitality and sustainability with inclusive outreach, civic engagement, service learning, and environmentally conscious practices.

Cultivate a supportive workplace culture that enhances employee engagement, collaboration, innovation, and professional growth to drive student and employee success.



Strategic initiatives – Irvine Valley College

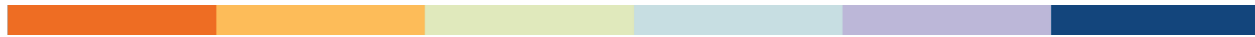
It is within the context of the College’s mission and values - along with alignment to District-wide strategies and awareness of key education and technology trends - that individual initiatives were identified and defined. Irvine Valley College’s strategic initiatives include projects that impact only IVC, initiatives that are District-wide, and those that are shared across the colleges. While a few initiatives are unique to IVC, the majority are either District-wide or collaboratively shared.

The annual and 10-year total cost for the Irvine Valley College initiative portfolio is shown below.

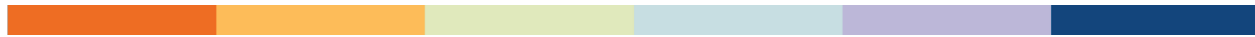
Irvine Valley: 10-Year Annual Investments				
2025-26	2026-27	2027-28	2028-29	2029-30
\$3,273,931	\$7,498,586	\$5,123,811	\$4,664,200	\$5,255,128
2030-31	2031-32	2032-33	2033-34	2034-35
\$6,807,972	\$6,662,309	\$5,287,815	\$8,353,738	\$5,626,889

Irvine Valley College	
10-year Basic Aid investment	\$40,593,632
10-year total investment with contingency	\$58,544,381

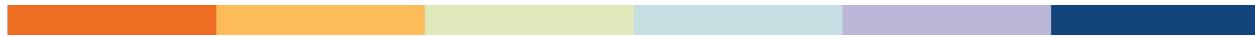
The individual projects in the Irvine Valley College portfolio are shown below. Many of the IVC portfolio initiatives are district-wide with additional funding requests from the other units.



Irvine Valley College Initiatives	Funding	10-Year Investment
24x7 Student Support Technology	Basic Aid	\$150,000
24x7 Student Support Technology	College	\$0
Adobe Creative Cloud	College	\$457,764
Backup Technology (Rubrik, cloud)	College	\$70,000
Backup Technology (Rubrik, cloud)	Basic Aid	\$1,523,458
Cabling and Physical Plant (Fiber & Copper)	Basic Aid	\$0
Campus Logic	Basic Aid	\$201,106
Campuswide Digital Signage (marquees, kiosks, etc.)	Basic Aid	\$858,532
Cloud Based Technologies (SaaS, DaaS, PaaS, etc.)	College	\$9,051,638
Contingency Funds	College	\$350,000
DAS/ERRCS (cell technologies & radio communications for PD)	Basic Aid	\$5,496,000
DAS/ERRCS (cell technologies & radio communications for PD)	College	\$992,849



Irvine Valley College Initiatives	Funding	10-Year Investment
Data Center Refresh and Upgrades (UPS, HVAC, electrical, security, fire suppression)	Basic Aid	\$910,636
Educational Technology (LTIs)	College	\$1,082,729
Endpoint Refresh (laptop, thin clients, zero clients)	Basic Aid	\$6,524,680
Engineering Services - Tier III and Tier IV solutioneering	College	\$150,000
Firewall	Basic Aid	\$674,367
Firewall	College	\$200,743
General Use Classroom/Conference Room Technology	Basic Aid	\$6,152,041
IDF/BDF Upgrades (UPS, HVAC, electrical, security, fire suppression)	Basic Aid	\$871,314
InfoSec Tools (monitoring, cyber threat emulation, Zero Trust, DDI, NAC, Incident Response, BCP/DR)	College	\$573,194
Innovation Fund (AI, future unknown tech, etc.)	Basic Aid	\$300,000
Inter Building Fiber	Basic Aid	\$600,000



Irvine Valley College Initiatives	Funding	10-Year Investment
Log Correlation refresh	College	\$385,930
Microsoft Campus Agreement	College	\$1,185,668
Network Refresh (Distro & Agg switches, cabling)	Basic Aid	\$2,781,837
Other Basic Aid IT/Minor Hardware (<\$1M)	Basic Aid	\$400,000
Project Management Office	College	\$150,000
Printing and other Duplicating Technology	College	\$1,051,683
Public Safety Technology (blue phones, dispatch, body cams, panic buttons, access control, security cameras)	Basic Aid	\$5,290,954
Servers (GPU, blade, pizza box, SAN, etc.)	Basic Aid	\$1,243,243
Service Desk Technology Upgrade and Refresh	Basic Aid	\$900,000
Service Desk Technology Upgrade and Refresh	College	\$1,235,147
Specialty Classroom Technologies (scoreboards, theaters, video walls, AR/VR, OT, IoT, Cyber Patriot, esports)	Basic Aid	\$3,791,870
Technology Planning	College	\$500,000



Irvine Valley College Initiatives	Funding	10-Year Investment
Telephony (e911, VoIP, Call Center, handsets, etc.)	College	\$523,402
Telephony (e911, VoIP, Call Center, handsets, etc.)	Basic Aid	\$539,293
Wireless AP's & Controllers	Basic Aid	\$1,384,301

Saddleback College Technology Master Plan

Letter from the President

Saddleback College is defined by its commitment to state-of-the-art instruction and comprehensive student support. Central to this mission is our Technology Master Plan (TMP), a proactive roadmap designed not just to keep pace with innovation, but to lead it. As we look toward the next generation of learners, we are committed to ensuring that technology remains a bridge to opportunity, never a barrier to entry.

In this current era of rapid technological transformation, Saddleback College is dedicated to being a leader in the purposeful embracing of Artificial Intelligence. We call our strategic approach Adopt & Adapt. We are providing robust professional development for our employees and new AI-powered tools for both employees and students but are focused not on providing apps ad hoc but on building AI fluency and integration that is intentional, ethical, and mission-aligned. For our students, this means mastering the tools, many of which will be career-specific, that will define the modern workforce, and emphasizing soft, human skills that will be ever more important in knowledge jobs where most work can be done with AI. For our employees, it means leveraging AI to reduce administrative burdens, allowing more space for high-impact teaching and personalized student mentorship. We commit ourselves to allaying AI's projected displacement of the workforce with opportunities for reskilling, upskilling and wholesale retraining, conscious of the reality that those who will need us the most will be Adult Learners, not traditional college-age students.



The TMP is a reflection of the diverse voices within our shared governance groups and is intentionally aligned with the SOCCCD Inspire 2035 framework. This alignment reinforces our districtwide commitment to student-centered practices, equitable access, and operational excellence. By incorporating insights from across our campus—from those in the classroom to those in student services—we move beyond the limited perspectives of a small leadership group. This collective wisdom allows us to explore new possibilities that reflect the actual needs and experiences of our diverse end-users.

While the pandemic highlighted critical gaps in technology access, it also catalyzed a permanent shift in how we deliver education. We have moved beyond the emergency measures of the past to a sophisticated, permanent infrastructure. From ubiquitous Wi-Fi and "bring-your-own-device" (BYOD) supports to the installation of hybrid-flex hardware in our labs, we have paved the way for instructional models that were previously unimagined. The accessibility and convenience of remote support for Counseling, Financial Aid, and Tutoring are no longer "extras"—they are essential pillars of our student-first philosophy.

The TMP is a roadmap, not a wish list. Saddleback College's reputation for excellence depends on the thoughtful, disciplined implementation of this plan. I want to extend my



deepest gratitude to the contributors whose bold innovation and forward-thinking approach ensure that our technology continues to serve our community's vitality. Together, we are strengthening our alignment with Inspire 2035 and charting a path toward a technologically empowered future.

Dr. Elliot Stern

President, Saddleback College



About Saddleback College

Saddleback College has been the first choice for higher education and workforce training in South Orange County since 1968. More than 500,000 alumni attest to the quality of its academic and career programs, which enable students to successfully achieve their educational, professional, and personal goals. With rich academic traditions and a strong reputation for excellence, Saddleback College is an ideal destination for students seeking associate degrees and certificates, preparing for transfer to four-year colleges and universities, entering the workforce, or pursuing lifelong learning opportunities.

Fully accredited, Saddleback College offers more than [270 associate degrees](#), certificates, and occupational skills awards across [190 program areas](#). These programs are taught by a faculty renowned for their expertise, experience, and commitment to student success. The College also provides a range of enriching learning opportunities - including study abroad, work experience, online learning, and an honors program - ensuring students receive a well-rounded and meaningful educational experience.

Saddleback College Vision and Mission

Mission

Saddleback College empowers and supports its diverse student body by providing equitable, innovative, and student-centered educational experiences. We foster personal growth, academic success, economic opportunity, and social mobility.

Vision

Inspired by a passion for teaching and learning and a belief in human potential, Saddleback College transforms the lives of its students and community.

Values

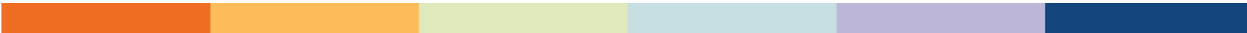
Saddleback College embraces:

Community - We strive to develop strong and lasting strategic partnerships across the college and with the surrounding community.

Empowerment - We empower students through challenging, collaborative, and engaging educational experiences.

Equity - We place our highest priority on removing systemic barriers to ensure students achieve their academic and career goals, and to meet their full potential.

Excellence - We dedicate ourselves to excellence in academics, student support, and service to the community.



Inclusivity - We create a welcoming environment in which all members of our college community have equitable access, opportunities and feel capable, nurtured, and respected.

Innovation - We embrace human-centered creativity, technological advancements, and continuous improvement to meet the evolving needs of our students and community.

Sustainability - We promote environmental sustainability and use our resources responsibly.

Student-Centered - We place students at the heart of everything we do, ensuring that their needs, aspirations, and voices shape our policies, practices, and programs.

Strategic initiatives – Saddleback College

Within the context of aligning with District-wide strategies and remaining aware of key education and technology trends, the individual initiatives were identified and defined. Saddleback College’s strategic initiatives include projects that impact only Saddleback College, as well as those that are District-wide or shared between the colleges. Very few initiatives are exclusive to Saddleback; most are either District-wide or shared.

The annual and 10-year total cost for the Saddleback College initiative portfolio is shown below.

Saddleback: 10-Year Annual Investments				
2025-26	2026-27	2027-28	2028-29	2029-30
\$3,041,106	\$6,572,513	\$8,502,846	\$10,399,194	\$9,046,672
2030-31	2031-32	2032-33	2033-34	2034-35
\$9,248,374	\$9,802,494	\$9,907,391	\$11,190,518	\$12,346,076

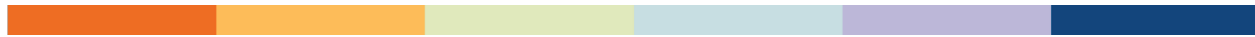


Saddleback College

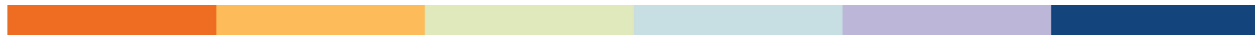
10-year Basic Aid investment	\$72,634,349
10-year total investment with contingency	\$90,057,185

The individual projects in the Saddleback College portfolio are shown below. Many of the Saddleback portfolio initiatives are district-wide with additional funding requests from the other units.

Saddleback College Initiatives	Funding	10-Year Investment
24x7 Student Support technology	Basic Aid	\$480,797
Adobe Creative Cloud	College	\$1,140,471
Backup Technology (Rubrik, cloud)	Basic Aid	\$300,900
Cabling and Physical Plant (Copper, manhole cleaning)	Basic Aid	\$5,400,352
Campus Logic	Basic Aid	\$310,660
Campuswide Digital Signage (marquees, digital signage, kiosks, etc.)	Basic Aid	\$4,906,848
Cloud Based Technologies (SaaS, DaaS, PaaS, etc.)	College	\$6,688,678
Contingency Funds	College	\$225,000



Saddleback College Initiatives	Funding	10-Year Investment
DAS/ERRCS (cell technologies & radio communications for PD)	Basic Aid	\$1,101,250
Data Center Refresh and Upgrades (UPS, HVAC, electrical, security, fire suppression, cleaning)	Basic Aid	\$600,839
Educational Technology (LTIs)	College	\$6,007,827
Endpoint Refresh (desktops, laptop, thin clients, zero clients, monitors)	Basic Aid	\$6,927,213
Engineering Services - Tier III and Tier IV solutioneering	College	\$350,489
Firewall refresh	Basic Aid	\$871,453
General Use Classroom/Conference Room Technology	Basic Aid	\$15,617,797
IDF/BDF Upgrades (UPS, HVAC, electrical, security, fire suppression, cleaning)	Basic Aid	\$5,322,742
InfoSec Tools (Fraud detection, monitoring, password manager, cyber threat emulation, Zero Trust, DDI, NAC, Incident Response, BCP/DR)	Basic Aid	\$350,000
Innovation Fund (AI, future unknown tech, etc.)	College	\$528,258



Saddleback College Initiatives	Funding	10-Year Investment
Inter Building Fiber	Basic Aid	\$0
Log Correlation refresh	College	\$300,000
Microsoft Campus Agreement	IT Maint.	\$1,831,624
Network Refresh (Distro, Access & Agg switches, cabling)	Basic Aid	\$5,088,833
Other Basic Aid IT/Minor Hardware (<\$1M)	Basic Aid	\$500,000
Project Management Office	College	\$0
Printing and other Duplicating Technology	Basic Aid	\$1,708,805
Public Safety Technology (blue phones, dispatch, body cams, panic buttons, access control, security cameras, Fusus)	Basic Aid	\$3,408,385
Servers (GPU, blade, pizza box, SAN, HCI, virtual, etc.)	Basic Aid	\$7,009,783
Service Desk Technology Upgrade and Refresh	Basic Aid	\$433,333
Specialty Classroom Technologies (scoreboards, theaters, video walls, AR/VR, OT, IoT, Cyber Patriot, esports)	Basic Aid	\$7,498,181



Saddleback College Initiatives	Funding	10-Year Investment
Technology Planning	College	\$350,489
Telephony (e911, VoIP, Call Center, handsets, etc.)	Basic Aid	\$700,978
Wireless AP's & Controllers	Basic Aid	\$4,095,199

Appendix

DTSMP Goals: Aligned with Inspire 2035

		Inspire 2035 Goals			
		1	2	3	4
	DTSMP Goals/Objectives	Student Centered; Equitable Access & Outcomes	Community Vitality & Engagement	Economic & Social Mobility	Workplace Culture & Growth
1	Implement innovative technologies to support student learning, equity, and success	X		X	
1.1	Create standardized processes for reviewing, approving, executing, and maturing innovation initiatives and technology-driven business process improvements				X
1.2	Implement modern platforms to support online education and to enable students, faculty, and staff to access anywhere/anytime learning, teaching, and support services	X			X
1.3	Develop analytics capability to elevate student learning, success, and equity	X	X	X	
2	Streamline IT governance, collaboration, and communication				X
2.1	Enhance the process for prioritization, approval, funding, and tracking of technology-related initiatives				X



		Inspire 2035 Goals			
		1	2	3	4
	DTSMP Goals/Objectives	Student Centered; Equitable Access & Outcomes	Community Vitality & Engagement	Economic & Social Mobility	Workplace Culture & Growth
2.2	Establish and streamline IT policies, regulations, processes, tools, committees, and responsibilities				X
2.3	Establish IT communications program and practices		X		X
3	Provide student centered, intuitive, sustainable, scalable, integrated, and data driven technology solutions	X			
3.1	Align technology lifecycles with holistic approach to an enterprise architecture				X
3.2	Reduce technical complexity by implementing cohesive platforms and solutions				X
3.3	Provide well-connected, on-campus spaces to accommodate next-generation educational technology	X	X	X	
3.4	Align and integrate various ERP platforms and related software applications to provide an optimal user experience	X			X



		Inspire 2035 Goals			
		1	2	3	4
DTSMP Goals/Objectives		Student Centered; Equitable Access & Outcomes	Community Vitality & Engagement	Economic & Social Mobility	Workplace Culture & Growth
4	Optimize and align service delivery and equitable and intuitive access to technology for students and staff	X			X
4.1	Adopt common and standardized processes and solutions for IT support across the District				X
4.2	Streamline service and solution delivery through formal IT service management practices				X
4.3	Provide standardized access, tools, and training necessary to achieve a high-level of IT support and ease of use, leading to increased self-sufficiency by students, faculty, staff, and community members	X	X	X	X
5	Continuously improve and sustain a culture of data protection, security, and compliance				X
5.1	Develop individual and collective cybersecurity responsibility, training, and accountability for SOCCCD employees and stakeholders (e.g., contractors, partner entities, etc.)				X



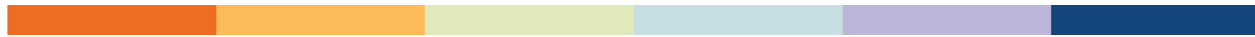
		Inspire 2035 Goals			
		1	2	3	4
	DTSMP Goals/Objectives	Student Centered; Equitable Access & Outcomes	Community Vitality & Engagement	Economic & Social Mobility	Workplace Culture & Growth
5.2	Continuously review and implement best practices for risk management, including security awareness, vulnerability assessment, regulatory compliance, and incident response				X
5.3	Establish a security-by-design approach that integrates cybersecurity early in the development lifecycle of technology solutions				X



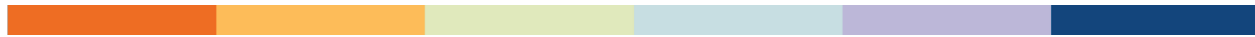
Key DTSMF Themes

In addition to identifying goals and objectives, the planning teams developed themes to help correlate to the projects and plan activities. These are shown below.

Theme	Description
Student friendly technology	Technology, (to include websites, SIS, mobile app with student ID integrated, etc.) should be easy to navigate and encourage students to have the ability to obtain the information easily. Focus areas are those that students interact directly with, such as SIS, Student Relationship Management (SRM/CRM), and mobile application.
Online education	Ensure instruction, supporting materials, and training are focused on fully remote and hybrid learning environments.
On campus classroom technology	Review and implement innovative technologies to support modern teaching and learning using technology, including hybrid learning paths.
Diversity, equity, inclusion, and accessibility	Leverage technologies focused on meeting diversity, equity, inclusion, and accessibility initiatives for the college, e.g., multi-language support, 508/504 compliance, etc.
Staffing/Professional development	Establish a staffing model formula and structure that continuously supports the strategic, operational, and emerging technology needs throughout the District. Implement a program for the ongoing professional development needs of technology and related staff.
ERP Solution	Establish and implement a long-term roadmap for ERP including SIS with emphasis on full integration across all business and student applications. Establish continuous review of ERP/SIS operational health and ensure alignment of tactical initiatives with strategic goals.
Data governance and security	Establish a District data governance program. Continuously improve the institutional data security practice to address existing and new regulatory compliance requirements, audit findings, and stay current with emerging threats and trends. Continuously improve the unified security practice.



Theme	Description
Innovation	Create a culture of innovation by incubating and delivering on the goal of being a premier provider of online services to our students, faculty, and staff. Establish institutional practice for the continuous evaluation of trending or emerging technologies and their potential use and impact on the institutional community. Implement a continuous evaluation of existing technology solutions to ensure ongoing vendor support and regulatory compliance. Under the same focus of innovation, business process evaluation needs to be in alignment.
Analytics	Develop an institutional data analytics program. Define a continuous institutional practice review to ensure the program meets the institutional data needs with emphasis on completeness, accuracy, security, accessibility, and availability.
Integration	Define and develop a unified data and system integration practice across the entire enterprise.
Mobility	Encourage a strategy to allow for mobility (outdoor wireless, mobile devices, wayfinding, etc.) for students and faculty.
Communication	Establish and continuously review a unified technology communication matrix and plan.
Hybrid working environment	Ensure that faculty, management, and staff have the technology needed to support working on campus and remotely.
Standards	Establish institutional technology standards and a business process for reviewing and updating the standards.
Procurement	Establish and implement a technology acquisition and procurement process to improve transparency, evaluation, collaboration, integration, and adoption.
Application development standards	Continuously improve the existing development practice with common methodologies, toolsets, and documentation across the District with emphasis on collaboration, security, and accessibility.



Theme	Description
Project Management Office	Create a formal Project Management Office that manages District projects across all business units. Establish a District technology prioritization and delivery practice that is aligned with District needs. Establish a regular evaluation of operational and strategic technology roadmaps to align priorities, reduce redundancies, establish dependencies, and inform staffing and funding needs.
Cloud	Develop a District cloud strategy, implementing standardized practices and technologies in support of the strategy.
User training	Establish a unified training practice.

Governance

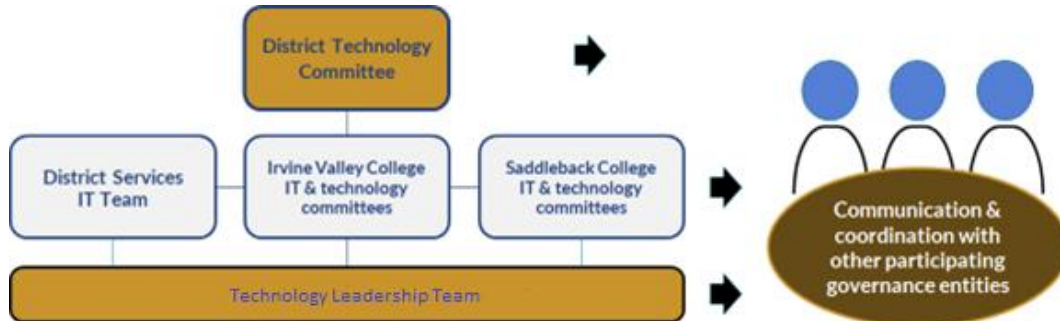
Plan governance structure

Moving forward, the District will have to establish a District-wide process to monitor and guide plan execution to achieve the desired plan outcomes. This will involve the District Technology Committee, College Technology Planning Committees, and the IT teams for District Services, Irvine Valley College, and Saddleback College.

- **District-wide Technology Committee (DTC)** will act as the coordinating body with overall accountability for plan execution. It is a District-wide group, with participants from each of the local IT teams, as well as academic, student services, and administrative representations. The DTC is responsible for aggregating college IT funding requests and ensuring overall alignment with DTSMP and District priorities.
- **District Services IT team and Irvine Valley College and Saddleback College Technology Committees** – collectively, the **Technology Leadership Team (TLT)** – will provide local expertise and insight; advice, guidance, and counsel, based on their scope; as well as specific resources for project management and execution of DTSMP initiatives.
 - **IVC Technology Committees** include Technology Advisory Committee, Online Education Committee, Academic Planning and Technology Council and Budget Development and Resource Planning Council.
 - **Saddleback Technology Committees** include College Technology Committee and College Resource Committee.

- District IT uses the District Services Planning Committee (DSPC).

Collectively, these groups will also communicate and coordinate with other district departments and participating governance entities.



Ongoing plan governance and oversight

The DTSMP has a ten-year horizon, during which time, there will be a need to review and report on plan execution, update the plan and initiatives based on changes in District or college priorities, execution progress or issues, and unanticipated events. A structured process is the best practice approach for providing effective oversight and governance, which should include:

- Ongoing reporting of DTSMP project portfolio execution, based on standard metrics, such as projects underway, budget performance, schedule adherence, and risk management.
- Biennial review and discussion of DTSMP project portfolio and activities.
- Annual planning to confirm projects included in DTSMP project portfolio, alignment with District or college priorities, inclusion, or exclusion of specific initiatives.

In addition, each of the initiatives include operational maintenance, upgrades, and technology refresh activities, based on the implementation timeline. This will also feed into the biennial review and update process.



Planning Considerations

One of the key elements of strategic planning is the prioritization process, where the District determines how to allocate the resources amongst competing activities to achieve the stated goals. The planning team reviewed each of the initiatives to gauge its impact according to select criteria. Each criterion was weighted to show its importance relative to the others. Each initiative was then evaluated and assigned a prioritization rating, which was summarized to achieve a total prioritization score. The prioritization criteria with the definitions are shown below.

Criteria	Definition
Legal/Regulatory/Board/Labor	Are there legal requirements or regulations, Board decisions, or labor contract requirements that must be met? Includes additional requirements such as fire code, safety, health, and ADA.
Strategic Program/Master Planning impact	Level of connectedness/importance to DTSMP Strategic Goals and Objectives, Education Master Strategic Plan, Facilities Master Plan, and program review.
Continuing operations/schedule	How well does the project/initiative support continuing IT, administrative, student, or educational services operations? Is this project/initiative already listed in the current project portfolio? Will this initiative stop, alter, or impact an existing project in the project portfolio?
Direct impact on students	To what extent does this project/initiative impact students directly, including student success, achievement, and student learning outcomes (SLO)?
Value, cost benefit	To what extent does this initiative provide additional productivity value or cost/benefit (i.e., ROI) for the District or colleges?
Innovation	To what extent does this initiative transform the District/colleges to better achieve its mission and/or create a significant competitive differentiator compared to peer institutions?

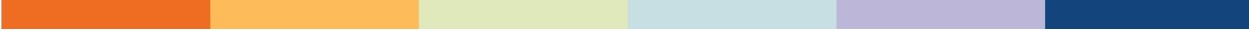


DTSMIP Initiatives – Additional Considerations

The detail information for the DTSMIP initiatives is included in the accompanying [DTSMIP Budget Projections Workbook \(Excel\)](#).

In reviewing the initiatives, readers are encouraged to understand that the initiatives are written to be broadly defined for the 10-year horizon. Readers can and should consider factors discussed below:

- Shared initiatives
 - › In the case of the “shared” initiative, the priority is shared, and work should be coordinated so that conflicting priorities at the local level do not disrupt the overall implementation and execution priorities.
 - › There will continue to be tension associated with meeting conflicting needs of the colleges and District, typically referred to as their ‘unique differences’. In many cases, the initiatives are designed to move the entities closer in their execution of the initiative where appropriate. This tension will need to be addressed with each initiative.
 - › Colleges reserve the right to acquire and integrate where necessary to retain flexible and responsive support to respective communities. For example, but not limited to, academic department software acquisitions.
- Leverage existing solutions and experience
 - › Existing solutions may be in place throughout the District that are related to the area of recommended initiatives. In those cases, the existing solutions be included in the review, evaluation, and assessment of alternatives.
 - › Existing projects (or initiatives) may be underway related to the area of the recommended initiatives. In those cases, the assumption is that they are equivalent, but that they can be combined into a single initiative to achieve the greatest impact for the District and colleges.
- Definition and due diligence
 - › Initiatives are described at a fairly high level. When an initiative is begun, the team should perform the due diligence to confirm the current state, changes to scope and other elements, and update as appropriate to reflect new information. This will enable additional detail, scoping, and constraints to be discovered and incorporated at a later date.
 - › A substantive and comprehensive financial or business case analysis will be needed for large scale initiatives. This should be consistent across the evaluation and prioritization of similarly size/scope initiatives (and in fact, this is an initiative). This could include total cost of ownership comparison between in-house and



outsourced solutions, including technical support, training, and other supplemental areas of consideration. This is included implicitly if not explicitly stated.

- Full life cycle view
 - › The purpose of the initiative is to establish a new capability for the institution. In all cases, this includes the creation, maintenance, and on-going refreshment, whether it is explicitly mentioned or not.
 - › Several initiatives have a prerequisite event: to analyze the current situation and develop a strategy for addressing it. In all cases, the subsequent initiatives are to be performed in the context of that strategy.
 - › As new IT solutions are introduced into the enterprise and core solutions portfolio, the IT organizations District-wide will need to assess the impact on IT support staff, processes, and service level agreements. These will need to be reviewed and assessed at least annually.
- In general, and especially for larger scale, District-wide initiatives, the resulting recommendations and execution plan should leverage a phased or agile approach to build intermittent capabilities and deliver ongoing results more quickly to the organization. This further enables the organization to build on lessons learned and adjust project scope and activities as needed to optimize value to the District.
- ‘Tactical’ initiatives
 - › Some initiatives are recommended because they address an important near-term issue or opportunity and may not seem to be as strategic in nature as others, i.e., tactical. They have been included to enable District Services and colleges to consider them for near term value.
 - › Enterprise system operational upgrades and maintenance were identified, but should be closely reviewed and included in the annual operating plan for IT, as they are a part of the normal execution of IT activities.