

Crafton Hills College Technology Plan 2004 – 2007



**Final Report and Summary
July 2007**

Executive Summary	1
Plan Overview	12
History.....	12
1995-2000	12
2001-2004	12
2004-2007	13
Participants.....	13
Process	13
Areas of Focus	14
Communications Infrastructure	14
Online Resources	14
Campus Systems and Workflow	15
Funding and Decision Making.....	15
(Year 1 & 2) – Highlights	16
Plan Progress Summary (Year 1 & 2).....	17
Communications Infrastructure (Goals 1-3).....	17
Goal #1.....	17
Goal #2.....	17
Goal #3.....	18
Online Resources (Goals 4-7).....	18
Goal #4.....	18
Goal #5.....	19
Goal #6.....	20
Goal #7.....	20
Campus Workstations and Workflow (Goals 8-11).....	21
Goal #8.....	21
Goal #9.....	21
Goal #10.....	22
Goal #11.....	22
Funding and Decision Making (Goals 12-14)	22
Goal #12.....	22
Goal #13.....	23
Goal #14.....	23
Recommendations to the President April 4, 2005	25
Recommended by High Tech Training Center Unit (HTTCU), Foothill College.....	26
Recommendations from Task Forces December 2 nd , 2005	27
Formal Recommendations to the President 2004-2005	30
Recommendation for Developing new 3 Year Technology Plan	33
Proposed Technology Planning Committee Membership (2007-2010)	34
Communications Infrastructure Goals, Objectives and Benchmarks (Goals 1 – 3)	35
Goal 1	35
Obj. 1.1.....	35
Goal 2	35
Obj. 2.1.....	35
Obj. 2.2.....	35
Obj. 2.3.....	36

Goal 3	36
Obj. 3.1.....	36
Online Resources Goals, Objectives and Benchmarks (Goals 4 – 7).....	37
Goal 4	37
Obj. 4.1.....	37
Obj. 4.2.....	37
Obj. 4.3.....	38
Obj. 4.4.....	38
Obj. 4.5.....	39
Goal 5	39
Obj. 5.1.....	39
Obj. 5.2.....	40
Goal 6	40
Obj. 6.1.....	40
Obj. 6.2.....	40
Obj. 6.3.....	41
Goal 7	41
Obj. 7.1.....	41
Obj. 7.2.....	41
Obj. 7.3.....	42
Campus Workstations and Workflow Goals, Objectives and Benchmarks (Goals 8 – 11).....	42
Goal 8	42
Obj. 8.1.....	42
Obj. 8.2.....	43
Goal 9	43
Obj. 9.1.....	43
Obj. 9.2.....	43
Goal 10	44
Obj. 10.1.....	44
Goal 11	44
Obj. 11.1.....	44
Funding and Decision Making Goals, Objectives and Benchmarks (Goals 12 – 14).....	45
Goal 12	45
Obj. 12.1.....	45
Obj. 12.2.....	45
Goal 13	46
Obj. 13.1.....	46
Obj. 13.2.....	46
Obj. 13.3.....	46
Goal 14	47
Obj. 14.1.....	47
Obj. 14.2.....	47
Appendix A.....	48
Technology Planning Committee Membership (2004-2007)	48
Appendix B.....	49
Timeline / Checklist (2004 – 2007)	49

Projects to be Completed in 2004	49
Projects to be Completed in 2005	49
Projects to be Completed in 2006	52
Projects to be Completed in 2007	53
Ongoing Projects 2005-2007	54
Appendix C	56
2001 to 2004 Technology Plan	56
Appendix D	86
1995 to 2000 Technology Plan	86
Campus Technology Dictionary	100

Crafton Hills College Technology Plan 2004 – 2007

Executive Summary

Overview

This is the third formalized Technology Plan created by Crafton Hills College. This plan was built to expand and enhance the previous plans in both scope and community involvement and, upon review, has likely been the most successful of the three plans to date. The fourth Technology Plan is scheduled to be completed and implementation begun by January 2008.

Over past three years Crafton Hills College faculty, staff, and administration have worked resolutely on this third campus Technology Plan. The plan was designed to end on June 30, 2007 and, though that date has now been reached, ongoing portions of the plan as well as items within it that had begun, but have not yet been completed, will continue to be worked on while the next three-year plan is worked on and approved. This summary highlights some of the achievements that have been realized over the past three years, and summarizes accomplishments and progress for each of the 14 Goals contained in the plan. Following this summary are the Goals, Objectives, Benchmarks, recommendations, previous technology plans, and other items which detail the plan throughout the three years of implementation.

Plan Achievements

- *Goals, Objectives and Benchmarks*
The plan contained 14 goals, 31 objectives and 105 benchmarks.
 - 9 of the 14 goals were 90% or more achieved (5 were 100% achieved)
 - 13 of the 14 goals were at least 70% achieved
 - 16 of the 31 objectives were 100% achieved
 - 26 of the 31 objectives were 85% or more achieved
 - 79 of the 105 benchmarks were achieved
 - 84 of the 105 benchmarks were 80% or more achieved
- *Communications Infrastructure*
Items directly related to the communications infrastructure
 - Upgrading and replacement of the campus wireless communications equipment
 - Installation of a DS3 communication line
 - Installation of campus wide Voice-over-Internet-Protocol system (VOIP)
 - Initial implementation of campus wide wireless connection capacity
- *Online Resources*
Items directly related to the CHC online user experience
 - All students now have district supplied email accounts
 - Virtually 100% of our 'open use' computers are ADA accessible
 - A full-time Web Developer position has been created and filled
 - Campus technology support personnel are on duty during all campus operating hours (except Saturdays)

- *Campus Workstations*

Items directly related to hands-on technology use

- 100% of the installed computer base has been replaced (approximately 500 computers)
- 14 'smart classrooms' have become operational
- 1 'short-term reservable' computer classroom has become operational
- The campus Teaching and Learning Center has become operational
- Campus technology decisions are driven by a formalized obsolescence plan
- Computer and Audio Visual technology standards are in place
- Multi-function Technology Resource Center has been planned and designed into the new Library building (scheduled to open 2010)

- *Funding and Decision Making*

Items directly related to funding and sustaining campus technology

- Technology purchasing decisions are directly tied to the campus annual planning process
- Formal Obsolescence plan has enabled equitable distribution of technology throughout the campus and eliminated legacy equipment in a timely manner
- Technology Services department was created and expanded to provide end-user support during all campus hours of operation (except Saturdays)

Goal #1

**CHC will increase the level of connectivity with District Computing Services
100% achieved**

During the time that this technology plan was being developed, several projects were in progress or needed to be initiated immediately. Most notably, the wireless tower which provides communication between the college and the District had been down for some time and we were operating on a VPN which had made our connections to the District extremely slow. That problem, as well as the installation of a campus wide Voice-over-IP system and the installation of a DS3 line were already in the project cues when this plan was developed. Each of these projects were completed on time.

Goal 2

**CHC will maintain its existing communication backbone to support present & future needs
Approximately 70% complete**

There were three objectives associated with this goal that addressed: technology funding, system maintenance, and the upgrading of wiring schemes. Although excellent progress on this goal occurred over the course of the past three years, a lack of consistent and dedicated funding hindered completion of all of the objectives. Although a consistent funding strategy for campus technology was completed during the life of this plan, in the end, the expenses associated with expanding and upgrading as desired was simply not achievable, as hoped for in the goal. That said, excellent progress on each of the objectives occurred and the foundation for continuing to develop a consistent funding strategy is being implemented even though, to date, those levels do not achieve 100%. Despite this reality, increased wiring capacity has occurred, replacement schedules are now much more equitable and coordinated, and more formal maintenance documents are being developed. With the exception of a few specific items, all of the objectives in this goal are likely to be rolled over into the next plan as a necessary part of maintaining any viable technology infrastructure. In that sense, working on this goal achieved formalizing technology infrastructure needs into campus wide funding discussions and decision making, thus ensuring that it is consistently addressed when funding decisions are made now and in the future. This was not the case three years ago when this plan was developed.

Goal 3

**CHC will enhance its communications infrastructure to include wireless network
connectivity
100% achieved**

Crafton Hills College has implemented wireless connectivity in four strategic areas on the campus: the Library, in and around the cafeteria, in the area of the LADM breezeway, and in and around the emergency services areas including the bookstore. This wireless connectivity allows anyone on campus with a standard wireless set-up on their computer to connect to the Internet if they are in one of the campus 'hot spots'. Although a formal needs assessment was being developed for achieving wireless services on the campus in year two of the plan, as well as a study group within the District Technology Council looking at security and standards issues,

wireless services were essentially fast-tracked when it was decided that District Board members would be supplied with laptops and wireless connectivity at the District Office. This fast-tracking resulted in two things impacting the CHC Technology Plan: it essentially gave the green light to move forward despite a lack of district standardization and made the need to conduct the formal needs assessment unnecessary. It is also interesting to note that only three years ago connecting to the Internet wirelessly was pretty much a 'luxury' kind of service. Now, wireless connectivity is expected by many of our students when there was little expressed desire for such service in 2004.

Goal 4

CHC will provide basic online functionality to students, employees, and the community Approximately 80% achieved

Goal 4 was a complex and varied goal that had 5 objectives meant to address what was considered to be basic functionality for all campus constituencies. The five objectives addressed: email, passwords and logins, accessible workstations, computer workstation availability, and department information on the web.

- Email – as of January 2006 virtually everyone doing business with Crafton Hills College as an employee or student has a District supplied email. The final action that provided this objective to be complete was providing students with email accounts during the registration process in January of 2006.
- Passwords and logins – the objective associated with this issue comes from the longtime problem of new employees beginning work without computer logins, passwords, and permissions specific to their jobs. Although there is now an online form provided by District Computing Services that can be submitted online the problem still exists. The intent of the objective was to ensure that employees would have their necessary permissions, logins, etc., ready when they arrived to the campus for their first day of work. Unfortunately, the process still requires a signed form be sent to District Computing Services prior to the creation of this basic need for employees. Since the employee must sign the form, and that form is not a part of the HR process, it typically takes a good week for a new employee to begin working with their computers once they begin at Crafton. Although this wait time has decreased from past practice it is still a consistent topic of discussion on the campus whenever new people needing technology access are hired and arrive to work unable to log in to their systems. This sometimes leads to the bad practice of people allowing new employees to access the system using an existing employee's login, or Technology Services needing to create the necessary permissions outside of the current process because of the need for the new employee to begin work immediately. It is assumed that this will reappear in the next technology plan as an item that needs to be rectified in order to maintain acceptable security practices on our networks as well as provide our employees with the tools they need to perform their jobs upon arrival. The technology exists to solve this problem, unfortunately, solving it is not something that CHC Technology Services can (nor should) resolve unilaterally.

- Accessible workstations – As a campus, CHC has always made sure that our technology is as accessible to as many students as possible. This objective specifically addresses the Americans with Disabilities Act and a commitment to comply with existing legislation to ensure that our computers are, indeed, usable by all of the CHC community with particular care taken to ensure our disabled community has the technology access they need. Although our goal was to successfully ensure that 5% of our ‘at large’ computer workstations were accessible to disabled students, by altering our strategy to one which uses networked (instead of stand alone) software, 95% of our open access computers and 25% of our classroom/lab computers are equipped to ensure that members of the CHC community who are disabled have the ability to use our computers with little or no intervention. We continue to evaluate and address changes in the needs of this population and are committed to maintaining these numbers (hopefully exceeding them) in the future.
- Computer workstation availability – We achieved mixed results with this objective which addressed the availability of computers for both students and staff. Our desire was to develop ratios of *number of students/number of computers* but found this a difficult task to achieve solid numbers for and still be certain we were addressing the need of our students. In the end we monitored the needs and use of our open and classroom computers and provided as many systems as we could to help ensure that students would have access to a computer if they needed it. Although during peak times we have noticed some waiting for computers, generally, there are enough open computers for our students and we continue to add them as we can. Currently, there are approximately 110 computers open for use by anyone desiring to use them and another 40 are scheduled to be installed in the fall of 2007. Though we cannot ensure 100% availability we are comfortable that most of the need is being filled. In 2002 100% of faculty finally had a computer in his/her office. To date, that ratio continues and the college is committed to making sure that every permanent employee who requires the use of a computer has a machine for that purpose...with few, rare exceptions that continues to be the case and the campus is committed to maintaining this practice. The one portion of this objective which was not completed was adding 3 new computers labs/classrooms into the campus. One computer lab was added in 2004-05, but space limitations have made it impossible to complete this portion of the objective.
- Online information – In the past three years our web site has become of ever increasing importance for both CHC staff and students. Seeing this trend, this objective was intended to ensure that 90% of our campus departments would have meaningful online resources located on the local CHC web site -- the CHC web site has two components: that area maintained by District Computing Services which primarily deals with district wide applications such as online registration (Campus Central); and the local web site which presents information specific to CHC and has been maintained by volunteers and interns. Unfortunately, we believe that only about 50% of our departments have such resources online for a number of reasons: a web site maintained by volunteers since no funding had been available for a professional Web Developer, a general lack of collaborative assistance from District Computing Services resources to assist us with requests for needed automations and other campus desired needs on our local site. To the

credit of the faculty, staff, and students at CHC the local CHC web site has maintained current information and addressed many of the needs of the campus as a direct result of volunteers from each of these constituencies selflessly giving their time for the purpose of ensuring that CHC's web site was a relevant source of information regarding the college, even if incomplete. Fortunately, as the direct result of the college receiving a U.S. Department of Education Title V grant, the campus was able to hire a full-time Web Developer in the summer of 2006. This Web Developer has already embarked on redesigning the understructure of the local CHC web site, modernized its appearance and usability, and begun developing prototypes to make it possible for departments to add web content to the CHC web site with user-friendly templates, automations, and uploading tools. It is almost certain that this will be a continuing goal in the next Technology Plan.

Goal 5

**CHC will provide the support necessary to ensure that end-users can function effectively in the CHC online environment
Approximately 85% achieved**

Related to the previous goal, this goal was intended to provide a road map for continuously evaluating the online resources made available to users of the CHC web site by members of the CHC community and larger community; and to develop a strategy for acquiring dedicated resources for maintenance and development of the site. Although a specific strategy was developed and it was the desire of the campus to implement that strategy for evaluation of the CHC web site, the lack of expertise available for fully developing these evaluations strategies were never implemented. However, a parallel benchmark for ensuring the accuracy of the site was successfully implemented and is in full use currently. With the campus Web Developer now on board, both of these items are expected to be included in the next technology plan and evolve from their current status. As a direct result of efforts by members of the Technology Planning Committee, and as promoted in this plan, when it became possible to justify the resources necessary to hire a full time Web Developer as part of our Title V grant application, the resources required to fill this need were approved and made a part of that grant implementation. This made it possible for the campus to create and fill the position of Web Developer in summer of 2006 and the position will be institutionalized at the end of the grant (2010).

Goal 6

**CHC will provide the support necessary to ensure that end-users can function effectively in the CHC online environment
Approximately 90% achieved**

This goal reads exactly as the previous goal, but the focus within Goal 6 is on end-user support rather than web site development. More specifically, this goal has objectives pertaining to end-user support (for example, troubleshooting), providing information easily found in our 'real' world offices and getting that information into the 'virtual' world of the Internet, and attempting to help end-users navigate the site more effectively. The college was quite effective at increasing the scope of live support hours over the course of the past two years. Technology Services increased staff in both the 'break-and-fix' and audio-visual areas so that the campus has a

support person on campus in both of those areas during all operating hours of the campus, except on Saturdays (though that can be done as necessary with some lead time to alter schedules). This support was intended for CHC faculty and staff. In June 2007, a 24/7 phone and online help desk initially implemented for faculty and staff in January 2007, expanded its scope to include students. So all end-users affiliated with the college now have 24/7 support when working with college technology resources. Developing actual training to help CHC technology end-users has been a difficult objective to meet and has only partially been completed in the sense that strategies have been developed, but not implemented. However, the Professional Development Committee is targeting this as a focus in the Fall of 2007 so good progress on this objective should be occurring soon. Finally, even though getting adequate information on to the web site has been a challenge throughout the past few years, the content that is online is very accurate. Strategies for ensuring that what is online is accurate have been quite successful and the processes for achieving this accuracy should be easy to maintain in the future, and likely become even better as more and more automation occurs within the web site.

Goal 7

CHC will establish norms, guidelines, and processes for end-user use of the CHC online environment Approximately 75% achieved

This goal focused primarily on formalizing the expectations of CHC end-users when using CHC technology resources as well as formalizing understandings between the CHC Technology Services Department and District Computing Services regarding the needs and maintenance of the technology infrastructure at CHC. The first objective of this goal was to develop and maintain the “Administrative Guidelines for Computer Use at Crafton Hills College” document. The ‘Guidelines’ were originally developed at the direction of the District Chancellor in 2003. They were completed in 2004 and have been maintained consistently since then. Although the guideline are in place and are linked to every page on the CHC web site, the District does not yet have a policy requiring end-users to agree to, or sign off in agreement to the contents of the guidelines...an item that the Technology Committee believes needs resolution in the future. Regardless, the guidelines, which are very similar to typical ‘Appropriate Use Policies’ does provide direction for faculty, staff and students regarding the appropriate use of the technology resources made available to them by the college. Formalization of understandings between the CHC Technology Services and District Computing Services (DCS) continue to be a difficult issue. As a contracted entity, the DCS contract is quite clear on its responsibilities to the District, and to some extent, the campuses in terms of support and authority. Unfortunately, the contract and organizational arrangements within Technology Services at the individual campuses at the two district colleges are, at best, ambiguous in many areas, and formalization of the roles and responsibilities of each of these entities is often unclear...sometimes causing duplication of effort and misunderstandings as a result. This organizational structure issue has been somewhat helped by the creation of the District Technology Council (DTC), which has representatives from DCS and the two colleges and is scheduled to meet monthly. Unfortunately, the DTC has, over time, become less of the collaborative, idea-making entity it was designed to be and more of a top-down meeting where the campuses are informed of technology decisions made by DCS that impact the colleges rather than a collaboration of ideas moving towards solutions to campus technology issues and concerns. So, although informal communication has improved somewhat

in the past three years, formalization of those informal understandings continues to be an issue needing attention. It is anticipated that this goal (and similar objectives) will find their way into the next iteration of the CHC Technology Plan.

Goal 8

**CHC will provide adequate numbers of computer classrooms
and labs for instructor and student use.**

Approximately 90% achieved

As suggested by the wording of the goal, this part of the Technology plan is focused on ensuring that members of the CHC community have the technology resources they need to be successful with their studies or work. With the exception of adding three new computer classrooms/labs to the campus (only one was added) this goal was 100% complete, which was quite an accomplishment. During the past three years, five kinds of computer classroom/labs were identified and their use defined; strategies for locations of new computer supported areas as well as reserving those classrooms/labs were put in place; and strategies for providing funding for these areas were also tied directly to the annual planning process. All of these items were non-existent at the outset of this plan. Unfortunately, the space needed to develop more computer classroom/labs became the major road block to fully realizing all parts of this goal. Over the past three years, CHC has simply not had the luxury of taking traditional classrooms offline in order to develop computer-supported rooms. In some respects, this goal was perhaps a bit ahead of the college's ability to move so swiftly into the development and expansion of computer supported classrooms. Still, the increase in numbers of available computers in faculty/staff offices, student resource areas, and open computer labs has steadily increased throughout the course of the past three years, and there is certainly broad-based support for expanding in this area when it becomes possible (and appropriate) to do so. The Title V grant now being implemented by the college will expedite that pace. There is no doubt that the college will continue to move in the direction having more classrooms with computers dedicated to student use, we have simply not quite gotten to a tipping point on this issue yet.

Goal 9

**CHC will have a formal strategy for the deployment and appropriate disposal of technology
Approximately 95% achieved**

Prior to the development of this plan, the purchasing of technology for the campus was not very well coordinated. With this goal, the campus now has a complete lifecycle strategy for technology on the campus and a far more equitable process for ensuring that everyone on campus has the best possible technology available to them. The new strategy, which has been implemented over the past two years, includes an obsolescence plan for computers; uses a first-in, first-out strategy for computer replacement; ties new technology purchases directly to the campus annual planning process, and formalizes collaborative purchasing of technology on the campus. The only part of this goal that has fallen short is the commitment of a substantial funding amount (approximately \$250,000 a year) set aside for technology each year. Although the suggested funding amounts have not been initially set aside each year, as the funding picture emerges throughout the year a significant portion of this desired amount has been devoted to technology, and movement on the removal of obsolete equipment and the replacement of that equipment, as well as the addition of new technology, is moving forward in a robust fashion.

Technology is expensive and fully funding our obsolescence plan has proved challenging, but significant commitment to keeping the campus technology up-to-date and equitably distributed has proven to be a major accomplishment resulting from implementation of this plan.

Goal 10

**CHC will increase the technology services available to the campus
100% achieved**

This goal focuses on the creation and implementation of what has often been called the ‘Kinko’s Center’, which is actually a full-service copying center for the campus. Currently, the campus has the equivalent of a full service copying and binding center for use by faculty and staff on campus, but the desire is to expand this area to provide similar services for students. Logistically, such an expansion would be extremely difficult, and currently the human resources necessary to move in this direction do not make such a move feasible. However, as a long range goal it has been necessary to place this into the technology plan in order to plan for this eventuality in the near future. That phase is now complete and the proposed functionality of what is now being called the ‘multi-use technology access center’ has been studied and recommendations made. Indeed, the planning of this area played a significant role in the campus’ recent planning and programming of the new Library and Resource Center that will open in approximately 2010. Within the design of that building, space allocations and architecture have been developed so that when the move into that building occurs it will become a full-service area that does service faculty, staff *and* students.

Goal 11

**CHC will provide services to enhance the technology skill sets of faculty and staff
Approximately 55% achieved**

An unfortunate situation relating to this goal occurred at about the time the plan was completed and approved...funding for staff development from both traditional State resources and TTIP was drastically or completely cut. This left our Staff Development Committee in the unfortunate position of needing to be very careful about how the remaining staff development funds would be allocated, yet still try to maintain an environment that helped our faculty and staff grow professionally. The obvious impact this had upon staff development training related to technology skill sets was that the ability of the campus to aggressively help our faculty and staff improve their ability to use technology was hindered as a result of little funding. Fortunately, though, with the campus receiving a Department of Education Title V grant in late 2006 and the decision by the State to again fund traditional staff development budgets, the campus is poised to make good progress in this area. Recently, renewed efforts to evaluate the needs of faculty and staff in terms of technology related professional development has begun and a re-design of the Professional Development Committee and its purpose, focus, and structure, have set the stage for this goal to begin in earnest albeit a bit late for this plan. Fortunately, much groundwork has been done in advance of the newly found financial support for professional development and it is anticipated that a goal similar to this one will appear in the new technology plan, and with the resources to implement it far more effectively than circumstances allowed in the past three years.

Goal 12
**CHC will collaborate with other District entities
to establish and maintain a single technology infrastructure for the District
100% achieved**

In general, communication focused on technology infrastructure between Crafton Hills College and District Computing Services has improved over the past three years. The importance of this communication can not be understated since the technology infrastructure is so vital to both entities (as well as Valley College) and since they must interact with consistency and stability, protocols, standards, etc. must be understood and in place in order for the respective communication systems to operate effectively. The creation of the District Technology Council (DTC) was created, in part, to ensure that communication between all District technology entities was improved. To a large degree this has occurred but there are still gaps to be addressed and the amount of personnel turnover within DCS over the past three years has, at times, made effective communication challenging. A continuing challenge that both entities should work diligently to resolve is that CHC Technology Services is still informed (rather than consulted with) more often on issues impacting the infrastructure than might be expected in a collaborative relationship between intra-organizational units. Therefore, CHC Technology Services will continue to be proactive in efforts to ensure that lines of communication are open with DCS, thereby, minimizing confusion and/or misunderstandings regarding communications infrastructure issues. It is assumed that this goal will continue to be a necessary part of any technology plan the college moves forward on and rightly so. That said, much progress has occurred over the past three years and completion of this goal is testament to that success.

Goal 13
**CHC will ensure ongoing funding and an equitable decision-making process
for the college's technology infrastructure
Approximately 99% achieved**

When this goal, and its related objectives were committed to paper, it was generally agreed that this was an incredibly aggressive and optimistic undertaking. That this goal has been almost completely achieved speaks well of the college, management and campus faculty/staff. When this technology plan was developed there were only the beginnings of a coordinated effort to begin to achieve equity in the distribution and implementation of technology campus wide. Indeed, Technology Services as a department was in it's infancy, funding for technology was largely based upon reacting just before a crisis occurred (or at a crisis moment), well funded departments had excellent technology resources while those less funded struggled with old (often obsolete) equipment, and no real connection to a campus wide planning process was in place. Now, three years later, none of the above is true. Technology resources for the campus are equitably recommended and inserted into the system based upon area needs rather than individual department funding levels; technology requests are connected directly to the annual planning process; there has been a dramatic decrease (virtually 100%) in obsolete technology (especially computers) being used on the campus; and there is now a coordinated, process-based, obsolescence plan for technology being implemented. The only portion of this goal not yet achieved is the creation of a line item for technology funding that sets aside a specific amount of funding for technology at the beginning of each funding cycle. There are several reasons for this

and despite not having an actual line item in the budget for this expense, funding based upon Technology Planning Committee, Planning and Budgeting Committee, and Technology Services Department recommendations have been carefully considered and implemented with regularity over the past three years. Indeed, the change in how technology is planned for, funded, purchased, and implemented on the campus has had a very positive impact on everyone in the CHC community. Culturally, many of these changes are now institutionalized and continue to be refined with each passing year.

Goal 14

**CHC will develop comprehensive plans for the college's technology infrastructure.
Approximately 100% achieved**

This goal is very tightly linked to Goal 13 and focuses primarily on how technology is distributed throughout the campus. The biggest success of achieving this goal was the development and implementation of a Total Cost of Ownership or Obsolescence Plan for campus technology. Focused primarily on campus computers initially, the plan has begun to address other issues as well (AV technology, software, etc.) and this trend is virtually certain to continue and evolve in the next technology plan. Similarly, and working with District Computing Services, migration and maintenance of the campus networks and other communications systems is ongoing and coordinated far beyond the methods and processes of the past, which were essentially non-existent. Completion of this portion of the goal provides confidence for the campus community that technology and the infrastructure required for communication from within the campus to outside of the campus via various communication networks is intact and stable...even if the details of this stability is often unknown by end-users.

Plan Overview

This strategic technology plan is intended to cover the period of time from approximately September 2004 to June 2007. Prior to the development of the 2004-2007 Technology Plan, Crafton Hills College (CHC) has developed two 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, apparently 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,*” plan 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, now SunGard), 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

This document, the third iteration of formal technology planning for the campus, continues to build upon the two previous technology plans and provides direction for the purpose of planning and funding technology on the campus for the next three to three and a half years. This plan focuses 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.

Participants

The Technology Planning Committee was constructed to include the full range of constituencies on the CHC campus and to ensure District technology related entities were involved in the plan from the outset. The membership of the Technology Planning Committee identifying both position and name can be found in Appendix A. It is hoped that this comprehensive group, or one of similar makeup, will become the norm for technology planning development and participation in technology related decisions in the future. It is intended that this committee will continue as a planning entity throughout implementation of the plan. Additionally, all members of the Crafton Hills College community have been encouraged to participate in all levels of the plan's development and, to date; many who are not officially members of the Technology Planning Committee have been consistent and active members in the planning process.

Process

Beginning with an organizational meeting in late January 2004, the Technology Planning Committee met throughout the spring and summer to develop and finalize this latest technology plan. Unlike plans of the past, this plan is considered fluid (a living document) and will be consistently evaluated and altered as appropriate to incorporate new technologies as well as the fast-changing technology needs of the campus into its structure. For that reason, obtaining the most recently published version of the plan (either hard copy or from the CHC website) is

essential if the plan is being used to establish funding priorities, strategic project development, etc.

Prior to the actual development of the plan's goals, objectives and benchmarks, the first Technology Planning Committee working meeting focused on developing the underlying principles which would guide the decisions of the committee. The result of this work resulted in five principles that would guide development of the plan. Those five principles, in priority order 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

Development of the initial plan occurred through the efforts of four work groups assigned to consider, and recommend planning for each of their respective areas of focus. These work groups: Communications Infrastructure, Online Resources, Campus Systems and Workflow, and Funding and Decision Making, were charged with looking at specific areas of need and met to develop the goals, objectives, and benchmarks found in the pages which follow. Once each work group had developed and agreed to the goals, objectives, and benchmarks in their respective areas, these plans were brought forward to the full Technology Planning Committee for consideration, editing, enhancement, etc., or approval. When the full Technology Planning Committee requested further work on the goals and objectives, the work groups went back to the table to integrate those items into their planning goals. Though this process took time, the end result was a strategic technology plan developed by consensus, and by those most impacted by its vision and recommendations...CHC stakeholders.

Areas of Focus

The CHC Technology Plan is focused on four areas: Communications Infrastructure, Online Resources, Campus Systems and Workflow, and Funding and Decision Making. Though these areas were worked on separately, and their appearance may be as distinct areas, in truth each of these focal areas impacts and intermixes with the others. This is an especially important distinction in the area of technology planning because of the integrative nature of technology communication systems.

Communications Infrastructure

The Communications Infrastructure portion of the technology 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.

Online Resources

The Online Resources portion of the technology plan focuses on the following: the CHC website as well as technology needs related to the CHC distributed education program.

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.

Summaries of yearly progress as well as the actual goals, objectives and benchmarks established for each of the four focus areas are in the pages that follow this introduction and overview.

Overview and Summary of Plan Progress (Year 1 & 2) – Highlights

In total this plan currently has 14 Goals, 31 Objectives and 100 active benchmarks. Active benchmarks increased from 67 to 100 in year 2.

Year 2	Year 1
• 62 (62%) of the benchmarks were 100% completed	57%
• 7 (7%) of the benchmarks were >50% completed	12%
• 12 (12%) of the benchmarks were 50% completed	Not reported
• 15 (15%) of the benchmarks showed some progress	9%
• 4 (4%) of the benchmarks showed no progress.	22%

Highlights for years 1 and 2 (**Year 2 in bold text**)

- A plan and strategy for inserting technology into the campus (Obsolescence Plan) was agreed to. This is a significant step for a campus which had heretofore no such strategy developed. **A budget was created specifically for technology purchases.**
- Recommendations regarding student email and faculty/staff permissions has influenced a move at the District level to revisit, with the intent to change, the District’s processes and procedures regarding how these kinds of technology elements are addressed. **All students are now provided with a District email.**
- A strategy was developed, and implementation begun that will make the campus fully compliant with Americans with Disabilities Act accessibility requirements. The strategy could, conceivably, make 100% of our student workstations accessible.
- Local processes and personnel required to maintain, and improve the campus web site have been determined and implemented. **Funding from the Title V grant has provided us with a full-time web developer. This position will be institutionalized beyond the life of the grant.**
- Campus technology support personnel have been increased to include virtually all brick and mortar hours of operation (M-F), beginning in the fall of 2005 as the result of recommendations by the Committee.
- The campus has revised and improved the “Administrative Guidelines for Computer Use”, and gotten approval of the document from all three major campus constituencies: Classified Senate, Academic Senate, and Student Senate.
- Agreements regarding the kinds of computer supported classrooms the campus will house have been determined. **Technology purchases are now coordinated through Technology Services which has had a direct, and positive impact on the compatibility of technology throughout the campus.**
- A Short-Term, Reservable lab was created and opened in LR309.
- The first step towards development of the so called ‘Kinkos’ center, determining its potential functionality, was completed and recommendations made.
- The Committee formally aligned itself with the campus’ **Planning Committee to ensure technology purchases are relevant and equitable. Technology purchases are now coordinated with Technology Services and significantly influenced by the Planning Committee.**

- **Wireless ‘hot spots’ are now active throughout the campus. Although this is currently experimental the tests have been positive and the added functionality of Internet access outside of classrooms is now ahead of schedule.**

Plan Progress Summary (Year 1 & 2)

The following is a summary and overview of the progress, recommendations, and other items worked on by the Crafton Hills College (CHC) Technology Planning Committee during the 2004-2005 and 2005-2006 school years. The specific Goals, Objectives, and Benchmarks referred to in this summary can be found in the section of the plan directly following this summary and indicates pro. The following summaries are not comprehensive but focus on items within goals which made tangible progress over the course of the year. Items introduced in year 1 are in regular text, **items added from year 2 are in bold text.**

As described earlier, the CHC Technology Plan is broken into four areas of focus: Communications Infrastructure, Online Resources, Campus Systems, and Funding and Decision Making. There are a total of 14 plan goals, each have individual objectives and benchmarks associated with each goal,

Communications Infrastructure (Goals 1-3)

Goal #1(yr. 1) – Crafton Hills College will increase the level of connectivity with District Computing Services. The objectives and benchmarks for this goal in 2004-2005 are nearly complete by virtue of the following:

- A new wireless tower was installed, and placed into service in October 2004.
- A DS3 connection was installed, and placed into service in October of 2004.
- A new Voice Over Internet Protocol (VOIP) system was installed in July/August of 2004 with all faculty, and staff now completely migrated over to using that system. Installation of phones into each classroom on campus was completed in July of 2005.
- In 2004, the District Technology Council (DTC) was created which created regular communication between the District, and CHC regarding CHC’s infrastructure needs.

(yr. 2) – Crafton Hills College will increase the level of connectivity with District Computing Services.

- **This entire goal has been successfully completed.**

Goal #2 (yr. 1) - Crafton Hills College will maintain its existing communications backbone to support present and future needs. Although progress was made on this goal the item most critical to achieving success with the goal is the benchmark to develop a consistent funding strategy for maintaining the communications infrastructure. Unfortunately, that benchmark has not been achieved due to District and campus funding strategies and organization. Most of the items incorporated into this goal require funding, which has not materialized in the consistent, strategic manner required of the goal, objectives, and benchmarks. Items that have progressed are:

- Installation of some vertical fiber runs from the server room to the third floor of the CHC library

- Working with District Computing Services (DCS) a matrix of required upgrades, maintenance schedules, etc is being developed.

(yr. 2) Funding for communication infrastructure (backbone). Though not completely enacted, funding the campus communication backbone is increasingly becoming a part of the larger, formal planning process and will be looked at by the Technology Planning Committee and Technology Services next year will the specific purpose of making recommendations to the campus Planning Committee.

Goal #3 (yr. 1) - Crafton Hills College will enhance its communications infrastructure to include wireless network connectivity. With the creation of the District Technology Council in 2004, the college is not now working independently to develop wireless capabilities for the campus. Instead, the DTC is now working to develop a strategy for all of the district's entities. For that reason, the goal has shown little progress but is, in fact, moving forward through this DTC effort. Once the overall district strategy has been determined, the objectives and benchmarks for this goal can begin to be worked on. For that reason, this goal will likely be revised in the fall of 2005 to reflect this new direction and effort.

(yr. 2) – Wireless connectivity. Experimentation with wireless connectivity occurred in several places throughout the campus and it is anticipated that a coordinated wireless effort will be implemented by the end of next year.

Online Resources (Goals 4-7)

Goal #4 (yr. 1) – Crafton Hills College will provide basic online functionality to students, employees and the community. This goal has five objectives that vary greatly and, therefore, each objective is referenced using a word or term pointing to the focus of the objective. Overall, good progress was made on this goal throughout the year and several recommendations were forwarded to the college President for action.

Email

- Recommendations were made to the President by the Committee to change the methods used to create email for faculty and staff, as well as institute the creation of email accounts for all students during the application and registration process. Actually changing this business practice requires action by the District and District Computing Services. To that end, this recommendation is now being actively worked on by the DTC with the recommendations being satisfied before year's end.

Network logins/passwords

- Currently the District does not have an automated or relevant strategy for ensuring that employees or students have the necessary logins and passwords they need upon the initiation of their employment or taking of classes in the District. This benchmark is looking for this to be completely in place and 99% effective by June of 2007. Recommendations on implementing this portion of the goal have been given to the college President, and the District Technology Council is actively engaged in developing a process which can achieve this goal, hopefully, before the end of June 2006

Accessible Work Stations

- This portion of the goal specifically refers to developing computer and/or technology workstations which have either the specialized software or hardware necessary for students with disabilities to be able to easily use these work stations. Originally, the plan called for purchasing individual pieces of software or hardware which would make at least 5% of our campus workstations accessible to students by June of 2007, however, a strategy using networked software has now made each program used on our student campus computers a potential accessible workstation. Currently, at least 40 of our approximately 150 'at large' student computers have this capability due to this new strategy while 1 of approximately 100 BIT computers have accessibility programs on them. This objective will likely change to reflect the new strategy in the fall of 2005. Software standards for accessible software were also established this year.

Computer Ratios

- No progress was made to establish ratios for computers and users on the campus. De facto, it is well established that 100% of FT faculty and staff will have a computer workstation available. The Committee will take up the task of establishing standards and specifically including student and PT faculty and staff ratios in the coming year. This area of the goal is also looking to add at least one computer lab to the campus in each of the three years of the plan. This year a new open, short-term, reservable lab was created in LR309.

Department web site content

- As the CHC web site continues to grow and expand this portion of the goal is focused on a continuous increase in the quantity of information available on the college web site. Methods for contacting, consulting with, and developing web sites areas and content for specific departments, disciplines, etc, on the campus have been undertaken by the Technology Services Department, resulting in achieving the benchmarks for this focus of the plan.

(yr. 2) – Email & Appropriate network permissions. All students now receive a district email upon registration and faculty and staff are receiving appropriate permissions as they begin work on the campus. This process is still in need of streamlining in order for faculty and staff to be able to begin work immediately on their 1st day of work.

Goal #5 (yr. 1) – Crafton Hills College will provide the support necessary to ensure that end-users can function effectively in the CHC online environment. This goal has two focal points: developing a feedback and maintenance loop for the CHC website, and providing human resources for developing the site. Progress on this goal has been accomplished as follows:

- In July of 2005 a feedback/question form was developed and implemented on the site. The form is accessed by clicking on the 'Contact Us' link on every page of the web site. The form makes it possible for site visitors to more efficiently contact each department or area of the college directly. The data obtained from the form will be one method used to determine what questions will be answered on the site Frequently Asked Questions area.

- Short term hourly employees and interns are being used to maintain the accuracy of the web site.
- Funding for short term hourly personnel within the Technology Services Department for the 2005-2006 school year has made it possible for the department to have personnel dedicated to web development of the site. Though this funding and this position is not permanent, it does provide stability to the development of the CHC web site, a definite step in the right direction for ensuring that the college web site continues to grow, and be a viable resource for the college's community.

(yr. 2) Web Site functionality and maintenance (yr. 2). Our Title V grant has enabled us to hire a full-time web developer which will dramatically increase our ability to upgrade and maintain the campus web site, as well as monitor its accessibility and usability in far more effective ways than in the past.

Goal #6 (yr. 1) – Crafton Hills College will provide the support necessary to ensure that end-users can function effectively in the CHC online environment. Progress on this goal was mixed. Recommendations were made in the fall of 2004 regarding end-user support, hours of support, etc.. The District Technology Council has now taken up the issue, but nothing has been recommended or changed as of July 2005. The college Technology Services Department has made progress in supporting the community for longer periods during the day, and now offers AV support throughout the entire school day (M-F). Progress with moving more and more of the college's face-to-face (F2F) services into the online environment have occurred, but the strategically based move suggested in the plan was not addressed this year, in that manner. Improvement in this area should occur as the college is increasing its web development resources, and Distributed Education attempts to get off the ground. Identifying and developing training for CHC stakeholders has a start with data collected through Staff Development Committee survey, however, no other progress on that focus has been made.

(yr. 2) Although some progress has been made in terms of usability on the campus web site, it will be necessary to increase our efforts with the additional resources we now have to develop a far more user-friendly and resource-rich web site that we currently have.

Goal #7 (yr. 1) – Crafton Hills College will establish norms, guidelines and processes for end-user use of the CHC online environment. This goal has two major foci: the appropriate use of campus technology and clarification of roles, responsibilities and communication between the college and district technology support organizations. Regarding appropriate use of technology, specifically computers, on the campus, the "Guidelines for Computer Use..." were revised and updated this year after the third entity requested to agree to the document (Classified Senate) did approve the guidelines. Full implementation of the guidelines in a formal manner will occur this coming year. Largely due to the creation of the District Technology Council, communication between the campus Technology Services department and DCS has improved a great deal. Understandings have occurred, but those understandings have yet to be fully formalized, and reduced to writing.

(yr 2) Although the "CHC Administrative Guidelines for Computer Use" has come a long way it has not been completely implemented as expected, though that time is near. The DTC (district Technology Council) has filled some gaps for communicating the needs of the campus to the District, but gaps remain as communication between District Computing Services and CHC Technology Services have not been completely eliminated by the work of the DTC.

Campus Workstations and Workflow (Goals 8-11)

Goal #8 (yr. 1) – Crafton Hills College will provide adequate numbers of computer classrooms and labs for instructor and student use. All of the benchmarks for this goal were accomplished this year, though some refinement of those accomplishments are in order. The benchmarks were accomplished by virtue of the following:

- A new computer lab was created and opened this year (LR309)
- The function of five types of computer-supported classroom/lab environments were agreed to: open, open/reservable-long term, open/reservable-short term, specialty, and smart. Note: these standards need to be reduced to writing.
- The strategy for bringing the rooms online is occurring in preparation of future funding and as funding materializes.

(yr. 2) Progress on this goal has been mixed. In year 1, a short-term reservable classroom (LR309) was developed and has been used widely by instructors to fulfill the needs of placing students on computers for a focused lesson. However, a lack of room space available to devote to computer classrooms has made it impossible to develop the two other computer classroom/labs described in the plan. Still, the introduction of 'smart classrooms' on the campus – rooms with multimedia functionality for instructors – has been expanded last year and the campus now has close to a dozen of these rooms being used regularly. Although 'smart' classrooms were not a part of this technology plan two years ago developing and placing these rooms online has provided the ability for instructors and students to interact more often (and effectively) with technology than in years past.

Goal #9 (yr. 1) – Crafton Hills College will have a formal strategy for the deployment and appropriate disposal of technology. This goal was perhaps one of the most important and difficult goals to move forward on this year. However, great progress was made in determining how the college would insert technology into the campus and recommendations to that end were forwarded to the President. The strategy for disposal will be focused on next in regard to this goal. Developing standards for computers and AV technology for the campus was also a part of this goal, and this is currently being worked on in the District Technology Council in an attempt to try to coordinate the efforts in this area across the district.

(yr. 2) This goal has seen good progress throughout the two years of the plan. Recommendations by the Technology Planning Committee for replacing technology on the campus, for maintaining it, and for standardizing equipment have all moved forward in year two. Beginning in year three, a budget specifically for technology has been created. This is the first step in consistently funding the technology required by the campus and,

more specifically, attempting to maintain a four year obsolescence cycle for computers is now being enacted even though all of the necessary funding to actually do this has not yet materialized. However, funding by the Title V (Dreams Express) grant will make achieving this goal more likely in the next few years. As opposed to the way technology was ordered in the past, technology purchases now occur twice a year and are coordinated by the Technology Services Department to ensure that the technology purchased is compatible with the existing equipment and to leverage economies of scale when purchases are made to help our technology funding go farther.

Goal #10 (yr. 1) – Crafton Hills College will increase the technology services available to the campus. Also known as the ‘Kinkos Center’ the proposed functionality of the future campus multi-use resource center was forwarded to the President by the Committee.

(yr. 2) In year one, a recommendation for the functionality of the ‘Kinko’s Center’ were presented to the President. In year two, in conjunction with the planning of the new Technology/Library building a space for the Kinko’s Center has been planned into the new building to accommodate the functionality of the center.

Goal #11 (yr. 1) - Crafton Hills College will provide services to enhance the technology skill sets of faculty and staff. Partnering with the Staff Development Committee and a survey of employee needs in the spring of 2005, first formal attempts to get information from faculty and staff regarding the kinds of technology training they would like to receive has begun. The complete results of the Staff Development Committee survey have not yet been received but information gleaned from the survey will help inform the Technology Committee on the direction(s) that might be taken in this area during the coming year. Another portion of this goal was to develop and maintain a technology lexicon to help bring consistency to conversations and understandings of technology related issues. That lexicon was begun during the year and resides at the end of this document.

(yr. 2) Although little progress was made on this goal in year 2, plans for moving forward on this will be accelerated with the help of the Title V grant. That grant includes the development of a faculty/staff Teaching and Learning Center and funding is being set aside to fund some of the time of the Chair of Professional Development so that more movement on this goal can occur.

Funding and Decision Making (Goals 12-14)

Goal #12(yr. 1) – Crafton Hills College will collaborate with other District entities to establish and maintain a single technology infrastructure for the District, With a significant change in the management of the Collegis management team and the creation of the District Technology Council (DTC), real progress has been made towards moving CHC’s and the District’s technology planning and collaboration forward. Though definite problems do still exist, a more collaborative atmosphere in regard to technology deployment and strategies district wide has been a result. Through these efforts formal hardware and software understandings have been

established district wide. The formation of the DTC has definitely improved communication between District and campus technology support teams and improvement in total inclusion of all support entities regarding technology issues has seen some improvement. However, much work, effort, and culture change is still in order before this change in operational realities is completely accomplished.

(yr. 2) Over the course of the past year various arrangements with the District Office and District Computing Services have been put in place. For instance, the district now picks up the fees for the entire District's Microsoft License agreements and obsolescence schedules for equipment such as servers.. These agreements do not exist in a single document, and perhaps that is where this goal should lead next. Still, good progress has been made on this goal. The District Technology Council (DTC) still exists as an entity and is providing communication between the District and the campuses, however, this arrangement has been somewhat less functional than when it first appeared and efforts to increase the level of two-way communication is ongoing.

Goal #13 (yr. 1) - Crafton Hills College will ensure ongoing funding and an equitable decision-making process for the college's technology infrastructure. The significant progress made to develop an obsolescence plan for technology has accomplished many of the items associated with this goal. Recommendations regarding how technology should be funded, the funding structure, and decision-making process for those items were made to the college President in the late spring of 2005. Although none of the recommendations have been formally addressed as of this writing, action on many of these items is anxiously awaited by the Committee. Technology Planning was also recommended to be directly linked to the campus Planning Committee, and the process it has begun to put in place. This close relationship to the campus Planning Committee and the equitable processes it has established should provide a firm and sound strategy for ensuring that technology related items for the campus are determined in a far more equitable, transparent, and inclusive manner than has been practiced in the past.

(yr. 2) As mentioned earlier, a budget specifically for funding technology has been created beginning in July, 2006. Although this budget is not yet funded at the levels required by the campus and this plan, the existence of this budget marks significant progress in the commitment to technology by the campus administration and will be a foundation for not only maintaining the levels of technology on the campus but also providing a way to fund technology innovation in the coming years.

Goal #14 (yr. 1) - Crafton Hills College will develop comprehensive plans for the college's technology infrastructure. The first half of an obsolescence plan for technology (insertion) was accomplished this year, removing technology from the campus will be undertaken in the fall of 2005. Working through the District Technology Council discussions regarding the lifecycles and migration of technology infrastructure is being actively undertaken at this time.

(yr. 2) The Technology planning Committee recommended to the President a plan for addressing obsolete technology costs on the campus and has agreed to the plan, as funding permits. Evidence of the commitment of the President can be found in the newly created

Technology budget and the movement that has occurred in the past year with the replacement of old computers on a first-in, first-out schedule.

Recommendations to the President April 4, 2005

The following recommendations are made by the Crafton Hills College Technology Planning Committee to the President of Crafton Hills College as the result of discussions during the committee's last meeting, held on March 23rd, 2005. The specific Goals and Objectives of each recommendation is connected to, and directly identified with the recommendation. The committee is prepared to act upon the recommendations as directed by the President.

Develop accessible workstation standards Goal 4, Obj. 4.3

In order to be compliant with State and Federal guidelines regarding computer access and the Americans with Disabilities Act, the committee recommends:

1. that the software standards (attached) set out by the High Tech Training Unit at
2. Foothill College (State's CC accessibility agent) by used at Crafton Hills College that where possible, network versions of software be purchased so that the software can be accessed from any student computer on campus.

Develop an evaluation methodology for determining the effectiveness of the CHC web site for end users. Goal 5, Obj. 5.1

1. Giving each department desiring one a department email which would be direct feedback tool from the web site to a particular department.
2. Use the suggested feedback form (attached) to capture feedback in a data base. development of a site-wide FAQ (frequently Asked Questions) built from the feedback provided through the feedback tool.

Develop scope of training for CHC stakeholders to effectively use the CHC online environment; Goal 6, Obj. 6.3

Use the information gathered in the Staff Development needs survey as a starting point for developing future technology training.

Develop an equitable procedure for accepting, reviewing, and prioritizing technology Goal 13 Obj 13.3

1. That technology purchasing be tied directly, and intimately to the campus planning process.

Accessibility Software
Recommended by High Tech Training Center Unit (HTTCU), Foothill College

As part of the Technology Plan, Goal 4, Obj. 4.3 specifies the development of standards for Accessible work stations. As indicated in the past, this is an expensive, but necessary, part of having technology on the campus.

Currently, the campus is close to having the 1% of accessible workstations set out in the Tech Plan. However, not all of these work stations have complete sets of software...or the software that is on these machines is outdated. And, even though our numbers are pretty good in terms of the plan, our dispersal of accessible work stations is very skewed towards DSP&S...as it should be. As time goes on, we should definitely be looking at getting these work stations distributed more widely throughout the campus...which the plan can address in coming years.

Below is a list of one software selection from each of the areas recommended by the HTTCU at Foothill College. On the back of this sheet is a brief description of each program.

<u>ZoomText Xtra (Level 2) ver 7.06</u>	\$ 595 (Single license)
Kurzweil 1000	\$ 995 (Single license)
<u>Kurzweil Network (several configs)</u>	\$ 600 to \$1700 (for 5)
<u>JAWS 5.1</u>	\$1,195 (Single license)
JAWS Network (5)	Approx \$3500
TextAloud MP3	\$ 25 (Single license)
Dragon NaturallySpeaking (preferred) Ver. 7	\$ 199 (Single license)
Read & Write Gold	\$ 695 (Single License)

Recommendations from Task Forces December 2nd, 2005

Topic: Review “Administrative Guideline for Computer Use”

Issues:

1. To determine the appropriate changes, if any, to the “CHC Guidelines for Computer Use” to address concerns expressed by a student regarding the accessing of ‘objectionable material in open lab spaces.
2. To develop a strategy for making the “CHC Guidelines for Computer Use” more visible to faculty, staff, students, and the community and, therefore a document which computers users consider when using CHC technology.

Recommendation specific to #1 (above):

The following text is recommended to be added to the Guidelines for Computer Use on page 8, under the heading ‘Specific Interpretations’. Note: *text to be added is in italics*.

“In addition to this document, specific computers and labs may have procedures specific to the environment where they are located. These should be posted clearly at the facility, or communicated in the login message. As an institution of higher learning Crafton Hills College understands that some material accessed by computer users on campus computers may be found to be objectionable or inappropriate for other, nearby, users to view. For that reason, the college currently has open use computer workstations that have privacy screens (monitor not easily visible to passersby) on the first floor of the library. Computer users who are uncomfortable accessing any content in full public view are encouraged to use these computers when working on items of a sensitive nature or when the specific use of the computer is in conflict with the posted rules of a particular computer area”

Recommendation specific to #2 (above):

With respect to making the CHC Guidelines for Computer Use more visible and apparent to computer users, the following recommendations were made by the Task Force:

1. Upon starting up **any** computer on the campus network, the following would occur: Immediately after logging in on the computer (or on the login screen) the following message would be displayed – “I understand that use of this computer and the network on which it resides is granted under the following condition: I have read, understand and agree to abide by the “Crafton Hills College Guidelines for Computer Use.”

Directly adjacent this message will be three options :

- A. An “Accept” button. Selecting this button will make the computer available for use.
 - B. 2. A “Disagree” button. Selecting this button will return the computer to a screen where potential login again becomes available.
 - C. 3. A “Guidelines” button. Selecting this button will present the full text of the CHC Guidelines for Computer Use”
2. A link to the “Crafton Hills College Guidelines for Computer Use” will be placed on every page of the CHC web site as part of a page’s footer information and/or menu area.
 3. All areas or programs that have open access computers available to students will send a representative to a mandatory meeting explaining the need and responsibility of the area to

prominently post any rules and/or restrictions beyond those explained in the Guidelines for Computer Use.

4.

Topic: Planning and Budgeting of Campus Technology

Issue: To develop a strategy for allocating funds for technology purchases to line items within the budget. This would include considerations for ongoing CHC funding, matching funding from the District, and alignment with the campus Planning Committee.

Recommendation

1. **It is essential** that a commitment of funds devoted to campus technology be made at the beginning of each and every year during budget development. Further, without this commitment it was felt that any recommendation made would be of no value. Therefore, this recommendation is considered mute if this item cannot be implemented.

The recommendations which follow assume two things: first, that recommendation #1 (above) has been enacted and, secondly, the following are true:

- *The four-year replacement cycle recommended by the Technology Planning Committee is enacted*
 - *The district will be providing matching funds for any monies set aside specifically for technology*
 - *The campus currently has approximately 500 computer on campus*
 - *Technology for the campus other than computers needs to be addressed*
 - *The Technology Services Department requires more funding than has previously been allocated in order to plan and operate as effectively as possible.*
2. Full funding for technology on the campus should be approximately \$250,000 per year (Campus and District contribution of \$125,000 each) and allocated this way:
 - a) \$150,000 towards computers per year
 - b) \$50,000 per year for technologies other than computers (smart classrooms, projection devices, etc.)
 - c) \$50,000 per year as the baseline operational budget for the Technology Services Department (Licensing, software, hardware, keyboards, cabling, etc.)
 - d) Minimum 5% growth rate each year for all categories.
 3. In the event that the dollar amounts (above) are not possible, items should be removed (or reduced) from the recommendation in reverse alphabetical order or bring down all three categories in equal increments. If this funding is still unachievable, it is far more important that an actual dollar amount be allocated to campus technology at the beginning of the year (and institutionalized as a practice) than being concerned with whether the dollar amounts suggested are met. In other words, it is essential that a campus technology budget item be established so that real planning and prudent decision-making can be made by the campus in regard to technology.

Topic: Technology Obsolescence

Issue: Development of a technology obsolescence plan. Last year development of the recommendations for inserting technology into the campus were developed. This year recommendations for taking technology out of the campus were developed.

Inserting Technology Into the Campus

1. A permanent line item in the CHC budget specifically for purchasing technology will be created. This line item will be increased annually at a rate of 10%.
2. All computers on the CHC campus will be replaced every four years and a four-year warranty will be purchased for each computer.
3. Computers will be replaced using a first-in, first-out strategy to ensure aged technology does not remain in the system.
4. There is an initial need to purge a large number of aged computers from the campus (100+) and this needs to occur in order for the remainder of the plan to be viable. Once this has occurred, this item (#4) will be removed from the plan.
5. Campus Technology priorities are based upon the larger needs of the campus, not Campus constituency, and will be consistent with processes developed by the campus Planning & Budgeting Committee.

Removing Technology from the Campus

1. When a computer reaches its life expectancy and is replaced the computer is removed from the area...no exceptions. Any determination regarding recycling or surplus is made by campus entities (i.e., Planning Committee, Technology Planning Committee, Technology Services, etc.) assigned the task of determining the disposition of replaced computers.
2. To surplus technology which will not be replaced, the campus structures and/or procedures in place for removing obsolete equipment will be followed.
3. The goal of technology equipment removal for surplus equipment will be the quick removal of the equipment from the area in which it resides. This quick removal will supercede any determinations of the efficacy of re-inserting the equipment into the campus elsewhere.
4. The entity responsible for equipment surplus on the campus will arrange for the disposal, resale, etc. of surplus equipment.

Formal Recommendations to the President 2004-2005

Throughout the year the Technology Planning Committee made formal recommendations to the college President. Those recommendations and the dates of those recommendations are below.

Crafton Hills College Technology Planning Committee
Recommendations to the President
November 1, 2004

The following recommendations are made by the Crafton Hills College Technology Planning Committee to the President of Crafton Hills College as the result of discussions during the committee's last meeting, held on October 28th, 2004. The specific Goals and Objectives each recommendation is connected to, is identified directly with the recommendation. The committee is prepared to act upon the recommendations as directed by the President.

Student Email and Passwords (Goal 4, Obj. 4.1 & 4.2)

In order to ensure that college and district entities can effectively communicate with its students, the committee recommends that the following actions be taken:

1. The application process at Crafton Hills College is modified so that at the beginning of the application process a student email account is created. This would occur as a part of the online application procedure, and be incorporated into phone, and face-to-face application procedures as well.
2. This process would be prominently highlighted in the campus catalog.

Development – To achieve this goal the **CHC Admissions and Records Department**, and **District Computing Services** will need to work closely to develop a user-friendly procedure. The **Department of Instruction** and those **entities which work to develop the campus catalog** will need to be informed of, and articulate, the process in writing for inclusion in the campus catalog.

Faculty/Staff Email and Passwords (Goal 4, Obj. 4.1 & 4.2)

In order to ensure that newly hired personnel have the resources they need to begin working immediately when they arrive for work, the committee recommends the following actions be taken:

1. The process of creating faculty/staff email, permissions, passwords, phone extensions, etc., would become a part of the hiring process rather than one which is handled through separate entities at various stages of the hiring process.
2. There will be a set of basic and defined functionalities used as the default model for all incoming employees. The committee believes all of the following would be included in such a default set of functionality: user ID, network password, email address and account, phone extension and mailbox, local server space. There may be others which are identified during the creation of the default functionality set.

3. The goal of this change in procedure for providing technology functionality would be to have these items completed so the employee could begin using any of the items on their first day of work.
4. A process for systematically purging email addresses, user accounts etc., would be implemented so that such purging would occur in a timely manner after the employee's relationship with the district has been severed.

Development – To achieve this goal **District Computing Services, District Human Resources, and CHC Administration and Technology Services** will need to work closely to develop an efficient method of incorporating these items into the hiring process.

Providing End-User Support (Goal 6, Obj. 6.1)

In order to improve the support provided to CHC faculty, staff, and students the committee recommends the following items be considered. It should be noted that the human resources of both CHC Technology Services and District Computing Services, as well contractual agreements will likely have a direct impact upon whether these items can be achieved.

1. Technology support services be expanded to include all faculty, staff, and students.
2. Technology support should be available:

Monday –Thursday	8:00 am – 8:00 pm
Friday	8:00 am – 5:00 pm
Saturday	8:00 am – 1:00 pm
3. Technology services should include all of the following modalities within three years: Face-to-face (F2F), phone, email, chat, Frequently Asked Questions (FAQ) documents.
4. The District Help Desk line should be answered by a live person the majority of the time a person calls...if not, a call back within one hour of leaving a voice message should be the expectation of a requestor.
5. The scope of services offered by Help Desk support should include all software supported by the District, i.e. MSOffice suite, SARS, ATI filer, etc.
6. Minimal hardware and software standards should be identified and published.

Development – To achieve this goal **District Computing Services and CHC Technology Services** will need to work closely to develop the processes and procedures necessary to implement these items.

Online Courses and CMS (Course Management Systems)

Although the Technology Planning Committee's charge does not include Distributed Education, the committee believes that there are two areas of support required for successfully supporting online courses:

1. Technical support for accessing or using the online course system or web area.
2. Course specific support which is designed to assist the student with using the online area for obtaining info, documents, etc. The logistics of the online course.

#1 ensures that the online area is functional and that students, faculty, and staff can access and use the online area, #2 ensures that students taking a course understand the logistics of the online content or requirements for the class. For example, where or how to take an online test, upload assignments, etc. This two-pronged support structure ensures students are supported completely in their online activities. Although Technology Services and District Computing services can assist with #1 (above), #2 is (and should be) supported by individual instructors. **To that end it is recommended that the CHC Distributed Education Task Force be informed of this need with the suggestion that standards and/or common practices or understandings be formally developed to guide instructors on the college's expectation of instructor support in the online environment.**

Goal 7 (Objective 7.2) Identifying and publishing the roles of technology support staff at both CHC and the District office

In order to better support the faculty, staff and students at Crafton Hills College the committee recommends the following actions be taken:

1. A 'support matrix' be developed which will assist faculty, staff, and students by directing them to the department(s) which will most likely be able to resolve their support issues.

Development – To achieve this goal **CHC Technology Services and District Computing Services** will need to work closely together to develop an agreed to set of support items as well as agreement on the primary and secondary support entities associated with those items.

Goal 7 (Obj 7.1) Updating/implementing the “Administrative Guidelines for Computer Use at CHC”

In order to ensure the integrity of the CHC and District networking infrastructure, and to provide guidance for the appropriate use of district technology resources, the committee recommends the following actions be taken:

1. To fully implement the “Administrative Guidelines for Computer Use at Crafton Hills College” document.
2. Develop and implement an initial login mechanism which would require users of CHC computers to agree to abide by the guidelines set out in the “Administrative Guidelines for Computer Use at Crafton Hills College” in order to use campus computers.

Development - To achieve this goal **CHC Technology Services and District Computing Services** will need to work to develop, and implement the login screen and its functionality. The implications of implementing the guidelines require direction from the **President**.

Recommendation for Developing new 3 Year Technology Plan CHC Technology Planning Committee

Background:

Current Technology plan ends June 2007

Recommendations

1. Until the new Technology plan is developed, the existing plan will remain in force with two elements:
 - a. Elements not yet completed will continue to be worked on
 - b. Maintenance items within the plan will continue as described in the existing plan
2. During the summer of 2007, five focus groups will review the four major areas of the existing plan (Communication Infrastructure, Online Resources, Campus Workstations, and Funding), and add an area that addresses Distance Education. Recommendations in all of the areas will be developed using the following guidelines
 - a. Identify the direction, focus, etc. in each of the four areas for the 2007-2010 plan
 - b. Identify maintenance items that should be continued in the next plan
 - c. Identify items (goals, objective, benchmarks) that should be added in the next plan
 - d. Identify a,b,c for a fifth area – Distance Education (this new areas will be an attempt to ensure that DE and Technology planning are coordinated, but neither will drive the other)
 - e. Identify items in the current plan that can/should be removed in the new plan
3. Recommendations by the focus groups working during the summer will be discussed at the initial Technology Planning Committee meeting at the start of the 2007-08 school year, for the purpose of receiving further direction by the committee for developing the new plan.
4. Target date for completion of the new 2007-2010 plan is December 2007.
5. Transition to a co-chair structure for the committee...a tri-chair structure was also discussed for consideration
6. A re-design of committee membership (to reflect the new organizational structure of the campus) is on the reverse.

Proposed Technology Planning Committee Membership (2007-2010)

President	Gloria Harrison (ex-offico)
Dean, Technology and Learning Resources [mgt]	Dr. Ted Phillips (Chair)
Dean, Instructional area [mgt]	
Dean or Director, Student Services area [mgt]	
Director, Facilities [mgt]	
Director, Office of Research & Planning [mgt]	Cidhinnia Torrez Campos
Director, Technology Services [mgt]	Wayne Bogh
Department Network Specialist [classified]	Gino Barabani
Coordinator, Learning Center [faculty]	Damaris Matthews
Academic Senate Representative [faculty]	
Classified Senate Representative [classified]	
Student Senate Representative [students]	
Web Developer CHC [classified]	Kristi Simonson
ETC Representative [faculty]	
District Computing Services Representative [dist]	Tom Onwieler

VP of Instruction replaced with Instructional Area Dean
VP of Administration replaced with Director of Facilities
Director of Student services & Dean Matriculation replaced by Student Services Mgt.
Director, Distributed Ed (Dist) removed
CCH faculty rep replace with Web Developer
CHC faculty replaced with ETC representative

6 management, 3 faculty, 3 classified., 1 district, 1 student = 14 members

Communications Infrastructure Goals, Objectives and Benchmarks (Goals 1 – 3)

Completed items have a gray background; *partially completed items are indicated using italicized numbers.*

Goal 1 Crafton Hills College will increase the level of connectivity with District Computing Services					
<u>Obj. 1.1</u>	By June 2007, Crafton Hills College will install and implement either upgrades or new installations which enhance direct communication with the District’s information systems.				
Benchmarks			12/04	6/05	6/06
Install and implement upgraded wireless system (18GZ) at Crafton Hills College			100%		
Install and implement DS3 connection at Crafton Hills College			100%		
Install and implement improved phone system (VOIP) at Crafton Hills College			100%		
Develop a strategy for communicating the communications infrastructure needs of CHC with the district				100%	
<i>Development Responsibility</i>		<i>CHC Technology Services, District Computing Services, CHC Administrators</i>			
<i>Development Lead</i>		<i>CHC Technology Services</i>			
Goal 2. Crafton Hills College will maintain its existing communications backbone to support present and future needs.					
<u>Obj. 2.1</u>	By June 2007, 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			6/05	6/06	6/07
Develop a consistent funding strategy for maintaining the CHC communications infrastructure.			100% <i>0%</i>	50%	75%
Identify and incorporate infrastructure requirements for planned campus expansion into funding strategy.			100% <i>0%</i>	100% <i>75%</i>	100%
<i>Development Responsibility</i>		<i>CHC Technology Services, District Computing Services, CHC Administrators</i>			
<i>Developmental Lead</i>		<i>CHC President</i>			
<u>Obj. 2.2</u>	By June 2007, 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			6/05	6/06	6/07
Develop matrix of required upgrades, replacement schedules, etc. of the CHC communications backbone.			100% <i>25%</i>	50%	75%
Implement communications infrastructure maintenance matrix for the CHC backbone.			100% <i>0%</i>	25%	50%

Evaluate and change as necessary the CHC communications infrastructure maintenance matrix.			100%	100%
			25%	75%
Identify and incorporate infrastructure requirements for planned campus expansion into backbone matrix.		100%	100%	100%
		25%	50%	50%
<i>Developmental Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>			
<i>Development Lead</i>	<i>CHC Technology Services</i>			
Obj. 2.3	By June 2007, Crafton Hills College will increase vertical fiber runs in key buildings.			
Benchmarks		6/05	6/06	6/07
Increase vertical fiber runs in library from server room to 3 rd floor.		100%	50%	75%
		30%		
Increase vertical fiber runs in LADM building.		100%	25%	50%
		0%		
Evaluate and recommend as necessary vertical fiber runs on the CHC campus.			100%	100%
<i>Developmental Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC President</i>			
<i>Development Lead</i>	<i>CHC Technology Services</i>			

Goal 3 Crafton Hills College will enhance its communications infrastructure to include wireless network connectivity.				
Obj. 3.1	By June 2007, Crafton Hills College will implement a wireless network functionality on the campus.			
Benchmarks		6/05	6/06	6/07
Conduct needs assessment regarding wireless network connectivity on the CHC campus.		100%	50%	N/A
		0%		
Based upon needs assessment, develop priorities for wireless network connectivity on the CHC campus.		100%	0%	N/A
		0%		
Develop a strategy and migration plan for developing wireless connectivity on the CHC campus.			50%	100%
			0%	
Implement strategy for wireless connectivity on the CHC campus.				100%
Evaluate and modify as necessary the strategy for implementing wireless connectivity on the CHC campus.				100%
<i>Developmental Responsibility</i>	<i>CHC Technology Planning Committee, CHC Technology Services, CHC Planning Committee, CHC Administration, CHC Office of Research and Planning</i>			
<i>Developmental Lead</i>	<i>CHC Technology Services</i>			

Online Resources Goals, Objectives and Benchmarks (Goals 4 – 7)

Completed items have a gray background; *partially completed items are indicated using italicized numbers.*

Goal 4 Crafton Hills College will provide basic online functionality to students, employees and the community.				
<u>Obj. 4.1</u>	By June 2007, 99% of Crafton Hills College Students, Faculty and Staff will have district supplied email accounts at the beginning of each semester.			
Benchmarks		6/05	6/06	6/07
Students will have district supplied email accounts		90%	95%	99%
CHC Faculty (including part-time) will have district supplied email accounts		90%	95%	99%
Staff will have district supplied email accounts		90%	95%	99%
<i>Development Responsibility:</i>	<i>District Computing Services, A&R, HR, Technology Services (CHC), Counseling</i>			
<i>Development Lead:</i>	<i>District Computing Services</i>			
<u>Obj. 4.2</u>	By June 2007, 99% of Crafton Hills College Students, Faculty and Staff will have the permissions necessary to access campus and district network services appropriate to their needs at the beginning of each semester.			
Benchmarks		6/05	6/06	6/07
Students will have the appropriate campus and district network permissions		90% <i>0%</i>	95%	99%
CHC Faculty (including part-time) will have the appropriate campus and district network permissions		90%	95%	99%
Staff will have the appropriate campus and district network permissions		90%	95%	99%
<i>Development Responsibility:</i>	<i>District Computing Services, Technology Services (CHC)</i>			
<i>Development Lead:</i>	<i>District Computing Services</i>			

<u>Obj. 4.3</u>	By June 2007, 5% of the computer workstations available to students on campus will be configured as 'accessible' workstations.		
Benchmarks	6/05	6/06	6/07
Develop 'accessible' workstation standards	100%	-	-
Maintain and update as necessary the 'accessible' workstation standards	-	100%	100%
Implement 'accessible' workstations in open areas	1%	3%	95%
Implement 'accessible' workstations in computer classrooms/labs	1%	3%	25%
<i>Development Responsibility:</i>	<i>CHC Planning Committee, DSP&S, CHC Technology Services</i>		
<i>Development Lead:</i>	<i>DSP&S, Technology Services</i>		

<u>Obj. 4.4</u>	By June 2007, Crafton Hills College will increase the number of computer workstations for all categories of computer users on campus to obtain an acceptable computer/user ratio.		
Benchmarks	6/05	6/06	6/07
Develop computer/user ratio guidelines for all categories of computer users on the CHC campus.	100% 0%	25%	N/A
Maintain and update as necessary the computer/user ratio guidelines for the CHC campus.	-	100% 25%	100%
Achieve the number student computers available according to computer/user ratio guidelines.	90% 0%	95% 0%	100%
Achieve the number of instructor computers available according to established ratio guidelines.	90%	95%	100%
Achieve the number of staff computers available according to established ratio guidelines.	90%	95%	100%
Increase the number of campus computer supported classrooms/labs by 3.	1	2 1	3 1
<i>Development Responsibility:</i>	<i>CHC Planning Committee, CHC Technology Services</i>		
<i>Development Lead:</i>	<i>CHC Planning Committee</i>		

Obj. 4.5	By June 2007, 90% of Crafton Hills College departments and Disciplines will have forms and other important resources specific to their areas presented on the CHC Web Site.		
Benchmarks	6/05	6/06	6/07
Develop a process for departments to present online information on the CHC Web Site	100%	100%	100%
Departments present content on the CHC Web Site	50%	75% 50%	90% 75%
<i>Development Responsibility:</i>	<i>CHC VP's, Individual Department/Disciplines, CHC Technology Services, District Computing Services, CHC Web Development Team,</i>		
<i>Development Lead:</i>	<i>CHC Web Development Team</i>		

Goal 5	Crafton Hills College will provide the support necessary to ensure that end-users can function effectively in the CHC online environment		
Obj. 5.1	By June 2007, Crafton Hills College will develop a method for evaluating and responding to the usability/effectiveness of the college web site from students, faculty, staff, and the community.		
Benchmarks	6/05	6/06	6/07
Develop an evaluation methodology for determining the effectiveness of the CHC web site for end users.	100%	-	-
Maintain and update the methodology for determining the effectiveness of the CHC web site for end users.	-	100% 25%	100% 75%
Develop a methodology for maintaining the accuracy of the CHC web site.	100%		
Implement methodology for maintaining the accuracy of the CHC web site.		100% 25%	100%
<i>Development Responsibility:</i>	<i>CHC Web Development Team, Research and Planning, District Computing Services,</i>		
<i>Development Lead:</i>	<i>CHC Web Development Team</i>		

Obj. 5.2	By June 2007, Crafton Hills College will assign web site development and maintenance responsibilities to a dedicated resource.		
Benchmarks	6/05	6/06	6/07
Define the scope/responsibilities of a dedicated resource for CHC web site development and maintenance.	100%	100%	100%
Develop strategies for obtaining a dedicated resource for CHC web site development and maintenance..	-	100%	100%
Obtain a dedicated resource for development and maintenance of the CHC web site.	-	50% 0%	100%
<i>Development Responsibility:</i>	<i>CHC Web Development Team, CHC Planning Committee, CHC President</i>		
<i>Development Lead:</i>	<i>CHC Web Development Team</i>		

Goal 6	Crafton Hills College will provide the support necessary to ensure that end-users can function effectively in the CHC online environment		
Obj. 6.1	By June 2007, Crafton Hills College will provide 24/7 end-user support for the CHC online environment.		
Benchmarks	6/05	6/06	6/07
Determine the scope of end-user support the college will provide to end-users.	100%	-	-
Implement end-user support during the campus' "brick and mortar" operational hours.	80%	90%	100%
Implement end-user support 24/7.	-	-	100%
<i>Development Responsibility:</i>	<i>CHC Technology Services, District Computing Services, CHC Administration</i>		
<i>Development Lead:</i>	<i>CHC Technology Services</i>		

Obj. 6.2	By June 2007, Crafton Hills College will provide an online equivalent to 90% of its face-to-face support services for students, faculty and staff.		
Benchmarks	6/05	6/06	6/07
Identify face-to-face support services to be delivered online	100% 10%	100% 25%	100%
Develop a strategy for delivering face-to-face support services into the online environment	100% 10%	100% 10%	100% 85%
Update as necessary face-to-face support services to be delivered online	-	100%	100%
Update as necessary strategy for delivering face-to-face support services into the online environment			100%
Implement online equivalents to face-to-face support services	-	60% 30%	90%
<i>Development Responsibility:</i>	<i>CHC Administrators, CHC Web Development Team, District Computing Services</i>		
<i>Development Lead:</i>	<i>CHC Web Development Team</i>		

<u>Obj. 6.3</u>	By June 2007, Crafton Hills College will provide training to students; faculty and staff to help them effectively navigate the CHC online environment.		
Benchmarks	6/05	6/06	6/07
Develop scope of training for CHC stakeholders to effectively use the CHC online environment	100% 30%	- 50%	- 60%
Develop strategy for training CHC stakeholders to effectively navigate the CHC online environment	100% 0%	100% 20%	100%
Implement training to CHC Stakeholders to help them effectively navigate the CHC online environment	-	50% 20%	100%
<i>Development Responsibility:</i>	<i>CHC Technology Services, District Computing Services, CHC Student Services, Instruction Office</i>		
<i>Development Lead:</i>	<i>CHC Technology Services</i>		

Goal 7	Crafton Hills College will establish norms, guidelines, and processes for end-user use of the CHC online environment.		
<u>Obj. 7.1</u>	By June 2007, Crafton Hills College will fully implement “Administrative Guidelines for Computer Use at Crafton Hills College.”		
Benchmarks	6/05	6/06	6/07
Fully Implement the “Administrative Guidelines for Computer Use at Crafton Hills College.”	100% 75%	90%	95%
Evaluate and update, as necessary, the current “Administrative Guidelines for Computer Use at Crafton Hills College.”	100%	100%	100%
<i>Development Responsibility:</i>	<i>District Computing Services, A&R, HR, Technology Services (CHC), Counseling</i>		
<i>Development Lead:</i>	<i>District Computing Services</i>		

<u>Obj. 7.2</u>	By June 2007, Crafton Hills College will publish the roles and responsibilities of District organizations regard to the CHC online environment.		
Benchmarks	6/05	6/06	6/07
Identify roles and responsibilities of district organizations in regard to the CHC online environment	100%	-	-
Publish roles and responsibilities of district organizations in regard to the CHC online environment	100% 0%	100% 25%	100% 50%
Update, yearly, roles and responsibilities of district organizations in regard to the CHC online environment	-	100% 25%	100% 50%

<i>Development Responsibility:</i>	<i>District Computing Services, CHC Technology Services, CHC & District Administrations</i>
<i>Development Lead:</i>	<i>CHC Technology Services</i>

<u>Obj. 7.3</u>	By June 2007, Crafton Hills College will develop a formalized process for ensuring that the online priorities of Crafton Hills College are effectively communicated internally and to other District entities.		
Benchmarks	6/05	6/06	6/07
Identify CHC online priorities	100%	-	-
Develop strategies for communicating CHC online priorities internally and to other District entities	100%	100%	100%
Implement communication of CHC online priorities internally and to other District entities	100%	100%	100%
	<i>50%</i>	<i>50%</i>	
<i>Development Responsibility:</i>	<i>CHC Planning Committee, CHC Technology Services, District Computing Services, CHC Web Development Team</i>		
<i>Development Lead:</i>	<i>DSP&S, Technology Services</i>		

Campus Workstations and Workflow Goals, Objectives and Benchmarks (Goals 8 – 11)

Completed items have a gray background; partially completed items are indicated using italicized numbers.

<u>Goal 8</u>	Crafton Hills College will provide adequate numbers of computer classrooms and labs for instructor and student use.		
<u>Obj. 8.1</u>	By June 2007, Crafton Hills College will have established standards and procedures for several types of computer classroom/labs available for instruction and student use throughout the campus.		
Benchmarks	6/05	6/06	6/07
Develop standards and procedures for the use of five types of computer classroom/labs on campus (open, open/reservable-long term, open/reservable-short term, specialty, smart)	100%		
Implement standards and procedures for computer classroom/labs on campus		100%	
Maintain classrooms/labs according developed standards and update standards as necessary			100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>		
<i>Development Lead</i>	<i>CHC Technology Services</i>		

<u>Obj. 8.2</u>	By June 2007, Crafton Hills College will have three fully functional computer classrooms/labs available for use by all instructors and students.		
Benchmarks	6/05	6/06	6/07
To develop a strategy (locations, reservations, etc.) for the use of the three classroom/labs	100%		
To acquire funding for development of the classroom/labs	33%	66% 33%	100% 33%
To develop a maintenance strategy for the three labs		100%	100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>		
<i>Development Lead</i>	<i>CHC Technology Services</i>		

Goal 9	Crafton Hills College will have a formal strategy for the deployment and appropriate disposal of technology.		
<u>Obj. 9.1</u>	By June 2007, Crafton Hills College will be fully implementing an obsolescence plan for campus technology.		
Benchmarks	6/05	6/06	6/07
Develop campus obsolescence plan for technology	100% 50%	100%	
Implement obsolescence plan for technology	100% 0%	75%	90%
Update, as necessary campus obsolescence plan for technology.		100%	100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>		
<i>Development Lead</i>	<i>CHC Technology Services</i>		

<u>Obj. 9.2</u>	By June 2007, Crafton Hills College will have established standards for computer and other technology configurations on the campus.		
Benchmarks	6/05	6/06	6/07
Develop standards for computers and software on the campus (faculty, staff, student use, & classroom/lab)	100% 50%	100%	
Develop formal standards for audio-visual technologies	100% 50%	100%	
Identify and develop standards for all non-computer, non-AV technologies on the campus		100% 50%	100%
Fully Implement technology standards for the campus		100% 75%	95%

Update, as necessary, formal technology standards.		100%	100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>		
<i>Development Lead</i>	<i>CHC Technology Services</i>		

Goal 10	Crafton Hills College will increase the technology services available to the campus.		
<u>Obj. 10.1</u>	By June 2007, Crafton Hills College will be prepared to open a fully functional, multi-use, technology resource area available for faculty, staff, and students.		
Benchmarks	6/05	6/06	6/07
Identify the functionality of the multi-use technology resource center.	100%		
Develop a strategy for opening the multi-use technology resource center.		100%	
Implement the strategy for opening the multi-use technology resource center			100%
<i>Development Responsibility</i>	<i>CHC Technology Services, CHC Administrators, CHC Teaching Aids</i>		
<i>Development Lead</i>	<i>CHC Technology Services</i>		

Goal 11	Crafton Hills College will provide services to enhance the technology skill sets of faculty and staff		
<u>Obj. 11.1</u>	By June 2007, Crafton Hills College will have a formal skill and technology development plan for faculty and staff.		
Benchmarks	6/05	6/06	6/07
Formally identify the technology training needs of faculty and staff.	100%	100%	100%
	50%	50%	60%
Develop training to specifically address training needs as identified by formal assessments.	100%	100%	100%
	0%	25%	50%
Develop and promote a lexicon of technology terms, definitions, etc. that will be distributed and used throughout the CHC campus.	100%	100%	100%

Funding and Decision Making Goals, Objectives and Benchmarks (Goals 12 – 14)

Completed items have a gray background; partially completed items are indicated using italicized numbers.

Goal 12		Crafton Hills College will collaborate with other District entities to establish and maintain a single technology infrastructure for the District		
<u>Obj. 12.1</u>	By June 2007, a current, formal document outlining the fiscal and other responsibilities of Crafton Hills College, the District, and any other entities in regard to purchasing, maintaining, replacing, etc. hardware & software housed on the CHC campus will be fully developed and implemented.			
Benchmarks		6/05	6/06	6/07
Create formal document outlining responsibilities of District and CHC in regard to infrastructure hardware.		100%	-	-
Maintain document outlining responsibilities of District and CHC in regard to infrastructure hardware.		-	100%	100%
Create formal document outlining responsibilities of District and CHC in regard to infrastructure software.		100%	-	-
Maintain document outlining responsibilities of District and CHC in regard to infrastructure software.		-	100%	100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators</i>			
<i>Development Lead</i>	<i>CHC Technology Services</i>			
<u>Obj. 12.2</u>	By June 2007, a formalized process designed to ensure that Crafton Hills College has equitable and meaningful involvement in District technology-related decisions will be implemented and evaluated on a yearly basis.			
Benchmarks		6/05	6/06	6/07
Develop process for communicating CHC technology needs to District Computing Services.		100%	-	-
Develop process to ensure that CHC is included in all infrastructure discussions that may impact CHC.		100%	-	-
Maintain processes to ensure CHC is included in all technology issues that may impact the campus.			100%	100%
<i>Development Responsibility</i>	<i>CHC Technology Services, District Computing Services, CHC Administrators, CHC Office of Research and Planning</i>			
<i>Development Lead</i>	<i>CHC Technology Services</i>			

Goal 13 Crafton Hills College will ensure ongoing funding and an equitable decision-making process for the college's technology infrastructure.					
Obj. 13.1	By June 2007, Crafton Hills College will develop a funding structure which specifically addresses the purchasing, maintenance, upgrading, etc. of campus technology.				
Benchmarks			6/05	6/06	6/07
Establish a budget code for technology related expenditures			100% 0%	25%	50%
Establish a protocol for funding and maintaining technology on the campus			100%	-	-
Develop and maintain a process for evaluating the funding needs of technology			100%	100%	100%
<i>Developmental Responsibility</i>	<i>CHC Planning Committee, CHC Technology Committee, District Computing Services, CHC President, CHC Technology Services, CHC Office of Research and Planning</i>				
<i>Development Lead</i>	<i>CHC Technology Planning Committee</i>				
Obj. 13.2	By June 2007, Crafton Hills College will implement, evaluate and amend as necessary a means to fund technology for the campus in a way that is equitable across all College programs and service areas.				
Benchmarks			6/05	6/06	6/07
Develop an equitable technology funding process			100%		
Implement an equitable technology funding process			75% 0%	100% 75%	100%
Evaluate the technology funding process			-	100%	100%
Amend as necessary the technology funding process			-	100%	100%
<i>Developmental Responsibility</i>	<i>CHC Planning Committee, CHC Technology Planning Committee, CHC Technology Services, District Computing Services, CHC President, CHC Office of Research and Planning</i>				
<i>Development Lead</i>	<i>?????</i>				
Obj. 13.3	By June 2007, Crafton Hills College will implement, evaluate and amend as necessary equitable procedures for deriving recommendations about new technology acquisitions proposed in annual unit-level planning documents.				
Benchmarks			6/05	6/06	6/07
Develop an equitable procedure for accepting, reviewing and prioritizing technology proposals			100%	-	-
Evaluate procedure for equitably accepting, reviewing and prioritizing technology proposals			-	100%	100%
Amend as necessary procedure for equitably accepting, reviewing and prioritizing technology proposals			-	100%	100%
<i>Developmental Responsibility</i>	<i>CHC Planning Committee, CHC Technology Planning Committee, CHC Technology Services, District Computing Services, CHC President, CHC Office of Research and Planning</i>				
<i>Development Lead</i>	<i>CHC Technology Planning Committee</i>				

Goal 14 Crafton Hills College will develop comprehensive plans for the college's technology infrastructure				
Obj. 14.1	By June 2007, Crafton Hills College will have implemented an obsolescence plan for campus technology.			
Benchmarks		6/05	6/06	6/07
Develop a obsolescence strategy and plan for campus technology workstations.		100% 50%	100%	-
Implement technology obsolescence plan for campus technology workstations.		-	100%	100%
Evaluate and change as necessary the obsolescence plan for workstations based upon evaluation data.			100%	100%
<i>Developmental Responsibility</i>	<i>CHC Technology Planning Committee, CHC Technology Services, CHC Planning Committee, CHC Administration, CHC Office of Research and Planning</i>			
<i>Developmental Lead</i>	<i>CHC Technology Services</i>			

Obj. 14.2	By June 2007, Crafton Hills College will develop, implement, evaluate, and support a migration plan for the College's networks and systems.			
Benchmarks		6/05	6/06	6/07
Develop a migration plan for the College's networks and systems.		100%	-	-
Implement migration plan for the College's networks and systems.			100%	100%
Evaluate migration plan for the College's networks and systems.			100%	100%
<i>Developmental Responsibility</i>	<i>CHC Technology Planning Committee, CHC Technology Services, District Computing Services, CHC Administration, CHC Office of Research and Planning</i>			
<i>Developmental Lead</i>	<i>CHC Technology Services</i>			

Appendix A
Technology Planning Committee Membership (2004-2007)

President, CHC	Gloria Harrison
Vice President, Instruction CHC	Dr. Susan Shodahl
Vice President, Administrative Services CHC	Charlie Ng
Dean, Technology and Learning Resources CHC	Ted Phillips (Chair)
Director, Office of Research & Planning CHC	Cidhinnia Torrez Campos
Director, Admissions and Records CHC	Joe Cabrales
Dean, Counseling & Matriculation CHC	Kirsten Colvey
Director, Technology Services CHC	Wayne Bogh
Dept. Network Specialist CHC	Gino Barabani
Learning Center Director CHC	Damaris Matthews
Office Assistant, Student Senate CHC	Vacant
CHC Faculty	T.L. Brink
CHC Faculty	Richard Hogrefe
CHC Faculty	Catherine Pace-Pequeno
CHC Student Senate	Vacant
Director, Distributed Education (SBCCD)	Glen Kuck
Director, Computing Services (SBCCD)	Vacant

Appendix B
Timeline / Checklist (2004 – 2007)

Projects to be Completed in 2004

Goal	Obj	Benchmark	Due	Complete
1	1.1	Install and implement upgraded wireless system at CHC	12/04	Complete
1	1.1	Install and implement DS3 connection at CHC	12/04	Complete
1	1.1	Install and implement improved phone system (VOIP) at CHC	12/04	Complete

Projects to be Completed in 2005

Goal	Obj	Benchmark	Due	Complete
1	1.1	Develop a strategy for communicating the communications infrastructure needs of CHC with the District	6/05	Complete
2	2.1	Develop a consistent funding strategy for maintaining the CHC communications infrastructure	6/05	75%
2	2.2	Develop matrix of required upgrades, replacement schedules, etc. for CHC communications backbone	6/05	75%
2	2.2	Implement communications infrastructure maintenance matrix for the CHC backbone	6/05	Complete
2	2.3	Increase vertical fiber runs in library from server room to 3 rd floor	6/05	75%
2	2.3	Increase vertical fiber runs in LADM building	6/05	50%
3	3.1	Conduct needs assessment regarding wireless connectivity on the CHC campus	6/05	50%
3	3.1	Based upon needs assessment, develop priorities for wireless network connectivity on the CHC campus	6/05	N/A
4	4.1	90% of students have district supplied email accounts	6/05	Complete
4	4.1	90% of faculty (including PT) will have district supplied email accounts	6/05	Complete
4	4.1	90% of staff will have district supplied email accounts	6/05	Complete
4	4.2	90% of students will have appropriate campus and district network permissions	6/05	Complete
4	4.2	90% of CHC faculty (including PT) will have appropriate campus and district permissions	6/05	Complete
4	4.2	90% of CHC staff will have appropriate campus and district permissions	6/05	Complete
4	4.3	Develop accessible workstation standards	6/05	Complete

Goal	Obj	Benchmark	Due	Complete
4	4.3	1% of campus open area workstations adhere to accessible standards	6/05	Complete
4	4.3	1% of campus computer classrooms/labs adhere to accessible standards	6/05	Complete
4	4.4	Develop computer/user ratio guidelines for all categories of computer users at CHC	6/05	Removed
4	4.4	Achieve 90% of student/cpu ratio guidelines for CHC campus	6/05	25%
4	4.4	Achieve 90% of instructor computer ratio guidelines for CHC campus	6/05	Complete
4	4.4	Achieve 90% of staff computer ratio guidelines for CHC campus	6/05	Complete
4	4.4	Increase the number of campus supported classrooms/labs by 1	6/05	Complete
4	4.5	Develop a process for departments to present online information on the CHC web site	6/05	Complete
4	4.5	50% of CHC departments present online content	6/05	75%
5	5.1	Develop an evaluation methodology for determining the effectiveness of the CHC web site for end users	6/05	Complete
5	5.3	Develop a methodology for maintaining the accuracy of the CHC web site	6/05	Complete
6	6.1	Determine the scope of end-user support the college will provide to end-users	6/05	Complete
6	6.1	Implement 80% end-user support during the campus 'brick-and-mortar' operational hours	6/05	Complete
6	6.2	Develop a strategy for delivering face-to-face support services into the online environment	6/05	85%
6	6.3	Develop scope of training for CHC stakeholders to effectively use the CHC online environment	6/05	60%
7	7.1	Implement Administrative Guidelines for CPU Use	6/05	95%
7	7.1	Update Admin Guidelines as necessary	6/05	Complete
7	7.2	Identify the roles of district organizations in regard to the CHC online environment	6/05	Complete
7	7.3	Identify CHC online priorities	6/05	Complete
8	8.1	Develop a strategy (locations, reservations, etc.) for the use of the three computer classroom/labs	6/05	Complete
8	8.2	Acquire funding for development of classroom/lab	6/05	33%
8	8.2	Develop standards and procedures for use of five types of computer classrooms/labs on campus	6/05	Complete
9	9.1	Develop campus obsolescence plan for technology	6/05	Complete
9	9.1	Implement obsolescence plan for technology	6/05	Complete
9	9.2	Develop standards for computers and software on the campus	6/05	Complete

Goal	Obj	Benchmark	Due	Complete
9	9.2	Develop formal standards for audio-visual technologies on the campus	6/05	Complete
10	10.1	Identify the functionality of the multi-use technology resource center	6/05	Complete
12	12.1	Create formal document outlining responsibilities of District and CHC in regard to infrastructure hardware	6/05	Complete
12	12.1	Create formal document outlining responsibilities of District and CHC in regard to infrastructure software	6/05	Complete
12	12.2	Develop process for communicating CHC technology needs to District Computing Services	6/05	Complete
12	12.2	Develop process to ensure that CHC is included in all infrastructure discussions that may impact CHC	6/05	Complete
13	13.1	Establish a budget code for technology related expenditures	6/05	50%
13	13.1	Establish a protocol for funding and maintaining technology on the campus	6/05	Complete
13	13.2	Develop an equitable technology funding process	6/05	Complete
13	13.1	Implement the equitable technology funding process for 75% of technology related funding	6/05	Complete
13	13.3	Develop an equitable procedure for accepting, reviewing, and prioritizing technology proposals	6/05	Complete
14	14.1	Develop an obsolescence strategy and plan for campus technology workstations	6/05	Complete
14	14.2	Develop a migration plan for CHC's networks and systems	6/05	Complete

Projects to be Completed in 2006

Goal	Obj	Benchmark	Due	Complete
4	4.1	95% of students have district supplied email accounts	6/06	Complete
4	4.1	90% of faculty (including PT) will have district supplied email accounts	6/06	Complete
4	4.1	95% of staff will have district supplied email accounts	6/06	Complete
4	4.2	95% of students will have appropriate campus and district network permissions	6/06	Complete
4	4.2	95% of CHC faculty (including PT) will have appropriate campus and district permissions	6/06	Complete
4	4.2	95% of CHC staff will have appropriate campus and district permissions	6/06	Complete
4	4.3	3% of campus open area workstations adhere to accessible standards	6/06	Complete
4	4.3	3% of campus computer classrooms/labs adhere to accessible standards	6/06	Complete
4	4.4	Achieve 95% of student/cpu ratio guidelines for CHC campus	6/06	Removed
4	4.4	Achieve 95% of instructor computer ratio guidelines for CHC campus	6/06	Complete
4	4.4	Achieve 95% of staff computer ratio guidelines for CHC campus	6/06	Complete
4	4.4	Increase the number of campus supported classrooms/labs by 1	6/06	1
4	4.5	75% of CHC departments present online content	6/06	Complete
5	5.1	Implement methodology for maintaining the accuracy of the CHC web site	6/06	Complete
5	5.2	Obtain a 50% dedicated resource for development and maintenance of the CHC web site	6/06	Complete
6	6.1	Implement 90% end-user support during the campus 'brick-and-mortar' operational hours	6/06	Complete
6	6.2	Implement the delivery of 60% of face-to-face support service into the online environment	6/06	Complete
6	6.3	Implement strategy to train 50% of CHC stakeholders to be effective users of the CHC online environment	6/06	Complete
8	8.2	Implement standards and procedures for computer classrooms/labs on campus	6/06	Complete
9	9.2	Identify and develop standards for all non-computer, non-AV technologies on the campus	6/06	100%
9	9.2	Fully implement technology standards for the campus	6/06	75%
10	10.1	Develop strategy for opening the multi-use technology resource center	6/06	Complete

Projects to be Completed in 2007

Goal	Obj	Benchmark	Due	Complete
3	3.1	Develop strategy and migration plan for developing wireless connectivity on the CHC campus	6/07	Complete
3	3.1	Implement strategy for wireless connectivity on the CHC campus	6/07	Complete
4	4.1	99% of students have district supplied email accounts	6/07	Complete
4	3.1	99% of faculty (including PT) will have district supplied email accounts	6/07	Complete
4	4.1	99% of staff will have district supplied email accounts	6/07	Complete
4	4.2	99% of students will have appropriate campus and district network permissions	6/07	Complete
4	4.2	99% of CHC faculty (including PT) will have appropriate campus and district permissions	6/07	Complete
4	4.2	90% of CHC staff will have appropriate campus and district permissions	6/07	Complete
4	4.3	5% of campus open area workstations adhere to accessible standards	6/07	Complete
4	4.3	5% of campus computer classrooms/labs adhere to accessible standards	6/07	Complete
4	4.4	Achieve 100% of student/cpu ratio guidelines for CHC campus	6/07	Removed
4	4.4	Achieve 100% of instructor computer ratio guidelines for CHC campus	6/07	Complete
4	4.4	Achieve 100% of staff computer ratio guidelines for CHC campus	6/07	Complete
4	4.4	Increase the number of campus supported classrooms/labs by 1	6/07	33%
4	4.5	90% of CHC departments present online content	6/07	75%
5	5.2	Obtain a 100% resource dedicated to the development and maintenance of the CHC web site	6/07	Complete
6	6.1	Implement 100% end-user support during the campus 'brick-and-mortar' operational hours	6/07	Complete
6	6.1	Implement 24/7 end-user support for technology	6/07	Complete
6	6.2	Implement the delivery of 90% of face-to-face support service into the online environment	6/07	40%
6	6.3	Implement strategy for training 100% of CHC stakeholders to be effective users of the CHC online environment	6/07	Complete
10	10.1	Implement the strategy for opening the multi-use technology resource center	6/07	Complete

Ongoing Projects 2005-2007

Goal	Obj	Benchmark	Begins
2005			
2	2.1	Identify and incorporate infrastructure requirements for planned campus expansion into funding strategy	6/05
2	2.1	Identify and incorporate infrastructure requirements for planned campus expansion into backbone matrix	6/05
6	6.1	Define and maintain scope of responsibilities of a dedicated resource for CHC web site development	6/05
6	6.2	Identify face-to-face support services to be delivered online	6/05
7	7.1	Evaluate and update as necessary the “Administrative Guidelines for Computer Use at Crafton Hills College”	6/05
7	7.1	Fully implement the “Administrative Guidelines for Computer Use at Crafton Hills College”	6/05
7	7.2	Publish roles and responsibilities of District organizations in regard to CHC online environment	6/05
7	7.3	Develop ongoing strategies for communicating CHC online priorities internally and to other District entities	6/05
7	7.3	Implement communication strategies of CHC online priorities internally and to other District entities	6/05
9	9.3	Formally identify technology training needs of CHC faculty and staff	6/05
9	9.3	Develop training to specifically address training needs of CHC faculty and staff as identified by formal assessments	6/05
9	9.3	Develop and promote a lexicon of technology terms that will be distributed and used on the CHC campus	6/05
13	13.1	Develop and maintain a process for evaluating the funding needs of CHC technology	6/05
2006			
2	2.2	Evaluate and change as necessary the CHC communications infrastructure maintenance matrix	6/06
2	2.3	Evaluate and recommend as necessary vertical fiber runs on the CHC campus	6/06
4	4.3	Maintain and update as necessary the ‘accessible’ workstations standards	6/06
4	4.4	Maintain and update as necessary the computer/user ratio guidelines for the CHC campus	6/06
5	5.1	Maintain and update the methodology for determining effectiveness of the CHC web site	6/06

Goal	Obj	Benchmark	Begins
5	5.1	Implement methodology for maintaining the accuracy of the CHC web site	6/06
5	5.2	Develop and maintain strategies for obtaining a dedicated resource for CHC website development	6/06
6	6.2	Update as necessary face-to-face support services to be delivered online	6/06
6	6.2	Update as necessary strategy for delivering face-to-face support services to be delivered into the online environment	6/06
7	7.2	Update, yearly, roles and responsibilities of District organizations in regard to the CHC online environment	6/06
8	8.1	Develop and update maintenance strategy for three campus computer labs/classrooms	6/06
9	9.1	Update as necessary campus obsolescence plan for technology	6/06
9	9.2	Update as necessary formal technology standards	6/06
12	12.1	Maintain document outlining responsibilities of District and CHC in regard to infrastructure hardware	6/06
12	12.1	Maintain document outlining responsibilities of District and CHC in regard to infrastructure software	6/06
12	12.2	Maintain processes to ensure CHC is included in all technology issues that may impact the campus	6/06
13	13.2	Evaluate the CHC technology funding process	6/06
13	13.2	Amend as necessary the CHC technology funding process	6/06
13	13.3	Evaluate procedure for equitably accepting, reviewing, and prioritizing technology proposals	6/06
13	13.3	Amend as necessary procedure for equitably accepting, reviewing and prioritizing CHC technology proposals	6/06
14	14.1	Implement technology obsolescence plan for campus technology workstations	6/06
14	14.1	Evaluate and change as necessary the obsolescence plan for workstations based upon evaluation data	6/06
14	14.2	Implement migration plan for CHC networks and systems	6/06
14	14.2	Evaluate migration plan for CHC networks and systems	6/06

2007

3	3.1	Evaluate and modify as necessary the strategy for implementing wireless connectivity on the CHC campus	6/07
8	8.2	Maintain and update computer classrooms/labs according to developed standards	6/07

Appendix C

2001 to 2004 Technology Plan

**CRAFTON HILLS COLLEGE
INFORMATION TECHNOLOGY
STRATEGIC PLAN
2001-2004
September 2001**

**CRAFTON HILLS COLLEGE
INFORMATION TECHNOLOGY STRATEGIC PLAN
2001-2004**

TABLE OF CONTENTS

I. BACKGROUND AND INTRODUCTION 1

II. A VISION FOR INFORMATION TECHNOLOGY
AT CRAFTON HILLS COLLEGE 2

III. CURRENT CONDITIONS AND PLANNING ASSUMPTIONS 3

 A. Student Related Assumptions..... 3

 B. Faculty / Staff Related Assumptions 4

 C. Community Related Assumptions 4

 D. Technology Related Assumptions 4

 E. Technology Support Assumptions 5

 F. Resources / Facilities Assumptions 5

IV. INFORMATION TECHNOLOGY GUIDING PRINCIPLES..... 6

V. ALIGNMENT OF INFORMATION TECHNOLOGY WITH
CRAFTON HILLS COLLEGE’S MISSION AND
PLANNING ASSUMPTIONS AND THE CALIFORNIA
TECHNOLOGY II PLAN 7

VI. ONGOING REVIEW PROCESS 11

VII. COLLEGE-WIDE INFORMATION TECHNOLOGY
GOALS AND STRATEGIES -- 2001-2004 12

Appendix A. Participants in the 2001 Crafton Hills College
Information Technology Strategic Planning Meetings 31

I. BACKGROUND AND INTRODUCTION

In the spring of 2001, Crafton Hills College began developing its Information Technology Strategic Plan for 2001 - 2004 using a cross-functional team of college faculty, staff, and administrators, working together to develop a “future state” vision for the use of information technology within the institution. The draft document was then circulated among additional faculty and staff for further comment and refinement. This document is a result of that effort.

A Senior Consultant from COLLEGIS, Inc., who adopted a methodology using the following steps, facilitated the planning approach utilized in the development of this document:

- Development of a vision for the use of information technology within the college;
- Development of planning assumptions detailing the environment in which the College currently exists;
- Development of key value statements or guiding principles that should govern the decisions and actions of the organization and are aligned with the Crafton Hills College vision, mission and goals;
- Development of goals and strategies to enable the organization to move forward toward its desired “future state” in accordance with the guiding principles; and
- Draft of a yearly operational plan (with measurable objectives to be developed by owners of each strategy) for implementation of the strategic plan.

The Crafton Hills College Information Technology Strategic Plan is meant to reflect the vision, planning assumptions, guiding principles, goals and strategies for the use of information technology throughout the college. As such, its adoption has implications for many academic and administrative departments within the college.

Since different people often use the terms involved in strategic planning differently, the following is a clarification of how strategic planning terms are used within the Crafton Hills College Information Technology Strategic Plan.

Information Technology Vision – The desired “future state” for the use of information technology across the institution.

• • • • Information Technology Guiding Principles – Key value statements that should govern the decisions and actions of the organization with regard to acquisition and use of information technology throughout the college.

Information Technology Goals – Long-term, major targets or end results related to the survival, value and growth of the institution.

Information Technology Strategies – The particular actions or means that will make it possible to achieve the goals.

• Information Technology Objectives – Short-term action items for which measurable results can be obtained toward the achievement of information technology goals.

II. A VISION FOR INFORMATION TECHNOLOGY AT CRAFTON HILLS COLLEGE

Crafton Hills College envisions a “future state” when the use of information technology permeates the entire institution providing for collaborative teaching and learning activities. It is a time when students, faculty and staff have access to information and services using technology regardless of time of day or location. This desired future state includes a faculty that is well trained in the use of information technology tools, which they apply to their individual pedagogical approaches to improve teaching and learning. It also includes an administration and staff who use information technology to operate the institution more effectively and efficiently. It is a time when information technology supports collaboration, extending the reach of the college beyond the boundaries of its campus.

Crafton Hills College has developed the following Mission Statement:

“The mission of Crafton Hills College is to promote the discovery and application of knowledge, the acquisition of skills, and the development of intellect and character in a manner which prepares students to contribute effectively and ethically as citizens of a rapidly changing and increasingly technological world.

This mission is achieved by providing to the students and communities we serve high quality, effective and accountable instructional programs and services in the following areas:

- Transfer educational programs that ensure the greatest possibility of success in baccalaureate programs.
- General education designed to give students a substantial and coherent exposure to the major broad domains of higher education.
- Vocational/Technical education programs that offer opportunities in training, retraining, and skill building to provide business, industry and government with a qualified work force and that support economic development.
- Economic development programs that promote partnerships with corporate and commercial enterprise as well as government agencies to enhance the economic base of the community served.
- Comprehensive support services, enhanced by matriculation, that provide for counseling and guidance to encourage student growth and development through assessment, academic planning, career planning and personal development.
- A developmental program that provides under-prepared students with the skills they need to enter transfer, general education or vocational/technical programs.
- Programs and services that provide disabled and disadvantaged students the opportunity for equitable access to the educational offerings of the college.
- A Workforce Development Program of fee-based classes that provides an opportunity for individuals to develop occupational skills in preparation for

employment or to improve or upgrade job skills to enhance performance in current employment.

- A variety of delivery methods to meet the needs of a diverse student population.

This mission is carried out in an environment which encourages intellectual development, enhances personal growth, and fosters an openness to a wide range of ideas, culture and people.”

With this scenario in mind, the vision for the use of Information Technology at Crafton Hills College is:

“In an ever-changing world, Crafton Hills College uses information technology to support the college’s mission; to provide a quality education that empowers the members of the community to reach their unique potential; and to provide accessibility that allows life-long learning opportunities for students, faculty, staff, and community.”

III. CURRENT CONDITIONS AND PLANNING ASSUMPTIONS

The following is a list of current conditions and planning assumptions about the environment in which Crafton Hills College exists, the direction of technology, the students, faculty, staff and community, and the organization of information technology resources and personnel within the college. These assumptions were derived from discussions with Crafton Hills College administrators, faculty, and staff; from a review of other planning documents already developed by the College; and in planning sessions with the Technology Strategic Planning Task Force. The College should provide the leadership to review and update these assumptions on an annual basis so that they will reflect internal and external environmental factors that have a bearing on the development and implementation of an Information Technology Strategic Plan for Crafton Hills College. (Note: There is no priority attributed to the order in which the assumptions are listed.)

A. Student Related Assumptions

- a) Students are primarily from the local area.
- b) Student’s technology literacy is diverse.
- c) Most students are employed either full-time or part-time.
- d) Community and Crafton Hills College growth will continue.
- e) A low percentage of the local population attends college.
- f) Students will need more services supported by technology.
- g) Students will need more technology accessible to them.
- h) Students are increasingly aware of technology.
- i) Students will increasingly expect relevant hands-on training that will be valuable in the job market.

B. Faculty / Staff Related Assumptions

- a) Policy, procedures, planning and implementation will continue to proceed in accordance with the principles of shared governance.
- b) Crafton Hills College will have an increase in new faculty in the near future due to retirements.
- c) Faculty and staff need on going technology training using up-to-date technology.
- d) Faculty need training and support on the development of online courses.
- e) Applicants for open positions, both faculty and staff, should have minimum IT knowledge and qualifications (relevant to discipline or areas) and new faculty should be familiar with instructional technologies.
- f) Faculty need to assess the effectiveness of the technology they use.
- g) Policies need to be developed to provide a foundation upon which technology use can be expanded.

C. Community Assumptions

- a) The area is increasing in population and becoming more diverse.
- b) The area is, to a great extent, a commuter and bedroom community.
- c) There is a great interest in developing marketable skills in shorter time frames
- d) New job opportunities are emerging.
- e) There is a growing interest in information technology and global communication.
- f) Residents of the community are becoming more computer literate and making greater use of e-mail, the web and new devices for communication.
- g) There is more awareness of distance education.
- h) More partnerships between community agencies and the college will need to be forged in order to expand services and access to technology.

D. Technology Related Assumptions

- a) We can expect a quantum leap in technology within the next five years similar to the advent of the web.
- b) Wireless or mobile technology will become more prevalent.
- c) Cost of technologies for the typical user will remain static; the cost of current leading edge technology will decrease over time.
- d) Technology will become more sophisticated and integrated, resulting in trends such as real time video, dramatically increased storage capabilities, and a decrease in physical size.
- e) The burden on an educational institution to broaden the use of technology will increase.
- f) More technical support services will be needed for both administrative and instructional technologies.
- g) “Digital divide” will be an ongoing challenge in our community and in our student body.
- h) Advanced technology on campus is an equity issue and will need to be accessible to all of our students.
- i) Security and privacy issues will become more difficult to solve.

E. Technology Support Assumptions

- a) Technology support on campus is currently inadequate and as demands increase, it will get worse.
- b) Salary structure needs to be reviewed to attract and retain high quality staff
- c) Expansion of technology will require expansion of technical support.
- d) Support staff need ongoing training to keep current and maintain appropriate skill levels.
- e) Support needs will increase with the introduction of technology-enabled courses.
- f) When planning new technology purchases, the impact on personnel support needs must be considered.
- g) User technology support should include communication and training.
- h) Coordination is needed so technical staff understand the role and function of the people they serve.

F. Resources / Facilities Assumptions

- a) For the next few years, state funding is likely to decrease.
- b) Space on campus is very limited.
- c) There is limited funding for all technology needs, therefore prioritization will be required.
- d) Acquiring grants is necessary to help fund physical and human resources.
- e) All students, including those with disabilities, should have access to computer technology.
- f) Crafton Hills College needs facilities and rooms with appropriate equipment and technologies.
- g) Some academic disciplines are more technology intensive than others.
- h) New alliances are needed with businesses and agencies for funding and equipment

IV. INFORMATION TECHNOLOGY GUIDING PRINCIPLES

If Crafton Hills College is to be truly successful in achieving its vision and accomplishing its mission and goals, it is not sufficient to do things right; the College must do the right things. In their book *Paradigm Shift: The New Promise of Information Technology*, Don Tapscott and Art Caston state that a useful technique for making certain that the information technology organization is “doing the right thing” is to establish a set of guiding principles, with “principles” being defined as “simple, direct statements that describe what is determined to be good practice. . . . Principles are extremely valuable because they eliminate recurring arguments and alternative evaluations regarding key planning decisions.” (*Paradigm Shift*, p. 204).

The following is a list of the Crafton Hills College Information Technology Guiding Principles:

1. Crafton Hills College should use information technology to promote student learning.
2. Crafton Hills College should pervasively use advanced technological tools for information processing, measurements, decision-making and communication.
3. Crafton Hills College should honor the principles and practices of universal access.
4. Crafton Hills College should use information technology to provide learning opportunities independent of time and space.
5. Crafton Hills College should use information technology to provide student support functions independent of time and space.
6. Crafton Hills College should provide its faculty and staff with the resources and training to use appropriate technologies.
7. Crafton Hills College should respect the adopted academic freedom policy.
8. Crafton Hills College, while insuring security and appropriate usage, should protect the privacy and rights of individuals.

V. ALIGNMENT OF INFORMATION TECHNOLOGY WITH CRAFTON HILLS COLLEGE'S MISSION AND PLANNING ASSUMPTIONS AND THE CALIFORNIA TECHNOLOGY II PLAN

In order for the Crafton Hills College Information Technology Strategic Plan to be a truly effective tool for directing the use of information technology within the institution, it must be aligned with the overall strategic planning efforts of the college, the district and the state. It should reflect the role of information technology in helping the college to achieve its vision and to accomplish its mission, goals and objectives.

The information technology goals for Crafton Hills College are the following:

- GOAL #1: To determine the appropriate level of technology use for individual job functions or disciplines.
- GOAL #2: To provide information technology support during all open campus hours.
- GOAL #3: To provide accessible information technology training for faculty and staff.
- GOAL #4: To provide instructional technology design training and support for faculty.
- GOAL #5: To establish on-going funding for technology hardware and software.
- GOAL #6: To provide the appropriate information technology to support college operations.
- GOAL #7: To equip all classrooms with technology to meet the instructional needs of faculty.
- GOAL #8: To ensure compliance with all applicable aspects of the American's with Disabilities Act and other applicable federal and state requirements.
- GOAL #9: To offer distributed education to as broad a community as possible.
- GOAL #10: To increase the information technology skills of Crafton Hills College students and thus their marketability.
- GOAL #11: To provide technology-training opportunities to the community, including local business and industry.
- GOAL #12: To provide students with access to all information and complete all transactions from any location
- GOAL #13: To make effective use of the web for instruction, operations, communications and marketing.
- GOAL #14: To provide an efficient and effective information technology advisory and decision-making process.

GOAL #15: To use information technology to make data available for decision-making, problem solving and to streamline college operations.

The Crafton Hills College Information Technology Strategic Plan was developed in direct response to the Crafton Hills College Mission Statement (see Page 2). The Information Technology Strategic plan has also been developed in such a way that its goals and strategies will further the Crafton Hills College Planning Categories. These are:

1. To offer a broad range of instructional programs. See Information Technology Goals # 9, 10 and 11
2. To offer support services designed to help students succeed. See Information Technology Goals # 1, 6, 12, 13, and 15
3. To make progress in maintaining facilities and equipment. See Information Technology Goals # 5, 6 and 7
4. To enhance and add functional buildings and equipment. See Information Technology Goals # 5, 6 and 7
5. To improve support services for adjunct faculty. See Information Technology Goals # 1, 2, 3 and 4
6. To provide programs and services responsive to the unique needs of an increasingly diverse population. See Information Technology Goals # 9, 10 and 11
7. To evaluate all programs and services, using an ongoing and consistent process. See Information Technology Goal # 1, 14 and 15
8. To establish budget, program, and services procedures consistent with the college's mission statement. See Information Technology Goals # 5, 14 and 15
9. To develop and maintain an administrative structure that is responsive to the needs of all programs and staff.
See Information Technology Goals # 6, 12, 13, 14 and 15
10. To support full compliance with the intent, spirit, and regulations of the Americans with Disabilities Act. See Information Technology Goal # 8
11. To develop and maintain a personnel staff that is responsive to the needs of all programs and staff. See Information Technology Goals # 3 and 4
12. To stay current with technological development. See Information Technology Goals # 1, 2, 3, and 4
13. To offer programs and activities that increase student participation in campus life and governance. See Information Technology Goals # 10 and 14

In addition, the Crafton Hills College Information Technology Strategic Plan considered the goals and objectives of the California Technology II Strategic Plan. Although full implementation of these strategies depends upon funding by “two major stakeholders: the State and the private sector”, consideration of each was included in Crafton Hills College’s plan. The CA. Tech II goals are:

- **Student Access** – Promote student access to the California Community Colleges including access to instruction and student support services.
- **Student Success** – Promote student success in their educational and career goals.

The objectives identified for each goal are as follows:

• Student Access Objectives

a) Establish a baseline of access to computers for students, faculty and staff that serve them that includes a technology replacement program for computers and related equipment at all colleges. See Crafton Hills College Information Technology Strategic Plan Goals # 5, 6, and 7

b) Support the development of student services technology applications that have system-wide impact. See Crafton Hills College Information Technology Strategic Plan Goals # 6, 12,

9
13, and 15

c) Provide a baseline suite of student support systems and services that would be available, as an option, for each college. System-wide Objective and see Crafton Hills College Information Technology Strategic Plan Goal # 12

• Student Success Objectives

a) Provide ongoing training for faculty in the use of information technology tools and provide centralized Web and multimedia hosting sites for all California Community Colleges on one of two course management systems. See Crafton Hills College Information Technology Strategic Plan Goals # 1, 2, 3, 4 and 9

b) Expand access to multi-media classrooms and student computer labs. See Crafton Hills College Information Technology Strategic Plan Goals # 6 and 7

c) Establish and support a baseline of technology infrastructure at every college that will ensure that all students, regardless of disabilities, will receive the benefits from such technology in their student services and instructional programs. See Crafton Hills College Information Technology Strategic Plan Goals # 1, 2, 6, 8, 10, 12, and 13.

d) Improve faculty and student access to automated library and learning resources including electronic information databases and administrative services. See Crafton Hills College Information Technology Strategic Plan Goals # 4, 12, 13, and 15

e) Develop a centralized Web-based resource center for materials, resources and processes with full faculty access to support the best practices in curriculum and instruction. See Crafton Hills College Information Technology Strategic Plan Goals # 2, 3, and 4

f) Integrate technology into college offices and support areas to ensure that staff have the tools required to deliver services to students and faculty efficiently and effectively. See Crafton Hills College Information Technology Strategic Plan Goal # 6.
10 11

g) Improve and maintain system-wide networks to support telecommunication needs of the system; develop and support a technology planning guide and fund the local development of technology plans. See Crafton Hills College Information Technology Strategic Plan Goals # 6 and 14.

h) Establish a new leadership role in the California Community College Chancellor's Office to carry out the new body of work and expectations that are defined in the Tech II Plan. System-wide Objective

VI. ONGOING REVIEW PROCESS

Strategic planning is an ongoing process. The goals and strategies set forth in this document require periodic review and assessment. It is the intention of Crafton Hills College to incorporate review of the Information Technology Strategic Plan as part of the institution's overall planning process and to align the information technology planning process with the institution's budget cycle.

**CRAFTON HILLS COLLEGE
COLLEGE-WIDE INFORMATION TECHNOLOGY GOALS AND STRATEGIES
2001-2004**

Implementation of each strategy listed below is dependent upon overall budget priorities that are established by the College.

STRATEGY	DEPENDENCY	OWNER	2001- 2002	2002- 2003	2003- 2004
GOAL #1: To determine the appropriate level of technology use for individual job functions or disciplines.					
1.1 Survey individual offices and disciplines to determine the current uses of technology on campus		Office of Research & Planning working in conjunction with Unit level managers	X	X	X
1.2 Research externally to determine what are the current possibilities.		Office of Research & Planning working in conjunction with Unit level managers	X	X	X
1.3 Within the offices and disciplines, determine the appropriate level of technology use for Crafton Hills College		Office of Research & Planning working in conjunction with Unit level managers	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #2: To provide information technology support during all open campus hours.					
2.1 Identify additional funding sources for hiring additional general and instructional technology support staff.		President's Cabinet	X	X	X
2.2 Schedule information technology support staff (full-time, part-time and student employees) to be available or on-call during all times that classes are scheduled on campus.	Strategy 2.1	President's Cabinet		X	X
2.3 Explore the options and decide upon a strategy for adequate coordination of all information technology support services		President's Cabinet	X		
2.4 Provide web-based assistance for college-supported hardware and software, including user guides and FAQs	Strategy 2.3	District Computing Services		X	X
2.5 Develop a process that will help the college to anticipate and communicate relevant developments in newly emerging technologies		Planning Committee	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #3: To provide accessible information technology training for faculty and staff.					
3.1 Identify a CHC employee who is responsible for faculty and staff technology training		President's Office	X		
3.2 Create a faculty technology development plan that allows for a variety of modes of learning and for discipline specific training.		Planning Committee	X		
3.2.1 Establish a multimedia training facility for staff and faculty training.	Strategy 3.2	President's Cabinet		X	
3.2.2 Identify ways to motivate faculty and staff to explore new technologies that may increase their effectiveness or efficiency.	Strategy 3.2	Staff Development Committee		X	X
3.3 Schedule frequent training sessions for faculty and staff, including both open and cohort training, in basic applications such as Word, Excel and PowerPoint.		Staff Development Committee	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #4: To provide instructional technology design training and support for faculty.					
4.1 Provide faculty with research updates on technology-assisted learning and adult learning.		Instructional Designer/Assistive Technology Specialist	X	X	X
4.2 Provide on-campus support for faculty interested in incorporating technology into their classes and/or developing distributed education courses.		Instructional Designer/Assistive Technology Specialist	X		
4.3 Provide on-campus training for faculty interested in incorporating technology into their classes and/or developing distributed education courses.		Staff Development; Instructional Designer/Assistive Technology Specialist		X	
4.4 Investigate the possibilities for providing additional instructional technology support persons.		President's Cabinet		X	
4.5 Provide faculty with opportunities to explore various software applications.		Instructional Designer/Assistive Technology Specialist, Enterprise Network Specialist		X	X
4.6 Increase number of on-line Library resources and make them available 24 X 7.		Library	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #5: To establish on-going funding for technology hardware and software.					
5.1 Make technology equipment costs a fixed budget item.		President's Cabinet		X	
5.2 Identify additional sources of funding for technology.		President's Cabinet	X	X	X
5.3 Enlist the services of a grant writer to assist in locating outside funding sources for technology.		President's Cabinet; Central Services		X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #6: To provide the appropriate information technology to support college operations.					
6.1 Devise and implement a process for life cycle management, e.g. periodic and systematic upgrades / replacement of technology.		President's Cabinet	X	X	X
6.2 Evaluate the needs for equipment and resources in technology- intensive programs.		Instructional Council	X	X	X
6.3 Integrate technology into college offices and support areas to ensure that staff have the tools required to deliver services to students and faculty efficiently and effectively and with sensitivity to universal access issues.	Goal # 1; Strategy 8.2	President's Cabinet		X	X
6.4 Assess and enhance as appropriate the network infrastructure, bandwidth and server requirements.		Enterprise Network Specialist; District Computing Services	X	X	X
6.5 Investigate and propose appropriate uses of wireless local area networks within buildings		Enterprise Network Specialist; District Computing Services	X	X	X

6.6 Maintain accessibility to all servers. Identify potential points of failure, recognize anomalies, and provide corrective actions.		Enterprise Network Specialist; District Computing Services	X	X	X
6.7 Insure that off-campus e-mail access is adequate to support the needs of CHC faculty and staff		District Computing Services	X	X	X
6.8 Explore the needs for student e-mail access and decide on future directions		President's Cabinet	X		
6.9 Maintain updated virus protection software on all computers connected to the college network		District Computing Services	X	X	X
6.10 Maintain appropriate security measures to ensure that access to college servers is limited to those with appropriate authorization.		District Computing Services; Enterprise Network Specialist	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #7: To equip all classrooms with technology to meet the instructional needs of faculty.					
7.1 Identify classroom technology requirements (Including electrical, acoustical, environmental needs, ADA requirements) and develop guidelines for several tiers of classroom technology.	Goal #1	Instructional Designer/Assistive Technology Specialist; Outside Consultant	X	X	X
7.2 Design intelligent / smart classrooms that include a variety of technologies appropriate to the instructional needs of Crafton Hills College faculty and students.	Goal #1; Strategy 7.1	President's Cabinet	X	X	X
7.2.1 Equip at least one classroom per year with one or more technology-tiers for the next five years.	Strategy 7.2	President's Cabinet		X	X
7.3 Establish a training program for faculty who wish to use smart classrooms.	Strategy 7.2.1	Staff Development; Instructional Designer/Assistive Technology Specialist		X	X
7.4 Investigate the need for a networked computer lab for student use of computers during class for disciplines other than computer science.		Instructional Council	X	X	X
7.5 Evaluate equipment and resource needs of technology-intensive programs.		Instructional Council	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #8: To ensure compliance with all applicable aspects of the American's with Disabilities Act and other applicable federal and state requirements.					
8.1 Ensure that technology is available for students with disabilities wherever computer services are provided.		Instructional Designer/Assistive Technology Specialist	X	X	X
8.2 Determine standards for all newly developed or purchased software and hardware to ensure that, to the maximum extent possible, it is designed with accessibility in mind.		Instructional Designer/Assistive Technology Specialist	X	X	X
8.3 Provide ongoing training for personnel		Instructional Designer/Assistive Technology Specialist	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #9: To offer distributed education to as broad a community as possible.					
9.1 Establish intellectual property policies for distributed education and negotiate into contracts as appropriate		Central Services		X	X
9.2 Assess effectiveness of distributed education courses at Crafton Hills College.		Office of Distance Education; Office of Instruction, Research & Planning Office	X	X	X
9.3 Offer on-line courses in at least one additional discipline each year for the next 3 years.		Office of Distance Education; Office of Instruction	X	X	X
9.4 Provide support personnel to assist faculty in designing new methods of course delivery.		Instructional Designer/ Assistive Technology Specialist	X	X	X
9.5 Use marketing / advertising techniques in order to build enrollment in the college's distributed education courses.		Office of Distance Education; Office of Marketing/PR		X	X
9.6 Provide appropriate distributed education opportunities to supplement campus instruction for Crafton Hills College students.		Office of Distance Education	X	X	X
9.7 Provide for distributed student support functions, i.e. admissions, library, registrar, counseling		Office of Distance Education in coordination with Dist. Computing Services,	X	X	X

STRATEGY	DEPENDENC Y	OWNER	2001- 2002	2002- 2003	2003- 2004
GOAL #10: To increase the information technology skills of Crafton Hills College students and thus their marketability.					
10.1 Survey potential employers to determine their technology needs and how they perceive the technology skills of CHC students as potential employees.		Workforce Development office; Office Occupational Education	X	X	
10.2 Determine the technology skills of CHC students.		Office of Research and Planning in conjunction w/ others		X	
10.3 Determine options for implementing this goal based on need and resources available.		Instructional Council		X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #11: To provide technology-training opportunities to the community, including local business and industry.					
11.1 Enhance job-related skills by continuing to increase the number of credit, non-credit, or fee-based courses that are computer related.		Workforce and Economic Development; Instruction	X	X	X
11.2 Increase contacts with community, business and industry to determine training needs		Workforce and Economic Development; Instruction	X	X	X
11.2.1 Develop and provide training based on the responses in 11.2		Workforce and Economic Development; Instruction	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #12: To provide students with access to all information and complete all transactions from any location and at any time.					
12.1 Provide computers for student use in various places around campus, as well as access from off campus via the Internet, for quick student access to information and services.		Student Services; District Computing Services	X	X	X
12.2 Provide on-line applications for potential students to apply to the college via the web		Admissions & Records; District Computing Services	X		
12.3 Provide a method for students to remotely take their assessment tests		Counseling and Matriculation; District Computing Services	X	X	X
12.4 Provide methods for students to participate in orientation process on-line		Counseling and Matriculation; District Computing Services	X	X	X
12.5 Provide on-line counseling and advising		Counseling and Matriculation; District Computing Services		X	X

12.6 Provide methods for students to register , review class schedules and pay fees on-line		Admissions & Records; District Computing Services	X	X	X
12.7 Provide access to the bookstore for on-line purchase of books		Bookstore; Administrative Services	X	X	
12.8 Provide students with a method for viewing their educational plan and assessing their progress toward completion		District Computing Services; Counseling and Matriculation	X	X	
12.9 Provide access to other special services such as financial aid, EOPS, DSPS, etc.		District Computing Services; Student Services		X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #13: To make effective use of the web for instruction, operations, communications and marketing.					
13.1 Develop a robust web presence to assist past, present, and potential students and provide public access to the college's educational resources.		Instructional Designer/Assistive Technology Specialist, Webmaster; District Computing Services		X	X
13.2 Develop a web portal for all CHC students, faculty, and staff.		District Computing Services	X	X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #14: To provide an efficient and effective information technology advisory and decision-making process.					
14.1 Establish an information technology coordinating structure to recommend standards and projects to the President.		President's Cabinet	X		
14.2 Develop a process for notifying the college community of information technology decisions and plans.		Marketing Director, President's Cabinet; District Computing Services	X	X	X
14.3 Develop a mechanism for gathering input and ideas from the college community regarding potential uses of technology.	Goal 1; Strategy 14.1	Through the IT governance planning structure		X	X

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
GOAL #15: To use information technology to make data available for decision-making, problem solving and to streamline college operations.					
15.1 College data should be stored in non-redundant databases.		District Computing Services; Research and Planning;	X	X	X
15.2 Determine and implement processes to improve reporting of administrative data.		District Computing Services, Research and Planning	X		
15.3 Provide staff training on the use of all appropriate databases.		Research; District Computing Services	X		
15.4 Implement appropriate authentication processes or methods to comply with FERPA, GAAP, and other federal or state regulations.		District Computing Services in conjunction with appropriate offices	X	X	X
15.5 Make college operational forms available in an electronic format		District Computing Services in conjunction with appropriate offices	X	X	X

15.6 Provide for on-line completion and authorization of college operational forms		District Computing Services in conjunction with appropriate offices	X	X	X
15.7 Provide for electronic distribution of college reports		District Computing Services in conjunction with appropriate offices	X	X	X

30 31

Appendix A.

Participants in of the 2001 Crafton Hills College Information Technology Strategic Planning Meetings

Susan Shodahl - Coordinator

Carl Dury (COLLEGIS) - Facilitator

Ron Boatman

Richard Booth

Betty Byron

Alex Contreras

Carolyn Creagh

Brenda Davis

Patrick Fite

Gloria Harrison

Jack Jackson

Damaris Matthews

Virginia Moran

Bill Orr

Kim Salt

Laurens Thurman

Shane Veloni

Appendix D

1995 to 2000 Technology Plan

CRAFTON HILLS COLLEGE HIGH TECHNOLOGY TASK FORCE

FIVE-YEAR PLAN FOR REACHING THE TOP OF THE TECHNOLOGY CURVE IN COMPUTER-ASSISTED INSTRUCTION (1995-2000)

The Challenge

Crafton Hills College has reached a crisis point in its ability to deliver quality educational programs to the residents of the San Bernardino Community College District. A pervasive computer technology deficit has crippled instructional programs in which state-of-the-art computer hardware is essential to the teaching/learning environment. Other potential applications of computer technology across the curriculum are beyond the reach of faculty for lack of adequately equipped classrooms. Failure to position Crafton Hills College at the top of the computer technology curve is jeopardizing many vocational and general studies disciplines.

Both the Business & Office Technology and Computer & Information Science programs are unable to keep pace with changes in teaching requirements fostered by new hardware and software. Of the two B&OT classrooms, one is equipped with 14-year-old technology and is totally dysfunctional for teaching purposes. The other B&OT classroom has upgraded five-year old computers and is minimally adequate for instruction. The C&IS program has the only classroom equipped with computers which could be judged "acceptable." However, the C&IS computer laboratory, which has evolved into a collegewide lab, is equipped with old technology and will not support any advanced programming instruction.

The technology deficit is also eroding the mathematics program, which must move toward computer-assisted instruction in calculus or risk losing the transfer status of calculus classes. Many other disciplines, such as English and psychology, are eager to establish classroom environments utilizing computer technology. In response to a recent survey, twenty-two instructors, over one-third of the teaching faculty, expressed an interest in using computers with their students in the classroom or laboratory.

Student assessment, a requirement of state-mandated matriculation activities, will have to revert to paper and pencil testing without access to new computer technology. To utilize the newest version of the CPT instrument, which for several years has been used to assess students' basic skills, would require the upgraded computer hardware provided for by this plan.

There is no prospect that this collegewide technology deficit can be eliminated without the adoption of new attitudes and new strategies in the allocation of resources. Recognizing the serious implications and consequences of not addressing this challenge, the Crafton Hills College Planning Committee called upon the college president to establish a High Technology Task Force to determine the short- and long-term computer technology needs of the college and to recommend strategies for achieving those needs.

The Task Force began meeting during the 1995 Spring Semester and identified as its most urgent priority the immediate upgrading of computer equipment for the B&OT program and the C&IS laboratory. Ultimately, computer-assisted instructional technology should be provided collegewide. To achieve these goals, the Task Force developed a "Five-Year Plan for Reaching the Top of the Technology Curve."

The High Tech Vision Statement developed by the SBCCD Board of Trustees and modified by the District Assembly has provided inspiration for this plan which would give substance to the stated vision. It is imperative that a commitment to fund the initial phase of this plan be given in a timely manner in order to implement the first-year goals in 1996-97.

The Five-Year Plan

The fundamental assumptions underlying this Five-Year Plan are:

1. There must be maximum usage of existing and future computer technology to benefit all instructional programs requiring or desiring access to the technology. (It is assumed that any computers acquired under this Plan would have full multi-media capability.)
2. The college must achieve a state-of-the-art posture by the year 2000 and maintain all technology at that level thereafter.
3. Financing computer technology as an annual "fixed cost" budget item must be adopted as a District strategy. This would institutionalize the process of maintaining state-of-the-art technology over time.
4. In-service training in utilizing computer technology must be provided to faculty and staff continuously and consistently.
5. Providing more and larger classrooms and a quality educational experience will result in increased FTES.

6. The integrity of Crafton Hills College instructional programs will be enhanced/assured.
7. The plan is an evolving document that will be reviewed and modified annually.

FIRST YEAR (1995)

<u>ACTIVITY</u>	<u>ESTIMATED COST</u>
1. Lease or purchase 58 IBM-compatible up-to-date Computers (25 computers for C&IS lab; 33 computers for classrooms)	\$58,000
2. Convert C&IS computer lab to collegewide computer lab and network equipment	10,000
3. Software acquisition fund (High Tech Task Force to coordinate and monitor all acquisitions)	5,000
4. Lease or purchase five (5) mobile computer instructional stations (computers and projection equipment)	15,000
5. Lease or purchase five (5) Macintosh computers for Learning Resources Center	15,000
6. Purchase five (5) dictaphones for Computer Lab	1,800
7. Computer Lab Manager (Faculty reassignment - .400)	8,000
8. Technical support (15 hours per week @ \$15.00 per hour, 52 weeks)	11,700
9. LRC instructional assistant (20 hours per week @ \$10.00 per hour, 44 weeks)	8,800
10. Purchase replacement printers and new scanners	5,000
11. Ethernet communication components	5,000

- | | | |
|-----|--|-------|
| 12. | Room remodeling/electrical | 5,000 |
| 13. | Recycle fifty (50) surplus XT8088/8086 computers from B&OT classroom and C&IS lab for use in a computerized writing lab.
Note: Approximate value added is \$75,000 | |
| 14. | Recycle eighteen (18) 486 computers from C&IS classroom (OE214A) to LA217 and reschedule classes to LA217 to maximize computer usage.
Note: Approximate value added is \$27,000 | |
| 15. | Recycle sixteen (16) surplus 386 computers from B&OT classroom to Accounting Lab and to Central Computer Lab
Note: Approximate value added is \$40,000 | |

TOTAL FIRST YEAR COSTS \$148,300

SECOND YEAR (1996)

- | | | |
|----|---|----------|
| 1. | Continue lease of 58 IBM-compatible up-to-date computers | \$58,000 |
| 2. | Software acquisition fund | 8,000 |
| 3. | Lease or purchase six (6) Macintosh computers for Central Computer Lab and relocate four (4) surplus Macintosh computers to Physics Lab | 18,000 |
| 4. | Lease or purchase five (5) Macintosh computers for Learning Resources Center | 15,000 |
| 5. | Lease or purchase five (5) mobile computer teaching stations (computers with projection equipment) | 15,000 |
| 6. | Purchase replacement printers and new scanners | 5,000 |

7.	Network one classroom	10,000
8.	Purchase computer classroom/laboratory modular workstation furniture	10,000
9.	Computer Lab Manager (Faculty reassignment - .600)	12,000
10.	Technical support (15 hours per week @ \$15.00 per hour, 52 weeks)	11,700
11.	LRC instructional assistant (20 hours per week @ \$10.00 per hour, 44 weeks)	8,800
12.	Ethernet communications components	1,500

TOTAL SECOND YEAR COSTS \$173,000

THIRD YEAR (1997)

1.	Purchase previously leased computers	
2.	Lease or purchase 52 up-to-date IBM-compatible computers (26 for a third classroom and 26 for Central Computer Lab)	\$52,000
3.	Lease or purchase five (5) mobile computer teaching stations (computers with projection equipment)	15,000
4.	Lease or purchase five (5) Macintosh computers for Learning Resources Center	15,000
5.	Network second classroom	10,000
6.	Software acquisition fund	8,000
7.	Purchase replacement printers and new scanners	5,000
8.	Computer Lab Manager (Faculty reassignment - .600)	12,000

9.	Technical support (15 hours per week @ \$15.00 per hour, 52 weeks)	11,700
10.	LRC Instructional Assistant (40 hours per week @10.00 per hour, 44 weeks)	17,600
11.	Potential 15+ surplus computers from Computer Lab available for assignment to faculty/staff offices Note: Approximate value added is \$37,500	
12.	Purchase classroom/laboratory computer modular workstation furniture	10,000
13.	Ethernet communications components	1,500
14.	Room remodeling/electrical	5,000

TOTAL THIRD YEAR COSTS \$162,800

FOURTH YEAR (1998)

1.	Purchase or continue lease of 52 up-to-date IBM-compatible computers from Year Three	\$52,000
2.	Software acquisition fund	8,000
3.	Lease or purchase five (5) mobile computer teaching stations (computers with projection equipment)	15,000
4.	Lease or purchase five (5) Macintosh computers for Learning Resources Center	15,000
5.	Network third classroom	10,000
6.	Purchase classroom/laboratory computer modular workstation furniture	10,000
7.	Computer Laboratory Manager (Faculty reassignment - .600)	12,000

8.	Technical support (15 hours per week @ \$15.00 per hour, 52 weeks)	11,700
9.	LRC Instructional Assistant (40 hours per week @ \$10.00 per hour, 44 weeks)	17,600
10.	Ethernet communications components	1,500
11.	Purchase replacement printers and new scanners	5,000

TOTAL FOURTH YEAR COSTS \$157,800

FIFTH YEAR (1999)

1.	Lease or purchase 50 up-to-date IBM-compatible computers. *Lease to continue for Year 2000	\$50,000*
2.	Purchase previously leased computers Redirect oldest 486 computers to writing lab and to faculty offices.	
3.	Lease or purchase five (5) Macintosh computers for Learning Resources Center	15,000
4.	Purchase classroom modular computer workstation furniture	5,000
5.	Purchase additional printers and new scanners	5,000
6.	Software acquisition fund	5,000
7.	Computer Lab Manager (permanent, full-time position)	25,000
8.	Computer Technician (permanent, full-time position)	25,000
9.	LRC Instructional Assistant (permanent, full-time position)	25,000

10.	Ethernet communications components	1,500
11.	Room remodeling/electrical	5,000

TOTAL FIFTH YEAR COSTS \$161,500

Anticipated Benefits to CHC

It is difficult to identify and articulate all of the benefits which could accrue to the instructional programs at Crafton Hills College through the implementation of this five-year plan. Students and faculty could benefit in ways which are not yet apparent. Certainly the overriding benefits would be that CHC would have been positioned at the top of the technology curve with respect to computer-assisted instruction and that the integrity of instruction would be assured into the foreseeable future. There is also an underlying expectation that student academic performance will be improved.

The following outcomes have been identified as a measure of the anticipated benefit to Crafton Hills College:

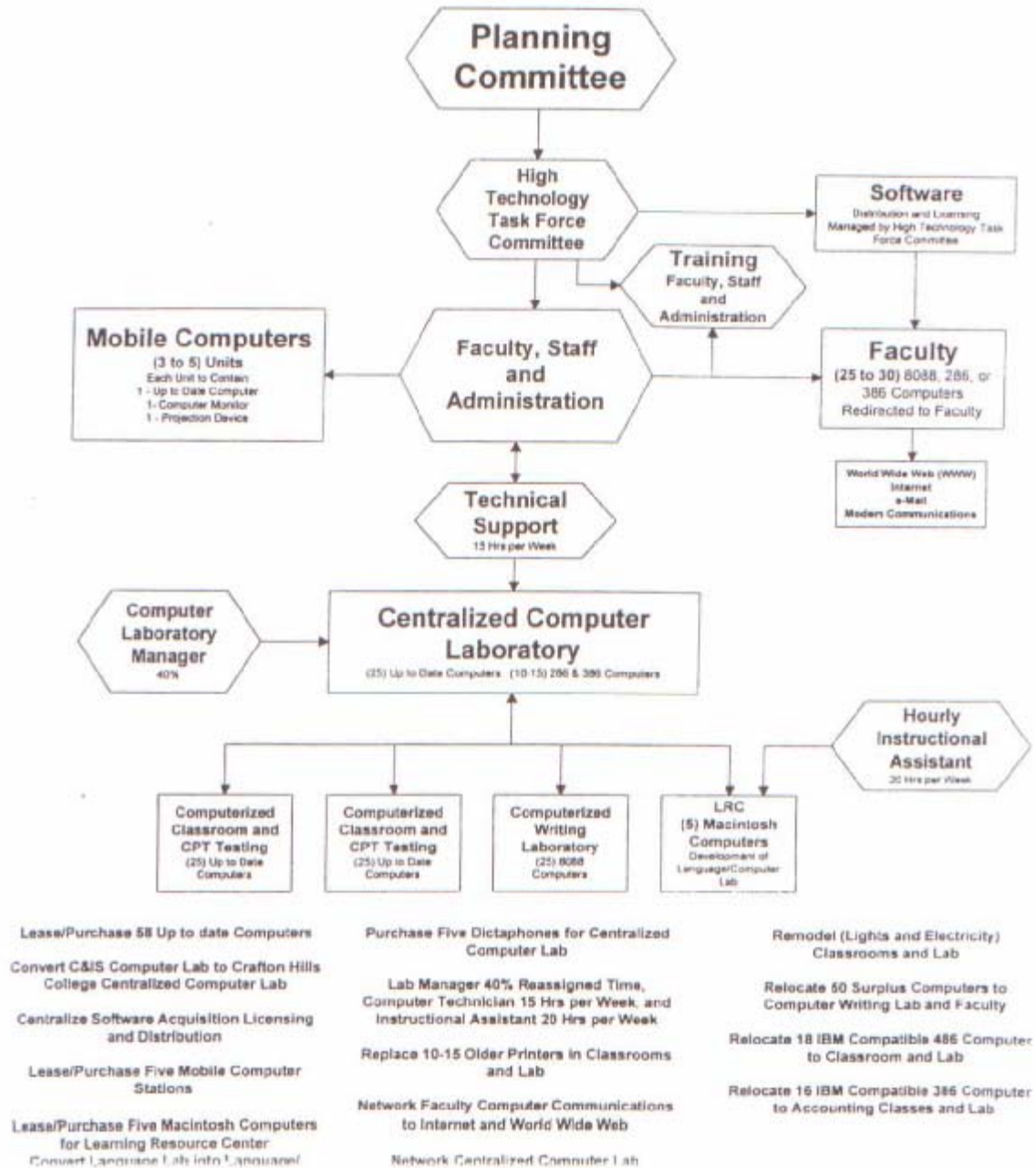
- Students and faculty will have access to up-to-date computer technology (hardware and software).
- Faculty will be encouraged to take advantage of alternative techniques of providing instruction.
- Centralization of computer classrooms and laboratories will ensure maximum efficiency and utilization of technology for all instructional programs.
- The process of acquiring and maintaining computer technology will become institutionalized as an annual fixed cost.
- All faculty who desire the use of computer-assisted instruction will have access to appropriate technology.
- Student assessment using the computer placement test could be conducted without the restriction of waiting for a classroom to become available and the newest version of the CPT assessment instrument could be used.
- The use of modular furniture will increase the number of student stations in each classroom.

Other less tangible outcomes would be:

- Students will become more computer oriented.
- Instructors will become more aware of how computer-assisted instruction can be effectively applied in their own disciplines.
- Students will be exposed to technology they will likely use on the job or at four-year colleges and universities.
- There will be more personal interaction between faculty and students and between students and other students.

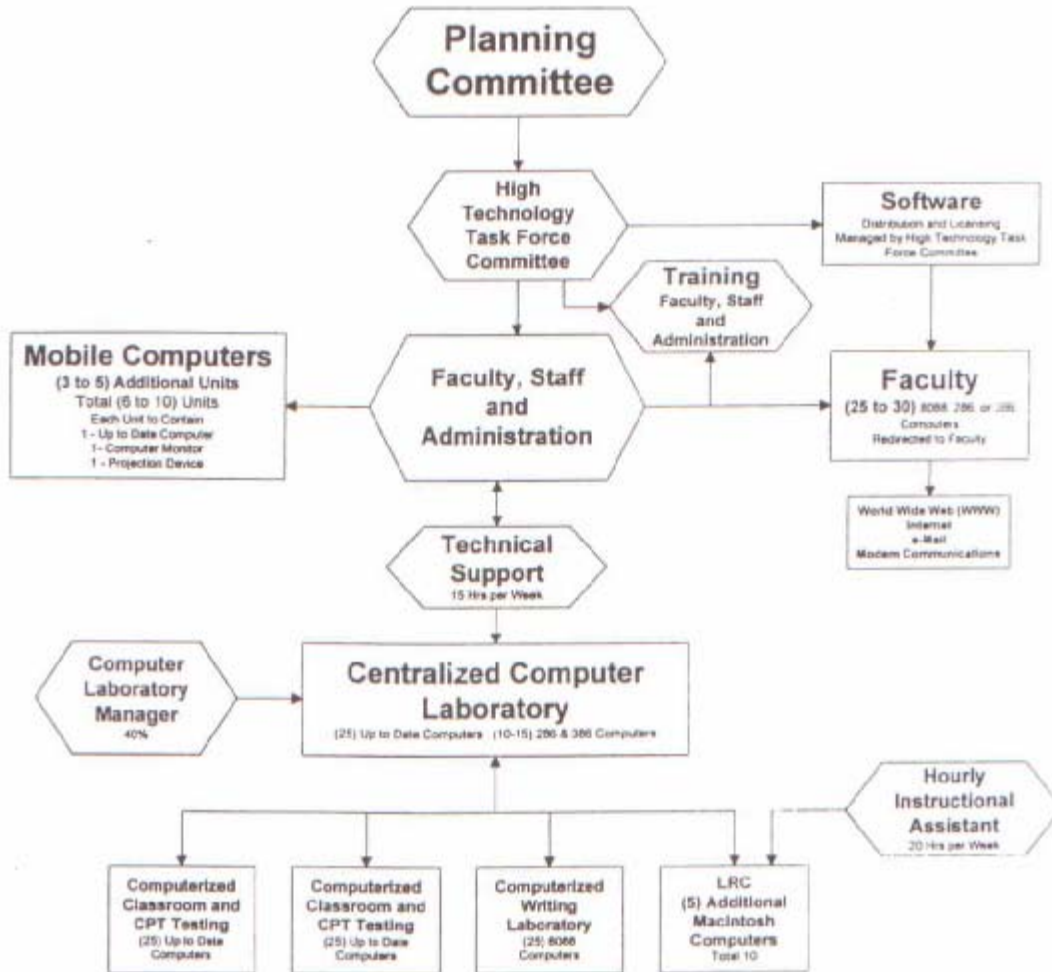
Technology 2000

First Year



Technology 2000

Second Year



Continue Lease/Purchase 58 Up to date Computers

Continue Centralize Software Acquisition Licensing and Distribution

Lease/Purchase Five Additional Mobile Computer Stations

Lease/Purchase Five Additional Macintosh Computers for Learning Resource Center

Lease/Purchase Six Macintosh Computers for Central Computer Lab and Relocate Four Macintosh Computers to Physics Lab

Continue Lab Manager, Computer Technician and Instructional Assistant at Same Rate

Purchase Printers as Needed to Replace Printers in Classrooms and Lab

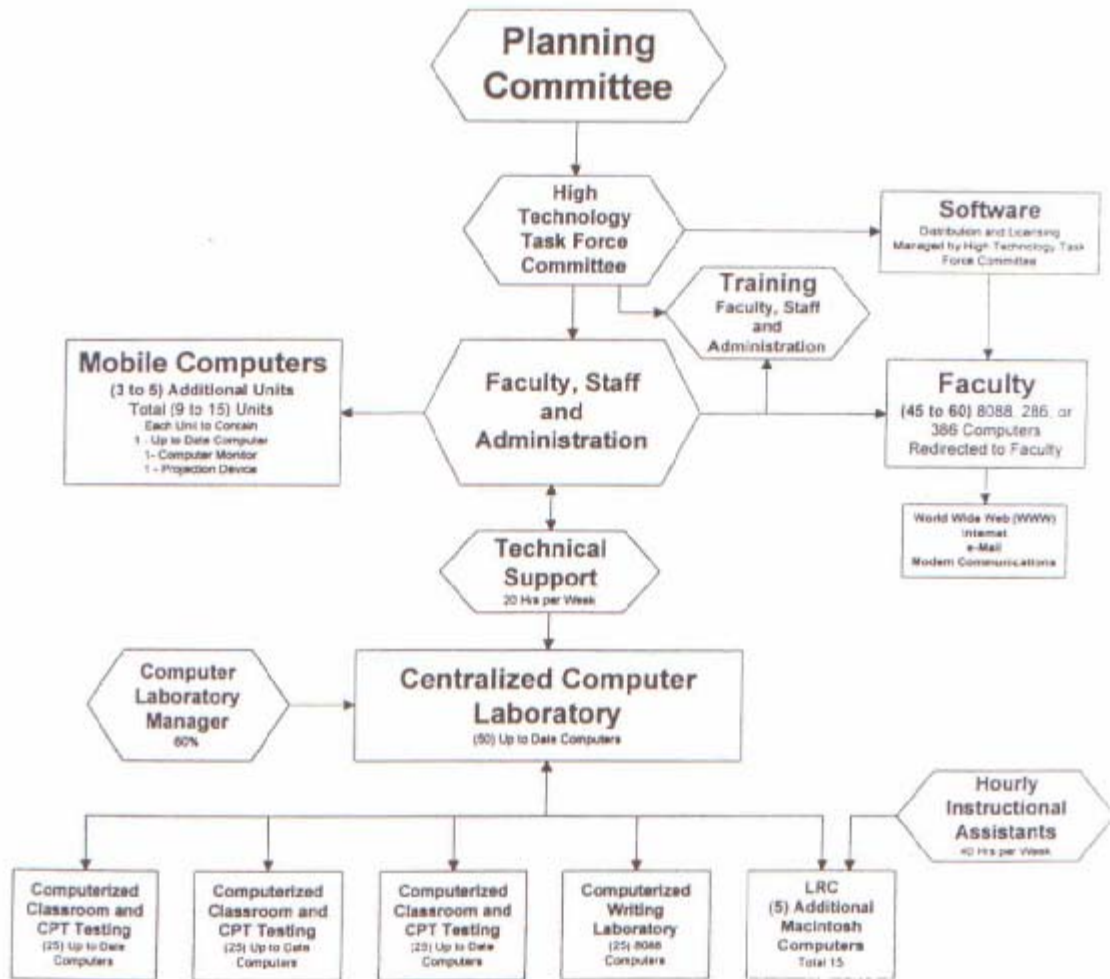
Continue Network Faculty Computer Communications to Internet and World Wide Web

Network First Computer Classroom

Purchase Modular Furniture for Classroom and Lab

Technology 2000

Third Year



Lease/Purchase 52 Additional Up to Date Computers for One Additional Classroom, CPT Testing and Distribution to Faculty

Continue Centralize Software Acquisition Licensing and Distribution

Lease/Purchase Five Additional Mobile Computer Stations

Lease/Purchase Five Additional Macintosh Computers for Learning Resource Center

Increase Lab Manager to 60%, Technical Support to 20 Hrs per Week and LRC Instructional Assistants to 40 Hrs per Week

Purchase Printers as Needed to Replace Printers in Classrooms and Lab

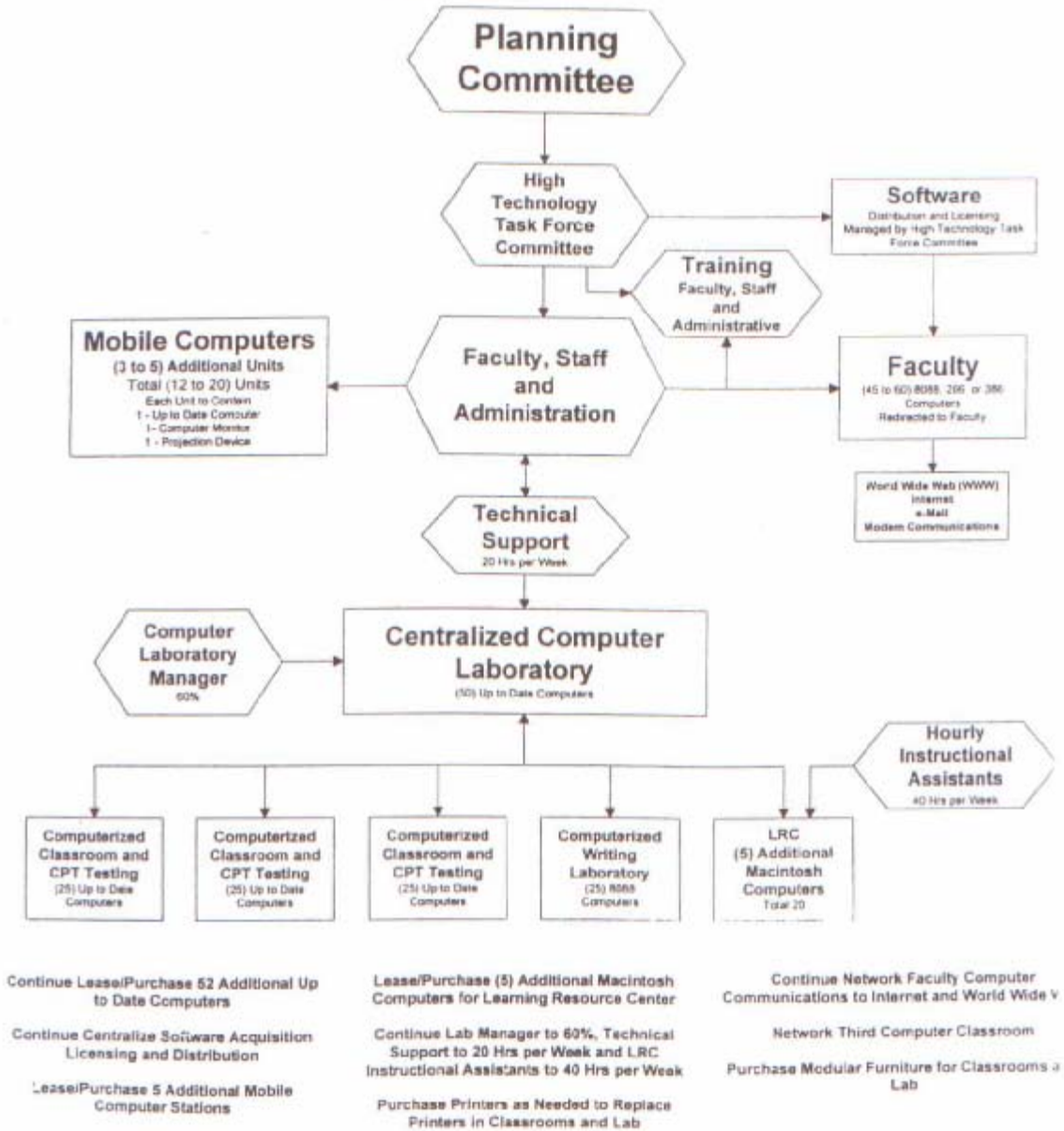
Continue Network Faculty Computer Communications to Internet and World Wide Web

Network Second Computer Classroom

Purchase Modular Furniture for Classrooms & Lab

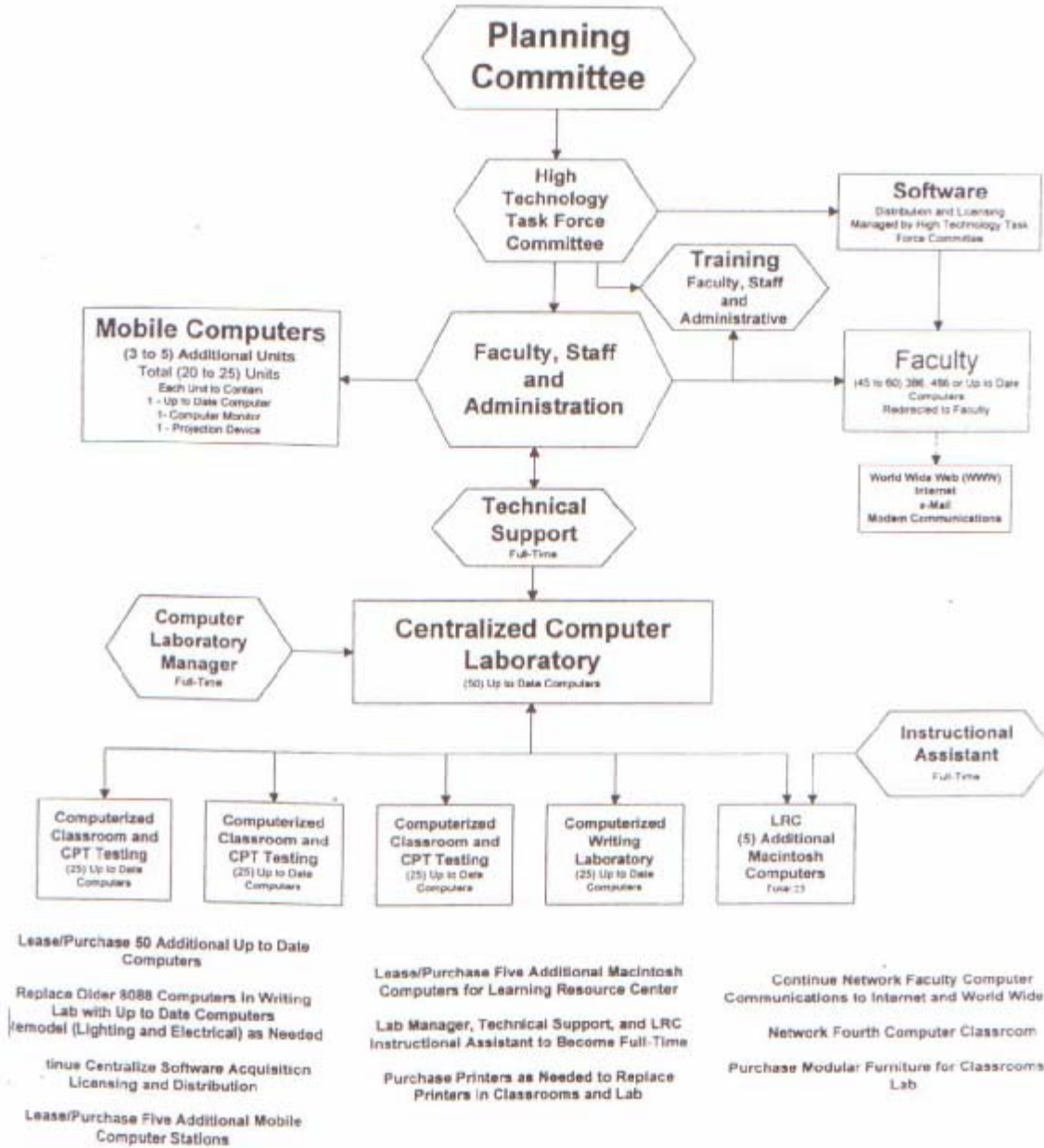
Technology 2000

Fourth Year



Technology 2000

Fifth Year



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.