

# **Crafton Hills College Technology Plan 2007 – 2010**



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## Table of Contents

Plan Overview.....	1
1995-2000 .....	1
2001-2004 .....	1
2004-2007 .....	2
Communications Infrastructure .....	3
Technology Resources .....	3
Campus Systems and Workflow.....	3
Funding and Decision Making.....	4
Support for Distance Education.....	4
Communications Infrastructure Goals, Objectives and Benchmarks (Goals 1 – 2) .....	5
Goal 1.....	5
Goal 2.....	5
Technology Resources, Goals, Objectives and Benchmarks (Goals 3 – 7).....	6
Goal 3.....	6
Goal 4.....	7
Goal 5.....	8
Goal 6.....	8
Goal 7.....	8
Campus Workstations and Workflow, Goals, Objectives and Benchmarks (Goals 8 – 12).....	10
Goal 8.....	10
Goal 9.....	10
Goal 10.....	10
Goal 11.....	11
Goal 12.....	11
Funding and Decision Making, Goals, Objectives and Benchmarks (Goal 13).....	12
Goal 13.....	12
Distance Education Support, Goals, Objectives and Benchmarks (Goals 14 – 15) .....	13
Goal 14.....	13
Goal 15.....	14
Appendix A.....	15
Technology Planning Committee Membership (as of 11//07).....	15
Campus Technology Dictionary .....	16

## Plan Overview

This strategic technology plan is intended to cover the period of time from approximately January 2007 through December 2010. Prior to the development of this Technology Plan, Crafton Hills College (CHC) has developed three other such plans.

### 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

The development of this 2007- 2010 plan, as with the previous plans, will build directly upon the successes and identified needs of the past plans, the progress of technology integration on the campus, and the need to upgrade or consider emerging technologies as appropriate.

As development of this plan began, two items clearly 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). Therefore, this plan continues to develop goals, objectives, and benchmarks in the four areas of focus in the previous plan (funding, infrastructure, technology resources and desktop functionality) but adds support for distance education to that mix. Training was already an item within the previous plan, but will likely play a larger role, in terms of focus, as this plan is implemented. Here are brief descriptions of the areas of focus within this three-year plan:

#### Communications Infrastructure

The Communications Infrastructure portion of the plan focuses on the following: the design, implementation, and maintenance of the physical and electronic plant, allowing the flow of voice and data within and outside the campus.

#### Technology Resources

The Technology Resources portion of the plan focuses on the following: the CHC website and increasing the importance of site as an information tool for the college, increasing the number Smart Classrooms on campus, building a strategy to continue innovating with technology on the campus, etc.

#### Campus Systems and Workflow

The Campus Systems and Workflow portion of the technology plan focuses on the following: the audio visual equipment, and personal computers attached to the campus network and any personal computers needed to fully participate in appropriate academic and administrative functions.

### Funding and Decision Making

The Funding and Decision Making portion of the technology plan focuses on the following: the planning and ongoing budgeting of technology related initiatives and programs, including obsolescence and maintenance related technology items.

### Support for Distance Education

The Support for Distance Education portion of the plan focuses on the following: developing the support structures, both personnel and equipment, necessary to ensure that the technology necessary to conduct distance education courses is sufficient to support instruction at a distance.

The goals, objectives and benchmarks established for each of these areas are provided in the pages that follow.

## Communications Infrastructure Goals, Objectives and Benchmarks (Goals 1 – 2)

Goal 1 - Crafton Hills College will maintain its existing communications backbone to support present and future needs.				
<u>Obj. 1.1</u>	By December 2010, Crafton Hills College will develop a funding structure which specifically addresses the purchasing, maintenance, upgrading, etc. of the college backbone now and in the future.			
Benchmarks		12/08	12/09	12/10
	Develop a consistent funding strategy for maintaining the CHC communications infrastructure.	100%	-	-
	Identify and incorporate infrastructure requirements for planned campus expansion into funding strategy.	100%	100%	100%
	Evaluate, maintain and update (as necessary) the strategy for maintaining the CHC communications infrastructure.	-	100%	100%
<u>Obj. 1.2</u>	By December 2010, Crafton Hills College will implement, evaluate and amend as necessary a plan for maintaining, upgrading, and replacing the functional components of the CHC communications infrastructure (backbone).			
Benchmarks		12/08	12/09	12/10
	Develop matrix of required upgrades, replacement schedules, etc. of the CHC communications backbone.	100%	-	-
	Implement communications infrastructure maintenance matrix for the CHC backbone.	100%	100%	100%
	Evaluate and modify as necessary the CHC communications infrastructure maintenance matrix.	-	100%	100%
	Identify and incorporate infrastructure requirements for planned campus expansion into backbone matrix.	100%	100%	100%
Goal 2 - Crafton Hills College will enhance its communications infrastructure including wireless network connectivity.				
<u>Obj. 2.1</u>	By June 2007, Crafton Hills College will implement a wireless network functionality on the campus.			
Benchmarks		6/08	6/09	6/10
	Conduct needs assessment regarding adequacy of the current wireless connectivity on the CHC campus	100%	-	-
	Based upon needs assessment, develop priorities for enhancing the wireless network on the CHC campus.	50%	100%	-
	Develop a strategy for implementing enhanced wireless connectivity on the CHC campus.		100%	100%
	Implement strategy for wireless connectivity on the CHC campus.		50%	50%
	Evaluate, maintain and update (as necessary) strategy for implementing wireless connectivity on the CHC campus.		100%	100%

## Technology Resources, Goals, Objectives and Benchmarks (Goals 3 – 7)

Goal 3 - Crafton Hills College will provide basic technology resources to students, employees and the community.			
Obj. 3.1	By December 2010, there will be 100% wireless Internet coverage of Crafton Hills College classrooms, surrounding pedestrian areas, and parking lots.		
Benchmarks	12/08	12/09	12/10
Wireless Internet coverage in all classrooms	90%	95%	100%
Wireless Internet coverage in all pedestrian areas	75%	90%	100%
Explore Wireless Internet coverage options in other parts of the campus.	-	-	100%
Obj. 3.2	By December 2010, email will be the primary, formal means for internal campus communications.		
Benchmarks	12/08	12/09	12/10
Formal communications by email	50%	60%	90%
Formal communication by paper	50%	40%	10%
Obj. 3.3	By December 2010, 100% of full-time campus employees will have a dedicated computer and phone.		
Benchmarks	12/08	12/09	12/10
Full-time employees with a computer designated for them to use, as appropriate	95%	99%	100%
Full-time employees with a phone designated for them to use	95%	99%	100%
Obj. 3.4	By December 2010, the open access computer to student to ratio will be 2.5% (currently 2%).		
Benchmarks	12/08	12/09	12/10
Open access computer to student ratio.	2.0%	2.25%	2.5%
Obj. 3.5	By December 2010, 90% of open access computers on campus will provide accessible software.		
Benchmarks	12/08	12/09	12/10
ADA Accessible software available on open access computers	80%	85%	90%
Obj. 3.6	By December 2010, 100% of open access computer areas will have accessible workstations.		
Benchmarks	12/08	12/09	12/10
ADA Accessible workstations in open access area.	1	2	3

<b>Goal 4 - Crafton Hills College will provide online technology support for Instruction, Student Services and Administration.</b>					
<u>Obj. 4.1</u>	By December 2010, an official campus FAQ (Frequently Asked Questions) area will be available on the local CHC website.				
Benchmarks			12/08	12/09	12/10
Develop a protocol for FAQ content, approval, and delivery on the local CHC web site.			100%	100%	100%
Implement FAQ on the local CHC web Site.			100%	100%	100%
Evaluate, maintain and update (as necessary) the FAQ.			-	100%	100%
<u>Obj. 4.2</u>	By December 2010, Crafton Hills College will provide some form of online advising to students.				
Benchmarks			12/08	12/09	12/10
Develop a strategy for delivering online advising.			100%	-	-
Implement online advising strategy.			-	100%	100%
Evaluate, maintain and update (as necessary) the online advising system.			-	100%	100%
<u>Obj. 4.3</u>	By December 2010, will have a coordinated system for obtaining campus planning data				
Benchmarks			12/08	12/09	12/10
Develop a strategy for using campus technologies to obtain campus planning data.			100%	-	-
Implement strategy for using campus technologies to obtain campus planning data.			50%	75%	100%
Evaluate, maintain and update (as necessary) using campus technologies to obtain campus planning data.			-	100%	100%
<u>Obj. 4.4</u>	By December 2010, the campus will have 100% computer and audio visual support during campus operating hours				
Benchmarks			12/08	12/09	12/10
100% computer support during campus hours of operation.			85%	90%	100%
100% audio visual support during campus hours of operation.			85%	90%	100%

<b>Goal 5 - Crafton Hills College will make the college web site the primary source of current information about the college for students, employees and the community</b>				
<u>Obj. 5.1</u>	By December 2010, 100% of the college organizational units (as defined by the Planning Committee) will have a current and accurate web page.			
Benchmarks		12/08	12/09	12/10
Organizational units with a current and accurate web page		60%	75%	100%
<u>Obj. 5.2</u>	By December 2010, a content management system (CMS) for updating and maintaining organizational unit web pages will be available for use by all recognized campus groups			
Benchmarks		12/08	12/09	12/10
Develop content management system.		100%	-	-
Test content management system.		100%	-	-
Make content management system available to all recognized campus groups.		100%	-	-
Evaluate, maintain and update (as necessary) the CMS.		-	100%	100%

<b>Goal 6 - Crafton Hills College will establish and update norms, guidelines, and processes for end-user use of the CHC online environment</b>				
<u>Obj. 6.1</u>	By December 2010, fully implement “Administrative Guidelines for Computer Use at Crafton Hills College.”			
Benchmarks		12/08	12/09	12/10
Fully Implement the “Administrative Guidelines for Computer Use at Crafton Hills College.”		95%	100%	100%
Evaluate, maintain and update (as necessary) the “Administrative Guidelines for Computer Use at Crafton Hills College.”		100%	100%	100%

<b>Goal 7 - Crafton Hills College will continue to bring new technology tools to the campus.</b>				
<u>Obj. 7.1</u>	By December 2010, 100% of classrooms deemed appropriate to make ‘smart’ will be equipped as ‘smart’.			
Benchmarks		12/08	12/09	12/10
Develop a strategy for determining the number of ‘smart’ classrooms needed for courses offered.		100%	-	-
Implement strategy to develop 100% of needed smart classrooms.		100%	-	-
100% of needed ‘smart’ classrooms are equipped.		50%	75%	100%
Evaluate, maintain and update (as necessary) strategy for determining the number of ‘smart’ classrooms needed on campus.		50%	75%	100%

Obj. 7.2	By December 2010, a strategy for identifying and developing technology innovations on the campus will be implemented.		
Benchmarks	12/08	12/09	12/10
Develop a strategy for identifying promising technology innovations appropriate for the campus.	100%	-	-
Develop a strategy for piloting and evaluating technology innovations appropriate for the campus.	100%	-	-
Implement pilot technology innovations as determined by innovation strategy.		100%	100%

## Campus Workstations and Workflow, Goals, Objectives and Benchmarks (Goals 8 – 12)

Goal 8 - Crafton Hills College will provide adequate numbers of computer classrooms and labs for instructor and student use.				
<u>Obj. 8.1</u>	By December 2010, Crafton Hills College will add three computer classroom/labs available for instruction and student use throughout the campus.			
Benchmarks		12/08	12/09	12/10
Develop a strategy (locations, reservations, etc.) for the three classroom/labs.		100%		
Acquire funding for development of the classroom/labs.		33%	66%	100%
Develop a maintenance strategy for the three labs.		50%	100%	
Implement standards and procedures for reserving computer classroom/labs on campus .		100%		
Maintain classrooms/labs according developed standards and update standards as necessary.		100%	100%	100%
Goal 9 - Crafton Hills College will provide secure flexibility within its campus communications network				
<u>Obj. 9.1</u>	By December 2010, portable computers will be able to safely connect to the secure Crafton Network			
Benchmarks		12/08	12/09	12/10
Develop a strategy for safely allowing portable computers to connect to the secure Crafton network.		100%		
Implement strategy for safely allowing portable computers to connect to the secure Crafton network.			50%	100%
Portable computers safely connect to the Crafton Network.				100%
Goal 10 - Crafton Hills College will increase the technology services available to the campus.				
<u>Obj. 10.1</u>	By December 2010, Crafton Hills College will open a fully functional, multi-use, technology resource area available for faculty, staff, and students.			
Benchmarks		12/08	12/09	12/10
Revise, as necessary, previous recommendations for the multi-use technology resource center.		100%		
Develop a strategy for opening the multi-use technology resource center.			100%	
Open the multi-use technology resource center				100%

<b>Goal 11 - Crafton Hills College will provide services to enhance the technology skill sets of faculty and staff</b>			
<b>Obj. 11.1</b>	By December 2010, Crafton Hills College will have a formal skill and technology development plan for faculty and staff.		
<b>Benchmarks</b>	12/08	12/09	12/10
Formally identify the technology training needs of faculty and staff.	100%	100%	100%
Develop training to specifically address training needs as identified by formal assessments.	100%	100%	100%
Continue to develop and promote a lexicon of technology terms, definitions, etc. that will be distributed and used throughout the CHC campus.	100%	100%	100%

<b>Goal 12 - Crafton Hills College will standardize computer workstations for employees on the campus</b>			
<b>Obj. 12.1</b>	By December 2010, Crafton Hills College will have a formal standard for employee workstations		
<b>Benchmarks</b>	12/08	12/09	12/10
Define workstations for employees on the campus (hardware & software).	100%		
Develop a strategy for implementing employee workstations standards on campus.	50%	100%	
Begin implementing employee computer workstations on the campus.			25%
Evaluate, maintain and update (as necessary) employee computer workstations and strategy.		100%	100%

## Funding and Decision Making, Goals, Objectives and Benchmarks (Goal 13)

Goal 13 - Crafton Hills College will ensure ongoing funding for the college's technology needs.					
<u>Obj. 13.1</u>	By December 2010, Crafton Hills College will develop a funding structure that adequately finances the purchasing, maintenance, upgrading, etc., of campus technology.				
Benchmarks			12/08	12/09	12/10
Establish a budgeted account specifically for campus technology purchases.			100%	100%	100%
Establish a protocol for determining the budgeted amount for campus technology purchases in the coming year.			100%	100%	100%
Evaluate, maintain and update (as necessary) the protocol for determining technology budgeting.				100%	100%
<u>Obj. 13.2</u>	By December 2010, Crafton Hills College will fully fund the campus technology obsolescence plan.				
Benchmarks			12/08	12/09	12/10
Fully fund the campus technology obsolescence plan			80%	90%	100%
Evaluate, maintain and update (as necessary) the campus technology obsolescence plan			100%	100%	100%
<u>Obj. 13.3</u>	By December 2010, 90% of all campus technology purchases will have come directly from recommendations or data supplied through the campus planning process.				
Benchmarks			12/08	12/09	12/10
Continue to develop a separate technology request process within the formal campus planning process.			100%	100%	100%
Develop a formal method for evaluating formal technology requests that receive funding.			100%	100%	100%
Funded technology requests come from the formal campus planning process.			75%	85%	90%

## Distance Education Support, Goals, Objectives and Benchmarks (Goals 14 – 15)

<b>Goal 14 - Crafton Hills College will collaborate with other District entities to establish and maintain a single technology infrastructure for the District.</b>			
<u>Obj. 14.1</u>	By December 2010 Crafton Hills College will have one Technology Services representative and one faculty representative trained to help administer and resolve issues related to the Black Board online instructional system.		
Benchmarks	12/08	12/09	12/10
Develop strategy plan and protocols for local Black Board administrators.	100%		
Implement local Black Board administration strategy.	100%	100%	100%
Evaluate, maintain and update (as necessary) the strategy for local Black Board administration.		100%	100%
<u>Obj. 14.2</u>	By December 2010 Crafton Hills College will provide coordinated interactive online support services.		
Benchmarks	12/08	12/09	12/10
Develop a strategy for developing, coordinating, and implementing interactive online support services.	100%	100%	100%
Implement interactive online support services strategy.		100%	100%
Evaluate, maintain and update (as necessary) the strategy for local Black Board administration.		100%	100%
Evaluate, maintain and update (as necessary) interactive online support strategy .		100%	100%
<u>Obj. 14.3</u>	By December 2010, Crafton Hills College will train campus staff in the use of online campus tools.		
Benchmarks	12/08	12/09	12/10
Develop a strategy to train all faculty, staff and administrators in the use of online tools appropriate to their areas.	100%		
Develop a strategy to train students in the use of online tools.	100%		
Implement strategies for employee and student training in the use of online tools.		100%	100%
Evaluate, maintain and update (as necessary) strategy to train faculty, staff and administrators in the use of online tools appropriate to their areas.		100%	100%
Evaluate, maintain and update (as necessary) strategy to train students in the use of online tools.		100%	100%

Goal 15 - Crafton Hills College will ensure that distance education efforts and technology planning efforts are working together effectively				
Obj. 15.1	By December 2010, Crafton Hills College will develop a formal process to include Education Technology Committee (ETC) plans into Technology Planning Committee recommendation efforts.			
Benchmarks		12/08	12/09	12/10
Develop a strategy for integrating ETC plans into the Technology Committee plans.		100%		
Implement strategy for integrating ETC plans into the Technology Committee plans.		100%	100%	100%
Evaluate, update and change, as necessary strategy for integrating ETC plans into the Technology Committee plans.			100%	100%

## Appendix A

### Technology Planning Committee Membership (as of 11//07)

President, CHC ( <i>ex-officio</i> )	Gloria Harrison
Academic Senate President CHC ( <i>ex-officio</i> )	Rick Hogrefe
Vice President, Instruction CHC	Dr. Cheryl Marshall
Director of Facilities CHC	Bud Darling
Dean, Technology and Learning Resources CHC	Dr. Ted Phillips (Chair)
Director, Office of Research & Planning CHC	Dr. Cidhinnia M. Torres Campos
Dean, Student Services	Joe Cabrales
Director, Technology Services CHC	Wayne Bogh
Senior Technology Support Specialist CHC	Gino Barabani
Coordinator, Learning Center CHC	Damaris Matthews
CHC Classified Staff Representative	Rosemarie Hansen-Barnes
CHC Faculty, Senate Representative	Denise Hoyt
CHC Faculty, Senate Representative	Catherine Hendrickson
CHC Faculty, Senate Representative	Laura Winningham
CHC Student Senate	Arcadio Torres
CHC Student Senate	Moises Valencia
Education Technology Committee CHC	Laurens Thurman
Webmaster CHC	Kristi Simonson

## Campus Technology Dictionary

Computer Supported Environments	The college has five types of computer supported environments for instruction: Open labs; open/reservable long-term; open/reservable short – term; specialty; and smart.
(DECC) Distributed Education Coordination Council	A district-level committee comprised of various faculty, and administrative personnel who make recommendations regarding distributed education to the Chancellor.
(DTC) District Technology Council	A district-level committee comprised of the Technology Services Department at CHC, the Departmental Network Specialists at Valley, District Computing Services personnel, and the Director of Distributed Education & Technology Services. The Council meets once a month.
Obsolescence or Obsolescence plan	In this document, the obsolescence cycle refers to the entire lifecycle of a technology item, i.e. from the planning of a technology purchase to appropriate disposal of the equipment.
Open Labs	The campus' open labs are either classrooms with computers that students can use at any time and without reservations, or open areas of computers (Library, Learning Center, etc.) where computers are also available for walk up use.
Open/reservable long-term labs or classrooms	These are classrooms which are outfitted with computers and <u>can</u> be reserved continuously throughout a semester for regular class meetings. For example Tuesdays, and Thursdays from 10:00-11:00. When these rooms have not been reserved they are open and available to students and others on a walk-up basis.
Open/reservable, short-term labs or classrooms	These are classrooms which are outfitted with computers, and <u>cannot</u> be reserved continuously throughout a semester for regular class meetings. For example these rooms cannot be reserved Tuesdays, and Thursdays from 10:00-11:00 for the entire semester. When these rooms have not been reserved they are open and available to students and others on a walk-up basis.
Smart Classroom	Smart classrooms are classrooms which do not necessarily have work stations for students, but do have specialized technology available for instructors to use. Generally, these rooms have a wide variety of presentation equipment, Internet accessible computers, and any of a number of other technologies specifically placed in the classroom to improve or enhance instruction. These rooms are not available for walk-up use, and access to the equipment in these rooms is only available by reservation.
Specialty Labs/Classrooms	These are classrooms which are outfitted with either specialized computers and/or software with specific and narrow use (Physics Lab, for example). These labs/classrooms may be available for other non-specialty areas to use, but have been designed with specific tasks and capabilities in mind. These rooms are only available for use when a class is in session or a lab technician is overseeing use.