

**Kingsborough Community College**  
**Student Technology Fee Plan**  
**2009-2010**

As we approach the end of the first decade of the technology fee, it is clear that students have and will continue to benefit greatly from this resource. While new technology will be introduced in support of instruction, the greatest benefit arising from the technology fee in the future will be the ability to expand services while ensuring that the technology available online and in classrooms remains current and sufficiently robust to support growing student demand. Although it has been acknowledged that colleges throughout the system will be strained as enrollments swell during challenging economic times, nowhere will this strain be more keenly felt than at the community colleges.

In order to meet the challenges of the coming years, Kingsborough has sought to position itself to provide students with the highest level of access possible to instructional technology. To this end, we have increased the number of workstations available to students. This has been done by expanding the number of laptops available through the laptop-loan program, increasing the workstations available in labs throughout the campus and expanding the wireless hotspots. In addition, we have provided enhanced printing support for students during peak times (mid-terms, finals), expanded evening and weekend hours and made labs available for general use when classes are not in session.

In addition to these initiatives, the Technology Fee Committee continues to work closely with the key stakeholders in the educational partnership. Among these are the student leadership, The President's Strategic Planning Committee, and faculty and academic program chairs. This ongoing collaboration ensures that we identify emerging needs and problems and that the activities and priorities of the Technology Fee Committee are congruent with the priorities of the institution. In the strategic plan for 2009-2010, the institutional priorities in the area of technology include:

- Increasing the number of online and hybrid courses offered
- Providing financial and staff support for new technology initiatives
- Implementing a robust e-mail system for students

The specific departmental plans to achieve these priorities are detailed in the College's strategic plan. It is clear, however, that the Tech Fee plan can and will play a major role in achieving these goals. It is also clear that the framework articulated in the past is more important than ever in helping to guide this process. This framework or principles consist of the following:

- Investing in the systematic upgrading and maintenance of the instructional technology base. This includes providing workstations and lab access for students during critical peak periods.

- Ensuring that the technology infrastructure is properly and consistently supported including all components of the wired and wireless network
- Providing the support necessary to ensure that students without the resources needed for personal access to instructional technology are provided such access through extended lab hours, laptop loans and free or low-cost printing
- Providing support to ensure that the most current advances in instructional technology are available to all Kingsborough students
- Supporting faculty initiatives that advance alternative approaches to instruction including the development of online courses, hybrid courses and technology-enhanced instructional and tutorial support.

Although last year's plan reflected a concern that stagnant enrollments and increasing costs would greatly inhibit the College's ability to meet its goals, two significant changes have served to alter our plans for the immediate future. First, the college has enjoyed an increase in enrollment that is expected to continue for the foreseeable future. Second, the increase charge in the Tech Fee designed to address general institutional IT needs, provided much needed relief to a tight budget that will allow the institution to stay on track. This having been said, it is understood that the increased revenue must be managed prudently with the recognition that this is not a limitless resource.

### **Accomplishments: 2008-2009**

In accordance with the long-range review process conducted by the College as part of the Strategic Planning process and the University's PMP, the Technology Fee Committee regularly assesses the progress made on its stated goals for the previous year. As in years past, it was encouraging to find that the College met or exceeded the goals set in the plan. The accomplishments for the past year included:

- Continuing the upgrade of workstations for instructional use.

The College has continued its practice of targeted upgrades of workstations and extended warranties where appropriate. In all, over 400 workstations have been upgraded along with peripheral equipment in labs including printers, scanners and high resolution copiers for graphics and scanners. In addition, the number of workstations available in open labs was increased.

- Expanding the laptop loan program.

Laptops available for student loans were doubled over the past academic year. Software available to students through the laptop loan program was also enhanced in order to ensure congruence with the requirements of the instructional program.

- Increasing the number of classrooms that are equipped with "smart-classroom" technology

The overall goal for the institution is still to have all of the classrooms on campus equipped with technology appropriate to support the curricular agenda. While the strategic plan calls for meeting this goal by 2012, substantial progress has been made toward this end. For the first time, more than 50 percent of the classrooms on campus are equipped with smart-classroom technology.

- Continued upgrades of software and support for direct instruction

Working in concert with the College's department chairs and the Office of the Provost, the institution has endeavored to balance the changes in technology with the currency of instructional materials. In those areas where significant needs have been identified by faculty (mathematics, physical sciences, natural sciences, allied health, etc.) targeted investments have been made. In addition, individual accommodations designed to foster experimentation have been made.

- Continuing to maintain and upgrade the technological infrastructure

The College has continued its initiative of systematically maintaining its infrastructure. Hubs and switches have been replaced as needed, wired and wireless capabilities have been expanded, and locations in the T buildings have been upgraded to include smart-classroom technology.

- Proposing systems to monitor and, where necessary, reduce costs without adversely impacting the instructional program

This year, licenses were secured for a system that would allow for the monitoring and control of printing. Both as part of an overall sustainability strategy and to ensure that the College's resources were used to maximum efficiency, users were limited in the number of copies that could be produced at ten (10) key locations throughout the campus. Without any discernable impact on instruction, use of consumable resources was reduced by 25 percent at these locations.

### **Goals for 2009-2010**

The College remains proud of its accomplishments and committed to maintaining the standards that have been set. It is also mindful, however, of the fact that increasing enrollments and emerging demands require that the institution be even more diligent in its efforts to ensure that its resources are put to the best use in assisting students reach their educational goals. With this in mind, the following goals are offered:

- The College will continue the systematic upgrades of its technology as a major priority.

Extending the replacement cycle and recycling equipment has proven to be an effective strategy in both maintaining the quality of services and controlling costs. It is clear, however, that this same strategy must be extended to instructional

technology beyond computer labs, laptops and desktop workstations. Plasma screens, projection devices, mobile carts and smart boards will be folded into the upgrade strategy and replaced as appropriate.

- Increase the deployment of resources that improve ease of access to instructional technology.

Along with systematically upgrading equipment and infrastructure, the College must invest in those technologies that have proven successful with students and faculty. Primary among these is improving ease of access. This includes increasing the number of smart classrooms equipped with podiums, phasing out or replacing facilities that are underutilized and continuing to monitor the instructional needs of students and faculty and making the appropriate adjustments as needed.

- Explore low-cost alternatives to expand student access

Growing enrollments, and with it growing demands, require that the College explore low-cost alternatives to existing technology. The institution will, if it has not already, reach its physical limits in its ability to provide lab space. Unfortunately, student demand for access to technology, especially during the peak periods when examinations or final papers are due, has not abated. In addition to providing expanded hours in labs and in the library and increasing the laptop loan program, two new measures are proposed.

First, the College proposes deploying a limited number of “netbooks” as part of its inventory. These low-cost devices could allow for a significant expansion of the loan program without increasing the current allocation for this initiative. Although these devices do not have some of the capabilities of more conventional equipment, they would seem to be extremely functional for routine applications (i.e. e-mail, internet access, word processing, etc.). Although their compact size and lightweight dimensions raise some security concerns, it is felt that a limited pilot is worth exploring.

Second, the College would like to experiment with “application streaming.” In these times when some students must make the decision between purchasing a book or a MetroCard and purchasing a meal, discretionary income may not be available to purchase expensive software. We propose, therefore, providing students with the ability to download specific applications needed for a course or program of study that would time-out when they have concluded their semester of study. This would be a significant aid to many of our students in both direct instructional support and reduced costs.

- Expand cost savings measures

The College is committed to ensuring that its resources are put to the best use.

One significant component of this effort is reducing waste in consumable resources such as paper and toner. Achieving this goal while not charging students for printing, is a major challenge. Our students, like everyone else in these hard economic times, must make their resources stretch. By expanding the Pharos print management system, however, we believe we can achieve both the goal of supporting students and controlling costs.

- Implement more robust e-mail system

The importance of effective communications with students has become widely recognized in recent years. Whether it is providing routine feedback from an instructor, following up with students on registration or financial aid information or reaching out to them in an emergency, e-mail has become an indispensable communication tool. For a variety of reasons (e.g. storage space, ease of use, portability, a preponderance of free services) Kingsborough students have not made use of the existing system at the rate we would like. As a result, communication has been uneven and student satisfaction has been adversely affected.

In an effort to address this concern, the College will seek to deploy Outlook Live for all students. It is recognized that this will require an investment of resources from the College as well as the Technology Fee to ensure both a smooth transition and appropriate support for the entire college community.

- Invest in technology in support of faculty development

As technology becomes more prevalent in the classroom, there is a concomitant increase in the need to support faculty in their professional development. With hybrid or technology enhanced courses exceeding 200 as of this writing and the number of on-line courses having doubled in the past year, we anticipate a sharp increase in the demand for the services provided through the Kingsborough Center for Teaching and Learning (KCTL) and the Kingsborough Center for Advanced Technology Training (KCATT). New tools are continually being introduced into the environment and disciplines that had previously made modest use of technology in instruction are rapidly utilizing these tools to improve instruction.

In order to keep pace with the growing demand, keep current with the latest innovations in teaching and learning, and to encourage experimentation and innovation, it is critical that we continue to provide technical support, staffing and maintenance of hardware and software in our principle professional development areas. While at present, the KCATT is the primary location for professional development in technology, we are rapidly outgrowing that space and may need to expand into other spaces, including existing labs.

It is important to recognize that, like most organizations, Kingsborough has come to appreciate the hard lessons of deferred maintenance. As is stated throughout this narrative, we remain committed to the proposition that we must continue to focus on maintaining the gains made in recent years while making targeted investments in the future. These investments must be guided by the best judgment of students, faculty and staff, our principle stakeholders. The primary objective is to provide our students with the best preparation possible to deal with an increasingly complex world.

The attached budget details the projected expenditures for fiscal '09-'10. It is a more ambitious plan than those promulgated in recent years but one that we feel is consistent with our historical approach of staunch advocacy for effective instruction and fiscal prudence. As always, the Tech Fee Committee, working with the leadership of the College will continue to monitor this plan and make whatever adjustments are warranted by changes in financial circumstances or changes in educational priorities.