Chancellor’s Technology Expectations
2018 – 2020 Biennium
Revised

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PURPOSE

To operationalize strategies for meeting the goals of Complete 2021, the VCCS Six Year Plan, and the VCCS Technology Strategic Plan both at the college and enterprise levels in order to ensure that Information Technology Services at the Colleges and in the System Office is fully supporting the mission of the VCCS.

SCOPE

In accordance with best practices and technical standards, information technology services provided by the System Office, Shared Services Center (SSC) and 23 Colleges should fully support the goals and mission of Virginia’s Community Colleges. This includes utilizing the VCCS governance process and working together with all stakeholders to achieve strategic goals and related Chancellor’s Expectations. These Expectations will be used by Colleges, the System Office, and the SSC when preparing their annual Technology Plans.
APPLICABILITY

The Chancellor’s Expectations are applicable to all colleges, the System Office, the SSC and the VCCS enterprise technology services.

STANDARD

Part 1: Objective and Strategies to Operationalize Technology Strategic Plan

These objectives and strategies are designed to ensure that the Technology Strategic Plan is operationalized. These are things that will be done in order to implement the goals of the Technology Strategic Plan, with cross references to the goals, strategies and tactics of the Technology Strategic Plan included. Also note that some of these objectives and strategies do go beyond the 2018 – 2020 biennium and will be carried forward onto the next biennium’s Chancellor’s Technology Expectations.

CE Objective I: (Combines Strategic Plan Goals 1 & 2)

Strengthen a shared governance structure that ensures system-wide endorsement and support of IT services and infrastructure necessary to achieve Complete 2021.

Information Technology Services (ITS) will provide leadership to revitalize the technology governance structure to achieve alignment among academic, administrative, workforce and information technology partners in all strategic planning efforts. (1D) In early Spring 2018, representatives of the Chancellor’s Cabinet, Technology Council, Academic and Student Affairs Council (ASAC), Administrative Services Council, Enterprise Portfolio Investment Council (EPIC), WDS Advisory Council, Shared Services Executive Council, and others will be invited to participate in a series of roundtable conversations to address the related strategies and tactics of the Technology Strategic Plan, including but not limited to:

- In year 1 the Technology Council membership will be restructured to promote system-wide collaboration and improve communication channels; (1A)
- Communication channels are implemented to address the issue of early involvement of technology in other governance areas (1B)
- Better leveraging resources, including the technology fee and equipment trust funding, in the most cost-effective manner to achieve system-wide goals; (1C)
- Developing a process to identify shared operational priorities and strategies for IT services; (2B) and,
- Building a formal advanced technology research and development function to meet partner and student needs and expectations in a pro-active, timely, cost-effective manner. (strategy 4)

It is anticipated that this work would conclude no later than Jan 2019.
CE Objective II: Develop the baseline data and information needed to anticipate, plan for, and facilitate implementation of future technology needs.

Operational Strategies

Information Technology Services (ITS) will ensure that a comprehensive, current and robust service catalog (3A) for all enterprise services and systems is available by [February 2018] to serve as the foundation for developing service life cycle plans, strategic decision making tied to achieving the goals of Complete 2021, long-term maintenance, and future planning for the best use of resources utilizing the Information Technology Infrastructure Library (ITIL) framework and a service management approach.

In Spring 2018, a workgroup consisting of representatives appointed by the Chancellor’s Cabinet will be convened to create a framework and timeline for developing and managing enterprise life cycle plans. The framework will include, but not be limited to, metrics to measure the total cost of ownership for all enterprise systems and services in order to anticipate when they need to be replaced from a functional, programmatic, technical and financial perspective, identifying those that are mission-differentiating and mission-critical, leveraging those with a positive value and utility and eliminating those that no longer provide a strategic value. Total cost of ownership should include software, hardware, staffing, and maintenance costs incurred at both the system-wide, enterprise-wide levels as well as at the colleges. The framework and timeline will be completed no later than [May/June 2018].

Enterprise life cycle plans will be developed in accordance with the established framework and timeline, but no later than June 2019. (3A)

In order to promote and support data-based decision making in strategic planning efforts, by the Fall of 2018 ITS leadership will:

- Work with institutional partners to determine key resources, data and processes needed to support system-wide informed decision making, as well as resources available to meet those needs; (7A)
- Identify key metrics for IT decision making; (7B)
- Provide a platform and/or set of tools for performing analysis on key IT metrics as well as those needed by partners. (7C)

CE Objective III: (Strategic Plan Goal 4) Provide high quality, cost-effective, customer-centered service offerings that promote student success and support institutional business functions.

Multi-function/multi-college team(s) will be formed to develop academic and administrative technology service standards, related metrics, and best practices necessary to achieve the VCCS and IT mission, vision and goals to be accomplished in FY19. (6A) Results will incorporate the following strategies of the Strategic Plan.

- Develop IT service standards and best practices for all key partners, incorporating national benchmarking data where appropriate. (6A, 7D)
• Collaborate with institutional partners to identify metrics to be used to measure efficiency and effectiveness of IT service delivery for all students, faculty and staff. (2D)
• Establish metrics in the context of priorities and expectations of partners rather than technology operations and infrastructure. (2C)
• Validate the metrics and costs in the Technology Funding Model as the method for meeting these needs. (6C)

Following establishment of the service catalog as well as academic and administrative technology service standards, metrics, and best practices, a workgroup of representatives from Internal Audit, AS&R, the Technology Council, and others will be tasked to develop a framework and timeline for conducting complete academic and administrative technology assessments for all colleges, the system office, the Shared Services Center, and overall VCCS IT technology infrastructure, services and best practices to be conducted in FY19 in order to assess the ability and readiness of the VCCS to achieve those standards. (6B) Once the framework and timeline for the technology assessments are developed, the following will occur:

• Technology assessments will be conducted within [the timeline and framework]. (6B)
• Costs to achieve the technology service standards will be identified. (6C)
• Multi-directional communication strategies will be developed and implemented to annually convey and discuss results of the technology assessments to better convey the contributions and costs of technology, and to better align expectations with available resources. (6D)
• An action plan with related costs will be developed to achieve the academic and administrative technology service standards, and working with partners, the strategies will be incorporated into the VCCS six-year plans, the Technology Funding Model, and EPIC planning cycles as appropriate for the 2018-2020 biennium. (6C)

CE Objective IV:
Build a formal Advanced Technology Research and Development function in collaboration with strategic partners in order to deliver robust services and solutions to meet partner and student needs and expectations in a pro-active, timely, cost-effective manner. (Strategy 4)

Based on the roundtable conversations in CE Goal I, it is proposed that strategies will be developed in FY18 and resources made available in FY19 to address these expectations for a collaborative research function with all partners:
• Develop a process to identify, understand, anticipate, and support colleges’ needs for technology solutions in all functions. (4A)
• Research and identify strategies to optimize service delivery and manage costs for all IT solutions and services, including as a mandatory first step, a review of existing resources that can be leveraged to meet those needs. (4B)
• Monitor, research, pilot and share innovative and emerging technology solutions to meet strategic goals of the VCCS. (4C)
• Research sourcing options for enterprise systems (cloud, greater centralization of services, shared services, etc.). (5A)
• Provide an exit strategy for all application technology platforms that safeguards the ownership, history and integrity of VCCS data. (5B)
• Plan, develop, and deploy the technology architecture using system procurement strategies. (5C)
• Ensure that advanced technology research becomes a continual process employed by the VCCS in all aspects of strategic planning. (4D)

CE Objective V:
Be prudent stewards of technology resources.

ITS, working with business partners and the updated governance process will conduct a comprehensive business process review for all enterprise applications and services in FY18.

• Use service catalog and life cycle plans to identify opportunities to drive down the costs of commodity services through third party services, enterprise services, use of cloud services, or other means. (8A)
• Identify all existing and necessary services and applications that are currently or could be offered in a collaborative environment as a partnership, fee-for-service, shared service, or through other cost-efficient and effective models, including the use of external providers. (10A)
• Develop strategies and priorities to expand existing collaborative programs and implement new shared services, other collaborative models and applications as they are identified and deemed to be more cost-effective, efficient, and beneficial to the VCCS (10B).
• Examine shadow IT systems and map them to ERP processes to determine whether standard solutions are available at the enterprise level. (9A)
• Use business process maps to identify areas that could benefit from creating standard and repeatable processes and map them out with the goal of providing guidance to institutions on how to implement and leverage them. (9B)
• Develop a single set of business processes and supporting workflows where feasible and cost effective. (9C)

ITS, working with business partners and the updated governance process, will revise funding models to provide incentives and rewards for colleges to pursue innovative collaboration that results in reduced costs and better services. (8B)

ITS, working with business partners, will develop strategic partnerships with vendors and value added resellers identified as key solution providers for the VCCS. (8C)

CE Objective VI:
Ensure the integrity and security of data, technology infrastructure, and services. (Strategic Plan Goal 5)

The System Office ITS will
• Annually meet with Internal Audit and other institutional partners to update and execute VCCS strategic risks, technology implications, and related solutions. (Strategy 11)
• Maintain a process and timeline of regular security/risk assessments of all business services and systems. (11B)
• Ensure that the System Office, Shared Services Center and all colleges comply with the VCCS Information Security Program. (11A)
• Ensure that System Office, Shared Services Center and all colleges implement risk management and information security best practices to protect institutional resources/data and respond to regulatory compliance mandates. (11C)
• Ensure that System Office, Shared Services Center and all colleges implement continuity of operations best practices to ensure continuous availability of systems, data backup and recovery technologies, and redundancy and testing of systems for disaster recovery. (11D)
• Ensure that System Office, Shared Services Center and all colleges comply with accessibility standards for digital content security standard 18.1.1. (11E)
• Research, develop and implement new security standards and technologies. (Strategy 12)
  o Utilize audit and risk assessment findings to guide implementation of new technologies that will reduce security risk. (12A)
  o Collaborate with system security specialists to ensure applications, data, technology and facilities are meeting security standards. (12B)

**CE Objective VII: Foster development of world-class, motivated IT staff members who are lifelong learners, agile problem solvers, collaborative leaders, and skilled in emerging technologies.**

Convene a workgroup consisting of college, System Office, and Shared Services Center staff representing various technology positions and responsibilities across the system, to develop recommendations that will establish and sustain a professional development program.

• The workgroup will develop detailed recommendations:
  o For developing a process to create and maintain a repository of broad competencies at the System Office, Shared Services Center, and colleges for IT staff. On an annual basis analyze those competencies to determine training needs of IT resources to support technology efforts including new initiatives and technologies.
  o For developing and maintaining a repository of training materials to ensure availability, knowledge sharing, and continuity for IT staff.
  o For developing formal, budgeted professional development programs internal to the VCCS focusing on supporting IT operations and new initiatives, leadership, mentoring, credential attainment, conference participation and life-long learning. (13A)
Part 2: Operational Goals and Strategies

The operational goals, strategies, and expectations are those that need to be adhered to on an ongoing basis. Keeping IT operations up and running is dependent upon these things. These expectations will be reported on as a part of college, System Office, and SSC annual Technology Plans. Those expectations that are not expected to be adhered to by the colleges but are only for the System Office or the SSC have been noted as such below.

Technology Goal I: System Office ITS will collaborate with the colleges and the SSC in creating policies, standards, and guidelines for the use and delivery of technology at the System Office, the SSC, and the colleges.

System Office Only:

1. Review and update all IT policies, standards and guidelines in order to maintain relevant content.
2. Publish all IT policies, standards and guidelines in an accessible repository.

Technology Goal II: Virginia’s Community Colleges faculty and students will have access to current and relevant electronic teaching, learning and student services resources and opportunities.

To support a variety of instructional approaches, colleges, with support from the System Office (ITS, AS&R, and Workforce Development Services), will provide access, training, and support to students, faculty and staff using synchronous and asynchronous teaching tools and services.

3. Maintain 90% of classroom space as an Electronic Classroom.
4. Provide access to professional development using workshops, seminars, web tutorials, and/or college training/certification processes that maximize faculty and staff competency in applicable instructional tools and techniques.
5. Provide instructional technology and information technology support for the teaching and learning needs of faculty and students in traditional, hybrid, and online classes.
6. Provide an online reference that informs students about available technology, how to access technology and where to find support for information and instructional technology.
7. Provide an online orientation for online students that provides information concerning where students can access technology support and academic support if they experience challenges with online learning.
Technology Goal III:
Virginia’s Community Colleges will provide a comprehensive suite of enterprise applications that are reliable, scalable, usable, functional, and support the administration, teaching, and learning needs of students and colleges.

System Office ITS, in collaboration with the colleges and the SSC, will sustain the enterprise information systems and ensure that they are maintained with the latest software releases.

8. Actively participate in the development and testing of common business processes, student data management, and reporting tools.
9. Actively participate in workgroups and advisory groups to assist in the development, and implementation, of shared business processes to improve the functionality of enterprise systems.
10. Participate in the implementation of new systems, shared services, and other approved initiatives.
11. Develop and improve project management processes, ensuring compliance with the VCCS Project Management Standards and Guidelines.
12. Provide training and support opportunities for faculty and staff so that they can utilize enterprise system tools, develop appropriate business practices to improve services to students and meet management requirements.

System Office Only:

14. Operate the enterprise systems (such as SIS, HRMS, AIS, Learning Management System (LMS), and other interfaces), keep patches up to date.
15. Add or modify functionality to enterprise systems as approved by the VCCS governance structure.

Technology Goal IV:
Virginia’s Community Colleges will maintain a robust, world class information technology infrastructure utilizing the highest industry standards.

System Office ITS, in collaboration with the colleges and the SSC, will maintain the IT infrastructure.

16. Maintain a robust data network that supports voice and video to meet the instructional and administrative needs of faculty, staff and students in accordance with the approved IT policies, standards and guidelines.
17. Evaluate use of the enterprise Campus Infrastructure as a Service (CIaaS) platform for all new campus based infrastructure/technology needs. Colleges must complete a
feasibility study to migrate existing campus based services to the CiaaS platform in accordance with the standing agreement to avoid building, expanding, or refurbishing campus based datacenters and server rooms. The study must be completed and a plan created that includes deploying at least one production service during FY19 with additional production service deployments scheduled for FY20. Colleges may consider VCCS colocation services in place of using CiaaS provided the colocation plan aligns with the agreement to reduce all campus based datacenter and server room usage.

18. Maintain secure wireless networks at each VCCS location.
19. Provide System Office ITS with read/write access to all VCCS operated edge routers, voice gateways, and firewalls at all VCCS locations.
20. Connect all campuses to the VCCS WAN network at the minimum rate available.
21. Ensure that PC, Server and other system updates minimize impact on WAN bandwidth usage.
22. Maintain and operate network firewalls at the WAN connection using the specified hardware and software.

System Office, Colleges, and the SSC will maintain a computer infrastructure that will satisfy the administrative and instructional needs of faculty, staff, and students.

23. Provide and maintain endpoint computing devices and suitable software for each full-time faculty member, full-time staff member, and administrative wage employee. Configurations will be suitable for their use level.
24. Provide and maintain endpoint computing devices and suitable software for adjunct faculty in a ratio of 1 endpoint computing device for every 20 adjunct faculty. Configurations will be suitable for their use level.
25. Provide endpoint computing devices and suitable software for student use in classrooms, labs, or other student accessible locations (including libraries and student information kiosks) equal to a minimum of 10% of the annual full-time equivalent student (FTEs).
26. Ensure that software is currently receiving security patches and updates and is a supported version that meets use requirements. Ensure that software supports VCCS enterprise system requirements as necessary. Exceptions must be documented using the approved VCCS Information Security Exception Request Form.
27. Maintain room based video conference capability at each VCCS Agency that meets the standards as set by VCCS governance. (See Appendix A).
28. Research and participate in consolidated procurement of computer equipment per the VCCS Technology Procurement Guidelines and Standard.

System Office Only:

29. Provide video conference bridging for connections among VCCS colleges, the System Office, and the SSC.
30. Provide network monitoring tools so that colleges can create alerts to proactively monitor and respond to network equipment issues.
31. Offer Infrastructure as a Service (IaaS) including:
   a. Colocation of College owned server and storage in a VCCS Enterprise datacenter. Colleges will make no future investments in college located datacenters.
   b. Backup/DR services – System Office ITS will provide data replication services for Disaster Recovery purposes to the colleges.
   c. IaaS servers – System Office ITS will provide virtual servers on demand through a self-provisioning portal to the colleges.
32. Maintain a central firewall management and reporting system for college and System Office use.
33. Provide backup WAN circuits for all colleges at the minimum rate available.
34. Research and implement an identity access management (IAM) system to provide greater efficiency and facilitate appropriate user authentication and authorization to VCCS assets in compliance with all applicable policy requirements and security standards.

**Technology Goal V:**
**Virginia’s Community Colleges will maintain emergency preparedness, disaster recovery, and continuity of operations plans for technology services.**

**System office, Colleges, and the SSC are responsible for the following.**

35. Continue to maintain and update all planning documents outlined in the VCCS [Contingency Planning and Business Recovery Program](#).
36. During new construction or renovations and when generators are added to existing buildings, the needs of IT infrastructure, including phones, must be considered.
37. Develop, maintain, and test, at least annually, the emergency communication plans/systems for communicating with faculty, staff, and students.

**System Office Only:**

38. Develop and maintain a Disaster Recovery Plan to ensure continued operations of enterprise services and applications.
39. Research potential shared services that could be offered to the colleges and the SSC to assist with Disaster Recovery operations (such as backup, web hosting, etc.).
40. Review VCCS policies related to facilities to ensure that technology can be adequately supported during emergency disaster situations.
Technology Goal VI:
VCCS Agencies will maintain a secure information technology infrastructure in accordance with the approved ISO27000 and VCCS technology models, standards, and guidelines.

41. Follow the established security plans and procedures in accordance with the approved VCCS technology models, standards, and guidelines.

42. Participate in the ISO meetings for professional development of staff, and ensure that security personnel understand the current security threat landscape and are able to respond appropriately.

43. Provide personnel either through shared services and/or through the agency to perform all required ISO functions as defined in the VCCS security standard.
Technology Goal VII

VCCS Agencies will provide adequate support for all constituencies, and professional development opportunities for technology staff.

Colleges, System Office ITS, and the SSC will maintain Contact Center(s) for faculty, staff, and students to support technology. (See Appendix A).

44. Ensure that all students, faculty, and staff have access to Contact Center(s) to support the network, email, SIS, AIS, HRMS, LMS, On-line admissions app and Directory Services.
45. Develop and publish Service Level Agreements (SLAs) for the delivery of technology services.
46. Participate in the development of a standard template for SLAs for the delivery of technology services.
47. Develop and maintain a readily accessible and comprehensive communication infrastructure and emergency notification system to provide reliable communication with faculty, staff, students, alumni, and interested constituents.

Colleges will maintain a comprehensive website that provides current and prospective students and the public with information about the college’s programs, class schedule, mobile apps, tuition, fees, in-person and online registration, news, and upcoming events and a link to enterprise applications.

48. System Office ITS, in collaboration with the Colleges, will maintain a web page with policy, standards, and guidelines to ensure compliance with SEC508.
49. College websites will include links to the VA Education Wizard, textbook titles, cost, ISBN codes, and purchasing information for required textbooks.

Colleges, System Office ITS, and the SSC will provide professional development opportunities for technology staff.

50. Support professional development for technology staff focusing on leadership, mentoring, credential attainment, VCCS IT conference participation, and life-long learning.
51. Identify system-wide training requirements for technology staff related to current and planned technology to leverage available training resources.
Technology Goal VIII
Virginia’s Community Colleges, the System Office, and the SSC will provide the planning and leadership necessary to ensure that technology provides adequate systems to support Complete 2021.

51. Participate in annual inventory and gap analysis surveys and any other surveys necessary to gather data for decision making. Results will be analyzed and published.
52. Research IT inventory tracking systems and processes to develop standard reporting capabilities for IT inventory.
53. Maintain a membership to EDUCAUSE and annually complete the EDUCAUSE Core Data Survey.
54. Research a process to analyze data required for EDUCAUSE Core Data Survey and facilitate accurate capture of data for input to the annual survey.
55. Colleges will participate or submit a nomination annually in a ranking survey and/or a technology award to achieve national ranking or recognition for its IT accomplishments. (See Appendix B).

System Office Only:

56. Support a framework that focuses on planning by making annual revisions to the planning calendar showing all potential IT related events during the year.
57. The Vice Chancellor will involve the colleges in IT planning through participation in work groups and committees.
Appendix A: Definitions

- **Room Based Video Conference Capability**: Facilities for two-way video conferencing for groups. It consists of:
  - Up-to-date interactive video equipment available to Colleges
  - Network connectivity
  - Telephone (with speakerphone)
  - Microphones for facilitating communication between students and instructors at multiple locations
  - Video projector or Flat screen video displays
  - Appropriate audio system for room size
- **Computer Laboratories or Lab**: Room with a separate computer for each student that generally has each student working individually. Typically, classes are not scheduled to hold all of their class meetings in a “lab”.
- **Computer Classroom**: Room with a separate computer for each student that generally is the regularly scheduled meeting place for a class.
- **Electronic Classroom**: Room with an instructor computer and projector, LCD panel, Plasma Screen, or Computer Monitor(s) for students to view materials from the instructor computer.
- **Enhanced Classroom**: Room equipped with a document camera, control mechanism, and laptop connection.
- **ITS**: In the context of the Chancellor’s Expectations document this will refer to the ITS staff and functions provided at the System Office level.
- **Contact Center**: Designated resource(s) where support can be requested by phone or other means.
- **Mobile Electronic Classroom**: A laptop computer, a projector, and speakers on a mobile cart which can be easily moved to a classroom to be used for instructional presentations.

*Note: Classes may periodically meet in a computer lab, but they have another room as their regular classroom. A computer classroom may function as an open lab during periods when no classes are scheduled. This distinction is usually based on the predominant use of the room.*

Appendix B: Links

- [New Horizons Excellence in Education Awards](#)
- [The Association of College Computing Services of Virginia](#)
- [Higher Education User Group (HEUG)](#)
- [Blackboard User Group](#)
- [EDUCAUSE](#)
- [The League for Innovation](#)
Center for Digital Education
Government Technology Solutions
Commonwealth of Virginia Information Technology Services (COVITS)

### REVISION HISTORY

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<tr>
<th>Date</th>
<th>Version</th>
<th>Reviewer</th>
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<tr>
<td>2016-02-18</td>
<td>1.0</td>
<td>J. Davis</td>
<td>Addressed questions in comments</td>
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<tr>
<td>2016-02-22</td>
<td>1.1</td>
<td>K. Lawrence</td>
<td>Addressed James’ remarks and added Dan Lepore’s input.</td>
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<tr>
<td>2016-02-29</td>
<td>1.2</td>
<td>K. Petersen &amp; R.</td>
<td>Reviewed and updated.</td>
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<td>Sebastian</td>
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<tr>
<td>2016-03-07</td>
<td>1.3</td>
<td>J. Davis &amp; K.</td>
<td>Made modifications to ensure collaborative spirit is preserved; Renamed ITS-SO to System Office ITS.</td>
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<td>Lawrence</td>
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<tr>
<td>2016-04-29</td>
<td>2.0</td>
<td>K. Lawrence</td>
<td>Modified definition of commonwealth classroom, commonwealth conference room, and enhanced classroom.</td>
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<tr>
<td>2017-01-04</td>
<td>3.0</td>
<td>K. Lawrence</td>
<td>Added part 1 to include expectations that will be used to operationalize the Technology Strategic Plan. Added part 2 which is the operational expectations that remain and renumbered these expectations. Reviewed operational expectations with System Office directors and edited as necessary in order to make them specific, actionable, and measurable.</td>
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<td>2017-01-16</td>
<td>3.0</td>
<td>K. Lawrence</td>
<td>Incorporated changes from feedback received on 1/11/17 call with Tech Council members.</td>
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<tr>
<td>2018-01-08</td>
<td>4.0</td>
<td>K. Lawrence</td>
<td>Incorporated changes recommended by Chancellor’s Technology Expectations Workgroup to update for 2018 – 2020 biennium.</td>
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<tr>
<td>2018-02-06</td>
<td>4.1</td>
<td>K. Lawrence</td>
<td>Added new expectations to Part II for data centers (17) and updated expectation 19.</td>
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## Final Approval

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