CAMPUS TECHNOLOGY PLAN

Norco Campus
Riverside Community College District
Approved by Resources Subcommittee
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TABLE OF CONTENTS

NORCO CAMPUS MISSION STATEMENT

Norco Campus provides educational programs, services, and learning environments for a diverse community. We equip our students with the knowledge and skills to attain goals in higher, career/technical, and continuing education; workforce development; and personal

ACQUISITION OF NEW TECHNOLOGY

Over the past several years, Norco Campus has been successful in acquiring technological enhancements in support of many of its instructional and instructional support programs. Examples of such acisitions include the computer gaming and simulation laboratory and advanced manufacturing laboratory contained in the Instructional Technology Building that opened in fall 09; presentation technologies included in the new IT building as well as the Studen

MAINTENANCE/REPLACEMENT OF INSTRUCTIONAL AND INSTRUCTIONAL SUPPORT TECHNOLOGY

In August, 2009, Norco Campus completed a comprehensive inventory of its instructional and non-instructional equipment. As part of this process, the campus categorized technology users in accordance with computer replacement guidelines that were established in fall 2007. In essence, computer users at Norco were classified as either "standard users" or "performance users". Equipment utilized by standard users (approximately 90 percent of the campus inventory) was placed on a four-year replacement cycle while performance user equipment was placed on a three-year cycle. Based on these classifications and on the age and condition of

RESOURCE DEVELOPMENT IN SUPPORT OF CAMPUS TECHNOLOGY PLAN

The most vexing challenge associated with implementation of the campus technology plan centers on the identification and acquisition of sufficient human and financial resources to maintain the campus' technology inventory while continually adopting new technologies. Because of structural characteristics inherent to the manner in which California community colleges are financed, all of these institutions are faced with the challenge of keeping their technology up-to-date; this dilemma is enhanced for campuses such as Norco, that have technology as a central emphasis.

In general, California community colleges derive the vast majority of their finances from state apportionment revenue, which tends to fluctuate in inverse proportion to the state economy, i.e., potential resource availability is highest when the economy is strong and, conversely, community college enrollments are weak. Since the vast majority of new resources available from the state are contingent upon enrollment growth, colleges often leave potential new revenue "on the table" due to their inability to increase enrollments during peaks in the economic cycle. During economic downturns, by contrast, community college enrollments are exceedingly high while state funding availability is reduced. Even in the best of times, funds available to community colleges for instructional and non-instructional equipment are insufficient to meet their needs for timely replacement of technology. At best, Norco can count on no more than $ 150,000 annually from the state instructional equipment block grant and even less for non-instructional equipment. Thus, by necessity, significant investment from the general fund is required. Even campuses that augment their equipment funding with general fund dollars can find themselves well short of the amount necessary to maintain their existing equipment inventory, let alone to allow for investment in new technologies

Consequently, California community colleges that fail to plan adequately for technology replacement and to identify and acquire financial support from state sources find themselves in a continual state of "catch-up" with regard to technology. Thus, eternal vigilance is demanded in an ongoing quest for technology funding support. In addition to sources such as the state instructional equipment block grant and the district general fund, Norco has drawn from the following sources to develop financial support for technology enhancement:

State and Local Bond Funding. Norco's new Industrial Technology building was funded through a combination of state and local (Measure C) bond funding. Similarly, Measure C funds will be utilized for instructional and instructional support technology included in the Student Success Center and the Secondary Effects Projects associated with completion of the Industrial Technology and Student Success buildings. While bond funding is an essential source for technology enhancement, its utility is limited in that it can only be used for new equipment associated with the constructio

to maintenance of technology (Goal 3). It is essential, therefore, that the campus remain cognizant of this dynamic and that efforts are made to ensure that the impact of technology acquisition associated with the construction of new facilities or the renovation of existing ones on the campus' overall equipment inventory is taken into consideration. Ideally, existing technology that becomes redundant or underutilized as a result of new facilities construction or renovation should be taken offline in an effort to mitigate the impact of these facilities enhancements on long-term equipment replacement budgets (Objective 3.3).

Federal and State Grants and Initiatives. The federal Title V program and the state Basic Skills Initiative have provided significant financial support toward the enhancement of technology at Norco in recent years. Funds from the Title V Cooperative Grant were allocated toward the creation of the new digital audio recording studio and have been earmarked for the purchase of digital video technology. A newly acquired Title V grant provides substantial resources for the enhancement of technology and the professional development of faculty and staff in the computer gaming and simulation and other career-technical programs. Funds from the state Basic Skills Initiative were allocated toward purchase of mobile laptop computer carts for the reading and writing lab. Collectively, these sources have contributed several hundred thousand dollars to technology enhancement at Norco over the past three-five years.

Contract Education. Although the Riverside Community College District's contract education program is operated as a district program, for the past several months Norco has been working to establish partnerships by which the campus would provide contract training for employers while securing financial support for technology acquisition return. While these efforts have yet to yield tangible, measurable results, they are illustrative of the type of entrepreneurial thinking that must be employed by community colleges in order to address the challenge of keeping their technology up-to-date.

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Objective 4.2 – Led by the Financial Resources Working Group of the campus Strategic Planning Resources Subcommittee assisted by the Associate Dean for Student Success and the District Grants Office, the campus will identify and pursue sources of funding support for technology acquisition, replacement and enhancement

Implementation Measure – Through a combination of state block grant funding, general fund resources, state and federal grants, campus-based contract education initiatives and solicitation of foundation and private party support, the campus will endeavor to generate $ 500,000 annually for maintenance and replacement of existing technology and acquisition of new technology.

TECHNOLOGY PLANNING

Norco has incorporated technology planning into its strategic planning structures and processes in a number of ways. Preparation of the campus technology plan and oversight of technology plan implementation is assigned to the Technology Work Group of the Strategic Planning Resources Subcommittee. Thus, from an organizational standpoint, technology planning is integrated into the campus strategic planning framework. Further, information gleaned from the campus equipment inventory is taken into consideration in the formulation of annual budgets and, more importantly, the campus' mid-range financial plan, which forecasts expenditures for staffing, equipment and the like over a five-year period. Finally, just as planning and budgeting for instructional and non-instructional staffing and operational costs occurs as part of a continuous cycle, technology planning is also ongoing, with inventories, cost estimates and strategic objectives updated on a regular basis.

Goal 5: Engage in a continuous cycle of technology planning that it is integrated with the campus' overall strategic planning and budgeting structures and processes.

Objective 5.1 – Continue to employ total cost of ownership principles in planning for new facilities construction and replacement/renovation of existing facilities to ensure that sufficient resources are available for staffing support and replacement and upgrading of technology

Objective 5.2 – Revise the campus technology plan on a three-year cycle

CONCLUSION

Achieving and maintaining the status of a "Technology Campus" takes more than a mere declaration. Although the Norco Campus has carried this moniker almost since its inception it has only been in recent years that the campus has fully comprehended and embraced the degreeof planning, and the commitment of time, energy and resources necessary to earn and