



TECHNOLOGY MASTER PLAN

2025-2028



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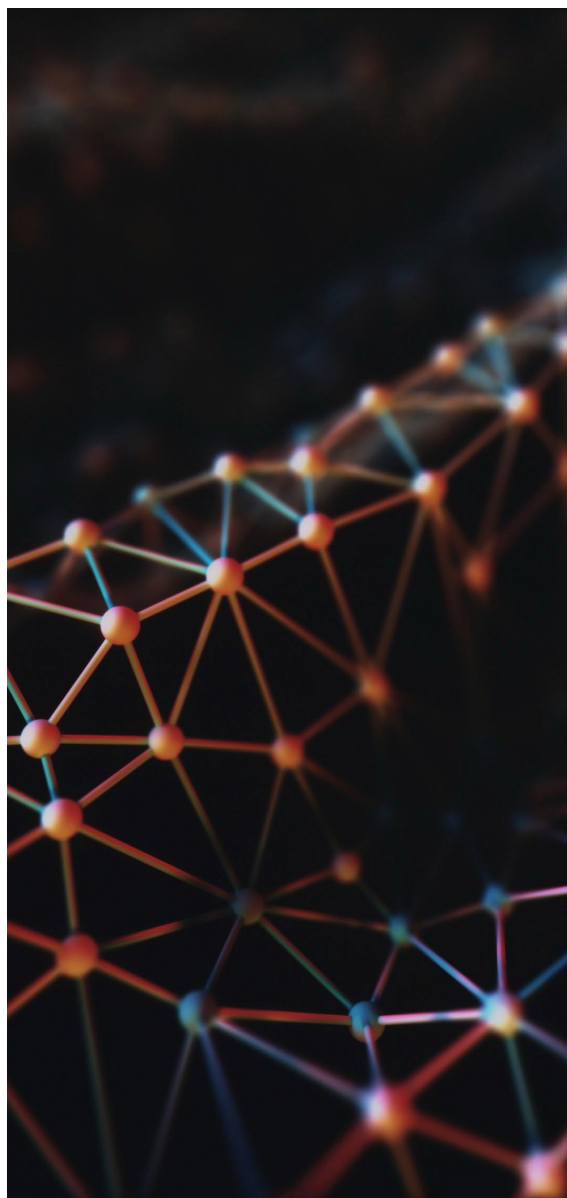
2025-2028 TECHNOLOGY MASTER PLAN

Beginning in the spring of 2024, Napa Valley College began working on development of the Technology Master Plan. This effort was designed to ensure that future technology investments and innovations at the college align closely with the institution's strategic vision and mission. The goal was not only to modernize the technological landscape, but to support student success, academic excellence, and institutional effectiveness in an ever-evolving digital environment.

Through a series of focus groups, campus surveys, and collaborative sessions in 2024-2025, input was gathered from students, faculty, and staff to better understand their current experiences and future expectations related to technology. Their collective insights shaped the priorities and strategies outlined in this plan, which were further refined through collaborative conversations at the District Technology Committee with feedback from constituent groups. Based on that input, the TMP identifies seven focus areas:

1. Infrastructure Modernization and Financial Stewardship
2. Strategic Communication and Engagement
3. Distance Education and Designated Teaching College
4. Student-Centered Digital Transformation
5. Inclusive Digital Access
6. Ethical and Transformative Use of Artificial Intelligence
7. Cybersecurity Vigilance

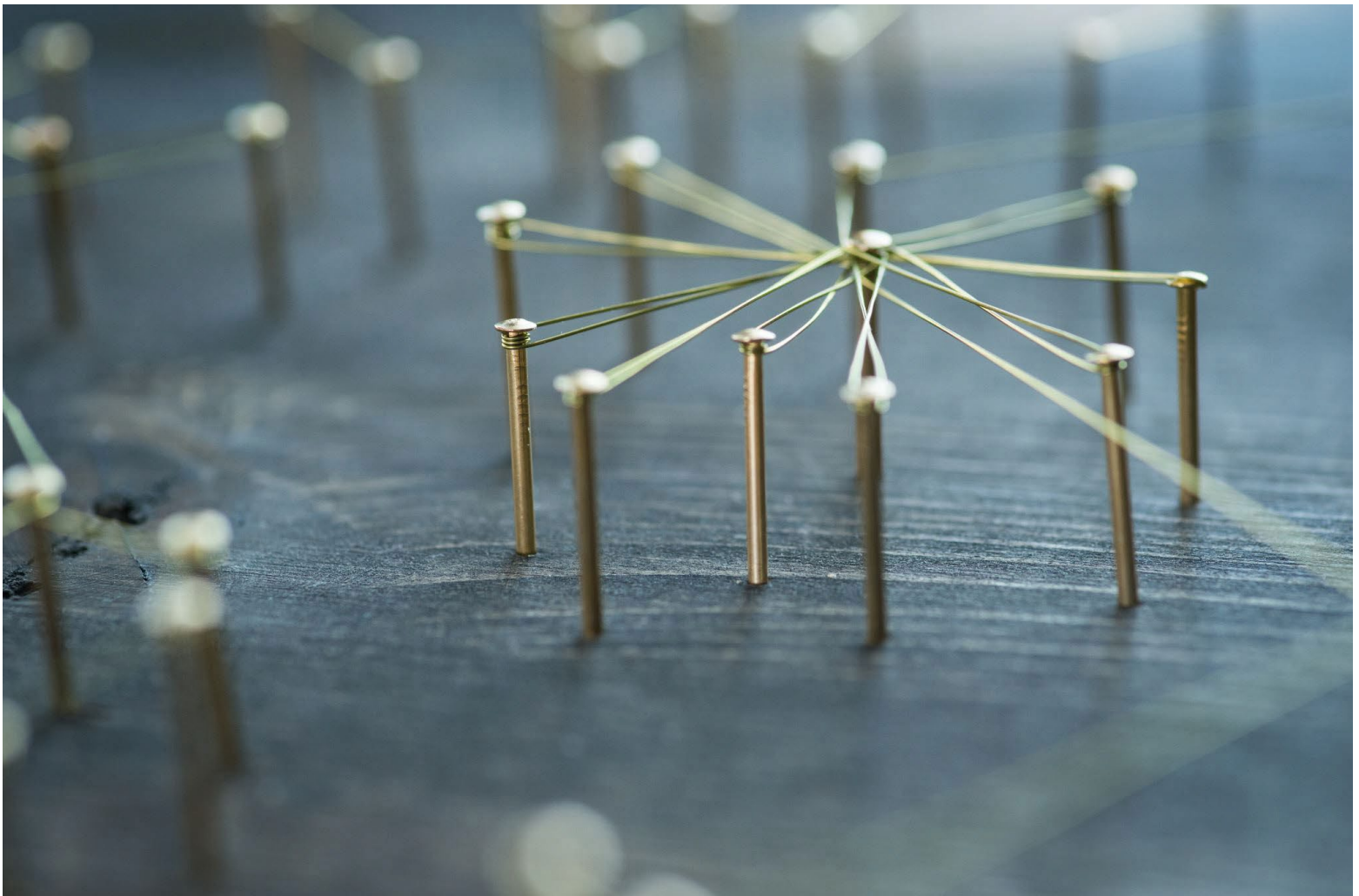
The Technology Master Plan is both a roadmap and a commitment to using technology as a catalyst for progress and equity.



This Technology Master Plan was developed in collaboration with Ellucian Managed Services. Strategic planning support provided by Adam Dickinson, Senior Principal Strategic Specialist, Ellucian.

CHARTING A BOLD FUTURE

Advancing Napa Valley College's Mission
Through Strategic, Innovative Technology
Leadership



STRATEGIC FOCUS AREAS

To ensure alignment with Napa Valley College's mission, institutional priorities, and the evolving needs of students, faculty, and staff, seven strategic focus areas have been identified. These areas form the foundation of the Technology Master Plan and will guide ongoing investments, decision-making, and service delivery across campus.

- 1. Infrastructure Modernization and Financial Stewardship**
Technology that works - strategically and sustainably.
- 2. Strategic Communication and Engagement**
Transparency builds trust.
- 3. Distance Education and Designated Teaching College**
Advancing access and teaching through online innovation.
- 4. Student-Centered Digital Transformation**
Meeting students where they are—with the tools they need.
- 5. Inclusive Digital Access**
Every student, everywhere.
- 6. Ethical and Transformative Use of Artificial Intelligence**
Transparency, fairness, accountability, and equity-focused in use of AI tools.
- 7. Cybersecurity Vigilance**
Secure by design. Resilient by default.

Infrastructure Modernization and Financial Stewardship

Sustainable technology planning requires a clear understanding of long-term costs and strategic investments. This focus area introduces a lifecycle-based approach to technology budgeting that supports efficiency, planning, and institutional resilience.

Goal: *Modernize Napa Valley College's core technology infrastructure while ensuring sustainable, transparent investment practices that support long-term institutional priorities.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Invest in up-to-date audiovisual equipment and other technology used in instructional spaces that meets minimum classroom standards and establish a refresh cycle for classroom technology.	Modern equipment that works reliably is essential to effective teaching and learning. Supports Educational Master Plan (EMP).
Refine and apply a Total Cost of Ownership (TCO) model to guide infrastructure investments, maintenance, and replacement planning.	Applying a TCO lens ensures long-term value, sustainability, and accountability across infrastructure decisions. Supports NVC Board of Trustees strategic priority of Operational Effectiveness.
Upgrade campus-wide network and wireless infrastructure to ensure consistent, reliable access to digital services across all learning and work environments.	A modern network is foundational to all digital transformation efforts and directly supports access, equity, and continuity of learning. Supports Educational Master Plan (EMP) & NVC Mission.
Implement centralized IT asset management to support lifecycle tracking, budget forecasting, and strategic reinvestment.	Asset visibility improves planning, supports transparency, and helps reduce duplicative or obsolete investments. Supports Student Equity Plan & NVC Board of Trustees strategic priority of Operational Effectiveness.
Evaluate opportunities for operational efficiency, improved service, and long-term savings through cloud-based services, subscription models, and	Modern sourcing strategies free up resources, reduce overhead, improve scalability, and prioritize incident response.

improved incident service responses.	A Faculty/Staff survey in December 2023 showed 30.6% of those surveyed rated the IT Department as being <u>not responsive</u> enough to questions. Supports Educational Master Plan & NVC Budget Development Values and Assumptions (Operational Efficiency).
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Strategic Communication and Engagement

Effective communication is central to successful technology adoption and institutional transparency. This focus area supports improved messaging, feedback loops, and governance to ensure that stakeholders remain informed and involved in the college's digital evolution.

Goal: *Strengthen institutional transparency and increase technology adoption through clear, consistent communication and governance.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Publish a regular technology newsletter for students, faculty, and staff.	Surveys indicated campus community members often feel uninformed about technology projects and updates. A Faculty/Staff survey in December 2023 showed 49.23% of those surveyed rated general communications from NVC to its employees as Poor Quality. Supports NVC strategic priority of Transparency and Communication.
Implement a campus-wide customer relationship management (CRM) system.	Feedback pointed to inconsistent and fragmented communication with students and employees. Supports Strategic Enrollment Management Plan.
Expand training programs on new and emerging technologies.	Survey and staff feedback cited lack of awareness and confidence using newer tools. Supports Educational Master Plan.

Distance Education and Designated Teaching College

Napa Valley College will develop and strengthen its participation in the California Virtual Campus and Teaching College Consortium to expand high-quality, accessible online education. This focus supports faculty development, enhances digital pedagogy, and ensures students have equitable access to flexible learning opportunities.

Goal: *Expand and improve online learning through consortium collaboration and support for innovative distance education.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Become a designated Teaching College as a member of the California Virtual Campus.	Participation in the consortium supports the vision of offering scalable, inclusive online learning that bridges equity gaps and serves diverse student populations. The college also has an agreement with the California Community Colleges Chancellor's Office to become a Teaching College. Supports Educational Master Plan (EMP).
Ensure the establishment of a POCR process to bring NVC courses in alignment with CVC-OEI quality standards.	Napa Valley College is committed to providing excellent educational opportunities. Becoming recognized as a Teaching College with a variety of courses listed on the California Virtual Campus Exchange amplifies the mission by enhancing online access, improving learning equity, and strengthening community connections across regions. Supports Napa Valley College Mission.

Student-Centered Digital Transformation

This area focuses on reimagining the student's experience through streamlined, accessible, and personalized digital services. By modernizing tools and improving user interfaces, the college seeks to remove friction from key student interactions and promote academic success.

Goal: *Streamline student engagement and expand access to digital tools that promote academic success.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Increase access to loaner laptops and Wi-Fi hotspots.	Equity-focused plans and student surveys identified lack of reliable devices and internet as a barrier for many students. A Student survey in May 2024 showed 44.6% of those surveyed would benefit from more college provided laptops. Of those surveyed, nearly 91% use mobile devices (laptop or smartphone) as their primary system of choice at NVC campus. Supports Educational Master Plan (EMP).
Enhance learning management system capacity and capabilities.	Institutional analysis showed using current platforms among some students. Some tools currently available in the LMS are not fully deployed and could enhance student learning. Supports Student Equity Plan (SEP).
Expand use of self-service tools, including chatbots and automated reminders.	Student surveys indicated confusion about key deadlines and limited support for self-navigation. Supports Educational Master Plan (EMP).
Fully implement preferred name options across all platforms to the extent allowed by law.	Student feedback indicates that students feel frustration with inconsistencies in the ways they are identified across platforms. Current procedures require the student to make individual requests to each instructor to avoid being called by their dead name. Supports Student Equity Plan (SEP).

Inclusive Digital Access

Equity in access is essential to student success. This focus area emphasizes reducing technology-related barriers for all students, particularly those from underserved backgrounds, and fostering a campus environment where all learners can thrive with the tools they need.

Goal: *Eliminate technology barriers and ensure equitable access to support all students in achieving academic success.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Provide accessible technology accommodations for students with disabilities, including alignment with updated Title II accessibility requirements.	Equity plans emphasized the need for inclusive tools like screen readers and adaptive learning technologies. Supports Student Equity Plan (SEP).
Increase multilingual support and culturally relevant digital content.	Focus groups and feedback from faculty and students highlighted the need to better serve non-native English speakers and diverse cultural backgrounds. Supports Student Equity Plan (SEP).
Mitigate the digital divide and expand access for disproportionately impacted and historically marginalized students.	The Student Equity Plan informs targeted outcomes such as technology access and support needs, training workshops, and alert systems within information systems targeting this key constituency group. Supports Student Equity Plan (SEP).

Ethical and Transformative Use of Artificial Intelligence

Napa Valley College is committed to the responsible integration of AI technologies that support teaching, learning, and operations while upholding transparency, fairness, data privacy, and equity for all campus members.

Goal: *Ensure the responsible and transparent use of AI to enhance educational and operational practices while protecting privacy, promoting equity, and maintaining human-centered decision-making.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Develop and adopt institutional guidelines for the use of ethical and transformative AI technologies.	The college mission and associated values emphasize a focus on equity, integrity, and ethical behavior in all aspects of its operations. This foundational commitment supports the development and adoption of institutional AI ethics guidelines to ensure that transformative technologies are used to equitably enhance student support while upholding the college's core values. <i>Supports Napa Valley College Mission.</i>
Annually provide training to employees on ethical AI practices, data privacy, and bias mitigation, including training on AI educational tools and AI literacy.	Integrating ethical AI practices into faculty and staff training aligns with the college's mission to advance equity and inclusion. By providing training on ethical AI practices, data privacy, and bias mitigation, the college ensures that faculty, staff, and administrators are equipped to navigate the complexities of AI technologies responsibly, thereby promoting fairness and accountability in all institutional operations. <i>Supports Napa Valley College Mission.</i>
Annually review AI tools, systems, and policies to assess alignment with ethical standards, institutional values, and evolving uses of AI.	The District Technology Committee provides strategic guidance and recommendations on the use and implementation of technology across the District, ensuring alignment with both current initiatives and future goals. Additionally, the committee is responsible for communicating updates and information regarding Napa Valley College's technology resources and developments to the broader campus community. <i>Supports charge of the District Technology Committee.</i>

Cybersecurity Vigilance

As threats to digital infrastructure continue to grow, Napa Valley College is committed to protecting student data, institutional systems, and academic continuity. This focus area emphasizes proactive risk management through standardized frameworks, increased monitoring, and stronger safeguards that build long-term institutional resilience.

Goal: *Proactively protect student data, campus systems, and institutional operations by embedding cybersecurity into daily IT practice, planning, and infrastructure.*

Key Performance Indicator (KPI)	Support Rationale / Data Source
Implement industry-recognized cybersecurity frameworks such as NIST to guide institutional readiness and response	A standards-based framework supports campus-wide resilience by addressing risk through proven best practices. Supports Institutional Risk Management Plan and Educational Master Plan.
Increase deployment and visibility of security monitoring tools across critical systems.	Expanded monitoring enables early threat detection, enhances incident response, and reduces vulnerability exposure. Supports Educational Master Plan and IT Operational Risk Strategy.
Expand the use of security control audits and system health checks to strengthen IT safeguards.	Routine assessments ensure consistent protection across infrastructure and support compliance with emerging standards. Supports Institutional Risk Management Plan.
Strengthen technical safeguards for student and employee personally identifiable information (PII), including encryption, access controls, and zero-trust protocols.	Protecting data is central to institutional trust and regulatory compliance, especially in hybrid and cloud-based environments. Supports Student Equity Plan, Educational Master Plan, and Data Governance Standards.

ANNUAL TARGETS AND ONGOING ASSESSMENT

The strategic technology goals outlined in this plan are designed to support Napa Valley College's institutional mission and ongoing initiatives. Each focus area includes key performance indicators that will be used to monitor progress, assess alignment, and guide future decision-making. As with the development of this plan, the successful execution of these goals will require continued collaboration across divisions, departments, and leadership groups throughout the college.

The Office of Information Technology, in collaboration with the District Technology Committee and other campus partners, will use an annual planning and review process to assess progress toward these goals. Input from the campus community—including students, faculty, and staff—will remain central to this process. Tools such as campus surveys, focus groups, and feedback sessions will help measure the effectiveness of technology services and identify evolving needs across the institution.

Annual reporting will align with college-wide planning and budget processes. Progress updates will focus on achievements from the prior year, outline key actions for the coming year, and highlight adjustments to targets as technology, academic, and operational priorities evolve. The flexibility built into this plan ensures that Napa Valley College remains responsive to change while staying focused on long-term strategic outcomes.

2025**2026****2027****2028**



Document Version:

Version 2.0 – Released September 2025

Future revisions and updates will be published as needed by the District Technology Committee

