

CRAFTON HILLS COLLEGE

# Technology Plan

2012 – 2015



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## CRAFTON HILLS COLLEGE

Crafton Hills College (CHC) is one of 112 colleges in the California Community College system, the largest system of higher education in the world. Since its opening in 1972, learners of all ages, interests and backgrounds have passed through the doors of CHC, taking advantage of this first step to higher learning. As new businesses and industries settle in this region, CHC continues to increase in importance as a source for a college education and career training. Crafton Hills currently serves approximately 6,200 students and offers both day and evening classes (Crafton Hills College, 2012).

Located in southern California, on rolling hills above the Yucaipa Valley, and surrounded by an undisturbed natural environment, Crafton Hills College offers majors in the liberal arts and sciences, career and technical studies. With its imaginative architecture, manicured grounds and spectacular surroundings, the atmosphere of the college is one of serenity — right for reflection, growth and learning. (Crafton Hills College, 2012)

## VISION

The vision of Crafton Hills College is to be the premier community college for public safety and health services careers and transfer preparation (Crafton Hills College, 2012).

## MISSION

The mission of Crafton Hills College is to advance the education and success of students in a quality learning environment (Crafton Hills College, 2012).

## EDUCATIONAL MASTER PLAN

The Educational Master Plan (EMP) offers direction to the Campus Technology Committee for the development of the Campus Technology Plan. The EMP defines eight strategies, namely; 1. Student Access and Success; 2. Inclusiveness; 3. Best Practice for Teaching and Learning; 4. Enrollment Management; 5. Community Value; 6. Effective, efficient, and Transparent Processes; 7. Organizational Development; 8. Effective Resource Use and Development.

Though not all of the strategic directions apply to the Technology Plan directly, the Plan takes great effort to assure that the strategies developed and the goals set align with the EMP.

## CRAFTON HILLS COLLEGE STRATEGIC TECHNOLOGY PLAN

### HISTORY

#### 1995 - 2000

The first technology plan of record developed for Crafton Hills College, the *“Five Year Plan for Reaching the Top of the Technology Curve in Computer Assisted Instruction (1995-2000),”* was primarily developed and driven by campus personnel to address what was termed a technology ‘deficit’ on the campus. At the time, according to the document, many campus areas felt their programs were deteriorating as a direct result of a lack of available technology for office, instructional, and service functions.

To address this deficit, the major focus of this first technology plan was to increase the numbers of computers and related technologies on the campus. The plan also addressed the need to develop a more robust underlying communications infrastructure (network) and to develop positions of responsibility for maintaining both the campus technology and its infrastructure. Basic levels of training and skill development in the use of technology tools for faculty and staff were also included in this plan.

This plan was created primarily by a committee of Crafton Hills College personnel who had a keen interest in the development of technology on the campus. In a historical context, this plan was created at a time (mid-1990’s) when dramatic increases in the availability of technology resources, including the maturing of the World Wide Web and the Windows 95 operating system, were becoming readily available to educational institutions because of a general increase in the power of computers, the lowering of technology prices, and expanded acceptance of technology in the work place. These were the boom years of recent past for technology and, like many other educational organizations, Crafton Hills College was faced with an almost overnight need to dramatically improve its technology infrastructure to meet the challenges of the coming technology explosion of the late 1990’s, or quickly fall behind the technology curve. In retrospect, this plan did indeed provide a foundation of technology infrastructure necessary to move the campus forward technologically and showed a great deal of vision by those responsible for creating it.

#### 2001-2004

The second technology plan created by the college, *“Crafton Hills College Information Technology Strategic Plan 2001-2004,”* was developed to provide direction for the college in the three years subsequent to the first plan and expanded on the goals set out in that original planning document. Additionally, this second plan added a more robust training component for faculty and staff, as well as the desire to develop more stable funding resources for technology on the campus. Specifically, a line item for technology funding was suggested by the plan to ensure continued expansion and maintenance of the campus technology infrastructure would occur.

Developed primarily by the contract agency the district employs as its District Computing Services (Collegis), but with input from the college, this plan moved to generally expand the technology support services now being offered by the district and college to its employees. Once again, a training component was included into the plan and a great deal of emphasis was placed on developing more effective and efficient ways for our students to interact with the college remotely, using the technology available to the campus. Online registration is but one example of the initiatives implemented by this kind of focus in the plan. The desire to ensure that all permanent employees had computer technology readily available to them on an individual basis was also a priority. Finally,

the expansion and maintenance of the district and campus communications infrastructure was firmly established as a necessary part of moving the college towards becoming a more technology dependent organization...a necessity if the college and district were to offer the kinds of programs and services our students, and surrounding community were expecting to see coming from the campus.

#### 2004 - 2007

The third iteration of a formal technology plan for the campus, continued to build upon the two previous technology plans and provided direction for the purpose of planning and funding technology on the campus for the next three to three and a half years. This plan focused on four major areas: Communications Infrastructure, Online Resources, Campus Systems and Workflow, Funding and Decision Making. The plan was primarily developed by campus employees, however, students, and personnel from District Computing Services and the Office of Distributed Education were also regular participants in the process. Members of these later constituencies were also members of both the full Technology Planning Committee and the various workgroups that developed the plan.

Within this plan, several important ingredients were added to how technology implementations were conducted on the campus. An important step in the development of this plan was a set of overriding principles that would be used to make technology decisions. These principles, in order of importance are:

1. Functionality of the campus communications infrastructure
2. Impact upon the greatest number of students and staff
3. Student access which is high-tech and high-touch
4. Consideration of total cost of ownership in all proposals
5. Impact upon existing programs and departments

This plan also enacted a real obsolescence strategy to address aging technology on the campus. Focused primarily on computers initially, during the course of the plan virtually all older computers on campus were removed and, where appropriate replace with new machines. The obsolescence plan attempts to ensure that no campus technology is more than four years old...if the lifecycle of the technology is such that four years makes it less than useable in a normal setting...like computers. The obsolescence plan is intended to replace every computer on campus every four years, however, the expense associated with that cost (approximately \$150K to \$180K a year with today's installed base) is simply too expensive for the college to accommodate at this time. Still, good strides have been made and very, very few of our campus computers are 6 years old now.

Also during the implementation of this last plan, student email accounts have been established for all students during the registration process, which has increased the ability to contact students; a move towards purchasing network licenses has enabled us to install accessibility software available on virtually all open computer lab computers; the local CHC web site was completely redesigned from the back-end to the public appearance, developing an understructure that will enable us to provide more interactivity with visitors now and in the future; the "Administrative Guidelines for Computer Use were revised and more fully implemented; 14 'smart' classrooms went online; finally, the technology purchasing process was formally tied to the campus annual planning process.

In summary, this plan seemed to be successful at solidifying the campus commitment to using technology for the benefit of students, faculty, and staff. Improvements in how purchases of software and hardware are determined and carried out made it possible for the campus to leverage pricing based upon larger single purchases. Long and short range planning have been incorporated into the campus culture to ensure that our technology is viable and

current, and new ways for integrating technology into the campus helped us provide more effective service to our students and staff both inside and outside of the classroom.

#### 2007 – 2010

This plan developed two items emerged as high priorities for inclusion: the need to address support for distance education courses, and the need to help faculty and staff become more proficient in the use of technology (training). The plan continued to focus goals on the four areas previous plans addressed (funding, infrastructure, technology resources, and desktop functionality), but included in the mix components pertaining to Distance Education and Training.

### CHALLENGES AND OPPORTUNITIES

Challenges acknowledged during the preparation of this plan, included but were not limited to, the following:

- Funding – The inability to rely on regular funding sources
- Competition – Expansion of neighboring Community College Districts offerings and enticements
- New technologies – Trying to establish criteria for future technologies when future technologies are ever shifting and reinventing themselves.
- Stakeholder expectations – Student, Faculty, Staff, Community expecting the latest and greatest
- Shifting demographics – Student population age and goals – transfer, certificate, career change, etc.

Opportunities acknowledged during the preparation of this plan, included but were not limited to, the following:

- New Technologies – Introduction of new technologies into the learning experience
- Shifting Demographics – Student population age and goals – transfer, certificate, career change, etc.

### PURPOSE

The Technology Strategic Plan provides guidance for the introduction, utilization, and maintenance of technology for Crafton Hills College stakeholders. New technologies are continually being introduced and many are necessary to enhance the learning environment. This Plan is to be used like a roadmap, allowing for alternate ways of travel to the desired destination.

### COMMITTEE MEMBERS

Bogh, Wayne Director .....	Campus Technology Services
Hegde, Raju .....	Dean
Moreno, Marianne .....	Faculty
Truong, Dr. Sam .....	Faculty,
Barabani, Gino .....	Senior Technology Support Specialist
White, Anthony .....	Technology Support Specialist
Veloni, Shane .....	Audio/Visual Specialist

## VISION

Allow all stakeholder to enhance their experience at Crafton Hills College through the use of current and meaningful technology.

## MISSION

Provide a robust technology platform for those involved in the act of learning

## GUIDING PRINCIPLES

Principle #1: Technology has become an integral component of instruction and as such must enhance the end users experience.

Principle #2: Technology must be accessible for all campus stakeholders.

Principle #3: Technology is ever changing. The campus must embrace new and viable technologies.

Principle #4: Technology needs to be an environment safe from external threats.

Principle #5: Technologies provided will give students, faculty, staff, and administration tools necessary for obtaining educational and work related goals.

Principle #6: Technology supports effective training and professional development.

## STRATEGIES AND SUPPORTING GOALS

Strategy 1: Provide a technology infrastructure that is robust and adaptable to new technologies

### Supporting Goals

- 1.1 Maintain, support, and expand current physical infrastructure to enhance educational goals
- 1.2 Explore the use of virtualization as a way of extending hardware/software replacement life cycles

Strategy 2: Provide basic technology resources to campus stakeholders

### Supporting Goals

- 2.1 Provide basic classroom/lab technologies (Campus Standard)
- 2.2 Define basic meeting room technologies
- 2.3 Maintain updated technology by defined replacement cycles

Strategy 3: Encourage the exploration and inclusion of new technologies that enhance the learning experience

### Supporting Goals

- 3.1 Perform survey of campus stakeholders for recommendations of technology needs
- 3.2 Technology Committee shall review and make recommendations for inclusion of technologies

Strategy 4: Collaborate with other district entities to maintain a single technology infrastructure

Supporting Goals

4.1 Improve communications between district and campus technology departments

Strategy 5: Work with Professional Development Office to provide appropriate technology training

5.1 Develop and deploy procedures to keep users fully informed on methods of technology access and use.



**ALIGNMENTS**

The Technology Planning Committee uses both Crafton Hills College’s Educational Master Plan and San Bernardino Community College District’s Strategic Plan 2011- 14 as guides in the development of the strategies contained in this document. Alignment with these two documents is provided in the tables below

**CRAFTON HILLS COLLEGE EDUCATIONAL MASTER PLAN SPRING 2011**

EMP Strategies	1. Student Access and Success	2. Inclusiveness	3. Best Practices for Teaching and Learning	4. Enrollment Management	5. Community Value	6. Effective, Efficient, and Transparent Processes	7. Organizational Development	8. Effective Resource Use and Development
2012 – 2015 Technology Strategies								
1. Provide a technology infrastructure that is robust and adaptable to new technologies	Goal 1.2							Goal 1.1
2. Provide basic technology resources to campus stakeholders			Goal 2.1		Goal 2.1 Goal 2.2			Goal 2.2 Goal 2.3
3. Encourage the exploration and inclusion of new technologies that enhance the learning experience		Goal 3.1	Goal 3.1			Goal 3.1		Goal 3.2
4. Collaborate with other District entities to maintain a single technology Infrastructure.						Goal 4.1		
5. Work with the Professional Development office to provide appropriate technology training		Goal 5.1					Goal 5.1	

DISTRICT STRATEGIC PLAN 2011 – 14

SBCCD Strategic Direction	1 Institutional Effectiveness	2 Learning Centered Institution for Student Access, Retention and Success	3 Resource Management for Efficiency, Effectiveness and Excellence	4 Enhanced and Informed Governance and Leadership	5 Inclusive Climate	6. Community Collaboration and Value
2012 – 2015 Technology Strategies						
1 Provide a technology infrastructure that is robust and adaptable to new technologies	Goal 1.1		Goal 1.2			
2. Provide basic technology resources to campus stakeholders	Goal 2.3		Goal 2.1 Goal 2.2			
3. Encourage the exploration and inclusion of new technologies that enhance the learning experience		Goal 3.1	Goal 3.2			
4. Collaborate with other District entities to maintain a single technology Infrastructure.				Goal 4.1		
5. Work with the Professional Development office to provide appropriate technology training.	Goal 5.1					Goal 5.1

**STRATEGY 1 - PROVIDE A TECHNOLOGY INFRASTRUCTURE THAT IS ROBUST AND ADAPTABLE TO NEW TECHNOLOGIES**

<b>Goal 1.1 – Maintain, support, and expand current physical infrastructure to enhance educational goals</b>							
Objective 1.1.1	Crafton Hills College will work with District to develop a funding structure which addresses the purchasing, maintenance, upgrading, etc. of the college backbone now and in the future.						
Benchmarks:				12/12	12/13	12/14	12/15
1.1.1.1 - Develop a consistent funding strategy for maintaining the CHC communications infrastructure							
1.1.1.2 - Identify and incorporate infrastructure requirements for planned campus expansion into funding strategy							
1.1.1.3 - Evaluate, maintain and update (as necessary) the strategy for maintaining the CHC communications infrastructure							
Objective 1.1.2	Expand campus availability of wireless connectivity						
Benchmarks				12/12	12/13	12/14	12/15
1.1.2.1 - Survey existing wireless plant against stakeholders’ wireless needs							
1.1.2.2 - Install adequate access points to expand coverage							
1.1.2.3 - Maintain infrastructure							
<b>Goal 1.2 – Explore the use of virtualization technology as a way of extending hardware/software replacement life cycles.</b>							
Objective 1.2.1	Demonstrate the viability of virtualization to stakeholders						
Benchmarks:				12/12	12/13	12/14	12/15
1.2.1.1 - Deploy and test one virtual student computer laboratory environment.							
1.2.1.2 - Analyze existing student computer laboratories for virtualization conversion.							
1.2.1.3 - Implementation of virtualization of qualifying student computer laboratories.							
1.2.1.4 - Analyze the extension of the current hardware/software life replacement cycle							

STRATEGY 2 - PROVIDE BASIC TECHNOLOGY RESOURCES TO CAMPUS STAKEHOLDERS

<b>Goal 2.1 – Provide basic classroom/lab technologies (Campus Standard)</b>				
<b>Objective 2.1.1</b>	Define classroom/lab technology standards			
Benchmarks	12/12	12/13	12/14	12/15
2.1.1.1 – Survey classrooms against standards				
2.1.1.2 – Develop and implement strategy to equip substandard classrooms/lab				
<b>Goal 2.2 – Define basic meeting room technologies</b>				
<b>Objective 2.2.1</b>	Define meeting room technology standards			
Benchmarks	12/12	12/13	12/14	12/15
2.2.1.1 – Survey meeting rooms against standards				
2.2.1.2 – Develop and implement strategy to equip substandard meeting rooms				
<b>Goal 2.4 – Maintain updated technology by defined replace cycle</b>				
<b>Objective 2.4.1</b>	Implement District Technology replacement plan			
Benchmark	12/12	12/13	12/14	12/15
2.4.1.1 – Replace 20% campus pc annually				
2.4.1.2 – Review campus network infrastructure and recommend upgrades annually				

**STRATEGY 3 - ENCOURAGE THE EXPLORATION AND INCLUSION OF NEW TECHNOLOGIES THAT ENHANCE THE LEARNING EXPERIENCE**

<b>Goal 3.1 – Perform survey of campus stakeholders for recommendation of technology needs</b>				
<b>Objective 3.1.1</b>	<b>Work with ORP to develop a survey or inclusion in an existing survey(s) to identify new technologies</b>			
<b>Benchmarks</b>	<b>12/12</b>	<b>12/13</b>	<b>12/14</b>	<b>12/15</b>
3.1.1.1 – Work annually with ORP on surveys				
<b>Goal 3:2 – Technology Committee shall review and make recommendations for inclusion of technologies.</b>				
<b>Objective 3.2.1</b>	<b>Collaborate with program review/annual planning committee to ascertain technology requests from campus stakeholders</b>			
<b>Benchmarks</b>	<b>12/12</b>	<b>12/13</b>	<b>12/14</b>	<b>12/15</b>
3.2.1.1 - Annual review of campus technology requests				
<b>Objective 3:2.2</b>	<b>Provide support for external grants and partnerships that enhance technology access</b>			
<b>Benchmarks</b>	<b>12/12</b>	<b>12/13</b>	<b>12/14</b>	<b>12/15</b>
3.2.1.2 - Review grants before submission and make recommendations for potential technology needs				

**STRATEGY 4 - COLLABORATE WITH OTHER DISTRICT ENTITIES TO MAINTAIN A SINGLE TECHNOLOGY INFRASTRUCTURE.**

<b>Goal 4.1 Improve communications between district and campus technology departments</b>					
<b>Objective 4.1.1</b>	Meet regularly with TESS managers to discuss district and campus technology needs and concerns				
<b>Benchmarks</b>		<b>12/12</b>	<b>12/13</b>	<b>12/14</b>	<b>12/15</b>
4.1.1.1	Ensure DCS management has regular face-to-face contact with constituency groups on both campuses.				
4.1.1.2	Ensure that management at DCS works closely with the campus director of technology services (CTS) in strategic and operational planning processes.				
4.1.1.3	Implement and evolve a communication plan that ensures all district sites are notified at pre-determined times of technology events that have occurred, or will occur				
<b>Objective 4.1.2</b>	Address tech acquisition guidelines to ensure efficient and coordinated procedures for purchasing technology and the establish of campus-wide technology standards				
<b>Benchmarks</b>		<b>12/12</b>	<b>12/13</b>	<b>12/14</b>	<b>12/15</b>
4.1.2.1	Develop, implement, and maintain multiple channels of communication between DCS and user communities, particularly at the colleges.				

STRATEGY 5 - WORK WITH THE PROFESSIONAL DEVELOPMENT OFFICE TO PROVIDE APPROPRIATE TECHNOLOGY TRAINING

Goal 5.1 – Develop and deploy procedures to keep users fully informed on methods of technology access and use					
Objective 5.1.1	*write policies and procedures that support the given goal				
Benchmarks		12/12	12/13	12/14	12/15
5.1.1.1 Familiarity of technology resources - survey					
Objective 5.1.2	Coordinate and expand technology training for campus stakeholders				
Benchmarks		12/12	12/13	12/14	12/15
5.1.1.1 develop curriculum in collaboration with professional development program					