

Information Technology Strategic Plan 2007-2010



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San Bernardino Valley College



SBVC is a comprehensive college dedicated to making lifelong learning opportunities accessible to a diverse student population. The college serves traditional high school graduates while also providing a gateway to higher education and vocational training for non-traditional populations, including: qualified high school students; re-entry adults; immigrants; the educationally or financially challenged; and those who cannot or choose not to attend the main campus.

San Bernardino Valley College serves the growing urban area of Southern California's "Inland Empire." It operates KVCR-TV, the first television station owned by a community college and the first public broadcast station in Southern California. As a California Transfer

Center, it serves both the academic and occupational education needs of its students while also offering non-credit community service courses on an 85-acre campus.

Vision

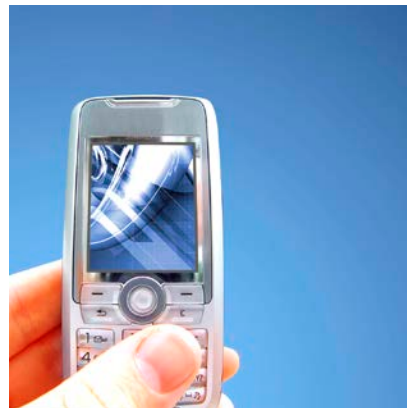
San Bernardino Valley College will become the college of choice for students in the Inland Empire and will be regarded as the "alma mater" of successful, lifelong learners. We will build our reputation on the quality of our programs and services and on the safety, comfort, and beauty of our campus. We will hold both our students and ourselves to high standards of achievement and will expect all members of the college community to function as informed, responsible, and active members of society.

Mission

San Bernardino Valley College provides quality education and services that support a diverse community of learners.

Challenges and Opportunities

SBVC is facing challenges in funding, competition, changing demographics, escalating constituent expectations, under-prepared students and a growing demand for access to online educational services. As with all higher education institutions, SBVC is also affected by extraordinary level of change, especially in the area of technology. The ever increasing rate of change requires that SBVC continuously monitor the horizon for emerging trends for future success while maintaining the delivery of quality education services to their current constituents.



Transforming these challenges into opportunities is the fundamental goal of the SBVC IT Strategic Planning effort.

Strategies for Success (2007–2010)

This Strategic Plan describes SBVC's direction for technology through the adoption of the following six strategies; which are designed to move the institution toward its future vision for technology. The remaining sections in this plan explain the process used to develop these strategies, introduce the supporting goals for each strategy, demonstrate alignment with the Districts Planning Imperatives and provide an implementation plan for each strategy and supporting goal.

- Strategy 1.** We will continuously provide our students, faculty, staff, and administrators with exemplary technology resources and support while maintaining fiscal and environmental responsibility.
- Strategy 2.** We will continuously strive to provide our faculty, staff and students with access to online services and resources while maintaining a secure environment.
- Strategy 3.** We will encourage external technology partnerships with businesses and organizations in the effort to foster an environment that will better prepare our students for the future.
- Strategy 4.** Campus entities will share technology information and collaborate on technology initiatives for the purpose of developing an environment of unity and cohesiveness throughout our campus and the district.
- Strategy 5.** Our technology leaders will strive to migrate to a centralized approach for providing technology support and resources; while maintaining fiscal responsibility.
- Strategy 6.** We will work cooperatively with the Office of Professional Development to provide appropriate technology training opportunities in an effort to create a climate of continuous improvement for our faculty, staff and students.

The SBVC Information Technology Strategic Plan

Purpose

The SBVC Information Technology (IT) Strategic Plan provides a comprehensive road map for utilizing technology to improve the overall performance of the institution. The three year plan presents focused strategies, and supporting goals, which will move the institution closer to realizing its vision.

Process

This plan is built on a foundation of IT strategic planning that began at SBVC in 2001. Each plan has enabled SBVC to navigate the changing environment and successfully position itself for the future.

SBVC's Technology Committee is responsible for the IT Strategic Plan along with its charge to explore and encourage innovation in the use of technology, including the support and training of faculty and staff in the use of technology for academic and management applications.

The direction for SBVC's 2007-2010 IT Strategic Plan was set during a two day planning retreat in April 2007. Sungard Higher Education's Strategic and Academic Consulting group facilitated a participative and collaborative planning process (Appendix A – Strategic Planning Process Methodology) that included twenty-two planning team members.



The Strategic and Academic Consultant began the planning retreat with a briefing on the national and local trends in Higher Education. The briefing included an in depth look at the profile of today's traditional student group; also known as Millennial students. The contrasting needs and challenges facing non-traditional students were also presented and discussed. The team used the higher education trends and student profile information as a guide throughout the process of developing this strategic plan.



The planning team was then taken through the participative and collaborative planning process to determine the institutions technology vision, mission, guiding principles, strategies and supporting goals.

Planning Team

Maha Al-Husseini - Instructor, Office Information Systems

Linda Arroyo - Interim Vice President of Student Services

David M. Bastedo - Professor

Mark Byrd - Network Administrator

Chuck Dean - Computer Technician

Anselmo Escobedo - Department Network Specialist

Jonathan Flaa - Audio-Visual Specialist

Todd Heibel - Instructor of Geography

Ricky Hrdlicka - Department Network Specialist

Julius Jackson - Professor, Philosophy & Religious Studies

Helena Johnson - Director Weekend & Evening College

Haragewen A. Kinde - Dean, Science and Mathematics

Reginald Metu - Alternate Media Instructor

Michael Perez - VP of Administrative Services

Gabriel Roseli - Department Network Specialist

Kathryn G. Weiss - Associate Professor

Technology Vision

The planning team established a technology vision and mission that supports the SBVC vision and mission. The also developed a list of guiding principles for technology at SBVC.

Our technology vision:

- Provide the campus with a direction of progression with the implementation of current technologies.
- Provide support staff with effective training that allows us to be more efficient with meeting the needs of campus services.
- Keep the community current with technology relative to the employment sector helping more people achieve a useful, higher level of education.
- Provide our students with the preparation needed for admission to 4 year universities to better meet the higher demands.
- SBVC is attractive to more students looking for a higher quality of education.
- Our Board of Directors has something to brag about in that our college has met and in some cases exceeded the quality of education that we are convicted to provide.
- Make a positive impact in our community.
- Utilize partnerships allow us to continue to serve and benefit our community.

Technology Mission

San Bernardino Valley College IT serves the campus community with exemplary technology resources and support.

Technology Guiding Principles

- We value effective training and professional development
- We value the development of technological literate students
- We believe the effective use of technology will positively influence the community
- We value partnerships with our stakeholders
- We promote a climate of continuous improvement for the implementation of technology
- We provide services that give faculty and staff the tools needed to reach higher educational standards
- We stride for excellence in the services IT provides to the college community
- We focus on fulfilling the technological needs of the campus community

Strategies and Supporting Goals

The planning team developed the six strategies, and the supporting goals, based on the information gathered and assimilated during the strategic planning retreat.

Strategy 1. We will continuously provide our students, faculty, staff, and administrators with exemplary technology resources and support while maintaining fiscal and environmental responsibility.

Supporting Goals:

- 1.1. Establish a repeatable process for determining the technology needs of our students, faculty, staff, and administrators and incorporate the data into our technology planning.
- 1.2. Establish, maintain, and adhere to minimum standards for classroom technology at SBVC.
- 1.3. Determine the effectiveness of our academic technology by assessing its use by our students and faculty.
- 1.4. Establish communication methods that provide our faculty with the latest information on the trends in emerging technologies.

Strategy 2. We continuously strive to provide our faculty, staff and students with access to online services and resources while maintaining a secure environment.

Supporting Goals:

- 2.1. Establish minimum standards for accessibility for all institutional web sites to ensure compliance with Section 508 of the Rehabilitation Act.
- 2.2. Assess the effectiveness of our current online services and determine the need for additional services.
- 2.3. Identify opportunities to increase/improve computer technology accessibility and affordability for our students.
- 2.4. Ensure that faculty teaching online and hybrid classes have collegial support.
- 2.5. Establish minimum technology standards for online classes at SBVC.

Strategy 3. We will encourage external technology partnerships with businesses and organizations in the effort to foster an environment that will better prepare our students for the future.

Supporting Goals:

- 3.1. Establish mutually beneficial technology related partnerships with local businesses, organizations and agencies.
- 3.2. Identify potential partnerships opportunities with feeder schools, colleges and universities and establish relationships with the identified institutions.
- 3.3. Establish a process for gathering and analyzing local and national trends in technology; which will be used to drive program development.
- 3.4. Promote activities and events that connect local businesses with SBVC students and provide community awareness of SBVC resources.

Strategy 4. Campus entities share technology information and collaborate on technology initiatives for the purpose of developing an environment of unity and cohesiveness throughout our campus and the district.

Supporting Goals:

- 4.1. Identify, implement and support electronic communication tools that serve all of our users.
- 4.2. Develop initiatives focused at improving synergy among campus departments.
- 4.3. Engineer trust and communication among students, faculty, staff, administrators, and consultants in regards to technology.
- 4.4. Establish communication mechanisms that connect our campus technology with district computing.

Strategy 5. Our technology leaders are striving to migrate to a centralized approach for providing technology support and resources; while maintaining fiscal responsibility.

Supporting Goals:

- 5.1. Establish an administrative position responsible for coordination all Campus technology based activities.
- 5.2. Develop a plan that determines what centralized computing looks like at SBVC.
- 5.3. Establish an effective central technology support structure..
- 5.4. Ensure funding is prioritized for current and future technology needs by establishing budget line items for technology.

Strategy 6. We will work cooperatively with the Office of Professional Development to provide appropriate technology training opportunities in an effort to create a climate of continuous improvement for our faculty, staff and students.

Supporting Goals:

- 6.1. Provide appropriate technology training opportunities for all SBVC personnel through the use of diverse delivery methods that provide access to all.
- 6.2. Establish a method for assessing the preferred day/time and delivery methods for training sessions to maximize participation.
- 6.3. Develop and maintain training opportunities that prepare our students for success with online and hybrid courses.
- 6.4. Provide customized individualized technology training for faculty

Alignment of Technology Strategies with District Planning Imperatives

This table demonstrates the alignment of the six SBVC technology strategies with the San Bernardino Community College District's (SBCCD) planning imperatives.

| SBCCD Planning Imperatives | 1. Implement policies, programs, and innovative practices that make learning the highest priority. | 2. Create an educational environment open to and supportive of diverse backgrounds and learning styles. | 3. Sustain joint efforts with other educational segments in the region to advance student learning and success. | 4. Foster relationships with business and community partners and forge new partnerships to meet marketplace demands. | 5. Design, implement, evaluate, and maintain technological currency in education and training. |
|--|--|---|---|--|--|
| 2007-2010 SBVC Technology Strategies | | | | | |
| 1. We will continuously provide our students, faculty, staff, and administrators with exemplary technology resources and support while maintaining fiscal and environmental responsibility. | ✓ | ✓ | | | ✓ |
| 2. We continuously strive to provide our faculty, staff and students with access to online services and resources while maintaining a secure environment. | ✓ | ✓ | | | ✓ |
| 3. We will encourage external technology partnerships with businesses and organizations in the effort to foster an environment that will better prepare our students for the future. | | | ✓ | ✓ | |
| 4. Campus entities share technology information and collaborate on technology initiatives for the purpose of developing an environment of unity and cohesiveness throughout our campus and the district. | ✓ | ✓ | | | |
| 5. Our technology leaders are striving to migrate to a centralized approach for providing technology support and resources; while maintaining fiscal responsibility. | ✓ | | | | ✓ |
| 6. We will work cooperatively with the Office of Professional Development to provide appropriate technology training opportunities in an effort to create a climate of continuous improvement for our faculty, staff and students. | ✓ | ✓ | | | ✓ |

Implementing Strategic Objectives

The following Information Technology Strategic Plan Implementation Grid contains information that will assist SBVC in accomplishing their Information Technology goals. Responsible departments will begin by developing tactical plans that are aligned with this plan. The departments will then use their tactical plan to develop technology budgets and implementation of prioritized projects within the three year timeline of this Strategic Plan. The Technology Committee will be responsible for updating the IT Strategic Plan annually.

Elements included in the Implementation Grid

- **Strategies** include the 6 technology strategies set by this plan for 2007-2010.
- **Key Performance Indicators** identify completion characteristics or milestones of progress for each strategy.
- **Goals** associated with each strategy identify implementation actions.
- **Dependencies** are those events or environments that must take place or be in existence before implementation of a goal can begin.
- **Responsible Party** identifies the individual, department, or group that has responsibility for each of the IT goals. 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 assigned goals as well as project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the goal.
- **FY (Fiscal Year)** shows the implementation timeline for each strategy. An “X” placed in any single FY column indicates completion of a task in that year. X’s in multiple FY columns indicate multi-year efforts.
- **Progress** is to be documented as implementation of the strategies occurs.

Information Technology Strategic Plan Implementation Grid

Strategy 1: We will continuously provide our students, faculty, staff, and administrators with exemplary technology resources and support while maintaining fiscal and environmental responsibility.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|---|--|--|------------|------------|------------|---------------------------|
| 1.1. Establish a repeatable process for determining the technology needs of our students, faculty, staff, and administrators and incorporate the data into our technology planning. | Inventory (Mgmt Software) Surveys Rotation Plans (Computers, Switches, etc) Program Review Funding District Standardization Mass Purchases | Director Campus Technology Chair Technology Committee | | | | |
| 1.2. Establish, maintain, and adhere to minimum standards for classroom technology at SBVC. | Inventory Funding District Standardization Mass Purchases | Lead AV Specialist | | | | |
| 1.3. Determine the effectiveness of our academic technology by assessing its use by our students and faculty. | Already have Survey Questions continue to Survey VCard Tracking Work w/ Employers and Vendors to compare campus technology to technology available in the workforce Curriculum Process | Campus Researcher | | | | |
| 1.4. Establish communication methods that provide our faculty with the latest information on the trends in emerging technologies. | Newsletter Training Informational Sessions EDD Economic Development Depts. | Professional Development Coord. | | | | |

Strategy 2: We continuously strive to provide our faculty, staff and students with access to online services and resources while maintaining a secure environment.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|---|--|---|------------------|------------------|------------------|------------------------------|
| 2.1. Establish minimum standards for accessibility for all institutional web sites to ensure compliance with Section 508 of the Rehabilitation Act. | Verify Compliance Train Faculty on 508 Development | Web Master | | | | |
| 2.2. Assess the effectiveness of our current online services and determine the need for additional services | Compare enrollment and class offerings w/ Other Colleges Web Advisor | Marketing | | | | |
| 2.3. Identify opportunities to increase/improve computer technology accessibility and affordability for our students. | Wireless Phase 1 and 2 Discounts for students from vendors Sell Software and Hardware in the bookstore Sell or give surplus hardware to students KVCR Wireless | Chair Technology Committee Director Campus Computing | | | | |
| 2.4. Ensure that faculty teaching online and hybrid classes have collegial support. | Curriculum Evaluation of Online Faculty Universal Access Point ProDev Training Blackboard and First Class | Online Committee Chair | | | | |
| 2.5. Establish minimum technology standards for online classes at SBVC. | Delivery Mode Software is reviewed and approved Universal Access Point Minimum Browser Requirements clearly stated on web and in schedule | Online Committee Chair | | | | |

Strategy 3: We will encourage external technology partnerships with businesses and organizations in the effort to foster an environment that will better prepare our students for the future.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|---|--------------|------------------------------|------------------|------------------|------------------|------------------------------|
| 3.1. Establish mutually beneficial technology related partnerships with local businesses, organizations and agencies. | | | | | | |
| 3.2. Identify potential partnerships opportunities with feeder schools, colleges and universities and establish relationships with the identified institutions. | | | | | | |
| 3.3. Establish a process for gathering and analyzing local and national trends in technology; which will be used to drive program development. | | | | | | |
| 3.4. Promote activities and events that connect local businesses with SBVC students and provide community awareness of SBVC resources. | | | | | | |

Strategy 4: Campus entities share technology information and collaborate on technology initiatives for the purpose of developing an environment of unity and cohesiveness throughout our campus and the district.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|---|--------------|------------------------------|------------------|------------------|------------------|------------------------------|
| 4.1. Identify, implement and support electronic communication tools that serve all of our users. | | | | | | |
| 4.2. Develop initiatives focused at improving synergy among campus departments. | | | | | | |
| 4.3. Engineer trust and communication among students, faculty, staff, administrators, and consultants in regards to technology. | | | | | | |
| 4.4. Establish communication mechanisms that connect our campus technology with district computing. | | | | | | |

Strategy 5: Our technology leaders are striving to migrate to a centralized approach for providing technology support and resources; while maintaining fiscal responsibility.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|--|--------------|------------------------------|------------------|------------------|------------------|------------------------------|
| 5.1. Establish an administrative position responsible for coordination all Campus technology based activities. | | | | | | |
| 5.2. Develop a plan that determines what centralized computing looks like at SBVC. | | | | | | |
| 5.3. Establish an effective central technology support structure.. | | | | | | |
| 5.4. Ensure funding is prioritized for current and future technology needs by establishing budget line items for technology. | | | | | | |

Strategy 6: We will work cooperatively with the Office of Professional Development to provide appropriate technology training opportunities in an effort to create a climate of continuous improvement for our faculty, staff and students.

Key Performance Indicator:

| GOALS | DEPENDENCIES | RESPONSIBLE PARTY (Owner) | FY 07 - 08 | FY 08 - 09 | FY 09 - 10 | PROGRESS/ ACCOMPLISHMENTS |
|---|--------------|------------------------------|------------------|------------------|------------------|------------------------------|
| 6.1. Provide appropriate technology training opportunities for all SBVC personnel through the use of diverse delivery methods that provide access to all. | | | | | | |
| 6.2. Establish a method for assessing the preferred day/time and delivery methods for training sessions to maximize participation. | | | | | | |
| 6.3. Develop and maintain training opportunities that prepare our students for success with online and hybrid courses. | | | | | | |
| 6.4. Provide customized individualized technology training for faculty | | | | | | |