regulatory compliance, design integrity, and fiduciary responsibility in both current and future projects.

Conclusions on Standard III.B: Physical Resources
Foothill College prioritizes providing quality education facilities to meet the diverse needs of its students and community. Through a participatory planning approach, the College aligns facility development with its goals using the Facilities Master Plan, Educational Master Plan, Technology Plan, and Strategic Vision for Equity. Major facilities projects are funded by Measure C and Measure G bonds, with oversight from the Citizen's Bond Oversight Committee. The College ensures safe facilities, environmental sustainability, and effective space utilization through Participatory Governance, program review processes, and regular facility evaluations. Additionally, Foothill College employs comprehensive reporting and assessments to drive improvement in areas such as paths of travel, outdoor learning areas, and flexible learning spaces. The FHDA Board of Trustees and the Citizen's Bond Oversight Committee maintain financial accountability and compliance for capital projects, emphasizing sustainability practices and alignment with institutional goals.

Improvement Plan(s)
None needed.

Evidence List
[Provide list of all evidence cited within Standard III.B.]
[Will be listed later.]

C. Technology Resources

1. Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.

Evidence of Meeting the Standard
Foothill College is committed to meeting the diverse technology needs of its students, faculty, and staff, ensuring the effectiveness of technology in fulfilling its educational mission. Every employee of the District is provided with a computer, a dock, a keyboard, a monitor, and a mouse. Employees may choose between a desktop or a laptop, and a Mac or Windows operating system based on their individual needs and preferences. The computer and peripherals provided meet the standards established by Education Technology Services (ETS) and are shared via the District Website [REF: ETS Standards].

The District provides guidance on technology through several policies, procedures, and standards. Board Policy 3250 outlines the rights and responsibilities of technology users, including faculty, staff, students, and authorized guests, while emphasizing that the District Network and its components are the sole property of the District and not to be considered private or confidential [REF: BP3250;]. Administrative Procedure 3260 outlines the responsibilities of various roles in ensuring information security and details the incident response process to be

followed in case of a security breach [REF: AP3260]. Board Policy 508 ensures compliance with accessibility laws and requirements [REF: BP508]. The FHDA Backup Policy, Disaster Recovery Strategy & Procedure outlines the plan and procedures that ETS has established to recover from unplanned incidents such as natural disasters, power outages, hardware failure, human error cyber-attacks and any other disruptive events (including IT threats like ransomware) that affect IT operations/Business Continuity [REF: FHDA Backup Policy, Disaster Recovery Strategy & Procedure]. Safety and appropriate use processes are elaborated upon in Standard III.C.3 and Standard III.C.5.

Decisions about the use and distribution of technology resources are guided by the District Technology Plan [REF: District Technology Plan]. This continuing three-year plan is updated annually via input from the college technology committees and through various instruments or needs assessments conducted each academic year. This information is shared with ETS leadership and the Educational Technology Advisory Committee (ETAC), which reviews modifications to the plan and sends those forward to the Chancellor's Advisory Council. Upon review and approval from the Chancellor's Advisory Council, the District Technology Plan is finalized and disseminated by the Vice Chancellor of Technology. The IT Project Development and Execution Process outlines the process for identifying and prioritizing IT projects and technology refreshment [REF: IT Project Development and Execution Process].

The District is responsible for the Enterprise Resource Planning (ERP) system, along with the Enterprise Applications supporting Ellucian Banner. Ellucian has a comprehensive backup and disaster recovery plan in the event of a risk to data [REF: Ellucian Disaster Recovery Procedure]. In order to address potential application fraud, CCC applications are processed every fifteen minutes. After they have been downloaded to Banner, applications are analyzed immediately by IP Quality Score, an IP fraud prevention service. Each application receives a score and applications considered to be "highly fraudulent" are placed on hold to allow for a staff review [REF: Fraudulent Applications Procedure]. There is also a hold procedure for FAFSA applicants using criteria developed by the College Financial Aid staff.

The Foothill College Technology Task Force, now a subcommittee of the College's main Participatory Governance group (Mission Informed Planning Council), is responsible for educational technology planning and receives input from faculty, staff, administrators, and students. It ensures that stakeholders have access to informational resources, the Internet, and computing device support in a secure, reliable, and safe manner. The Foothill College Technology Plan, updated by the Technology Task Force, outlines the College's technology infrastructure in support of instruction and student services, as well as coordinating technology training efforts [REF: Foothill Tech Plan]. Technology resources at the College are regularly monitored and refreshed in bi-monthly prioritization meetings with ETS [REF: Foothill Prioritization Meetings Folder]. The Student Systems Landscape Analysis offers a detailed look at the applications used throughout the College [REF: Landscape Analysis]. Further information about technology resource planning and decision-making is provided in Standard III.C.2.

In collaboration with ETS, the Foothill College Online Learning Office and Committee on Online Learning (COOL) oversee the delivery of the College's online courses and programs, ensuring that technology, equipment, and infrastructure needs are met, and that both students and

faculty are supported in online learning environment [REF: Online Learning Office Webpage; REF: COOL Webpage]. The College has a contractual agreement with Instructure (Canvas) for course management, hosting and services. This organization was selected through a statewide vetting process. Instructure provides a robust security system that is based on internationally recognized standards as well as redundant systems to ensure backups of all data [REF: Instructure Security Whitepaper]. The Online Learning team meets with Canvas on a monthly basis to review new features and determine which features best meet the needs of the College. Additionally, Online Learning participates in the statewide California Virtual Campus (CVC) which routinely assesses the course management system.

The baccalaureate program in Dental Hygiene has adequate and appropriate technology resources to meet program needs. An electronic dental record is used in the dental hygiene clinic. The program is supported by ETS and the Foothill College Technology Plan. Funding from the Program Review and resource allocation processes allows the program to regularly update facilities and dental-related technology, ensuring that learning outcomes are met.

Analysis and Evaluation

Foothill College meets the Standard. Technology resources are effectively used to support operations and institutional goals. The College and District Technology Plans guide decisions about technology resource use and distribution, and prioritize safety and security. Backup and disaster recovery plans and systems are in place for all technology systems. The Foothill College Technology Task Force is responsible for educational technology planning and training. ETS collaborates with the Foothill College Online Learning Office and Committee on Online Learning to ensure technology and security needs are met for online courses and programs.

2. **The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality, and capacity are adequate to support its mission, operations, programs, and services.**

Evidence of Meeting the Standard

The District Technology Plan is a comprehensive guide for maintaining and enhancing a strong technological infrastructure on campus. This plan spans a period of three years and is revised annually based on feedback from college technology committees and needs assessments [REF: District Technology Plan]. The Educational Technology Advisory Committee (ETAC) reviews and updates this strategic plan, after which it is submitted to the Chancellor's Advisory Council for approval before being disseminated by the Vice Chancellor of Technology. The Foothill College Mission Informed Planning Council (MIP-C), recently formed the Technology Task Force subcommittee for the purpose of exploring innovative approaches to building human infrastructure and leadership for cutting edge tech, articulating a rapid tech response to catastrophic events, and developing communities of practice for cutting edge technologies [REF: MIP-C Minutes about Tech Task Force]. This committee is responsible for supporting and expanding on the District Technology Plan through the College's Technology Plan [REF: Foothill Technology Plan] .

In addition to developing the strategic plan, ETAC is also responsible for making recommendations to the Chancellor's Advisory Council about the use of technology in the

District. The committee aims to be inclusive of all groups and monitors technological operations, budget, and policies related to intellectual property and appropriate use. Foothill College constituents actively participate on the District committee charged with overseeing technology decisions and advising the Chancellor on technology needs [REF: ETAC Webpage]. At ETAC meetings, representatives from Foothill College, De Anza College, and Central Services discuss and implement projects that guarantee reliable access, safety, and security. By working together, these groups ensure that the technological needs of the campus are being met in a comprehensive and inclusive manner [REF: ETAC Agenda].

Foothill College maintains a Service Level Agreement with District Educational Technology Services (ETS) to ensure prompt resolution of technology issues in the classroom [REF: Service Level Agreement]. Foothill College and ETS work together to maintain a regular schedule for refreshing classroom technology and staff computers. To ensure the effectiveness of the refresh schedule, routine monitoring and follow-up occurs in bi-monthly Foothill College ETS Prioritization meetings [REF: Nov 22 Prioritization Meeting]. Any additional refresh requests can be brought up in these meetings. Programs and individuals can request a refresh of technology through the annual program review process or through the ETS help ticketing system. In 2022, ETS completed 96 refresh requests through the help ticketing system [REF: Help Ticket List].

The IT Project Development & Execution Process outlines the steps taken by ETS for IT projects and technology refreshment. During this process, ETS develops a list of infrastructure and enterprise systems that require replacement or upgrades based on age, vendor support, and budget availability. Projects are prioritized by various governance bodies and ETS takes the lead in developing technical and functional specifications, selecting a solution, procuring it, and initiating the project plan while continuously monitoring progress until completion. Once a project is finished, it is evaluated, and the results are reported to relevant committees for assessment [REF: IT Project Development & Execution Process]. In accordance with a continuous plan for updating institutional technology, the District maintains a list of current and completed IT projects that includes detailed information for each project such as goals, scope, and technical documents/links [REF: Current Projects; REF: Completed Projects].

To evaluate their program needs and request updated or new technology, Foothill College programs utilize the annual Program Review process. This reflective process requires programs to explain how the requested technology will support and improve their program [REF: Budget Request Form]. To ensure the adoption of accessible software that contributes to campus equity goals, the Committee on Online Learning (COOL) has developed a rubric for assessing technology purchases and integrations [REF: COOL Rubric]. College employees and students are surveyed to understand how technology is being used for learning and achievement purposes and to identify needs and challenges for improvement [REF: Employee Tech Needs Survey; REF: Student Tech Needs Survey]. In preparation of the College's update of the Technology Plan, the institution conducted a technology landscape analysis that not only identified and mapped currently adopted software, but also considered a framework to help prioritize new technology adoption [REF: Landscape Analysis]. Moreover, the Technology Task Force is currently developing a new process to vet technology requests from various programs and departments [REF: Technology Task Force]. By implementing these measures, Foothill College

continues to work towards a robust and agile system for assessing and adopting educational software that aligns with campus goals.

Analysis and Evaluation
Foothill College meets the Standard. The District and College Technology Plans and the IT Project Development & Execution Process ensure continuous planning, updating, and replacement of technology. Several governance groups and committees – such as ETAC, MIP-C, and the Technology Task Force – guarantee that technology infrastructure, quality, and capacity are adequate to support the needs of the College. Bi-Monthly Prioritization Meetings and the annual Program Review process contribute to the ongoing evaluation and improvement of technology. The COOL Rubric and Technology Landscape Analysis ensure accessible and effective technology is adopted.

3. **The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.**

Evidence of Meeting the Standard
The District Technology Plan places the responsibility of meeting the criteria for this Standard on the District, with a focus on six goals supporting reliable access, safety, and security. These tenets are specifically addressed in Goal 2 - Infrastructure and Goal 3 - Security [REF: District Technology Plan]. As part of the infrastructure objectives, the Foothill College 1911 machine room has been refurbished, and the District Office building on Foothill College campus has been opened. Efforts to expand wireless networks and upgrade network and server equipment are underway [REF: Wireless Network Expansion Plan]. In addressing technological security objectives, the Active Directory system has been consolidated, email and calendar have been migrated to Office 365 cloud platform, and all employees have received information on security training [REF: KnowBe4 Message to Employees; REF: KnowBe4 Training Activity]. The District has conducted a Payment Card Industry (PCI) compliance assessment, with ongoing penetration testing, firewall and intrusion protection system upgrades, and standardized backup systems to the cloud for employees. The Foothill College Technology Plan identifies Data Privacy as an additional security goal [REF: Foothill Technology Plan].

One ETS staff member is on-site and is available on Foothill College's main campus every day, and once per week at the Sunnyvale satellite campus. All employees have access to the ETS online ticketing system and ETS will deploy staff members out to campuses to respond to issues in a timely manner. The ETS help desk is also staffed daily and support can be provided by phone. In 2022, ETS staff resolved over 5,000 tickets for issues related to computers, email, audio/visual equipment, and more. [REF: ETS List of Closed Tickets].

During ETAC meetings, representatives from Foothill College, De Anza College, and Central Services collaborate to implement projects aimed at ensuring reliable access, safety, and security. One such project involved the rollout of multi-factor authentication (MFA) to enhance security [REF: ETAC Meeting Agenda]. During the meeting, faculty and staff representatives provided input on how best to implement MFA without disrupting student success. The goal was to ensure

that students can continue to submit their papers and log into MyPortal during crucial weeks without interrupting service.

Analysis and Evaluation
Foothill College meets the Standard. The District Technology Plan specifically addresses infrastructure maintenance and security. The availability of ETS staff at both main and satellite campuses – in conjunction with the ETS online ticketing system and help desk – ensures timely support and resolution of issues. Constituencies are represented on the Education Technology Advisory Committee, which guides the implementation of Districtwide projects.

4. The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.

Evidence of Meeting the Standard
Surveys about technology needs to serve as the foundation for technology planning at both the district– and college–level. These surveys evaluate how technology is being used by students, staff, and faculty, the effectiveness of current training opportunities, and the need for more training and access to technological resources [REF: Employee Survey Example; REF: Student Survey Example]. The information from these surveys is attached to technology plan documents [REF: District Technology Plan Appendix].

Regular technology training is provided to faculty and staff, with a range of workshops available on annual designated professional development days (District Opening Days and Flex days). These workshops cover topics such as phishing, information security, use of Office 365 and OneDrive, and use of Zoom [REF: District Opening Day Workshop List]. The effectiveness of technology training is assessed after the sessions [REF: MyPortal Training Evaluation]. Additionally, the Office of Online Learning provides weekly webinars, drop-in office hours, panel discussions, and technology demonstrations to support faculty in online teaching and community engagement [REF: Winter Workshops Website]. Faculty are also invited to participate in a quarterly Peer Online Course Review (POCR) cohort, and engage in an in-depth process to upgrade an existing online course [REF: POCR Website].

The District provides on-demand training and professional development to staff and faculty through the ETS section of its website. This includes enterprise wide systems such as Office 365 and MyPortal, as well as resources for remote work such as instruction, video and voice communication, software, email, and home network connectivity and data security [REF: ETS Resources List]. Employees are supported in the use of specific software systems for certain tasks such as performing program reviews or updating course outlines of record [REF: Program Review User Guide; REF: Courseleaf User Guide]. Specialized training for all employees is provided as needed, such as a document with guidance and FAQs related to technology support during the COVID-19 pandemic [REF: Remote Work Support Doc]. All administrators and staff complete ongoing required cybersecurity training, and faculty are heavily encouraged to participate in these trainings as well [REF: KnowBe4 training communication].

To meet the specific needs of students during remote learning, the Student Technology Support Hub was implemented during the pandemic. The Tech Hub offers Live Chat, tutorials, technology needs requests, and information on how to access the student support portal in Canvas [REF: Tech Support Hub]. Students can find information on technology support, virtual tutoring, and online learning on the Virtual Campus page of the College website [REF: Virtual Campus Resources Site].

Analysis and Evaluation
Foothill College meets the Standard. Ongoing instruction and support Regular technology training workshops and professional development days cover a range of topics relevant to faculty, staff, and administrators. Technology needs surveys at the district– and college–level to inform technology planning and training. The Office of Online Learning offers an abundance of resources, such as webinars, discussions, and demonstrations, to support faculty in online teaching. The District ETS website provides additional on-demand training and resources for various systems and software, as well as specialized training for employees. The Student Technology Support Hub and the Virtual Campus webpage offer support and resources specifically tailored for students during remote learning.

5. The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

Evidence of Meeting the Standard
Foothill College has established policies and procedures for appropriate technology use. The District provides standards for employee computer equipment and accessories on the ETS page of its website [REF: ETS Website]. Several Board Policies and Administrative Procedures outline expectations for technology use. Board Policy 508 ensures accessibility to all members of the campus community, especially individuals with disabilities, and compliance with Section 508 requirements [REF: BP508]. Board Policy 3250 outlines the rights and responsibilities of computer network use, and Administrative Procedure 3260 covers the security of electronic information [REF:BP3250, REF: AP3260]. The Foothill-De Anza Educational Technology Advisory Committee (ETAC) is responsible for overseeing and assessing policies on appropriate technology use [REF: ETAC Mission Statement].

Students are informed of appropriate use policies through the College Catalog, the Student Handbook, and website pages for shared study spaces like the Library. [REF: Course Catalog; REF: Student Handbook; REF: Library Policy Page;] There are flyers posted in computer labs, tutoring centers, and study spaces to remind students of technology use policies [REF: Tech Use Flyer; REF: Posted Flyer Photo]. Students who borrow technology resources, such as laptops, also agree to abide by appropriate technology use policies in the loan agreement [REF: Laptop Loan Agreement]. The Program Review, budget request, and prioritization procedures described in Standard III.C.2 collectively make up the established processes regarding the allocation of technology resources. These are annual processes that all programs participate in.

The Committee on Online Learning (COOL) works with college governance to develop and publicize policies and procedures for technology use in teaching and learning and provide guidance for faculty during current and changing circumstances. For example, COOL was tasked