

TECHNOLOGY MASTER PLAN 2001-2004

Progress Report II: Technology Master Plan 2001-04 (PDF format; size: 236 KB)

This Progress Report provides a brief summary of the projects and activities that have been completed towards meeting the goals of the plan as of November, 2004.

Planning for Higher Education Article (PDF format; size: 487 KB)

Copyright 2002 by Society for College and University Planning (www.scup.org). Reprinted with permission. This article originally appeared in Planning for Higher Education 31(1): 5-14.

Table of Contents	
Technology Master Plan Task Force	
Technology Master Plan 2001-2004	
	The Planning Process
	Technology Vision Statement
	Technology Guiding Principles
	Technology Goals for 2001-2004
	Strategies for Achieving the Technology Goals
Implementation	
	Next Steps
	Implementation Grid
Appendices	
	Appendix A Diablo Valley College Strategic Plan, Excerpts
	Appendix B Task Force Planning Assumptions
	Appendix C Total Cost of Ownership
	Appendix D Personal Computer Baseline Standards for Student, Faculty, Managerial and Classified Staff
	Appendix E Information Technology and Services

Technology Master Plan Task Force	
Ben Seaberry, Co-chair	Administration
Mark Steidel, Co-chair	Faculty
Jamie Cavalier	Senior Consultant, Strategic Services, COLLEGIS, Inc.
Tom Chatagnier	Faculty
Mary Dolven	Administration
Judy Foster	Faculty
Maria Giuili	Faculty

Joie Hallstrom	Classified Staff
Bill Hammond	Faculty
Bob Johnson	Administration
Andy Kivel	Faculty
Wayne Larson	Faculty
Leslie Leong	Classified staff
Carol Lokke	Faculty
Carol Maga	Administration
Toni Magaldi	Classified Staff
Cheryl Martucci	Faculty
Chuck McLaughlin	Student
Melinda Moreno	Faculty
Judy Myers	Faculty
Ron Rusay	District Technology Council Faculty Representative
Betty Salvador	Classified Staff
Ted Wieden	Administration
Chris Wilson	Classified Staff
Scott Yoon	Student

Technology Master Plan 2001-2004

The Planning Process

In 1999 Diablo Valley College (DVC) established its commitment to the future when it developed an institutional Strategic Plan. The plan focused on five critical areas to the college:

- excellence in teaching and learning
- support services for students
- establishment of public and private partnerships in the community
- planning and evaluation, and
- maintenance of a solid college infrastructure.

Technology was defined broadly to include both instructional and informational technologies and was recognized as an integral element in support of these critical areas. Thus, strategic planning for technology has been a priority in defining how DVC can achieve its goals.

([Appendix A](#))

In 2001, a process was begun to develop a master plan specific to technology. The college recognizes that the purpose of technology strategic planning is to align the framework of campus technology support with institutional goals, directions, and priorities and to bring about an ongoing process that will continually assess the relationship between these two. The process is an endeavor to identify how we use technology at the college, how we wish to use it and, lastly, how to make a successful transition from one to the other. The scope of the plan is not limited to the Information Technology and Services department. The scope is college-wide, with a particular focus on student needs.

Charge of the Information Technology Committee

To make strategic planning and policy recommendations for campus computing, networking, and instructional technology applications. This committee is responsible for developing and overseeing the DVC Technology Master Plan.

Responsibility for the Technology Master Plan 2001-2004 is under the charge of the DVC Information Technology Committee. Because Diablo Valley College is committed to a dynamic and inclusive planning process, the Information Technology Committee expanded its membership to form the Technology Master Plan Task Force. The Task Force was comprised of additional administration, faculty, classified staff, and student members who met over a four-month period for five half-day sessions. In addition, input was solicited from various student and employee focus groups. The constituency groups were given opportunity to review the planning document at various stages of its development and provide feedback. The Information Technology Committee has fulfilled its charge by initiating and completing the process to develop a Technology Master Plan at DVC.

For the development of the Technology Master Plan 2001-2004, technology was defined as *any and all instructional and informational technologies that are used for curriculum and operational purposes*. The plan focused on what DVC needs to "do" with technology rather than on what technology DVC needs to "buy." Within the context of internal and external environments that are continually subject to change, the plan seeks to provide guidelines for future decisions and for an effective management strategy while establishing the philosophy and direction for technology use within the college. As part of its ongoing plan development activities, the Task Force verified that the plan is aligned with the overall strategic planning efforts of Diablo Valley College, the Contra Costa Community College District, and the California Community College Technology II Plan.

The Technology Master Plan 2001-2004 was developed by using a modification of the organizational transition methodology described in Organizational Transitions, 2nd edition (1987), by Beckhard and Harris. This methodology is based upon the principle that a core dilemma is how to maintain stability in organizations and, at the same time, "provide creative adaptation to outside forces; stimulate innovation; and change assumptions, technology, working methods, roles and responsibilities, and the culture of the organization itself." (p. 1)

The planning approach adapted for use by DVC began with the creation of an idealized **vision** of how the use of technology would add value in support of the college's mission, philosophy, and goals. This vision, the basis for the **Technology Vision Statement**, described several aspects of an ideal campus environment where technology was effectively being used.

In this idealized vision, the "digital divide" is reduced, and technology is more accessible to all constituencies. Classified staff and administration use technology to support students in such a way that they have open access to learning experiences and college services at any time and any place. Faculty are innovative in their use of technology in ways that both enhance student learning and facilitate community connections on campus. A high degree of human contact is maintained even while college services and processes are becoming increasingly automated.

The planning process continued with development of **guiding principles** or value statements which are simple, direct statements that describe what is determined to be good practice. These statements are the fundamental criteria against which the college is prepared to make decisions regarding the acquisition and application of technology. The Task Force then brainstormed a group of **planning assumptions (Appendix B)** that detail the environment in which the college currently exists. These are intended to reflect the internal and external environmental factors that have a bearing on the development and implementation of DVC's technology plans. Finally, **goals and strategies** were developed along with an **implementation grid** identifying the responsible parties for completing each of the strategies and activities.

The existing governance structure for information technology was affirmed and utilized during this process and will play a key role in overseeing the annual review of the Technology Master Plan which will result in modified goals, strategies and objectives as planning assumptions change and are updated.

Technology Vision Statement

Technology Vision Statement

Diablo Valley College uses technology to support learning and instruction, enhance educational opportunities, personalize student services, and provide effective administrative processes to meet the changing needs of the college community.

Technology Guiding Principles

The successful application of technology at Diablo Valley College will:

1. foster student success through the use of technology.
2. provide all students access to technological resources across social, economic, and physical barriers.
3. consider ease-of-use in the adoption of any new technology.
4. encourage and support creative and innovative uses of technology.
5. be proactive in the application of technological solutions.
6. require collaborative input in technology decision-making.
7. be implemented along with appropriate technical support staff to meet the demands of the new technology resources and programs.
8. support the economic and workforce development goals of the college.
9. recognize the need to provide ongoing training and support opportunities for faculty and staff to effectively use technology.
10. maintain, monitor, and manage technology performance standards to meet the infrastructure needs of the college community.

11. maximize resources to provide for the highest quality technology systems and support.
12. support the college mission.

Technology Goals for 2001-2004

1. **Student Access:** Provide access to learning opportunities and college support services through the use of technology.
2. **Curriculum:** Increase the use of instructional technology in the curriculum.
3. **Professional Development:** Ensure the successful use of technology through ongoing staff development opportunities for all employees.
4. **Virtual Community:** Use technology to foster a sense of community on campus.
5. **Planning:** Ensure efficient and effective use of technology resources through planning.
6. **Technical Support:** Provide high quality technology support for all instructional programs and administrative services.
7. **Network Infrastructure and Services:** Leverage network resources and services to meet current and future technology and information needs.
8. **Computer Labs:** Provide and support computer labs to meet student needs.
9. **Equipment:** Provide technology equipment to meet the needs of DVC.
10. **Outreach:** Collaborate and share technological resources with the outside community.

Strategies for Achieving the Technology Goals

Below are DVC's Technology Goals and Strategies for 2001-2004. Goals are long-term, major targets related to the success of the college. Strategies are activities and resource allocations designed to achieve the long-term goals. These goal statements and strategies are based on the technology vision, guiding principles and planning assumptions.

Below are DVC's Technology Goals and Strategies for 2001-2004. Goals are long-term, major targets related to the success of the college. Strategies are activities and resource allocations designed to achieve the long-term goals. These goal statements and strategies are based on the technology vision, guiding principles and planning assumptions.

STUDENT ACCESS

Goal #1: Provide access to learning opportunities and college support services through the use of technology.

Strategies:

- 1.1 Provide personalized online access to student support services.
- 1.2 Provide an email communication system to reach all students.
- 1.3 Provide student ID cards that can be used for multiple purposes.
- 1.4 Provide dedicated resources for classroom video conferencing.
- 1.5 Utilize technology to deliver library and information resources to users on and off campus.
- 1.6 Utilize technology to provide instructional materials and student services for students with disabilities.

CURRICULUM

Goal #2: Increase the use of instructional technology in the curriculum.

Strategies:

- 2.1 Infuse technology into the traditional classroom and laboratory setting to support enhanced student learning.
- 2.2 Improve distance learning opportunities.
- 2.3 Provide opportunities for students to achieve an appropriate skill level in information and technology competence.
- 2.4 Motivate faculty to integrate technology into the curriculum.
- 2.5 Motivate faculty to integrate *accessible* technologies into the curriculum.
- 2.6 Inform the DVC community of the technology used and required in courses.
- 2.7 Better utilize student workers to provide an overall instructional technology support system.

PROFESSIONAL DEVELOPMENT

Goal #3: Ensure the successful use of technology through ongoing staff development opportunities for all employees.

Strategies:

- 3.1 Provide basic technology orientation and training for new employees.
- 3.2 Increase the number and types of technology training opportunities.
- 3.3 Provide faculty training on the best pedagogical use of instructional technology.
- 3.4 Provide discipline-specific technology training.

VIRTUAL COMMUNITY

Goal #4: Use technology to foster a sense of community on campus.

Strategies:

- 4.1 Use technology to improve communication between part-time instructors and the college community.
- 4.2 Build a DVC online community with content that is useful, informative, engaging, easy and fun.
- 4.3 Provide intranet resources for students, staff and faculty.

PLANNING

Goal #5: Ensure efficient and effective use of technology resources through planning.

Strategies:

- 5.1 Develop operational plans as needed to achieve the goals and strategies of this Technology Master Plan.
- 5.2 Improve the planning process for technology infrastructure for new and renovated facilities.
- 5.3 Develop a plan for more effectively managing and staffing computer labs.
- 5.4 Formalize technology project development and implementation processes.
- 5.5 Develop an annual review process to continually assess the current and future needs of technology of DVC.
- 5.6 Develop technology use policies for faculty, staff and students as needed.
- 5.7 Improve administrative services and processes through new applications of technology.
- 5.8 Identify and implement ways to conserve energy for technology use.
- 5.9 Provide adequate and stable funding for technology.
- 5.10 Explore potential funding for a centralized technology center.

TECHNICAL SUPPORT

Goal #6: Provide high quality technology support for all instructional programs and administrative services.

Strategies:

- 6.1 Meet the Support Baseline Standards of the Total Cost of Ownership (TCO) recommendations in the California Community Colleges Technology II Strategic Plan 2000-2005 to achieve improved technology staffing levels. ([Appendix C](#))
- 6.2 Provide live call-in technical support at the Help Desk.
- 6.3 Create a multi-faceted technology support system.
- 6.4 Better utilize students to provide an overall technical support system.
- 6.5 Define the roles and relationships of DVC technology and District technology staff positions.
- 6.6 Keep job descriptions and compensation up to date to reflect changing technologies.

NETWORK INFRASTRUCTURE & SERVICES

Goal #7: Leverage network resources and services to meet current and future technology and information needs.

Strategies:

- 7.1 Keep website current to meet the changing needs of DVC.
- 7.2 Upgrade network to support high bandwidth applications.
- 7.3 Provide streaming audio/video and desktop videoconferencing services.
- 7.4 Provide organized file services for individuals and organizational units.
- 7.5 Improve network security.

- 7.6 Provide a web-based course development and archival system of all course outlines.
- 7.7 Explore employee options for access to information resources for telecommuting.
- 7.8 Explore universal mailbox services for potential use by the campus community whereby email, voicemail, and faxes go to one location.

COMPUTER LABS

Goal #8: Provide and support computer labs to meet student needs.

Strategies:

- 8.1 Ensure open computer labs have software installed that meet the needs of students.
- 8.2 Optimize lab operations and hours to match program requirements and student needs.
- 8.3 Provide access to assistive technology for students with disabilities in computer labs and in the library.
- 8.4 Communicate current information about technology services and lab hours to all students.

EQUIPMENT

Goal #9: Provide technology equipment to meet the needs of DVC.

Strategies:

- 9.1 Meet the Personal Computer Baseline Standards recommendations of the Total Cost of Ownership (TCO) for Student, Faculty, Managerial and Classified Staff as outlined in the September 2000 California Community Colleges Technology II Strategic Plan. ([Appendix D](#))
- 9.2 Develop plans for the systematic addition and replacement of technology equipment.
- 9.3 Provide appropriate technology to stay current with industry practices and transfer institutions.
- 9.4 Maintain up-to-date hardware and software standards.
- 9.5 Improve multimedia resources in student open labs.
- 9.6 Improve multimedia resources in classrooms.

OUTREACH

Goal #10: Collaborate and share technological resources with the outside community.

Strategies:

- 10.1 Develop a one-stop interface with the business community to facilitate training and re-training, internships, and entry level jobs for DVC technology students.
- 10.2 Encourage collaboration with other educational institutions to share

technology expertise and resources.

10.3 Leverage new technology resources through industry partnerships.

10.4 Conduct community outreach for DVC technology programs.

Implementation

Next Steps

The technology strategic planning process described in this document enables Diablo Valley College to focus attention on how technology can and should be used to further its mission, philosophy, and goals. There are several key factors that will make possible a successful implementation of the plan.

The Information Technology and Services office at DVC has primary responsibility for ensuring that the institution's overall mission and objectives for the use of technology are achieved. A mission statement was developed to clearly describe the role of this department to provide leadership, technical expertise, and technical support services for the college. The office consists of 21 full-time equivalent staff positions in three departments, Computer Services, Media Services, and the Computer Center. ([Appendix E](#))

A clearly documented and communicated governance structure is a critical factor for the implementation of a Technology Master Plan. There is a need to develop and implement a communication plan that provides for distribution of the Technology Master Plan through many channels. The Information Technology Committee should take the lead in this endeavor and be actively involved in both information dissemination and in gathering feedback to the plan from the various college constituencies.

The Implementation Grid that follows indicates the parties that have major input or responsibility for implementation of each of the technology strategies identified during this planning process. Typically it will be the responsibility of these individuals or groups to develop the annual operating plans and appropriate budget requests for each of the strategies.

Finally, in order for this process to be truly successful, DVC must develop a process to actively review this plan on an annual basis. This process should revisit the planning assumptions and measure the college's accomplishments against the Technology Master Plan. A modified implementation grid should be constructed as planning assumptions are updated and corresponding goals, strategies, and objectives are modified. This type of ongoing process will ensure that the Technology Master Plan remains current and is tied to the college technology goals and strategies.

Implementation Grid

Goal #1: Provide access to learning opportunities and college support services through the use of technology.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
1.1	Provide personalized online access to student support services.	Integration or coordination with Datatel and district technology services.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	X

			<ul style="list-style-type: none"> ▪ Dean of Student Services ▪ Vice Chancellor of Technology 			
1.2	Provide an email communication system to reach all students.	Integration or coordination with Datatel.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Vice Chancellor of Technology 	X	X	
1.3	Provide student ID cards that can be used for multiple purposes.	Determine if college-wide or District-wide implementation	<ul style="list-style-type: none"> ▪ Chief Financial Officers at district and college level. ▪ Dean of Information Technology and Services 	X	X	
1.4	Provide dedicated resources for classroom video conferencing.	Dedicated facilities and support team (e.g., production, instructional design, technical support).	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Dean of Economic Development (facilities) 	X	X	
1.5	Utilize technology to deliver library and information resources to users on and off campus.		<ul style="list-style-type: none"> ▪ Director of Library Services ▪ Dean of Information Technology and Services 	X	X	X
1.6	Utilize technology to provide instructional materials and student services for students with disabilities.	Compliance with ADA (Americans with Disabilities Act) and Rehabilitation Act of 1973, Sections 504 and 508. Inform faculty and staff about "Guidelines for Producing Instructional and Other Printed Materials in Alternate Media for Persons with Disabilities" (CCC Chancellor's Office)	<ul style="list-style-type: none"> ▪ Director of DSPS ▪ Dean of Student Services 	X	X	X

Goal #2: Increase the use of instructional technology in the curriculum.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
2.1	Infuse technology into the traditional classroom and laboratory setting to support enhanced student learning.	<p>Staff development in the application of pedagogical resources and models for instructors (3.3).</p> <p>Timely technical support for the classroom.</p> <p>Sufficient technical infrastructure for classrooms and college.</p>	<ul style="list-style-type: none"> ▪ Staff Development Coordinator ▪ Information Technology Committee ▪ Dean & Assistant Dean of Instruction 	X	X	X

2.2	Improve distance learning opportunities.	Develop a vision and plan for quality implementation. Increased support to instructors for developing distance learning courses.	<ul style="list-style-type: none"> ▪ Dean & Assistant Dean of Instruction ▪ Staff Development Coordinator ▪ Dean of Information Technology and Services ▪ Instructional Technology Coordinator 	X	X	X
2.3	Provide opportunities for students to achieve an appropriate skill level in information and technology competence.	Support the implementation of the forthcoming GE Information Competency requirement. Staff development for instructors. Technology resources and departmental support for students.	<ul style="list-style-type: none"> ▪ Dean & Assistant Dean of Instruction ▪ Dean of Information Technology and Services 	X	X	X
2.4	Motivate faculty to integrate technology into the curriculum.	Opportunities to attend workshops and conferences. Flexibility in taking courses for credit. Share models of best practice and technology innovation.	<ul style="list-style-type: none"> ▪ Staff Development Coordinator ▪ Instructional Technology Coordinator ▪ Dean of Information Technology and Services 	X	X	X
2.5	Motivate faculty to integrate <i>accessible</i> technologies into the curriculum.	Opportunities to attend workshops and conferences. Flexibility in taking courses for credit. Share models of best practice and technology innovation.	<ul style="list-style-type: none"> ▪ Director of DSPPS ▪ Dean of Instruction ▪ Staff Development Coordinator ▪ Instructional Technology Coordinator 	X	X	X
2.6	Inform the DVC community of the technology used and required in courses.	Provide structure for instructors to put relevant course information online and in printed schedule. The ability to put course outlines online.	<ul style="list-style-type: none"> ▪ Dean & Assistant Dean of Instruction ▪ Director of Marketing ▪ Dean of Information Technology and Services 	X	X	X
2.7	Better utilize student workers to provide an overall instructional technology support system.	Explore expansion of ongoing management, recruitment and training of student support positions.	<ul style="list-style-type: none"> ▪ Relevant department faculty ▪ Instructional Technology Coordinator 	X	X	X

Goal #3: Ensure the successful use of technology through ongoing staff development opportunities for all employees.

STRATEGIES	DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
------------	--------------	-------------------	----------	----------	----------

3.1	Provide basic technology orientation and training for new employees.	Define basic technology training needs for job duties. Workshop coordination and support. Technology-use orientation packet and website for employees and other pertinent information.	<ul style="list-style-type: none"> ▪ Staff Development Coordinator ▪ Nexus Coordinator ▪ Instructional Technology Coordinator ▪ Dean of Information Technology and Services 	X	X	X
3.2	Expand the number and types of technology training opportunities.	Evaluation of current systems of providing staff development. Determination of staff development preferences.	<ul style="list-style-type: none"> ▪ Staff Development Coordinator ▪ Instructional Technology Coordinator ▪ Dean of Information Technology and Services 	X	X	X
3.3	Provide faculty training on the best pedagogical use of instructional technology.	Collaborative development of identifying of best practices Technology is in place. Instructor is comfortable and competent with basic applications. Modeling and mentoring of best practices and effective strategies.	<ul style="list-style-type: none"> ▪ Faculty Technology Leaders ▪ Staff Development Coordinator ▪ Instructional Technology Coordinator ▪ Dean of Information Technology and Services 	X	X	X
3.4	Provide discipline-specific technology training.	Explore models of division/department mentoring support. Formalize technology support within division/departments.	<ul style="list-style-type: none"> ▪ Staff Development Coordinator ▪ Department Chairs ▪ Instructional Technology Coordinator ▪ Dean of Information Technology and Services 	X	X	X

Goal #4: Use technology to foster a sense of community on campus.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
4.1	Use technology to improve communication between part-time instructors and the college community.	Provide email, voice mail and website resources for part-time instructors. Implement Part-time instructor website orientation.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Central Services 	X	X	X
4.2	Build a DVC online community with content that is useful, informative, engaging, easy and fun.	Creating and maintaining the structure on an ongoing basis.	<ul style="list-style-type: none"> ▪ Information Technology Committee 	X	X	X

4.3	Provide student, staff and faculty Intranet resources.	Define and prioritize desired resources. Create and maintain on an ongoing basis. Integration of systems.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	X
-----	--	---	---	---	---	---

Goal #5: Ensure efficient and effective use of technology resources through planning

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
5.1	Develop operational plans as needed to achieve the goals and strategies of this Technology Master Plan.	Finalization of Technology Master Plan. Communication to responsible parties.	<ul style="list-style-type: none"> ▪ Principal Parties 	X	X	X
5.2	Improve the planning process for technology infrastructure for new and renovated facilities.	Review and evaluate past practices and results and identification of critical stages of facilities planning and implementation.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Vice Chancellor of Facilities ▪ Dean of Economic Development 		X	X
5.3	Develop a plan for more effectively managing and staffing computer labs.	Lab usage audit. Research of best practices.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Director of Business Services ▪ Information Technology Committee 	X	X	
5.4	Formalize technology project development and implementation processes.	Develop a process for project management.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 		X	X
5.5	Develop an annual review process to continually assess the current and future needs of technology of DVC.	Annual review of Technology Master Plan.	<ul style="list-style-type: none"> ▪ Information Technology Committee 	X	X	
5.6	Develop technology use policies for faculty, staff and students as needed.	Review existing technology policies and identify needs for new policies.	<ul style="list-style-type: none"> ▪ Information Technology Committee 	X	X	X
5.7	Improve administrative services and processes through new applications of technology.	Needs assessment. Process analysis.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Director of Business Services ▪ Vice Chancellor of 		X	X

			Technology			
5.8	Identify and implement ways to conserve energy for technology use.	Assess and benchmark current energy use Funding. Establish purchasing guidelines for energy-efficient equipment. Renewable energy resources to support the campus technology infrastructure.	<ul style="list-style-type: none"> ▪ Energy Task Force ▪ Vice Chancellor of District Facilities ▪ Information Technology Committee 	X	X	X
5.9	Provide adequate and stable funding for technology.	Develop long-range budget plans to minimize/offset fluctuations in state funding. Coordinate with district budget planning process.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Director of Business Services ▪ Budget Oversight Committee ▪ Planning Council 	X	X	
5.10	Explore potential funding for a centralized technology center.	Vice Chancellor of Facilities needs to promote the plan at the state level. Ensure that technology center is addressed in the next bond. Explore possible grant funding.	<ul style="list-style-type: none"> ▪ Vice Chancellor of District Facilities ▪ Dean of Instruction ▪ Dean of Economic Development ▪ Dean of Information Technology and Services 	X	X	X

Goal #6: Provide high quality technology support for all instructional programs and administrative services.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
6.1	Meet the Support Baseline Standards of the Total Cost of Ownership (TCO) recommendations in the California Community Colleges Technology II Strategic Plan 2000-2005 to achieve improved technology staffing levels. (Appendix C)	Major ongoing funding from the State as described in the Technology II Plan. Development of job classifications according to TCO model.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Director of Business Services ▪ Vice Chancellor of Human Resources 		X	X
6.2	Provide live call-in technical support at the Help Desk.	Staffing.	<ul style="list-style-type: none"> ▪ Dean of Information Technology & Service 	X		
6.3	Create a multi-faceted technology support system.	Define service levels and resources Develop service and staffing plan.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	

6.4	Better utilize student workers to provide an overall technical support system.	Explore expansion of ongoing management, recruitment and training of student support positions.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Relevant department faculty 	X	X	X
6.5	Define the roles and relationships of DVC technology and District technology staff positions.	Identify roles and responsibilities for joint systems.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Vice Chancellor of Technology 	X	X	X
6.6	Keep job descriptions and compensation up to date to reflect changing technologies.	Examine computer and media service job descriptions.	<ul style="list-style-type: none"> ▪ Director of Business Services ▪ Dean of Information Technology and Services ▪ District Human Resources 	X	X	X

Goal #7: Leverage network resources and services to meet current and future technology and information needs.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
7.1	Keep website current to meet the changing needs of DVC.	Development of self-supporting system where Webpages can easily be updated.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	X
7.2	Upgrade network to support high bandwidth applications.	Technical Support staff training. Funding.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	X
7.3	Provide streaming audio/video and desktop videoconferencing services.	Infrastructure. Development support.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Instructional Technology Coordinator 	X	X	X
7.4	Provide organized file services for individuals and organizational units.	Directory structure. System administration. Staff development and support.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	
7.5	Improve network security.	Network audit and security plan.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services 	X	X	
7.6	Provide a web-based course development and	System implementation.	<ul style="list-style-type: none"> ▪ Assistant Dean of Instruction 	X	X	

	archival system of all course outlines.	Staff development.	<ul style="list-style-type: none"> Instruction Committee 			
7.7	Explore employee options for access to information resources for telecommuting.	Organizational commitment. Remote access to files and communication systems. Staff development.	<ul style="list-style-type: none"> Director of Business Services Dean of Information Technology and Services 		X	
7.8	Explore universal mailbox services for potential use by the campus community whereby email, voicemail, and faxes go to one location.	Exploration of convergent technologies with existing technologies.	<ul style="list-style-type: none"> Information Technology Committee Vice Chancellor of Technology 		X	X

Goal #8: Provide and support computer labs to meet student needs.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
8.1	Ensure open computer labs have software installed that meet the needs of students.	Develop a process to assess existing open lab software, identify student needs, and determine the distribution of software by location. Funding. Cross-campus coordination.	<ul style="list-style-type: none"> Dean of Information Technology and Services 	X	X	
8.2	Optimize lab operations and hours to match program requirements and student needs.	Develop criteria for new lab installation, optimal lab operations, and ongoing evaluation. Coordinate with program review process.	<ul style="list-style-type: none"> Academic departments Dean & Assistant Dean of Instruction Dean of Information Technology and Services 	X	X	X
8.3	Provide access to assistive technology for students with disabilities in computer labs and in the library.	Work with DSPS to ensure that the technology meets the requirements.	<ul style="list-style-type: none"> Dean of Information Technology and Services Director of DSPS Info Tech Committee 	X	X	X
8.4	Communicate current information about technology services and lab hours to all students.	Website development. Marketing.	<ul style="list-style-type: none"> Dean of Information Technology and Services Director of Marketing Assistant Dean of Student Services 	X	X	X

Goal #9: Provide technology equipment to meet the needs of DVC.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
9.1	Meet the Student, Faculty,	Align with state plan	<ul style="list-style-type: none"> Dean of Information 	X	X	X

	Managerial and Classified Staff Personal Computer Baseline Standards of the Total Cost of Ownership (TCO) recommendations in the California Community Colleges Technology II Strategic Plan 2000-2005 (Appendix D).	recommendations. (Appendix D)	Technology and Services <ul style="list-style-type: none"> ▪ Information Technology Committee 			
9.2	Develop plans for the systematic addition and replacement of technology equipment.	Compile inventories. Comprehensive lab usage. Develop addition and replacement criteria for technology equipment.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee 	X	X	
9.3	Provide appropriate technology to stay current with industry practices and transfer institutions.	Develop long-range budget plans to minimize/offset fluctuations in state funding. Coordinate with district budget planning process. Develop relationships with community-based organizations and local companies. Develop a plan to focus on fund-raising for technology.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee 	X	X	X
9.4	Maintain up-to-date hardware and software standards.	Develop hardware and software standards.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee 	X		
9.5	Improve multimedia resources in student open labs.	Determine which multimedia equipment and software is appropriate. Train staff appropriately to support multimedia.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee ▪ Staff Development 	X	X	
9.6	Improve multimedia resources in classrooms.	Develop a plan to inform/train faculty on multimedia technologies. Assess current systems resources available in Staff Development Training Center. Explore models of mentoring support.	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee ▪ Staff Development Coordinator 	X	X	X

Goal #10: Collaborate and share technological resources with the outside community.

STRATEGIES		DEPENDENCIES	PRINCIPAL PARTIES	FY 01-02	FY 02-03	FY 03-04
10.1	Develop a one-stop interface with the business community to facilitate training and re-training, internships, and entry-level jobs for DVC technology students.	Develop consistent organizational response to inquiries.	<ul style="list-style-type: none"> ▪ Voc Ed Task Force ▪ Career Center ▪ Director of Marketing 	X		
10.2	Encourage collaboration with other educational institutions to share technology expertise and resources.	<p>Gain awareness of technology of other institutions.</p> <p>Promote best practices.</p> <p>Be involved with using resources with regional and state technology groups.</p>	<ul style="list-style-type: none"> ▪ Dean of Information Technology and Services ▪ Information Technology Committee ▪ Faculty Senate ▪ Dean of Instruction 	X	X	X
10.3	Leverage new technology resources through industry partnerships.	<p>Gain awareness of technology in business and industry.</p> <p>Promote best practices.</p> <p>Develop relationships with local, regional, and state technology companies.</p>	<ul style="list-style-type: none"> ▪ Dean of Economic Development ▪ Information Technology Committee 	X	X	X
10.4	Conduct community outreach for DVC technology programs.	<p>Develop a marketing plan.</p> <p>Develop high school articulation agreements.</p>	<ul style="list-style-type: none"> ▪ Voc Ed Task Force ▪ Director of Marketing ▪ Tech Prep Coordinator 	X	X	

Appendices

- [Appendix A: Diablo Valley College Strategic Plan, Excerpts](#)
- [Appendix B: Task Force Planning Assumptions](#)
- [Appendix C: Total Cost of Ownership](#)
- [Appendix D: Personal Computer Baseline Standards for Student, Faculty, and Managerial and Classified Staff](#)
- [Appendix E: DVC Information Technology and Services](#)

Appendix A Diablo Valley College Strategic Plan, Excerpts

The following excerpts exemplify the role of technology in the 1999 Diablo Valley College Strategic Plan

As technology is changing at an ever increasing rate, the specific skills and training that were relevant to the workplace of the past are now often obsolete. To stay current, workers will need to upgrade their skills and retrain for new jobs throughout their careers. They will need to become lifelong students... (p. 11)

Sound planning and decision-making are the foundations upon which successful college programs are based. Quality education cannot survive long without fiscal stability, adequate and well-maintained facilities, and a faculty and staff who stay current in new technology and advancement in their field... (p. 19)

The college recognizes the need to expand access to computers and technology as rapidly as possible ...[and] will develop the necessary infrastructure for technology on campus and provide ongoing fiscal support for it. As the use of technology in education expands and the college becomes more diverse, faculty and staff require ongoing staff development to upgrade their computer skills, enhance their understanding of diverse cultures and ethnic groups, and encourage innovative teaching strategies. (p. 20)

Excellence in teaching and learning: The college will

- continue to review its courses and programs to determine which can be provided effectively in an alternative delivery format and schedule.
- expand instructional offerings at off-campus locations and expand the opportunities for distance learning.
- meet the needs of under-prepared students by offering additional basic skills and ESL courses, including instruction in reading, writing, math, computers, physical science, and information technology.
- provide campus-wide access to computers for students, faculty, staff, including an increased access to computer labs and an increased use of technology in the delivery of instruction.

Support services for students: The college will

- expand tutoring services, improve access to information resources and computer technology, increase bilingual support services, and provide other services to assist students in meeting their educational goals.
- improve the integration and coordination of student services and centralize as many of these services as possible in a single location.
- develop and implement ways of using technology to improve the admissions, counseling, and registration processes and more effectively provide information to students.

Establishment of public and private partnerships in the community: The college will

- develop and implement new partnerships with public and private organizations, which include: identifying the programs needed for workers in the local labor market; ensuring that curriculum and programs are current; sharing facilities and resources; jointly applying for public and private funding; and providing work experience, internship, and mentoring opportunities for students.
- expand the accessibility of instructional programs and services by establishing more off-campus sites.

Planning and evaluation: The college will

- strengthen its research and reporting capabilities to provide accurate and timely information on student enrollment trends and projects.

- expand the collection of follow-up data on former students to determine how well the college prepares students.

Maintenance of a solid college infrastructure: The college will

- pursue additional resources of funding, including public and private grants to support innovation; public and private partnerships; fee-based and contract-education programs; a strong and effective college foundation; and an alumni association.
- continue to pursue funding to implement the college's Facilities Master Plan and seek additional resources for deferred maintenance to upgrade and improve existing classrooms.
- develop the necessary infrastructure for technology on campus and provide fiscal support for it.
- develop and implement a program to provide greater development opportunities for faculty and staff.

Appendix B
Task Force Planning Assumptions Statements describing the current internal and external factors affecting technology use at Diablo Valley College

A. Student-related Assumptions:

1. There is a wide range in technical skill levels among students.
2. Students are diverse.
3. Students increasingly expect to have convenient access to all services.
4. Students expect to be employable upon completion of certificate programs.
5. Student interest in technology is increasing.
6. Student need for information competencies is increasing.
7. More students will use electronic communication and information resources to complete their course of study.
8. DSPS students have more inclusion in the college due to technology.
9. Students expect DVC to have up-to-date technology.
10. Students will increasingly need access to a variety of technologies in order to effectively compete for transfer to four year schools and for employment.

B. Faculty and Staff-related Assumptions:

1. Faculty and staff have a wide range of technical capabilities and interests.
2. Technology places new demands on faculty and staff.
3. Faculty and staff have a wide range of learning styles that should be reflected in staff development opportunities.
4. Recruitment and retention of technology specialists (faculty and staff) is challenging because of competition from industry.
5. Faculty will increasingly expect to use notebook computers.
6. Increased adaptive technology training is needed for students and faculty.
7. Many faculty and staff will retire in the next three years.
8. There is a lack of widespread sharing of best practices across the college.

C. Technology Support-related Assumptions:

9. Technology support does not keep pace with the demand imposed on it by new programs, additional technologies and remodeled facilities.
10. The demand for technology support is increasing.
11. The demand for continuous technology training is increasing.
12. Online instruction demands additional technical support.

D. Technology-related Assumptions:

13. Technology is a multi-faceted tool that helps us address different needs of the community.
14. Technology can enhance instruction and expand opportunities for access to information.
15. New technologies such as video streaming and desktop video-conferencing are anticipated to become more commonplace in the next three years.
16. The use of more wireless, mobile devices is anticipated.
17. All current classrooms are network-ready.
18. There is an increasing demand for LCD projectors in classrooms and meeting rooms.
19. Advanced courses can sometimes require advanced technology that supports a small number of students.
20. Technology applications raise new ethical issues.

E. Resources-related Assumptions:

21. The state of the economy will affect funding of California Community Colleges.
22. State funding for technology augmentations are not assured.
23. DVC cannot depend solely on private or bond funding.
24. DVC will leverage industry partnerships for technology resources.
25. The energy crisis could have an affect on many aspects of the DVC community.
26. The quantity of facilities will be adequate for instructional use.
27. The quality of older facilities may be inadequate for instructional use.

F. Community-related Assumptions:

28. California expects measurement and standards of learning outcomes.
29. The economic fate of technology companies (stocks) will impact local economy.
30. Affordable housing will effect student enrollment and faculty and staff recruitment.
31. Business and industry expect DVC to support their needs for competent, quality workers.
32. DVC maintains a good reputation in the community.

Appendix C
Total Cost of Ownership

Appendix B of the California Community Colleges Technology II Strategic Plan 2000-2005
[HTTP://WWW.CCCCO.EDU/CCCCO/ESED/IRT/TNT/TECHII/APPENDIX_B-TCO.DOC](http://www.cccco.edu/CCCCO/ESED/IRT/TNT/TECHII/APPENDIX_B-TCO.DOC)

(College model is based on one average college with 12,000 FTE enrollment)

Direct Costs of Hardware, Software, and Training

Sub Category	Cost/yr./PC	Assumptions	Accumulated Costs	Support Staff
PC Hardware and Operating Systems Cost	\$550/yr.	(Acquisition depreciated over 3 years)	\$605,000	N/A
Assistive Technology Hardware and Software (10% of PCs)	\$667	(Acquisition depreciated over 3 years)	\$160,000	N/A
O/S and Office Software Licenses	\$100/yr.		\$110,000	N/A
Peripherals	\$100/yr.		\$110,000	N/A
Network Operating System Hardware	\$45/yr.	1.5 servers	\$49,500	N/A
NOS Licenses	\$20/yr.		\$22,000	N/A
Switches, Hubs, and Bridges (Hardware and Software)	\$42/yr.	\$125/port	\$46,200	N/A
Wiring	\$60/yr.		\$66,000	N/A
NSM Hardware and Software	\$160/yr.		\$176,000	N/A
Training	\$250/yr.		\$275,000	N/A
Servers (HDW and SFTW) for Web Services	\$50/yr.		\$55,000	N/A
Technical Staff Training	\$75/yr.		\$82,500	N/A
Sub-Total Cost	\$2,119		\$1,757,200	

Note: Chart does not include printers for assistive technology. The printers are estimated at \$4,000 per printer. One printer per each lab that provided assistive technology would be necessary.

Direct Costs of Systems Management

Sub Category	Cost/yr./PC	Assumptions	Accumulated Costs	Support Staff
Network and Systems Admin. (Novel, etc. include wiring staff)	\$313/yr.	1 staff/300 PCs; (3.66) loaded cost= \$75,000/yr. + 25%	\$343,750	3.6 FTEs
Technical Management	\$238/yr.	1 / 500 PCs @ \$95K + 25%	\$261,250	2.2 FTEs
Web Administration	\$114/yr.	1 staff per 12,000 FTES; loaded cost= \$100,000/yr. + 25%	\$125,000	1.0 FTE
Administrative Systems Support (web, user dev. applications)	\$97/yr.	1 @ \$85K + 25%	\$106,250	1.0 FTE
Sub-Total Cost	\$762		\$836,250	7.8 FTEs

Direct Costs of Support

Sub Category	Cost/yr./PC	Assumptions	Accumulated Costs	Support Staff
Level 1 Support	\$417/yr.	1 staff/150 PCs; \$50,000/yr. + 25%= \$62,500/staff	\$458,333	7.33 FTEs
Sub-Total Cost	\$417		\$458,333	7.33 FTEs

Direct Costs of Development Staff

Sub Category	Cost/yr./PC	Assumptions	Accumulated Costs	Support Staff
Application Development	\$148/yr.	2 staff/12,000 FTES campus loaded cost= \$65,000/yr./staff + 25%= \$81,250	\$162,500	2.0 FTEs
Sub-Total Cost	\$148		\$162,500	2.0 FTEs
Direct Costs of Communications Support				
Sub Category	Cost/yr./PC	Assumptions	Accumulated Costs	Support Staff
Network	\$60/yr.	24,000/yr.: 1-6000 FTES 48,000/yr.: 6,000-12,000 FTES 72,000/yr.: 12,000-18,000 FTES 96,000/yr.: 18,000+ FTES	\$66,000	1.0 FTE
Sub-Total Cost	\$60/yr.		\$66,000	1.0 FTE
Total Cost (TCO)	\$3,506	Accumulative Cost	\$3,280,283	18.13 FTEs

Appendix D Personal Computer Baseline Standards for Student, Faculty, and Managerial and Classified Staff

Appendix C of the California Community Colleges Technology II Strategic Plan 2000-2005
[HTTP://WWW.CCCCO.EDU/CCCCO/ESED/IRT/TNT/TECHII/APPENDIX_C-DESCRIPTION.DOC](http://www.cccco.edu/cccco/esed/irt/tnt/techII/appendix_c-description.doc)

Table 1: Student PC Baseline Standard

	Category	Minimum Baseline Standard
A1	PCs for students	Year 2000-2005: 1 PC for every 20 FTES Ten percent of all campus computer systems will be configured with industry-standard assistive computer technology to provide access to students with disabilities.
A2	Printers	Sufficient printing will be available.
A3	LAN Access	Each PC will be LAN connected.
A4	Office Software	The majority of PCs will be equipped with office software. It will be up to the campus to decide whether to use a uniform configuration or a hosted applications model.
A5	Information Resources and Software	Each PC can access library databases, instructional servers, Web sites, and instructional software. Campuses will make every effort to assure that these resources are operational with industry-standard assistive computer technology.
A6	E-mail	Each PC will have Web-based access to the campus e-mail system. Students are required to obtain an ISP for access.
A7	Internet/intranet access	Each PC is equipped with a browser for Internet access.
A8	Virus detection software	Each PC is equipped with anti-virus software.
A9	Access to student services system through	Each PC will provide students with Web access to student services.

	Internet/intranet only	
A10	Refresh rate and currency of computers	PCs and assistive-computer technologies will be replaced on a three-year basis, consistent with industry best practices. The rationale is to reduce TCO by introducing more manageable equipment and refreshing with new software
A11	PC Support infrastructure	CCC campuses will use best-practice approaches to manage their PC population (e.g., ability for remote monitoring and management, electronic inventory of hardware and software).

**Table 2: Faculty PC Baseline Standard
(Faculty Access Baseline Model)**

	Category	Minimum Baseline Standard
B1	PCs for Full-time Faculty	One PC for every full-time faculty member.
B2	PC's for Part-time Faculty	A goal of 25 percent of full-time equivalent faculty (FTEF) over the three years with a minimum of one-third in the first year.
B3	Printers	One advanced laser printer to be shared across 50 faculty staff.
B4	LAN Access	All PCs will have network access.
B5	Office Software	Each PC has standard office software, including word processing, spreadsheet, and presentation-design software.
B6	E-mail	Each PC have Web-based access to the campus e-mail system.
B7	E-mail for adjunct instructors	Each adjunct instructor will have an e-mail account.
B8	Internet/intranet access	Each PC is equipped with a browser.
B9	Virus-detection software	Each PC is equipped with anti-virus software.
B10	Scanners	There will be one industrial scanner for every 100 faculty member.
B11	Access to administrative systems	Each PC will have access to administrative systems when appropriate (by the end of 2003).
B13	Information Resources and Software	Each PC should be able to support faculty research of library databases, educational software, and course management software.

**Table 3: Managerial and Classified Staff PC Baseline Standard
(Administrative and Classified Staff Infrastructure Baseline)**

	Category	Minimum Baseline Standard
C1	PCs for full-time administrative and classified staff	One PC for 80 percent of full-time managerial and classified staff, as appropriate.
C2	Printers	One advanced laser printer to be shared between 50 staff.
C3	LAN Access	Network access for each PC.
C4	Office Software	Each PC has standard office software, including word processing, spreadsheet, and presentation-design software.
C5	E-mail	All staff members will have Web-based access to the campus e-mail system.
C6	Internet/intranet access	Each PC is equipped with a browser.
C7	Virus detection software	Each PC is equipped with anti-virus software.
C8	Access to administrative systems	Each PC will have access to the administrative system, when appropriate.

Appendix E Information Technology and Services

Mission Statement

The mission of Information Technology & Services is to provide leadership and guidance, service and support, education and technical expertise required to establish and maintain information technology systems for the college community in accordance with the values, vision, mission and goals of DVC.

