

**CRAFTON HILLS COLLEGE  
INFORMATION TECHNOLOGY  
STRATEGIC PLAN**

**2001-2004**

September 2001

**CRAFTON HILLS COLLEGE**  
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**2001-2004**

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## **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,

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.

- 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
<i><b>GOAL #1: To determine the appropriate level of technology use for individual job functions or disciplines.</b></i>					
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	<b>X</b>	<b>X</b>	<b>X</b>
1.2 Research externally to determine what are the current possibilities.		Office of Research & Planning working in conjunction with Unit level managers	<b>X</b>	<b>X</b>	<b>X</b>
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	<b>X</b>	<b>X</b>	<b>X</b>

STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
<b><i>GOAL #2: To provide information technology support during all open campus hours.</i></b>					
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
<b>GOAL #3: <i>To provide accessible information technology training for faculty and staff.</i></b>					
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	
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
<b>GOAL #4: <i>To provide instructional technology design training and support for faculty.</i></b>					
4.1 Provide faculty with research updates on technology-assisted learning and adult learning.		Instructional Designer/Assistive Technology Specialist	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
<b>GOAL #5: <i>To establish on-going funding for technology hardware and software.</i></b>					
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
<b>GOAL #6: <i>To provide the appropriate information technology to support college operations.</i></b>					
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
<b>GOAL #7: To equip all classrooms with technology to meet the instructional needs of faculty.</b>					
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
<b>GOAL #8: <i>To ensure compliance with all applicable aspects of the American's with Disabilities Act and other applicable federal and state requirements.</i></b>					
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
<b>GOAL #9: <i>To offer distributed education to as broad a community as possible.</i></b>					
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

<p>9.7 Provide for distributed student support functions, i.e. admissions, library, registrar, counseling</p>		<p>Office of Distance Education in coordination with District Computing Services and other appropriate offices</p>	<p>X</p>	<p>X</p>	<p>X</p>
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STRATEGY	DEPENDENCY	OWNER	2001-2002	2002-2003	2003-2004
<b>GOAL #10: <i>To increase the information technology skills of Crafton Hills College students and thus their marketability.</i></b>					
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	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
<b>GOAL #11: <i>To provide technology-training opportunities to the community, including local business and industry.</i></b>					
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
<b>GOAL #12: <i>To provide students with access to all information and complete all transactions from any location and at any time.</i></b>					
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	
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
<b>GOAL #13: <i>To make effective use of the web for instruction, operations, communications and marketing.</i></b>					
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
<b>GOAL #14: <i>To provide an efficient and effective information technology advisory and decision-making process.</i></b>					
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
<b>GOAL #15: <i>To use information technology to make data available for decision-making, problem solving and to streamline college operations.</i></b>					
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

## **Appendix A.**

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

Susan Shodahl - Coordinator

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